



SPECIAL ADMINISTRATIVE POLICY COMMITTEE MEETING AGENDA

August 08, 2023 at 5:30 PM

Kronenwetter Municipal Center - 1582 Kronenwetter Drive Board Room (Lower Level)

1. **CALL MEETING TO ORDER**
 - A. Pledge of Allegiance
 - B. Roll Call
2. **ANNOUNCEMENT OF CLOSED SESSION**
 - A. Motion to convene into CLOSED SESSION pursuant to Wisconsin Statute 19.85(c); Considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility; Interviews - Director of Public Works & Utilities
3. **RECONVENE OPEN SESSION**
4. **ACTION FROM CLOSED SESSION:**
 - B. Discuss and consider applicant(s) for Director of Public Works & Utilities - Recommendation to Village Board.
5. **ANNOUNCEMENT OF CLOSED SESSION**
 - C. Consideration of Motion to convene into closed session pursuant to Wis. Stat. §19.85©, Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility; Review Applicants for Administrator Position
6. **RECONVENE OPEN SESSION**
7. **ACTION FROM CLOSED SESSION**
8. **OLD BUSINESS**
 - D. Discuss and consider Administrator Hiring Process- in house or user of recruitment firm.
 - E. Discuss and consider proposals received from professional recruitment firms - Recommendation to Village Board.
9. **ADJOURNMENT**
10. **NOTE: Requests from persons with disabilities who need assistance to participate in this meeting or hearing should be made at least 24 hours in advance to the Village Clerk's office at (715) 693-4200 during business hours.**

Posted: 08/01/2023 Kronenwetter Municipal Center and www.kronenwetter.org Faxed: WAOW, WSAW, WSAU, and Mosinee Times | Emailed: Wausau Daily Herald

Executive & Professional Recruitment Service

Section 8, Item E.

Anticipated Timeline

ACTION	DATE
RFP Issued	July 5, 2023
RFP responses due	July 31, 2023
Administrative Policy Committee Evaluations	August 15, 2023
Village Board Evaluations	August 28, 2023
Anticipated Contract Award	Early September 2023

Received Proposals

ORGANIZATION	COST	TIMELINE
David Drown Associates Company	\$25,000	Start - August 21 New Administrator begins - January 2024
Municipal Solutions	\$24,000	Start - July 10 New Administrator begins - October 1
GovHR USA	\$24,500* (*consultant travel expenses not included)	13-14 weeks to appointment of new Administrator
Government Professional Solutions	\$22,500	13-14 weeks to appointment of new Administrator
Baker Tilly	\$26,950	14-15 weeks to appointment of new Administrator
Ideal Teams	\$10,000 flat fee or 10% of position's first year salary	

July 5, 2023

Sent via email only

Village Board of Trustees
Village of Kronenwetter
1582 Kronenwetter Drive
Kronenwetter, WI 54455

Dear President Voll and Members of the Board,

Thank you for the opportunity to submit a proposal to assist the Village of Kronenwetter with a search for your next Village Administrator. Our firm has extensive experience with local governments, and we thoroughly understand the complexities faced by Councils and Boards. DDA HR uses a proven, comprehensive process ensuring clients can identify the best candidate for their organization and community.

The attached proposal includes several elements that set us apart in our approach to providing this service. Highlights include:

- **Knowledge:** Our firm comprehensively understands local government, and our consultants are former Administrators with significant experience.
- **Neutral Third Party:** We provide a neutral, objective perspective and ensure the process is focused on assisting the Board with finding the best possible fit. If you select DDA, be assured you will not have to deal with political challenges that can creep into the hiring process.
- **Brochure/Profile:** We develop a detailed, professional profile to present the Village in the most positive manner. A sample is attached.
- **Advertising and Outreach:** Our advertising and direct outreach is comprehensive and designed to penetrate deeper and reach more potential candidates. Our depth and scope of outreach is unparalleled.
- **Experience:** DDA HR has conducted more Minnesota city and county executive searches in the last five years than any other firm by a wide margin.
- **Adherence to deadlines:** When a deadline is established, we will meet it.
- **Video Interview:** DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are used by the elected body to make informed decisions on who to interview. DDA believes that the elected body should pick candidates to interview, not us. We will make sure the elected body has the needed information to make this effective. You know best.
- **Candidate Communication:** Through direct contact and a sophisticated software system, we ensure candidates understand the process and where they stand at all times. Candidates deserve nothing less.
- **Work Personality Index:** Prior to deciding on final candidates, the Board will receive a personality index report on each person being considered for an interview.
- **Background Check Process:** Instead of doing a comprehensive background check on a single finalist, we do a comprehensive background and reference check on all finalists interviewed by the Village Board.
- **Intellectual Profile:** Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- **All Inclusive Pricing:** Costs for all the services we provide are included. No surprises with us.
- **Two-year Guarantee:** We include a two-year guarantee because we use a proven process that you can trust.

Thank you for your consideration.

Sincerely,

Pat Melvin

Patrick Melvin
DDA Human Resources, Inc.
Enclosures



VILLAGE OF KRONENWETTER

Village Administrator Search Proposal

Submitted by **DDA Human Resources, Inc.**

July 5, 2023



Prepared by:
Pat Melvin
Management Consultant

CONTENTS OF THE PROPOSAL

- Description of the Firm
- Approach to the Process
- Service Team
- Timeline
- Process Details
- Fees
- Assurance
- References

DESCRIPTION OF THE FIRM

Proudly based in Minnesota, David Drown Associates (DDA) is a full-service consulting firm with more than 20 years working with local governments providing a full range of fiscal and economic development services, along with compensation and classification services and executive searches, to over 450 government clients throughout Minnesota. Over these years, we have gotten to know local government well, and we have worked hard to keep our services up to date to meet the ever-changing needs of our clients.

In 2013, we expanded our scope to provide human resources services — we started with executive recruitment and organizational studies and more recently added classification and compensation studies. Because of growth in our human resource service area, a new human resource affiliate company was created in 2017. DDA Human Resources Inc. currently employs nine individuals serving cities, counties, and special districts throughout Minnesota. The majority of our consultants are recent practitioners having served as Administrators or Human Resource Managers.

We have provided executive search services to over 125 cities and counties. Therefore, we understand the current challenges, know hundreds of potential candidates, and have our finger on the pulse of hiring local government leaders.

