



**Cedar Springs City Council
Special Meeting Agenda**

**Thursday, December 3, 2015
7:00 p.m.**

**Cedar Springs City Hall
66 S. Main St.
Cedar Springs, Michigan**

1. Call to Order and Pledge of Allegiance.

2. ROLL CALL:

Mr. Daniel Clark	_____
Mr. Perry Hopkins	_____
Mrs. Molly Nixon	_____
Mrs. Rose Ellen Powell	_____
Mr. Robert Truesdale	_____
Mrs. Pamela Conley, Mayor Pro Tem	_____
Mr. Gerald Hall, Mayor	_____

3. PUBLIC FORUM.

*The Council welcomes and encourages the public to speak during the public comment and public hearing portions of the agenda. However, Council policy is to **hear** the public comment, not to **act** on the public comment at that time. Concerns brought before the Council during the Public Comment portion of the agenda will be referred to the City Manager for action. If, after communicating with the City Manager, no resolution is reached, the concern will be elevated to the Mayor and then eventually to Council for action. Those citizens wishing to speak on agenda and non-agenda items will be allowed a maximum of four minutes each to address their concerns. This is the only time during the Council meeting that citizens are allowed to address the Council. Please state your name and address for the record.*

4. APPROVAL OF AGENDA.

5. NEW BUSINESS.

- A. Discussion regarding community input concerning attributes necessary for a new City Manager.
- B. Motion to contract with the Michigan Municipal League for the purpose of conducting a search for a new city manager.

7. ANY OTHER BUSINESS TO COME BEFORE THE COUNCIL.

8. COUNCIL COMMENTS.

9. ADJOURNMENT.



EXECUTIVE SEARCH PROPOSAL

City of Cedar Springs



November 2015

Prepared by the Michigan Municipal League

Heather Van Poucker
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Mayor Gerald Hall
66 S. Main Street
Cedar Springs, MI 49319



michigan municipal league

November 23, 2015

Mayor Hall and Council,

The Michigan Municipal League is pleased to offer the City of Cedar Springs our assistance in selecting your next City Manager. The League is committed to strengthening Michigan communities, and works hand-in-hand with our members to provide the tools needed to effectively manage and develop their communities. This close relationship gives the League a deep understanding of a community's needs and challenges and makes us uniquely qualified to provide a comprehensive executive search service.

The League's executive search service is designed to ensure the best possible match between a community and its top administrator, with the ultimate goal of providing the community a highly qualified leader who will add tremendous value to the community. To that end, we are dedicated to serving the needs of member communities before, during, and after a search process. Our service is focused exclusively on Michigan communities, but our recruitment is nationwide. We manage an unparalleled network of applicants, half of which are from outside the state.

Each search process is tailored to meet the community's specific needs and goals. We work closely with the community to gain a full understanding of the priorities as a basis for structuring the search process. We facilitate consensus-building around the attributes a community is looking for to gain a complete picture of the desired candidate's experience, qualifications, and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

We provide a high level of customized service in order to produce a quality match for the community. In order to ensure a quality outcome and match for the community, a typical search includes with the following services and requires at least 120 days to complete. The timeline varies depending on timing of ad placement, availability of candidates and city officials, and the needs of the community.

Feel free to contact the League with any questions.

Thank you,

Heather Van Poucker

PROPOSAL FOR EXECUTIVE SEARCH

City of Cedar Springs

► SERVICE SUMMARY

Our executive search service typically includes the following activities, which are accomplished over the course of up to **three** personal visits with the search facilitator. The following activities would be done for each position:

- Development of an extensive candidate and community profile featured within a professionally designed recruitment brochure
- Featured placement in the League's classifieds which receive 5,000+ hits per week
- Marketing, including an exclusive direct email to Michigan municipal managers and others as appropriate, as well as the League's social media (more than 5,000 followers)
- Direct recruitment of passive candidates
- Application analysis and personal pre-screening of viable applicants
- Reference checks, social media check, and in-depth background investigation done by a third party
- Customized interview questions and selection format/process
- Development of the conditional offer of employment

► SEARCH PROCESS

Develop Recruitment Profiles

In the first meeting, the search facilitator will facilitate a work session to develop a comprehensive recruitment profile. The search facilitator will spur the development of an ideal recruitment profile that the city can agree on and be proud of. This ensures the quality of applicants recruited, as well as manages and clarifies the expectations of the new position. The recruitment profile has two components:

- 1. The Candidate Profile** details the qualifications, experience, and professional characteristics required for the position. It is designed to reflect the goals and priorities of the community and goes beyond what is normally found in succinct ad language. The completed profile is used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection.
- 2. The Community Profile** provides a description of the position, the organization (i.e. organizational structure, services provided, etc.), and the community itself. This component is an excellent opportunity to highlight the quality of life aspects of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths and cultural or entertainment opportunities.)

These profiles are used to develop a professionally designed recruitment brochure which is featured on the MML website in its entirety and directly emailed to targeted Michigan municipal professionals.

