



The City of Traverse City

Communication to the City Commission

FOR THE CITY COMMISSION MEETING OF MARCH 2, 2015

DATE: MARCH 2, 2015

FROM: JAMIE CAROFFINO, HR GENERALIST

SUBJECT: EXECUTIVE RECRUITMENT FOR CITY MANAGER

Please consider the following ideas when entering into executive recruitment.

There are three different methods available to you including:

1. Hiring a search firm
2. Hiring the Michigan Municipal League (MML)
3. Managing the process internally

Option #1: Primary advantage is that the search firm would actively recruit for the position, but this is the most costly method (\$20,000-\$30,000). We have identified three firms that service Michigan located in Ohio and Illinois. The only search firm located in Michigan is the MML.

The timeline under option #1 will depend on the search firm selected, but generally ranges approximately 12-14 weeks.

Option #2: The MML has a reputation for having an active effort in this area and can provide many levels of assistance throughout the process. They offer two packages depending on the level of services preferred. The basic package is \$15,000-\$18,000 with the advanced package being \$20,000-\$25,000. See the attached brochure for more detailed information. (This search in 2013, conducted by MML, cost \$8,750.68.)

The timeline under option #2 will take approximately 12-14 weeks.

Option #3: By utilizing the City's Human Resources Department, we can advertise through multiple agencies (i.e., MML and the International City Management Association, etc.). Due to using the MML for the past few recruitments, we have the timeline and templates used and can easily make appropriate updates to use for the current recruitment. The City's Human Resources Department would be capable of managing this process. This option would cost approximately \$5,000.

The timeline under option #3 will be the following:

1. Approve the job description and the salary range that will accompany the advertisement. (Week 1)
2. Establish an ad hoc to manage the process or have the entire Commission acting as a Committee of the Whole to best manage the process. (Week 1)
3. Hold work session to a) identify priorities and complete a candidate profile, b) confirm the recruitment strategy, c) confirm the timeline, and d) discuss other details. (Week 2-3)
4. Prepare advertising language and place ads. (Week 2-3)
5. Receive and screen applicants and perform preliminary reference checks. (Week 3-6)
6. Meet to review list of candidates. (Week 6-7)
7. Invite the best qualified applicants for first round interviews. (Week 7-8)
8. Conduct 2nd interviews, "meet & greet," and site visits. (Week 8-10)
9. Negotiate a contract with the selected candidate. (Week 8-10)
10. Coordinate background investigation and psychological evaluation of the final candidate(s). (This is completed by a third-party vendor and the cost is billed at the actual cost of the investigation and evaluation.) (Week 8-12)
11. Complete the process and close out activities. (Week 9-12)

This entire process will take approximately 12-14 weeks.



EXECUTIVE SEARCH

Service Overview

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and service to Michigan communities since 1899. We provide our members with the tools and knowledge they need to effectively manage and develop their communities. With the League's intimate knowledge of communities' needs and challenges, we are in a unique position to provide a comprehensive executive search service.

The executive search service is a resource offered to strengthen the quality of municipal government and administration through successful placement of public leaders. The League is invested in the community before, during, and after the search and is dedicated to a long-term partnership. A typical League search ranges from 90 to 120 days and is customized to the specific needs of the community.

Our typical level of service includes the following:

- Four personal visits with the search facilitator
- Department head and staff engagement
- An extensive community profile and recruitment brochure
- Advanced marketing, including customized online advertising, targeted email, and the League's social media
- Direct recruitment of passive candidates
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Assistance with the conditional offer of employment, background check, and contract negotiation

The League offers to-not-exceed pricing that will range from \$15,000 - \$18,000 depending on membership status and travel costs.

The League also offers advanced services including:

- Community outreach meetings and public forums
- Recruitment video
- Social event or non-traditional setting for candidate screening
- Community tours
- Site visits to finalist communities (expense for travel is additional)
- Media packet with press releases provided for the local media at key points during the search

These advanced services are also priced to-not-exceed ranging from \$20,000 and \$25,000.

Contact the League for a personal presentation, formal proposal, or with any questions at 734.669.6325 or www.mml.org.