

**Carson City  
Agenda Report**

**Date Submitted:** 1-7-14

**Agenda Date Requested:** 1-16-14

**Time Requested:** 15 minutes

**To:** The Board of Supervisors

**From:** Heather Renschler, Ralph Andersen Associates

**Subject Title:** For Possible Action: To approve the City Manager recruitment brochure developed by Ralph Andersen and Associates.

**Staff Summary:** The Board of Supervisors entered into a contract with Ralph Andersen to conduct the City Manager search. In order for the search to begin, the Board must adopt a recruitment brochure that will be used to advertise the position and begin the recruitment for a new City Manager.

**Type of Action Requested:** (check one)

Resolution

Ordinance

Formal Action/Motion

Other

**Does this Action Require a Business Impact Statement:**  Yes  No

**Recommended Board Action:** I move to approve the City Manager recruitment brochure developed by Ralph Andersen and Associates.

**Explanation for Recommended Board Action:** The Board of Supervisors entered into a contract with Ralph Andersen to conduct the City Manager search. In order for the search to begin, the Board must adopt a recruitment brochure that will be used to advertise the position and begin the recruitment for a new City Manager. The brochure was created after individual meetings with the Board of Supervisors, Department Directors and Elected Officials.

**Applicable Statute, Code, Policy, Rule or Regulation:** N/A

**Fiscal Impact:** This service is provided for in the contract approved by the Board on December 5, 2013.

**Explanation of Impact:** N/A

**Supporting Material:** Draft Recruitment Brochure

Prepared By: Melanie Bruketta, HR Director *MB*

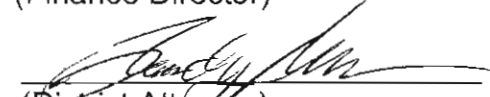
Reviewed By:

  
\_\_\_\_\_  
(Interim City Manager)

Date: 1-7-14

  
\_\_\_\_\_  
(Finance Director)

