

## City of Hallandale Beach City Commission Agenda Cover Memo

<b>Meeting Date:</b>	November 19, 2018		<b>Item Type:</b> <small>(Enter X in box)</small>	<b>Resolution</b>	<b>Ordinance</b>	<b>Other</b> <div style="text-align: center;"><b>X</b></div>	
<b>Fiscal Impact:</b> <small>(Enter X in box)</small>	<b>Yes</b>	<b>No</b>	<b>Ordinance Reading:</b> <small>(Enter X in box)</small>	<b>1<sup>st</sup> Reading</b>		<b>2<sup>nd</sup> Reading</b>	
	<b>X</b>			<b>Public Hearing:</b> <small>(Enter X in box)</small>	<b>Yes</b>	<b>No</b>	<b>Yes</b>
<b>Funding Source:</b>	General Fund 8090-534010 Outside Service		<b>Advertising Requirement:</b> <small>(Enter X in box)</small>		<b>Yes</b>		<b>No</b>
						<b>X</b>	
<b>Account Balance:</b>	Line 4 \$25,000		<b>Quasi-Judicial:</b> <small>(Enter X in box)</small>	<b>Yes</b>		<b>No</b>	
						<b>X</b>	
<b>Project Number:</b>	N/A		<b>RFP/RFQ/Bid Number:</b>	N/A			
<b>Contract/P.O. Required:</b> <small>(Enter X in box)</small>	<b>Yes</b>	<b>No</b>	<b>Strategic Plan Priority Area:</b> <small>(Enter X in box)</small>  <div style="display: flex; justify-content: space-between;"> <div>Safety</div> <input type="checkbox"/> </div> <div style="display: flex; justify-content: space-between;"> <div>Quality</div> <input checked="" type="checkbox"/> </div> <div style="display: flex; justify-content: space-between;"> <div>Vibrant Appeal</div> <input type="checkbox"/> </div>				
<b>Sponsor Name:</b>	Nydia M. Rafols Sallaberry, Interim City Manager		<b>Department:</b> <b>Human Resources</b>	Radu Dodea, Human Resources Director			

### Short Title:

Discussion of City Manager Recruitment and Hiring Procedures.

### Staff Summary:

#### **BACKGROUND:**

This item seeks City Commission approval to:

- 1) Commence the recruitment process for the City Manager; and,
- 2) Recruit an Interim City Manager until such time a City Manager is appointed by the City Commission.

City Manager Roger M. Carlton separated from the City effective October 1, 2018. On August 15, 2018 Deputy City Manager, Nydia M. Rafols Sallaberry, was appointed as Interim City Manager, with the understanding that once City elections were held, the newly seated City Commission would direct staff to conduct a search for a City Manager.

Accordingly, staff is bringing forth recommendations for the City Manager recruitment and hiring process. In addition, staff is recommending the City Commission consider hiring an Interim City Manager – should the recruitment process take longer than eight weeks - to ensure continuity of City operations upon the retirement of Interim City Manager Rafols Sallaberry, which is scheduled for the end of January 2019.

### **CURRENT SITUATION:**

#### **Recruitment of City Manager:**

Options for the recruitment of a City Manager are as follows:

I. **External Recruitment – Recommended by Staff:**

The City Commission would retain the services of an experienced recruiting firm that will work with the City Commission to develop the candidate's profile, search for strong candidates, discuss the position with those candidates, recruit them, conduct the initial interviews with the candidates, conduct the background investigations, oversee the interview process with the City Commission and the community, and assist with the contract negotiations.

Under this option, the recruitment firm, with the assistance of the Human Resources Department, will work directly with the City Commission to recruit the best fitted candidate, based on the Commission's direction.

**Benefits:** benefits of this option include the firm's expertise as well as their knowledge of - and access to the job market. Under this option, the firm will independently and objectively assess the qualifications and suitability of candidates, conduct the initial interviews and background checks and then provide a list of vetted candidates. The City Commission will then review and short list the candidates.

**Disadvantage:** timing and cost. This option might take between eight to 10 weeks for recruitment, interviews and contract negotiations. In addition, there is a cost associated with the fees charged by the firm (it should be noted that the City Commission did budget \$25k in the FY18/19 Budget for this purpose).

In preparation for this agenda item, staff contacted three firms to provide quotes for this service, with two firms responding to the request for quotes. Exhibits 1 and 2 include quotes, qualifications and scope of services presented by:

-  Colin Baezinger & Associates; and
-  The Mercer Group

- ✚ Strategic Government Resources did not respond to the City's request for quotes.

