



City of Marco Island

To: City Councilors, City of Marco Island

From: Diana Snover, Human Resources Director

Date: January 5, 2026

Subject: Recruitment Options and Recommended Process for Selecting the Next City Manager

Purpose

The purpose of this memorandum is to outline the recruitment options available for selecting the next City Manager, including internal and external pathways, recommended processes for each, salary considerations, interview structure, and options for utilizing professional recruitment organizations or executive search firms.

Salary Considerations

Publicly available data identifies the most recent City Manager salary at \$228,744.00. Based on statewide benchmarks, competitive market conditions, and the leadership responsibilities associated with the City of Marco Island, a recommended recruitment salary range is \$225,000 to \$275,000, with flexibility for exceptional candidates.

Recruitment Options

1. External Recruitment

An external recruitment process allows the City to attract experienced municipal executives from across Florida and the nation.

Recommended Posting Platforms and Agencies:

- Florida City & County Management Association (FCCMA)
- Florida League of Cities (FLC), with the option to work with an FLC advisor
- International City/County Management Association (ICMA)

Posting costs typically range from \$100 to \$1,000, depending on the platform selected.

Executive Search Firms

Rather than identifying specific firms in advance, the City may issue a Request for Proposals (RFP) to solicit proposals outlining qualifications, services, and associated costs. Firm fees generally range from \$35,000 to \$70,000, depending on the scope of services provided.

External Recruitment Process

1. Finalize the job description and candidate profile.
2. Advertise through FCCMA, FLC, ICMA, and other professional networks.
3. The firm conducts initial screening and qualification verification.
4. Conduct structured interviews coordinated by the search firm.
5. City Council selects the finalist and negotiates the employment agreement in coordination with the City Attorney.

2. Internal Recruitment

An internal recruitment process allows the City to evaluate qualified candidates while maintaining a structured and transparent selection process.

Internal Recruitment Process

1. Human Resources publishes a job posting on appropriate professional platforms.
 - a. Advertise through FCCMA, FLC, ICMA, and other professional networks.
2. Candidates submit a résumé, cover letter, and leadership statement through Human Resources.
3. Human Resources conducts preliminary screening of qualifications and experience.
4. Qualified applicants participate in interviews with City Councilors coordinated by the Human Resources Director.
5. City Council selects the finalist and negotiates the employment agreement in coordination with the City Attorney.

Oversight

Whether the recruitment process is administered internally by Human Resources or through an external search firm, the following oversight structure would apply:

- Oversight Department: Human Resources
- Executive Oversight: Council Chair
- Legal Oversight: City Attorney
- Search Firm (if utilized): Candidate sourcing and screening support

Estimated Timeline

- Job profile development and advertisement: 2–6 weeks
- Application and screening period: 4–6 weeks
- Interview rounds: 4–6 weeks
- Final selection and contract negotiation: 2–4 weeks

Recommended Next Steps

City Council will direct Human Resources Director to either draft a job description with salary range and begin advertising or draft the scope of work for RFP process to engage potential search firms.

Conclusion

A structured and comprehensive recruitment process that is open to both local and national applicants and supported by professional networks or an executive search firm will provide the City of Marco Island with a highly qualified pool of candidates. Implementing the recommended recruitment approach and timeline will help ensure a transparent, competitive, and effective selection of the next City Manager.