Date: 1/7/14

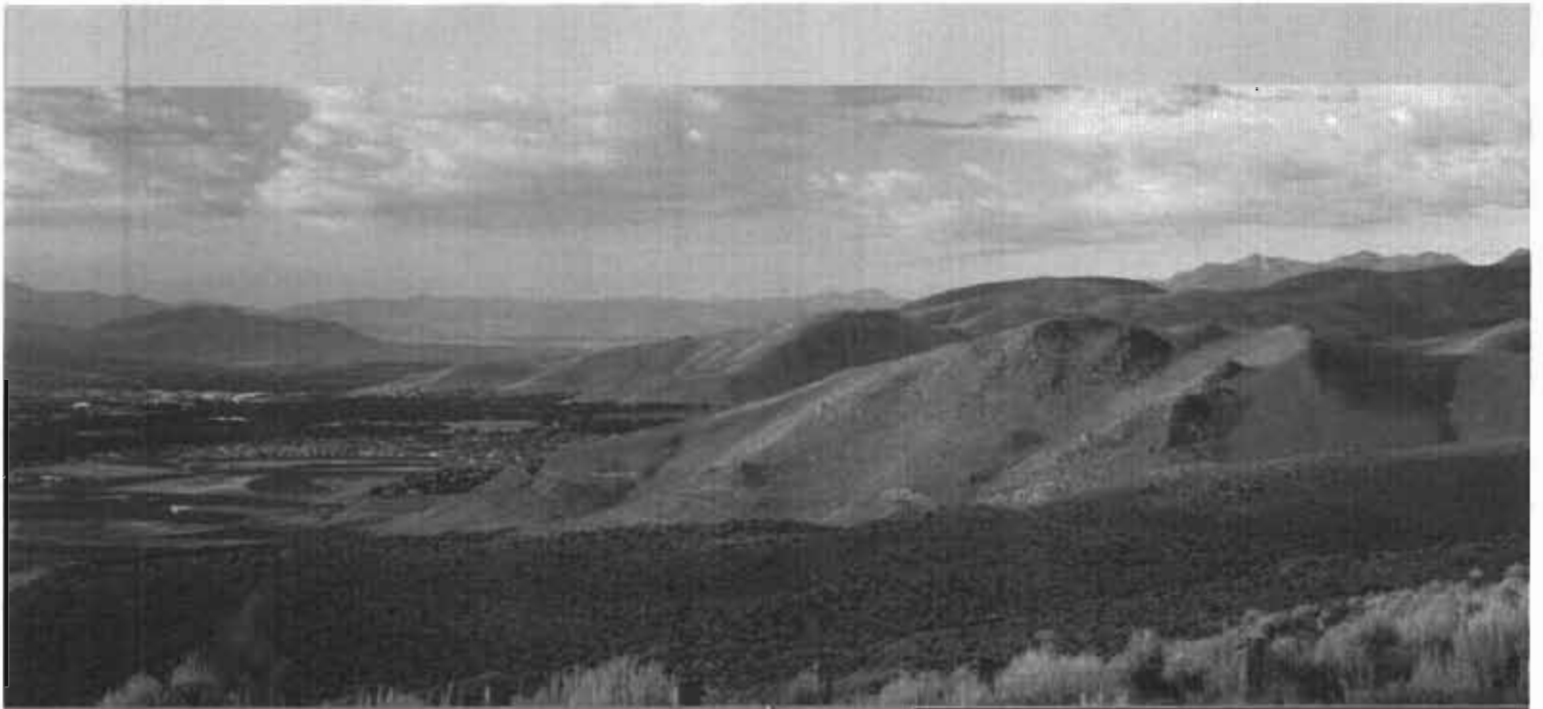
  
\_\_\_\_\_  
(District Attorney)

Date: 1/7/14

**Board Action Taken:**

Motion(s): \_\_\_\_\_ 1) \_\_\_\_\_ Aye/Nays  
2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)



Recruitment Services Provided by Ralph Andersen & Associates

The Consolidated Municipality of  
**CARSON CITY**

invites your interest in the position of

**CITY  
MANAGER**





Today, Carson City serves a population of approximately 55,000 with a Fiscal Year 2014 Total Budget of \$125 million (\$60 million General Fund) with approximately 550 full-time and 300 part-time staff.

The City's 2012/2013 Strategic Plan, which can be found at [www.ralphandersen.com](http://www.ralphandersen.com), outlines the strategic planning and strategy execution necessary to ensure Quality of Life in Carson City. The Board of Supervisors operates as a **results-oriented government** and has adopted a method of governing that requires the following:

- **Focusing** attention on those things most important to the community.
  - » Recognizing what it takes to have a great quality of life.
- **Aligning** efforts throughout the organization.
  - » Working in unison, throughout the organization to achieve results.

- **Measuring** results.
  - » Using data to drive discussion and decisions.
- **Improving** those results.
  - » Taking action to make improvements.

## Governance Structure

The governing body for Carson City is composed of a five-member elected Board of Supervisors. The Mayor and four Supervisors are all elected-at-large; however, the four Supervisors must reside within the boundaries of their respective Wards 1 through 4. All of the members of the Board serve four-year staggered terms.

The Board of Supervisors is the governing body of Carson City, a Consolidated City and County Municipality. The Board enacts all laws and is the key political body and policymaker. The members are responsible for soliciting citizen views in forming these policies and interpreting them to the public. The Board approves the budget; determines tax rates; and focuses on the community's goals, major projects, capital financing, strategic planning, land use development, growth management, master plans, and contractual agreements.

The Board of Supervisors is responsible for appointing the City Manager as well as the Internal Auditor, Public Guardian, and Chief of Alternative Sentencing. By City Charter, the organization functions under the council-manager form of government whereby the Board is the policymaking arm and City Manager is the administrative and operational arm of the full-service government.