Should the City Commission approve this option, staff recommends a presentation by the selected vendor during the November 28, 2018 Commission. Thereafter, upon approval by the City Commission, the process can commence.

## **II. Internal Recruitment:**

Interim City Manager and Human Resources Director will work with the City Commission to develop the candidate's profile, post the position within various employment media resources, receive applications and verify for applicants' qualifications, forward applications to the City Commission, set up public interviews with the Commission, conduct the background investigations of candidates selected for interviews, and assist with the contract negotiations.

**Benefits:** benefits of this option include the ability to conduct an expedited search, should the City Commission desire to do so, which might not be an option for recruiting firms.

**Disadvantage:** conducting an expedited search might not be as productive as the City might not be able to reach out to all potential candidates in a short time frame. In addition, chances are that the search will be conducted during the holidays, which will add to the possibility of missing applicants who might otherwise have applied to the position. With this option, potential candidates will be interacting with City staff and the process might not be perceived as independent.

## **DISCUSSION:**

### **Recruitment of the City Manager:**

In the past, staff has utilized both options, external and internal recruitment, to recruit the City Manager. For discussion purposes, below are the processes and results for both options.

The most recent **external recruitment** effort for the City Manager position occurred in 2011. That recruitment effort and timeline consisted of the following:

October 5, 2011	Staff was directed to look into the availability of a consultant to conduct a nationwide search for a candidate;
November 2011	Colin Baenziger & Associates (CB&A) retained for a nationwide search. CB&A responsibilities included preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist selection and interviewing;

January 1-31, 2012	Position was advertised for a one (1) month period;
February 1- March 13, 2012	80 applications were received. CB&A screened, conducted background checks, and held preliminary interviews with all 80 applicants;
March 14, 2012	Top four (4) candidates submitted to the City Commission;
March 21, 2012	CB&A presented to Commission the reason he chose the short list of candidates and discussed next steps;
March 30, 2012	Two (2) Meet and Greet Receptions with the short list of candidates were scheduled; one for City staff and a separate reception for residents;
March 31, 2012	Individual one-on-one interviews with the short list candidates and each City Commissioner, followed by a Special City Commission meeting where the City Manager was selected;
May 2, 2012	Employment Agreement approved by City Commission;
June 4, 2012	City Manager started employment.

The minimum qualifications for the position included:

- ✚ Master's degree from an accredited college or university, with a major in administration, management or a related field, preferred;
- ✚ A minimum of ten (10) years of progressively more responsible experience in public or private sector management;
- ✚ At least five (5) years as executive level manager overseeing at least 200 employees;
- ✚ Prior management experience in politically complex situations is required;
- ✚ Compensation: the anticipated starting salary between \$120,000 and \$180,000. Generous Fringe Benefits;
- ✚ Residency within City limits strongly preferred; anyone moving from outside the area expected to reside in the City.

The most recent **internal recruitment** effort for the City Manager position occurred in 2016. That recruitment effort and timeline consisted of the following:

This was an expedited recruitment process and included the following timeline and process for the City Commission review and selection of candidates and firms. The position was advertised for a period of twelve (12) calendar days.