Develop and Administer Recruitment and Outreach Campaign

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to the widest and most appropriate audience. To accomplish this, we will develop an outreach and advertising campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought. Our advertising strategy will include both written and electronic publications:

- Featured placement on the League's Classified Ads (website, features complete recruitment brochure)
- ICMA Website
- League social media outlets
- Other professional associations as appropriate (i.e. MGFOA, MAP, etc.)
- Regional public administration associations
- Public administration master's programs' career placement offices
- Other municipal associations as appropriate (i.e., MTA, MAC, etc.)

The full recruitment brochure will be featured on the League's web site which receives an average of 5,000 hits per week. League searches are always listed first with special graphics to highlight your position. This is an excellent opportunity to promote the position and your community to a wide range of prospective candidates.

In addition to advertising the position, we will utilize our extensive network of contacts to identify professionals in transition and managers who may have an interest in the opportunity. We focus the recruiting effort on attracting the most qualified candidates, including passive candidates, to ensure an outstanding candidate pool. Following the closing date for receipt of resumes, we will proceed with resume review and interviews.

Screen Resumes and Narrow Field of Applicants

We receive resumes directly and assess each applicant against the criteria established in the recruitment profile to identify viable candidates who most closely meet the municipality's requirements. We also conduct initial prescreening and online searches.

At the conclusion of this initial screening process, we present a confidential summary of the applicants and their qualifications which serves as the basis for a suggested "short-list" of candidates for further consideration. After discussion and consideration, the municipality will determine whom to invite for personal interviews.

Once invitations to interview have been extended and accepted, the names and resumes of candidates are no longer protected by confidentiality. Until that time, we closely guard the identity of confidential applicants to ensure your search process yields the strongest pool of candidates. Please note that we do not ever release the name, resume, other identifiers or application materials of confidential applicants who are not viable candidates. We only lift confidentiality for viable candidates who agree to participate in the interview process.

Preliminary Reference Review

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

Interview and Selection Process

Interview and Selection Process

Once a list of final candidates has been developed, we will assist in coordinating and scheduling interviews. As well, we will develop interview questions that focus on the priorities outlined within the candidate profile.

Further, we will offer guidance and advice concerning appropriate interview topics as well as those that should be avoided. While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the municipal attorney to be apprised of the proposed interview and selection process.

A search facilitator will attend and facilitate the interviews with each of the final candidates. There will be one or two rounds of interviews, depending on the community's preference. At the conclusion of the interview process, we will facilitate discussion and evaluation of each candidate.

Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the municipality. Rather, we aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.

Search Close-out

After the community has chosen a candidate, the search facilitator will be able to assist in contract negotiations of the conditional and final offer. At this stage, the League will initiate a thorough background search handled by a contracted third party that specializes in employment investigation.

Once an agreement is reached with the individual selected for the position, the facilitator will perform closing tasks, such as personal notification of unsuccessful candidates.

Search Timeline

Timing is critical in an executive search and any delay in action can often result in losing a highly sought-after candidate. We encourage our client communities to establish a well-defined project timeline with the search facilitator at the first meeting to ensure the process moves quickly and positions the community to compete for the best talent. A sample timeline is provided below.

WEEK 1	Initial Meeting: Create Profiles, Recruitment Strategy, Ad Language
WEEK 2-3	Place ads
WEEK 3-5	Direct Recruitment, Active Solicitation of Candidates
WEEK 3-6	Application Screening, Initial Reference Checks
WEEK 6-7	Prepare Short List, Meet and Review Candidates
WEEK 7-8	Conduct First Interviews
WEEK 8-9	Second Interviews (if necessary)
WEEK 9-10	Extend Conditional Offer
WEEK 10	Background Checks
WEEK 11-12	Close Out Activities

Our Search Facilitators



KATHIE S. GRINZINGER

Our lead executive recruiter is Kathie S. Grinzinger. Ms. Grinzinger has an extensive background in human resources including organizational and employee development; job description analysis; selection processes; and evaluation. She served as the assistant city manager and then city manager for the City of Mt. Pleasant for 25 years before her recent retirement. Grinzinger has served as the President of the Michigan Local Government Managers Association, served on the Michigan Municipal League Board of Trustees and multiple League policy committees. She is a retired member of the International City/County Managers Association, and has served with distinction on many other boards.



JOYCE A. PARKER

Joyce A. Parker is an ICMA credentialed manager and has worked in city management in several communities in the State of Michigan and Illinois. She has worked as City Manager, Assistant City Manager or Township Manager for Jackson, Saginaw, Inkster, Buena Vista Charter Township, and Elgin, Illinois. In this capacity, Ms. Parker developed and managed budgets up to \$250 million and organizations of 800 employees. Under her leadership, and with the cooperation of City government and the community, these suburban and urban cities have experienced rapid growth and development. Joyce Parker is currently the President and CEO of the Municipal Group. The Group provides consulting services such as organizational assessments, recruitment, community and economic development, and personnel and interim staff services. She served as State appointed Emergency Manager for the City of Allen Park, the City of Ecorse and the Highland Park Schools. Ms. Parker has a Bachelor Degree in Business Administration from Kent State University and a Master Degree of Public Administration from the University of Michigan. She is a member of such clubs and organizations as the Business Professional Women's Club, Michigan Local Government Management Association, and the International City County Management Association. Joyce Parker is also the recipient of several awards including the Susan B. Anthony Award from the YMCA, the Spirit of Saginaw Award from the Saginaw County Chamber of Commerce, the Jim Sinclair Award from the Michigan Municipal League and the Great Expectation Award from the NAACP.