This governing structure has non-elected Department Directors including Deputy City Manager, Community Development, Finance, Fire, Health & Human Services, Human Resources, Information Services, Library Director, Parks & Recreation, Director of the Senior Citizen's Center, and Public Works. The elected officials (District Attorney, District Court Judge [2], Justice of the Peace [2], Assessor, Clerk/Recorder, Sheriff, and Treasurer) report to the Board on budgetary and operational issues; however, as elected officials, they are not directly accountable to the Board in the same manner as non-elected Department Heads.

Candidates should be aware of Dillon's Rule which balances power between the State of Nevada and the counties. This ruling, which dates back to 1868, established a common-law rule of statutory interpretation that limits the powers of local governments to those powers expressly granted by the Nevada Legislature.

## Responsibilities of the City Manager

The City Manager is an at-will position reporting to the Board of Supervisors. This career opportunity is the result of a recent retirement. The City Manager is responsible for making recommendations to the Board that result in cost-effective programs that better serve the public. The City Manager is accountable for providing strong leadership while modeling core values and guiding principles of integrity, pride, trust, and respect within this highly ethical organization.

The City Manager acts as the principal administrative advisor to the City Board of Supervisors. Operational responsibilities include coordinating, directing, planning, and overseeing the administrative and financial affairs of the City pursuant to policies determined by the Board.

Specifically, the City Manager has strategic executive leadership responsibilities for:

- Advancing initiatives through leadership;
- Promoting effective and efficient delivery of programs and services through the application of strategic management tools;
- Ensuring the overall fiscal health of the organization through resource management, revenue enhancement, and succession planning;
- Providing options and alternatives on a variety of complex topics and programs so that the Board may consider an array

of choices, inclusive of staff recommendation and fiscal impacts, in order to set future policy direction based on sound and professional advice and counsel;

- Guiding and facilitating discussions and establishing strategies to address capital improvement projects and deferred maintenance across the full spectrum of the organization for both elected and appointed departments;
- Leading efforts of strategic planning and performance measurements that are tied to the budget and are both achievable and capable of being implemented;
- Engaging in intergovernmental activities at the local, state, and regional level that promote the mutual interest of those jurisdictions; and
- Creating a culture of effective communication throughout all levels of the organization as well as throughout the community.

## The Ideal Candidate

The Board of Supervisors desires the City Manager to be a confident, *hands-on leader* who is *intuitive, forward-thinking*, perceptive, and knows when to lead and when to be supportive. This top candidate must also be an *excellent negotiator* with *strong business acumen*, results-oriented and committed to providing strategic guidance on an array of programs and topics impacting the citizens of Carson City. Other personal traits include being a *good listener* complemented by an *outstanding customer service philosophy* in order to lead a public sector organization serving an active and involved citizenry. This top candidate will *relish in leading an organization*, be able to take unpopular stands if necessary, encourage direct and tough debate, face adversity head on, and be energized by tough challenges. The City Manager must also *excel at bringing together the creative ideas of others*, facilitate effective brainstorming, and project how potential ideas will be received. Many of these same attributes were also noted by both elected and appointed department directors as being important for professional and organizational success.

The City Manager will also need to be *energetic, creative, self-confident*, and have an open and approachable personal style. Importantly, this top candidate will continue to provide *collaborative leadership* that will *inspire, motivate, and empower key staff* throughout the organization to achieve established goals. Continuing a culture of trust is critically important to all levels in this organization. Additionally, this position requires someone who is politically astute with superior interpersonal and communication skills.

This executive will also *utilize continuous improvement methods and best practices*; promote a cooperative environment; demonstrate *integrity and strategic agility* that aligns with City values and that provides effective and responsible decision-making. Skills in *priority setting, problem-solving*, and the *ability to drive for results* are also critical for success.

A *sense of humor*, an appreciation for the array of outdoor amenities offered in the geographic area, as well as recognition of the rich history of the region are some of the other important characteristics noted by the Board of Supervisors and other key contributors in the organization.



## A Rich History

Named for the famous frontiersman and scout Christopher "Kit" Carson, Carson City was founded as a community in 1858. Originating as a stopover for California bound emigrants, Carson City's population began to rise following the discovery of gold and silver in 1859 on the nearby Comstock Lode.