We take great pride in providing the best service at a fair and equitable price. We think you will find that our small company is nimble, efficient, and personable. We know and understand local government, and that will always guide our work.

APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the Village of Kronenwetter. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process from that foundation.

After gathering background information, we comprehensively advertise the position and make sure that the posting gets into the hands of prospective candidates. In some cases, those persons are not active job seekers, so we will make every effort to find those folks through direct outreach efforts. After the posting closes, an analysis of candidates will be completed so that, when the semifinalists are presented to the Board, you will be confident that these people are the best matches from the submitted applications.

After the Board selects the finalists, these candidates will be fully researched, and all necessary hiring information will be available prior to the Board decision.

Communication with the Board is a high priority. In addition to our Consultant Pat Melvin being on site regularly, the Board will receive weekly email updates, and he will always be available for questions.

SERVICE TEAM

PAT MELVIN – PROJECT LEAD

Pat joined DDA as a Management Consultant specializing in Executive Search Services. He has a Government and Management Degree from Saint John’s University and a Public Administration Studies master’s degree from the University of Minnesota – Mankato which he earned while working for the City of Edina.



Pat grew from being the Special Projects Administrator in Wright County to becoming the Administrator in McLeod County and has city experience serving as City Administrator in the Cities of Arlington and Minnetonka Beach. While working in county and city government, Pat has been involved in numerous aspects of local government including policy development, budgeting, human resources (including recruiting), payroll, benefits and workplace investigations, capital improvement plans, contract negotiations, grievance settlements, and managed a group self-insured health insurance plan.

Contact Information:
pat@daviddrown.com
612-920-3320 x116
3620 Northome Ave
Wayzata, MN 55391

- City of Minnetonka Beach- City Administrator 2019-2021
- City of Arlington – City Administrator 2017-2019
- McLeod County – County Administrator 2008-2017
- Wright County – Special Projects Administrator 1999-2008

LIZA DONABAUER

Liza is a Management Consultant and specializes in Executive Search services. Like all DDA HR consultants, she has a background in public administration at both the city and county level, most recently in Kansas and Minnesota. Liza worked in Wright County providing administrative support to the Commissioners, Coordinator, and Human Resources Department. This path led her into city management for Clearwater, Kansas, and Arlington, Minnesota. Throughout the years, her work has centered on human resource management, strong community participation, and leadership development. Liza received her MBA with an emphasis in public administration from the College of St. Scholastica.



Since joining DDA, Liza has conducted over 45 Administrator/Manager, Department and Executive Director searches.

Contact Information:
liza@daviddrown.com
612-920-3320 x111
P.O. Box 534
Waconia, MN 55387

Organizations/Affiliations

- Liza enjoys working with colleagues throughout the state through her involvement in MCMA, a state affiliation of ICMA.
- MCMA Women in the Profession Committee
- MCMA Annual Conference Planning Committee
- MCMA Recognition and Membership Committee
- Secretary, Board of Directors, Minnesota Municipal Power Agency
- Publicity Committee for City Clerks & Municipal Finance Officers Association (KS)

GARY WEIERS

Prior to joining DDA in 2013, Gary had over 20 years of county government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County and worked as a Social Service Supervisor in Mower County and Sherburne County. Gary received his bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.

Gary has worked with local governments ranging in size from a couple thousand residents to communities of over 150,000 persons.

In addition to conducting executive searches, Gary has done work with communities on sharing services, organizational analysis, strategic planning, and other management related work. Gary was instrumental in developing programs to assist new county administrators and presently mentors all new County Administrators.

Additionally, he helped develop a Human Resource Technical Assistance Program that provides one-to-one consultation and access to a host of pertinent documents and policies to counties throughout Minnesota.

Gary has conducted over 95 executive searches and numerous organizational studies. Gary will assist with recruitment and consulting as needed.



Contact Information:

gary@daviddrown.com

612-920-3320 x109

1327 Merrywood Court

Faribault, MN 55021

LIZ FOSTER

Liz is an Assistant Consultant that provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches and other HR projects.

Some of Liz's duties include community research, creating position profiles, assembling interview materials for our clients, and providing general administrative support to our consultants.



Contact Information:

liz@daviddrown.com

612-920-3320 x108

704 10th Ave SE

Austin, MN 55912

TIMELINE

This timeline is tentative. The final timeline will be set after the Board's decision to proceed.

**Dates highlighted require Board participation*

ITEM	TASK	COMPLETION DATE
Decision by Board to proceed		August 21, 2023
Information gathering	<ul style="list-style-type: none"> Gather all pertinent background information Gather salary information and review job description Meet with staff, stakeholders, and Board 	August 31, 2023
Professional position profile	Develop position profile and advertisement	September 18, 2023
Approve position profile	Board approves profile, job description, salary range, and hiring process	September 25, 2023
Candidate recruitment	<ul style="list-style-type: none"> Post position immediately upon approval of profile Comprehensively advertise Email and phone calls to prospective candidates 	September 26, 2023- October 24, 2023
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	October 25, 2023
Personality Index	DDA will administer a work-related personality index to all semifinalists	November 6, 2023
Video interview	Each semifinalist will complete a video interview	November 6, 2023
Selection of finalists	<ul style="list-style-type: none"> Board selects finalists for interviews DDA will notify candidates not selected as finalists 	November 13, 2023
Background check of all finalists	Includes: <ul style="list-style-type: none"> Criminal background: county, state, national Sex offender registry Social Security number verification Education verification Credit check 	November 28, 2023
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	November 28, 2023
Intellect profile	DDA will administer an intellect profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.	November 28, 2023
Finalist packet	DDA will provide the Board information including: <ul style="list-style-type: none"> Summary of references Results of background checks Personality index reports Video interview Resumes, etc. 	November 29, 2023
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions.	December 6, 2023 Special Meeting
Decision	Board will select candidate for offer	December 6, 2023
Offer and agreement	DDA will negotiate agreement with selected candidate	December 8, 2023
Projected start date	New Administrator begins	January 2024
Follow up	DDA will follow up periodically with the new Administrator	January 2025

PROCESS DETAILS

STEP 1: INFORMATION GATHERING

DDA will gather and assemble background information pertaining to the organization and position. In addition, Pat will meet with the Board to discuss candidate attributes, experience, and other important qualifications. Others will be interviewed as per the direction of the organization. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Board. We will quickly develop a comprehensive understanding of the organization, community, and position.