JEFFREY L. MUELLER

Jeffrey L. Mueller is an experienced and respected management professional. He has over 30 years of municipal experience, is an ICMA credentialed manager and a member of the Michigan Local Government Management Association. He has worked for the City of Lathrup Village, City of Madison Heights, and the City of Grosse Pointe Park. He has also served as the chair of the South Oakland County Water Authority, South Oakland County Resource and Recovery Authority, and the Michigan Municipal League Centennial Youth Committee. He received his Bachelor's Degree from Western Michigan University, attending the Institute for Public Administration at Central Michigan University, and holds a S2 Water Distribution License from the Michigan Department on Environmental Quality.

Our Clients

Below are listed some of the municipalities that have utilized the executive search services of the League in recent years. Clients include cities, villages, counties and townships of all sizes throughout the state. Many of our clients have been so pleased with our work that they become repeat customers for other positions, bringing our total number of searches over 200.

City of Albion	City of Grosse Pointe	City of Saline	Village of Stockbridge
City of Alpena	Woods	City of Sandusky	Village of Wolverine Lake
City of Battle Creek	City of Harper Woods	City of Sault Ste. Marie	Brighton Township
City of Belding	City of Hart	City of South Lyon	Coloma Township
City of Berkley	City of Highland Park	City of Tecumseh	Delhi Township
City of Big Rapids	City of Hillsdale	City of Three Rivers	Delta Township
City of Bloomfield Hills	City of Howell	City of Troy	Huron Township
City of Boyne City	City of Huntington Woods	City of Whitehall	Lyon Township
City of Brown City	City of Inkster	City of Williamston	Oakland Township
City of Buchanan	City of Iron Mountain	City of White Cloud	Shelby Township
City of Caro	City of Ironwood	City of Woodhaven	Hartland Township
City of Cass City	City of Ishpeming	Village of Baraga	Spring Lake Township
City of Cedar Springs	City of Jackson	Village of Bellevue	Ypsilanti Township
City of Cheboygan	City of Keego Harbor	Village of Beverly Hills	Genessee County
City of Chelsea	City of Lapeer	Village of Caro	Marquette County
City of Clawson	City of Leslie	Village of Cass City	Saint Joseph County
City of Clio	City of Lowell	Village of Cassopolis	Saginaw County Road
City of Croswell	City of Marine City	Village of Constantine	Commission
City of Davison	City of Marlette	Village of Douglas	White Lake Fire Authority
City of Eastpointe	City of Menominee	Village of Franklin	Coloma Township
City of East Grand Rapids	City of Midland	Village of Holly	
City of Escanaba	City of Milan	Village of Kalkaska	
City of Essexville	City of Monroe	Village of Kingsley	
City of Ewart	City of Mount Pleasant	Village of Lake Orion	
City of Farmington	City of Muskegon Heights	Village of L'Anse	
City of Ferndale	City of Norton Shores	Village of Mackinaw City	
City of Ferrysburg	City of Norway	Village of Mattawan	
City of Frankenmuth	City of Parchment	Village of Middleville	
City of Frankfort	City of Plymouth	Village of Newberry	
City of Grand Blanc	City of Port Huron	Village of Oxford	
City of Grand Ledge	City of Portland	Village of Paw Paw	
City of Grayling	City of Rogers City	Village of Reese	
City of Grosse Pointe	City of Saint Clair	Village of Sparta	

Pricing

The League provides a total not-to-exceed price of \$10,000 for executive search service which includes both professional fees and project expenses (advertising, travel, etc.) for both positions. This ensures you know exactly what you will spend up front to complete this critical process.

The League welcomes the opportunity to assist the City of Cedar Springs this search. Please feel free to contact me directly with questions about our service or this proposal.

Our Promise

The League is committed to providing the best possible outcome and employment match for the community. Therefore, we guarantee placement for at least one year, and strongly encourage the management professionals placed to comply with Tenet 4 of the ICMA Code of Ethics, which sets a minimum of two years for employment with a local government. In the highly unlikely event that the position is vacated within a year of placement, the League will offer another search at no or little additional cost to the community.

Sincerely,
Sent via email

Heather Van Poucker
Director, Information & Policy Research

Please provide authorized signature below to officially engage the League to provide the executive search services outlined within this proposal:

AUTHORIZED SIGNATURE _____

TITLE _____ DATE _____