Nevada entered into statehood on October 31, 1864 and Carson City was selected as the state capital at the constitutional convention and has retained that honor to the present day.

In 1969 Ormsby County was merged into Carson City to consolidate government services. With the consolidation, the city limits today extend west across the Sierra Nevada to the California state line in the middle of Lake Tahoe. With its area of 146 square miles, Carson City is one of the largest state capitals in America.

## Qualifying Experience and Education

A combination equivalent to experience and education that would likely provide the required knowledge and abilities ordinarily gained through extensive breadth and depth of experience in leadership and management. A typical way to qualify: Bachelor's degree from an accredited college/university with seven (7) years of increasingly responsible managerial and leadership experience in a large, complex organization with an open political environment.

## State of Nevada Open Meeting/ Public Records Law

In accordance with Nevada's Open Meeting/Public Records Law, candidates should be aware that all information submitted to Ralph Andersen & Associates is expected to remain confidential unless the candidate is selected as an "Applicant Finalist," at which time the candidate will be required to authorize the release of his or her information or withdraw. Once authorization is provided by the Applicant Finalist, his or her name, cover letter, resume, and any summary information prepared by Ralph Andersen & Associates will be provided to the Board of Supervisors (included in the Agenda Packet), with certain identifying information redacted. Applicant Finalists will be interviewed by the Board of Supervisors in a public meeting.

## Recruitment Schedule

- Recruitment Opens: Friday, January 17, 2014
- Update to Board (Public Session - \*Note: No Public Disclosure of Names): Thursday, February 20, 2014
- Closing Date: Friday, February 21, 2014
- Public Release of Applicant Finalists (Agenda Packet): Week of March 10th
- Selection of Applicants to Proceed (Public Meeting): Thursday, March 20, 2014 at Board Meeting
- Stakeholder Panel (Public Process): Early April
- Reception (Public Invited): Early April
- Board of Supervisors' Interviews: Early-to-Mid April
- Start Date: May 2014 / June 2014 (or mutually agreeable date)

## Compensation and Benefits

The annual compensation for this position has recently been approved by the Board of Supervisors for an updated salary range of \$ \_\_\_\_\_ - \$ \_\_\_\_\_ with excellent executive-level benefits including retirement and auto allowance.

The Board feels strongly that the selected candidate for City Manager will be well served to live within the City's boundaries and within the community served. All qualified candidates locally, regionally, and nationally are encouraged to apply for consideration. An at-will employment agreement will be negotiated with the top candidate and may include moving/relocation expenses.

## To Be Considered

*It is important to note that this recruitment will be handled in accordance with Nevada's Open Meeting/Public Records Law. The first review of resumes will begin following the closing date of Friday, February 21, 2014.* The Board of Supervisors will be presented a recommended group of Applicant Finalists by Ralph Andersen & Associates. A diverse group of Community, Business, and Organizational Leaders will assist in the evaluation by identifying key attributes of this select group of top candidates. Electronic submittals are strongly preferred and should be submitted to Ralph Andersen & Associates via email to [apply@ralphandersen.com](mailto:apply@ralphandersen.com).

Submissions should include the following:

- Compelling cover letter;
- Comprehensive resume;
- Current compensation;
- Professional references; and
- Signed Waiver (Acknowledging Open Meeting/Public Records Law) available online at [www.ralphandersen.com](http://www.ralphandersen.com).

References will not be contacted until mutual interest is established. Candidates should be aware that **Applicant Finalists** will be made public as part of this process based on Nevada Open Meeting/Public Records Law.

It is anticipated that the newly-selected City Manager will join Carson City in May/June 2014 (or sooner) **or** based on a mutually agreeable date.

*Confidential inquiries are welcomed to:*

**Ralph Andersen & Associates**  
Executive Search Consultants  
(916) 630-4900  
Heather Renschler  
[heather@ralphandersen.com](mailto:heather@ralphandersen.com)

*Carson City is an Equal Opportunity Employer*