Deliverables:

- In-person information gathering via interviews with the Board and others
- DDA receives information from the organization such as organizational chart, logos/images, budgets, existing job description, etc.

STEP 2: DEVELOPMENT OF POSITION PROFILE

Based on the information received from the Board and others, DDA will develop a professional position profile that is customized to present the Village of Kronenwetter in the most positive manner and provides prospective candidates with meaningful information. A draft will be presented to the Board for consideration and approval prior to advertising.

Deliverables:

- Draft profile sent to Board for approval
- Review and approval of job description and salary range by Board
- Review and approve proposed search timeline for purposes of advertisement and scheduling

STEP 3: ADVERTISEMENT AND RECRUITMENT

DDA will comprehensively advertise the position and make direct contact with possible candidates who are not active job seekers or traditional candidates. These efforts will include local, regional, and national outreach. In today’s job market, it is important to reach candidates in ways that were not necessary even five years ago. Our efforts have resulted in 41% of candidates applying from outside of Minnesota. This means that 59% of candidates still are from within the state, so comprehensive strategies are needed.

Given the challenging job market as of recent, we have added advanced recruiting methodologies to our portfolio through LinkedIn’s robust recruiter platform. LinkedIn has nearly 800 million members with over 52 million job seekers visiting LinkedIn Jobs every week. This platform offers us 100% visibility of all those members. The use of over 40 advanced recruiting filters, recommended matches, and up-to-date insights allow us to reach individuals that possess the desired backgrounds and/or experiences. It offers our job posts high visibility to both active and passive candidates across more than 50 million organizations and over 38,000 skills. At the same time, it allows us to personalize messages and connect with candidates in a career focused environment.

Local efforts (within Minnesota) will include:

- Direct outreach to candidates by all members of DDA search team
- League of Minnesota Cities
- Association of Minnesota Counties
- GovernmentJobs.com
- University of Minnesota

- Minnesota Private College Consortium- Augsburg University, Bethel University, Carle College of Saint Benedict, The College of St. Scholastica, Concordia College, Gustavus Adolphus College, Hamline University, Saint John’s University, Saint Mary’s University, St. Catherine University, St. Olaf College, and the University of St. Thomas
- Minnesota State Colleges and Universities- Bemidji State University/Northwest Technical College, Metro State University, Minnesota State Universities of Moorhead & Mankato, Southwest Minnesota State University, St. Cloud State University, and Winona State University
- Minnesota City/County Management Association
- LinkedIn

Regional Outreach

- Direct outreach to candidates
- South Dakota Municipal League
- Iowa League of Cities
- League of Wisconsin Municipalities
- Over 20 universities outside of Minnesota throughout the upper Midwest
- University of Iowa
- University of Wisconsin
- University of South Dakota
- University of Nebraska
- LinkedIn

Nationwide Outreach

- Direct outreach to candidates
- National Association of County Administrators
- National League of Cities
- National Association of Counties
- International City/County Management Association
- Woman Leading Government (WLG)
- Network of Asian Public Administrators
- National Forum of Black Public Administrators
- Industrial Asset Management Council (IAMC)
- LinkedIn

The simple DDA online application process will be used unless the organization prefers to use an existing methodology. Our online application system enables us to efficiently manage applicant flow, and corresponding reference information, and allows us to communicate with each applicant quickly and effectively.

We are known for our communication with both the applicant and our client which engages and informs both parties of each step. Additionally, our system also allows us to access, review, and evaluate thousands of prior applicants who may not be actively seeking a job but who may be open to the “right opportunity.”

Deliverables:

- Advertising outreach begins with posting on identified websites and social media platforms
- Direct contact through established professional networks
- We utilize our database of identified prospective candidates to contact via email or phone call

STEP 4: INITIAL SCREENING AND REVIEW

DDA will complete a comprehensive analysis of every application received and determine approximately 8-12 semifinalists based on job related criteria to complete a video interview. Our clients have most notably been

pleased with the video interview component of our process. Video interviews allow our clients whether they see the candidate as a good prospect for a final interview and gain additional insight on the candidate’s education, experience, personality, as well as their ability to think on their feet, all of which has been said to help lay the foundation for the final interview process. Access to, and viewing of, this information is as simple as clicking on a link from the individual client’s laptop, phone, or smart device in a location and at a time that is convenient for them. Candidate confidentiality when the Board is deliberating is maintained by assigning and referring to each semifinalist candidate as a number. Candidates are considered public once they are chosen as a finalist.

Each semifinalist would also complete an information disclosure and a work-related personality index. About one week prior to selecting finalists for interviews, the information disclosure, video interview, personality index, cover letter, and resume from each of the semifinalists will be made available to the Board for viewing. This will allow the Board ample time to comprehensively review candidates prior to determining who to bring in the for the final interviews. Upon reviewing this introductory material, DDA will then assist the Board in selecting its finalists for final interviews. After the Board selects finalists, those not selected as finalists will be notified by DDA.

Deliverables:

- List of approximately 8-12 semifinalists with cover letter, resume, and video interview
- Results of personality assessment
- Results of information disclosure that provides insight about conduct that could be viewed as impacting one’s ability to perform the requirements of this leadership role
- Confirm interview schedule and logistics
- DDA will contact those not selected

STEP 5: SELECTION

After the Board selects finalists, DDA will complete comprehensive background screenings including criminal history, civil court history, verification of education, driver’s license review, credit check, and other items. Along with background checking all finalists, DDA will conduct character references with current and former supervisors to discuss various work responsibilities, projects, initiatives, leadership style, personality characteristics, etc.

In addition, DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.

Approximately one week prior to the final interview process, the Board will have access to each of the candidate’s application materials, video interview, background check results, reference information, information disclosure, a work personality report, and an intellectual profile on each person.

Early in the search process, Pat will discuss interview possibilities including leadership staff participation or virtual and/or in-person options for community involvement through a meet and greet event or interview panel, stakeholder interviews, individual and/or full Board panel interviews, a community tour, lunch with organization leadership, or other functions.