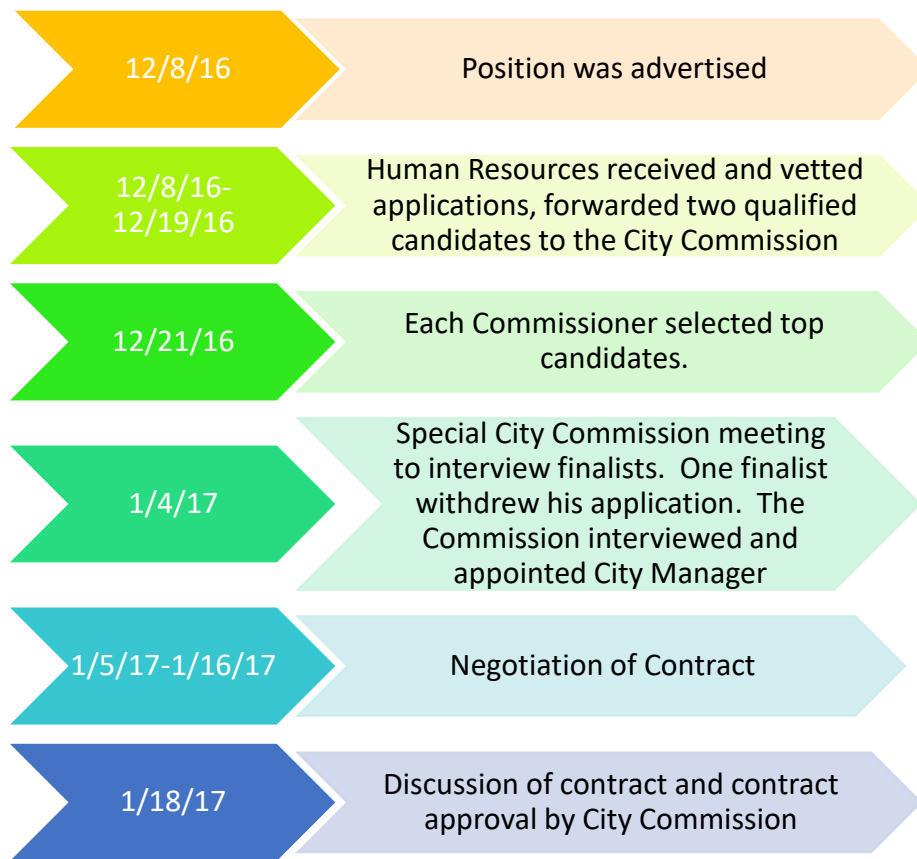
1. Recruitment for the position was handled by Human Resources Department;
2. Position opened on December 8, 2016;
3. The Minimum Requirements were:

- ✚ Bachelor's Degree from an accredited college or university with a major in administration, management or a related field, with a Master's degree preferred;
- ✚ At least five (5) years as executive level manager overseeing at least 200 employees;
- ✚ Prior management experience in politically complex situations is required;
- ✚ Residency within city limits is strongly preferred; anyone moving from outside the area will be expected to reside in the City;
- ✚ Valid Driver's License with a satisfactory driving record.
- ✚ Five (5) years of minimum municipal experience.

The position was advertised for twelve (12) calendar days via the following:

- ✚ International City/County Management Association;
- ✚ Florida City/County Management Association;
- ✚ Florida League of Cities website and newsletter;
- ✚ Florida Public Personnel Association;
- ✚ Indeed.com website;
- ✚ Monster.com website; and
- ✚ LinkedIn.

4. Human Resources Department screened all candidates for minimum requirements and forwarded applications to the City Commission immediately after; twenty-three applications were received;
5. The City Commission reviewed the applications and agreed to invite the top two candidates for interviews; however, one of the candidates withdrew his application prior to the interview process;
6. City Commission interviewed candidate and appointed at the January 4, 2017 Special City Commission meeting and selection of City Manager.



#### **Recruitment of an Interim City Manager:**

As the time line to complete the recruitment of the City Manager is uncertain, staff is recommending the City Commission hire an Interim City Manager until such time the recruitment has been completed and a City Manager has been appointed by the City Commission. This will ensure continuity of operations upon the retirement of Interim City Manager Rafols Sallaberry at the end of January 2019. Recruitment of the Interim City Manager can be completed either internally: City Commission working with the Human Resources Department, or externally: City Commission working with a professional recruiting firm.

#### **WHY ACTION IS NECESSARY:**

Pursuant to the Code of Ordinances, Part I - Charter, Article VI, Division 3, Section 6.03: City Manager, "The city commission shall, by a majority vote of the full commission, appoint a city manager who shall be the administrative head of the municipal government under the direction and supervision of the city commission. The city manager shall receive such compensation as the city commission may fix and determine. The city manager shall be chosen solely on the basis of executive and administrative qualifications, without regard to political belief and shall be over the age of twenty-one (21) years."

**FISCAL IMPACT:**

Estimated cost to complete the recruitment for City Manager and Interim City Manager will vary depending on the option selected by the City Commission: external recruitment vs. internal recruitment. However, staff's estimate is a not-to-exceed cost of \$25,000.

**Proposed Action:**

City Commission review and approval of a City Manager and Interim City Manager recruitment process.

**Attachment(s):**

Exhibit 1 – Colin Baezinger & Associates Recruitment Proposal  
Exhibit 2 – Colin Baezinger & Associates Appendices – Volume II  
Exhibit 3 – The Mercer Group Recruitment Proposal