Prior to interviews, Pat will prepare questions and then facilitate all interviews and other activities the Board determines appropriate. Our goal is to make the process smooth and painless so the Board can focus all its energy on finding the right person for the job and minimize staff disruptions to ensure the organization can focus on the tasks at hand.

Deliverables:

- List of 4-6 finalists, confirming interview schedule and logistics
- Leadership staff interview panel including summary of comments

- Video Interview
- Summary of References
- Results of background checks
- Personality Index
- Intellect Profile
- Information Disclosure
- Cover letter and resume

STEP 6: OFFER

After interviews are complete, Pat will assist the Board with deliberations, and he will facilitate the offer to the selected candidate. Pat will negotiate the terms with the candidate based on the parameters established by the Board.

Deliverables:

- Employment agreement
- DDA will contact those not selected

STEP 7: FOLLOW UP

DDA will make periodic contact with the new Administrator for at least the first year of employment.

Deliverables:

- Periodic check in with new Administrator and Board representative

LIST OF SEARCH CLIENTS FROM THE PAST THREE YEARS

In addition to the specific references listed on the following page, the Village is encouraged to speak with any of the entities listed below:

CITIES

- Aitkin-** Administrator
- Albert Lea-** Manager
- Barnesville-** Administrator
- Benson-** Manager
- Breezy Point-** Administrator/Clerk/Treasurer
- Cannon Falls-** Public Works Director
- Corcoran-** Administrator
- Credit River-** Administrator
- Crookston-** Administrator
- Crystal-** Manager
- Fairmont-** Public Works Director
- Hawley-** Administrator
- Lake City-** Administrator, Ambulance Director
- Mahnomen-** Administrator
- Mayer-** Administrator
- Monticello-** Administrator
- Mora-** Administrator/Public Utilities General Manager
- New Hope-** Manager
- New Prague-** Administrator
- Newport-** Administrator
- North Mankato-** Administrator
- North St. Paul-** Manager
- Norwood Young America-** Administrator
- Nowthen-** Administrator
- Olivia-** Finance Director
- Paynesville-** Administrator/Economic Development Director
- Pelican Rapids-** Administrator
- Pequot Lakes-** Administrator
- Redwood Falls-** Finance Director
- Richmond-** Administrator/Treasurer
- Spring Park-** Administrator/Treasurer
- St. Anthony Village-** Manager
- Staples-** Clerk/Finance Director
- Stillwater-** Administrator
- Wadena-** Administrator
- Waseca-** City Manager, Finance Director
- Watertown-** Administrator
- White Bear Lake-** Manager
- Winsted-** Administrator
- Winthrop-** Administrator

COUNTIES

- Beltrami-** Administrator
- Cook-** Administrator
- Hubbard-** Administrator
- Jackson-** Administrator
- Kandiyohi-** Administrator
- Kittson-** Administrator, Engineer
- Le Sueur-** Administrator, Environmental/Planning & Zoning Administrator
- Mahnomen-** Administrator
- Morrison-** Administrator
- Nicollet-** Administrator
- Roseau-** Engineer
- Waseca-** Public Works Director/Engineer

OTHER ENTITIES

- Albert Lea Economic Development Agency-** Executive Director
- Albert Lea HRA-** Executive Director
- Brainerd HRA-** Executive Director
- Dakota 911-** Executive Director
- Des Moines Valley Health and Human Services-** Administrator
- Kitchigami Regional Library System-** Executive Director
- Metro-INET-** Executive Director
- Middle Fork Crow River Watershed District-** Executive Director
- Mississippi Watershed Management Organization-** Executive Director
- Prairie Lakes Youth Programs-** Executive Director
- Red Wing HRA-** Executive Director
- Riley Purgatory Bluff Creek Watershed District-** Administrator

DDA is currently conducting searches for the Cities of Chatfield, East Grand Forks, Lakeville, Maple Plain, Morris, and Red Wing, Minnesota, Hennepin County, Minnesota, the Albert Lea Housing and Redevelopment Authority, and the Metropolitan Mosquito Control District.

FEES

The fee for the search process is \$25,000, payable at the completion of the search. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

If the Village of Kronenwetter chooses to offer a travel stipend or reimbursement for expenses of the candidates, that cost is handled directly between the organization and the candidates. DDA would be available to provide input and guidance on this item.

ASSURANCE

If the newly hired Administrator leaves the organization within the first 24 months of employment, DDA will complete another search without professional service fees. Only actual expenses will be billed to the organization.

REFERENCES

Mike Dodge, Mayor
City of Mayer
City Administrator Recruitment
Phone Number: 952-215-2639

Jeff Pilon, Mayor
City of Nowthen
Phone Number: 763-639-9151

Brent Frazier, Mayor
City of Pelican Rapids
Phone Number: 218-850-3770

Sean Mork, Mayor
City of Hawley
City Administrator Recruitment and Organizational Study
Phone Number: 701-866-8262

Sample Position Profile



CITY OF NEW HOPE



City Manager

Salary: \$149,229 to \$181,559

WELCOME TO NEW HOPE, MN!

Section 8, Item E.



The City of New Hope, located in Hennepin County, was incorporated in 1953 as a Plan B Statutory city. It is a thriving residential community of approximately 22,000 residents. The City is an inner-ring suburb northwest of Minneapolis, is fully developed, and is known for its well-kept residential neighborhoods with more than 8,700 housing units and a wide variety of housing units types including single-family, twin homes, and medium and high density. Approximately 59 percent of the housing stock is single-family units, and 41 percent is multiple-family units.

The City recently completed a single-family housing development known as Windsor Ridge in the last parcel of undeveloped property. Ironwood, a luxury apartment complex, was recently constructed adjacent to the City's golf course. New Hope boasts many options for senior housing. There are three long-term care facilities in the City as well as assisted living complexes and apartments.

New Hope provides ample employment opportunities with 480 commercial and industrial businesses offering more than 10,000 jobs within the City. The City's major employers include Independent School District 281, Minnesota Masonic Home/North Ridge Care Center, Hy-Vee (first in the metro), Horwitz (mechanical contractor), and Padagis (pharmaceutical manufacturing). The City has four major industrial park areas and six shopping centers/areas.

The City is striving to increase momentum to continually increase the tax base while providing the highest level of services to residents, businesses, and property owners.

Live, Work, and Play!



The Mayor and City Council are the legislative and policy-making body for the City of New Hope and serve the community at large. The Mayor presides over council meetings and represents the City at public events and in intergovernmental relationships. In all other ways, the Mayor and Council members have the same authority and responsibilities.



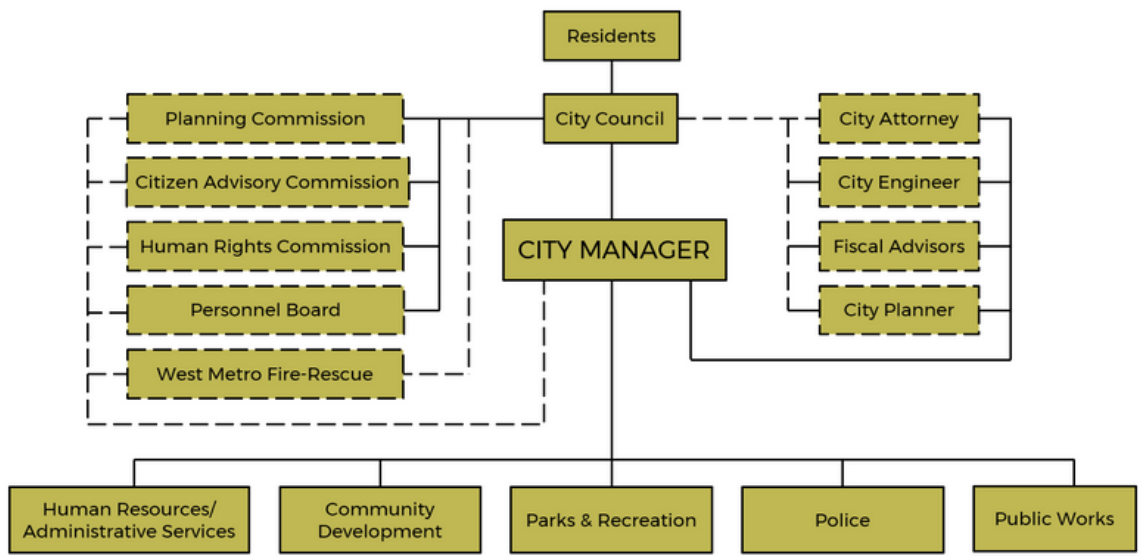
The City Council strives to engage and involve residents in the decision-making process through effective communication, input at meetings, public hearings, neighborhood meetings, advisory commissions, and participation in civic and business organizations and community groups. The Council seeks insight and recommendations from several advisory commissions including the Citizen Advisory Commission, Human Rights Commission, Personnel Board, and the Planning Commission.

General services provided by the City of New Hope include administration, human resources, communication, finance, licensing, planning, redevelopment, public safety, engineering, streets, utilities, forestry, parks, and recreation. The City operates under a Civil Service personnel system. There are approximately 100 regular staff, and about half of the City's workforce is represented by three unions. West Metro Fire-Rescue District, formed in 1998 through a joint powers agreement, provides quality fire and safety services to the cities of New Hope and Crystal.

The City has a 2023 annual operating budget of \$48 million, debt service of \$4.8 million (\$43 million total outstanding debt as of 12/31/22), and an AA credit rating. The property tax levy for 2023 is \$19,053,316 (an increase of 4.51% over last year). A ten-year capital plan is updated annually to determine department needs and project future debt.

ORGANIZATIONAL STRUCTURE

Section 8, Item E.



BUDGET SUMMARY



- Recipient of GFOA's "Certificate of Achievement for Excellence in Financial Reporting" for 13 consecutive years.
- Street Infrastructure Levy supports street projects (no assessments for taxable properties).
- Long-term capital plan guides expenditures.



	2022	2023
General Fund		
General Government	2,329,586	2,426,061
Public Safety	9,276,503	10,058,585
Public Works	1,598,929	1,616,757
Parks and Recreation	2,974,175	3,133,804
Total General Fund	\$16,179,193	\$17,235,207
Economic Development Authority	847,980	824,811
Park Infrastructure	1,230,000	1,948,000
Street Infrastructure	1,128,371	5,272,095
2015A GO TIF Bonds (City Center)	204,929	203,887
2015B GO Imp Bonds (Northwoods South)	171,811	170,496
2016A GO Imp Bonds (Northwoods North)	233,968	234,724
2017A GO Bonds (Police Dept/City Hall)	1,599,925	1,599,925
2018A GO Tax Abatement Bonds (Pool and Park)	813,906	808,906
2019A GO Tax Abatement Bonds (Pool and Park Ph. 2)	440,450	444,150
Total Expenditures for Tax Supported Funds	\$22,850,533	\$28,742,201
Sanitary Sewer	3,740,516	3,722,548
Water	5,894,905	10,852,121
Solid Waste Management	248,578	318,164
Golf Course	436,178	596,197
Ice Arena	1,342,846	2,478,733
Storm Water	1,425,783	1,445,940
Street Lighting	120,706	625,706
Total Expenditures for Non-Tax Supported Funds	\$13,209,512	\$20,039,409
Total Expenditures for All Operating Funds	\$36,060,045	\$48,781,610
Central Garage (operations and replacement)	3,233,192	3,109,219
Information Technology	1,080,390	1,093,611
Total Expenditures for Internal Service Funds	\$4,313,582	\$4,202,830

RECREATION & EVENTS

New Hope offers many recreational activities for its residents. The City has an extensive system of 18 City parks, three school parks, one nine-hole par-three golf course, an outdoor performance center, aquatic park, and an ice arena with two sheets of ice. The Parks and Recreation Department offers activities such as dance, gymnastics, swim lessons, team sports for youth and adults, sports camps, skating lessons, playground programs, activities for families, and adult trips to exciting locations.

New Hope's outdoor pool features a shallow water area with zero-depth entry, fast and slow body slides, current channel, vortex pool, tot slide and play features. The eight-lane, 50-meter pool offers one- and three-meter diving boards, a drop slide, and wibit (floatable play). Other amenities include a sun turf area, chaise lounge seating, a bathhouse, and concession area.

The New Hope Ice Arena offers year-round use of ice time for youth and adult recreational league hockey, skating lessons, and tournaments. Open skating along with available skate rentals, special events, and an indoor walking area are also popular programs. The arena is also home to the New Hope Dance Program, Armstrong Cooper Youth Hockey Association, both the Boys and Girls Armstrong/Cooper High School Hockey teams, and Charleston Overspeed Training.

The New Hope Village Golf Course is a carefully-maintained nine-hole, par-three course that has seven holes with bunkers and a collection of water hazards that make it a challenge for beginners and experienced golfers alike. The clubhouse features a pro shop, snack bar, and indoor seating area with televisions and a fireplace, and an outdoor seating area with patio tables and umbrellas. During the golf season, offerings include leagues, lessons, tournaments, open golf, and pavilion rentals. The clubhouse is also available for rentals and special programming throughout the remainder of the year.

New Hope's performance center features natural built-in seating, an open grassy area for chairs, and a covered stage. This facility hosts concerts, movies in the park, City programs and special events, and is home to the Off Broadway Musical Theatre.

Each year, New Hope's Parks and Recreation Department also hosts a variety of special events including Bike Rodeo, Vehicle Fair, Young Mudder, Wet and Wild Water Day, and Trick or Trot.





Section 8, Item E.



ROBBINSDALE AREA SCHOOLS

Students of New Hope are served by the highly regarded Robbinsdale Area School District. Robbinsdale Area Schools takes pride in a strong tradition of achievement in academics and the arts. College-bound graduates of Robbinsdale Area Schools have traditionally scored above the state and national averages on the ACT exam.

The district serves approximately 13,000 K-12 students and a large population of preschool and adult learners with the mission of developing caring, creative, and productive citizens. The district covers seven communities with a population of more than 100,000 residents and 47,000 households in the northwest suburbs including all or parts of New Hope, Brooklyn Center, Brooklyn Park, Crystal, Golden Valley, Plymouth, and Robbinsdale.

The district operates 10 elementary schools for students in grades K-5 including Meadow Lake, Sonnesyn, and Robbinsdale Spanish Immersion schools located in New Hope, two middle schools for grades 6-8 located nearby in Plymouth and Robbinsdale, two high schools for 9-12 including Cooper located in New Hope and Armstrong in Plymouth, and Highview Alternative Program at Sandburg Middle School in Golden Valley.

The district also has an extensive community education program.

NORTH EDUCATION CENTER

North Education Center (District 287) was created by 13 Twin Cities area school districts to provide innovative specialized educational services to approximately 315 students ages 5 to 18 with unique needs.



ESCUELA ÉXITOS

Escuela Éxitos is an English and Spanish language immersion charter school that prepares students for success in an increasingly diverse and global economy.



MAJOR RESPONSIBILITIES

- Works closely with the City Council, performs research on agenda items, reports on City affairs and problems, and presents recommendations for City Council consideration.
- Keeps the Council fully advised of all significant matters and effectively presents all items which require Council action or approval.
- Responds promptly and effectively to Council requests.
- Prepares and submits an annual budget for the City Council and keeps the City Council advised of the financial condition of the City and makes recommendations as needed to ensure prudent financial management. Assists with annual review of the City's capital improvement plan, pavement management plan, and long-term financial plan.
- Attends and participates in discussions at all meetings of the City Council and of other official City bodies as appropriate.
- Leads the City's senior management team to ensure overall effective integration of departmental activities and effective implementation of City Council policies.
- Supervises and assesses the performance of department heads and other direct reports; appoints and removes all City personnel; carries out disciplinary actions.
- Sets goals and strategies; creates a positive organizational climate for the City.
- Ensures City code and Council directives are correctly interpreted, communicated, and implemented.
- Ensures the effective and efficient delivery of quality city services and that citizen requests/concerns are properly handled.
- Cultivates positive relationships with City staff, residents, and businesses.
- Works collaboratively with other public agencies including schools, cities, counties, etc.; participates in community events and connects with businesses.
- Serves as the Emergency Management Director.
- Serves on the West Metro Fire-Rescue District Board of Directors, Joint Water Commission (JWC) Board of Directors, and the Hennepin Recycling Group (HRG) Board of Directors.
- Performs other job-related responsibilities as appropriate or directed by the Council.

DESIRED ATTRIBUTES

Section 8, Item E.



- Skilled at interpersonal relationships and able to understand, communicate, and engage effectively with the Council, management team, staff, and residents.
- Promotes transparency with the Council, staff, and residents.
- Has a proven and successful track record in local government.
- Has strong finance and budgeting experience and knowledge; has good business acumen and values input when making decisions.
- Respects the expertise of staff; gives them wide latitude and holds them accountable for results.
- Is a trusted advisor with the fortitude to present recommendations that may not be popular.
- Empowers staff to do their best work; instills a sense of pride in working for the City of New Hope.
- Is open-minded, willing to listen, and takes time to fully understand issues.
- Possesses high integrity and a commitment to do what is best for the community.
- Values collaboration and can develop a good network.
- Has the ability to empower, delegate, and hold the management team to high standards.
- Values the development of current staff for potential advancement opportunities.
- Has good organizational awareness and ability to assess departmental needs.
- Recognizes and values diversity within the community and works to advance diversity, equity, and inclusion in the City.
- Has knowledge and experience in redevelopment to improve housing, businesses, and industries within the City.
- Is a proactive leader that will help develop the Council's vision and promote it.
- Has a continuous improvement mindset, attention to metrics, and is focused on short and long-term goals.
- Understands each department's role in providing quality services.

POSITION ANNOUNCEMENT

Section 8, Item E.



CITY: New Hope, Minnesota
POSITION: City Manager
SALARY: \$149,229 to \$181,559
APPLICATION DEADLINE: March 14, 2023

JOB SUMMARY

Performs complex professional work providing leadership to city staff; helping the City Council define, establish, and attain overall goals and objectives of local government; hiring and supervising city staff and managing all functions through department heads; developing and implementing strategic plans; delivering quality services to citizens in compliance with all legislative, judicial, and administrative obligations; and related work as apparent or assigned. Work involves setting policies and goals under the direction of the City Council. Organizational supervision is exercised over all personnel within the organization.

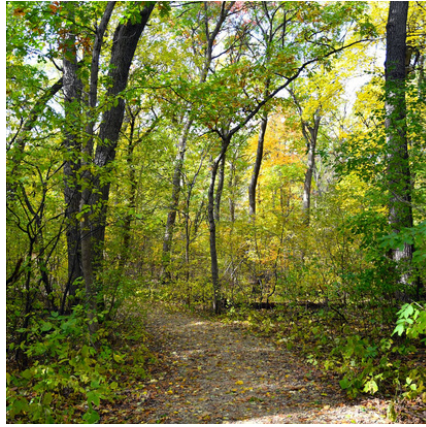
MINIMUM QUALIFICATIONS

Master's degree with coursework in Public Administration, or related field, and considerable experience working in local government in a leadership position, or an equivalent combination of education and experience.

APPLY

Visit <https://daviddrown.hiringplatform.com/148696-new-hope-city-manager/566107-application-form/en> and complete the application process by March 14, 2023. Finalists will be selected on April 10, 2023, and final interviews will be held on May 2, 2023.

Please direct any questions to Pat Melvin at pat@daviddrown.com or 612-920-3320 x116.



CITY OF NEW HOPE



VILLAGE OF KRONENWETTER (WI)

EXECUTIVE SEARCH | *VILLAGE ADMINISTRATOR*

SCOPE OF WORK, METHODOLOGY,
SCHEDULE & QUALIFICATIONS

PREPARED FOR:



Village of Kronenwetter
1582 Kronenwetter Drive,
Kronenwetter, WI 54455
Attn: Bobbi Birk-LaBarge

PREPARED BY:



Municipal Solutions LLC
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal

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David A. Evertsen, CEO & Principal
devertsen@municipalsolutions.org
(888) 545-7333



28 June 2023

Village of Kronenwetter
 1582 Kronenwetter Drive,
 Kronenwetter, WI 54455
 Attn: Bobbi Birk-LaBarge

RE: SEARCH for VILLAGE ADMINISTRATOR
(includes discounts for future searches)

Ms. Birk-LaBarge, Chris Voll, Village President and Village Trustees -

Local governments of *today* and *tomorrow* require professionals who understand ‘*public service in the current context*’, how to attract, retain and develop a diverse workforce while creating a highly-motivated local government workforce that more efficient, effective and sustainable. Although you are currently facing staffing challenges, this vacancy should be looked at as an opportunity to strengthen your management. You have an amazing opportunity before you!!!!

As 20-year advisors to *small* local governments, we appreciate how significant this opportunity is for Kronenwetter’s future. We understand the unique challenge of a smaller local government to attract and retain quality public employees who invest themselves in the community’s future. Thankfully, our Executive Search Team understands small local governments. Our firm highly respected We use a proven and highly-effective recruitment process which has aided 400+ local governments in successful searches and interim placements.

What makes us different:

- ✓ we consider the *uniqueness* of your local government – particularly the uniqueness of a small community,
- ✓ we contact **regional administrators** not actively looking for employment and personally invite them to apply,
- ✓ we use a **Hybrid 3-part Recruiting Process** including *personal* (person-to-person contact), *digital* (social media), and *relational* (national network of 20,000 public administrators, to attract candidates,
- ✓ we use **SmartCheck®** – our own **4-level background investigation** process of social media / news archives, references, employment / education verification, and criminal / civil / financial records,
- ✓ **360° Interview Process** of stakeholders, staff, and Board and Assessment Centers at 6 & 12 months, and
- ✓ we will attract incredible women, men and minorities who are a ‘best fit’ for and committed to your community.

Our proposal includes a *significantly-reduced pricing for multiple searches if needed within 1 year**:

Cost per search		
Village Administrator recruitment	<i>future recruitment (if needed)</i>	<i>future recruitment (if needed)</i>
\$24,000	\$22,000*	\$20,000*
	-\$2,000	-\$4,000

A few of our Executive Searches, Interim placements and Human Resource-related assignments include:

- **Virginia:** Colonial Heights, Danville, Loudoun County, Prince William County, Roanoke, Winchester, York;
- Maryland:** Baltimore, Brunswick, Cheverly, Glenarden, La Plata, MD Parks & Planning Comm.;
- Michigan:** Walker;
- Massachusetts:** Dartmouth, MA;
- Minnesota:** Murray County;
- New Hampshire:** Hanover;
- Ohio:** Beachwood, Cuyahoga County, Dublin;
- North Dakota:** Huron;
- Pennsylvania:** Norristown (x3).

Our national & state-by-state search experience uniquely qualifies us for this assignment:

- *Arizona, Alabama, Alaska, California, Florida, Georgia, Illinois, Iowa, Kansas, Kentucky, **Maine, Maryland, Massachusetts, Michigan, Mississippi, Minnesota, Montana, New Hampshire, New Jersey, New Mexico, New York, North Carolina, Oklahoma, Ohio, Oregon, **Pennsylvania, Rhode Island, Texas, Virginia, Washington, Washington D.C.**, and more!***

A few of our non-New England past & current clients include:

- **Alaska:** Matanuska-Susitna Borough, North Pole, Sitka, Valdez;
- **Arizona:** Anthem, Avondale, Buckeye, Chandler, El Mirage (x4), Flagstaff, Fountain Hills, Glendale, Goodyear, Guadalupe, Kingman, Mesa, Maricopa, Payson, Phoenix, Queen Creek, Safford, Scottsdale, Tusayan, Yuma;
- **Iowa:** Ankeny, Indianola, Polk County, Windsor Heights;
- **Kansas:** Arkansas City, Salina
- **New Mexico:** Alamogordo, Farmington, Gallup, Sunland Park;
- **Nevada:** Elco, Mesquite, North Las Vegas;
- **North Carolina:** Fayetteville Greenville Utilities Commission, Greensboro, Union County;
- **Florida:** Bel Harbour, Broward County, Cape Coral, Clay County, Coconut Creek, Collier County, Daytona Beach, Delray Beach, Fort Lauderdale, Hernando County, Indian River Shores, Jupiter Island, Key West, Largo, Marco Island, Martin County, Melbourne, Miami, Miramar, New Smyrna Beach (2x), Oskaloosa, Parkland, St. Cloud, Tequesta, Wellington, West Palm Beach;
- **Texas:** Bellville Corpus Christi, Port Arthur (3x), Odessa (x3),;
- **Utah:** Centerville, Clearfield, Cottonwood Heights, Draper, Eagle Mountain, Fruit Heights, Harrisville, Hurricane, Kaysville, Layton, Lindon, North Ogden, Pleasant Grove, Pleasant View, Provo, Syracuse, Washington Terrace, and West Jordan;
- **Washington:** Fife, Oak Harbor, Sunnyside, Surprise; and Tacoma; (complete list below).

We are your 'safe pair of hands'

The following materials include details of our Methodology, Qualifications, and proposed Scope of Work for our Executive Search services. We have included:

- a sample of our 10-page color Recruitment Profile,
- a Statement of Qualifications including references and list of clients,
- a *customized* Recruitment Schedule – which can be amended to your liking, and
- a sample of our comprehensive Finalist Candidate Background Investigations Report.

Please contact me personally at (928) 220-2611 if you have any questions or suggested alterations.

We look forward to working with you!!!

Thank you kindly,



David Evertsen, CEO & Principal
Municipal Solutions, LLC

Kathryn Knudsen, Sr. Associate
Oneida County, WI

Table of Contents

Section 1 – Proposal Executive Summary	7
<i>Objective, Goals, Scope of Work</i>	
<i>Completion & Deliverables Timeline</i>	
<i>Cost Options & Warranty</i>	
Section 2 – Executive Search Methodology / Scope of Services (detailed)	11
<i>Activity 1: Client-Consultant Interviews</i>	
<i>Activity 2: Job Profile & 3-part Dynamic Recruiting</i>	
<i>Activity 3: 4-level Background Screening Process</i>	
<i>Activity 4: Finalist Selection & Candidate Interviews</i>	
<i>Activity 5: Transition Assistance & Warranty</i>	
Section 3 – Profile of the Firm	17
<i>Corporate Origins</i>	
<i>Corporate Structure</i>	
<i>Structure Work Samples</i>	
<i>Sample News Media</i>	
<i>Executive Search Ethos & Attributes</i>	
<i>Executive Recruitment & Interim Management Team</i>	
Section 4 – Detailed Cost Proposal	27
<i>Cost Options</i>	
<i>Warranty</i>	
Section 5 – Recruitment Completion Schedule (proposed)	29
<i>Completion & Deliverables Timeline</i>	
<i>Draft Recruitment Schedule (customized)</i>	
Section 6 – Client References & Experience of the Firm	31
<i>12 Recruiting / Personnel Project References</i>	
<i>82 Similar Projects</i>	
Exhibit A – Executive Search – Completed Recruitments	35
<i>Recruitment Profile (attached)</i>	
<i>Candidate Background Report (attached)</i>	
Exhibit B – Interim Services	<i>by request</i>
Exhibit C – Insurance, Resume & Non-Discrimination	<i>by request</i>



Section 1 - Executive Summary

Below is a *brief* description of the scope of work detailed in this proposal that Municipal Solutions, LLC will deliver including the costs and timeline for expected delivery. It is recommended that the proposal is read and considered in its entirety.

Objectives

This project will be the mechanism for attracting, evaluating, screening, recommending, interviewing and on-boarding high-quality candidates through a well-established, successful Executive Search process. We understand that our work will shape the efficient management, culture and effectiveness of municipal operations for years to come!

Municipal Solutions LLC will conduct a dynamic national recruitment, review all candidate credentials, examine their work experience, explore their media and social media history, interview a wide-variety of professional references, conduct comprehensive civil and criminal background checks, sharing these findings with Recruitment Team and proposing candidates who will likely provide the Organization, staff and community with the best possible leadership potential.

Details are provided in the pages following this section.

Goals of this Project

- ✓ Attract, Recruit and Retain a high-quality pool of candidates for consideration by the Board of Trustees to serve as *Village Administrator*.

To accomplish this primary goal, we will perform the following services:

- ✓ Interviews w/ the Trustees and/or Department Heads (as appropriate) to understand organization successes, challenges and expectations for the *Village Administrator*.
- ✓ Prepare, and publish a **10-page color Recruitment Profiles** to provide a comprehensive view of the City, various organizations, accomplishments, challenges and opportunities to be expected.
- ✓ Conduct a **3-Part Dynamic Recruitment** using our national professional network & electronic media.
- ✓ Complete **SmartCheck® a 4-Level Digital and Manual Background Screening Process** examining (1) Pre-screening, (2) internet & social media & news archives, (4) reference interviews, and (5) Comprehensive Background (Education and Employment verification, Civil, Criminal and Financial Investigations).
- ✓ Assist in **Finalist Selection and Interview Support**.
- ✓ Candidate transition, on-boarding, and continued assistance.

Scope of Work

Activity 1: Stakeholder Interviews

- ✓ Interviews with the Trustees and / or Department Heads as appropriate to:
 - *Develop a profile of the 'ideal candidate'.*
 - *Learn the issues new employee will face.*
 - *Discuss organizational successes and challenges likely to be faced.*
 - *Gather materials for our information and to send to potential candidates.*
 - *Discuss compensation package the agency is prepared to offer the Village Administrator.*
 - *Finalize the recruitment schedule.*

Activity 2: Job Profile; 3-Part Dynamic Recruitment

- ✓ Design and publish a **10-page color Recruitment Profile** used to recruit candidates nationally (see attached samples).
- ✓ **3-Part Dynamic Recruitment**
 1. Active Pursuit. Identify and pursue regional candidates who are qualified for each position (particularly those not actively seeking a new job) and encouraging them to apply.
 2. Professional Network. E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
 3. Digital Media. Distribute the profiles and recruitment materials through local, regional and national sources including industry associations, publications & websites.

Activity 3: 4-Level background Screening Process

Candidate Reports (see sample attached) will be provided to the Board of Trustees and will include all updated information – including background investigations – as they are completed at each stage. These reports will aid the Board of Trustees in discussing and deciding on the progression of candidates up to the Finalist interviews.

Level 1 - Candidate Pre-screening. Consultants will carefully review each resume and cover letter, putting all relevant detail into a Qualifications Table for easy reference to screen-out all non-qualified candidates and create a narrower list of 12-15 *first-round* candidates (exact number TBD). *Top candidates will be asked to complete a writing sample and will participate in a 15-minute video interview.*

Level 2 – Internet, Social Media & News Archives. Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social Media (*Facebook, Twitter, Google Plus, Instagram, LinkedIn & News Archives*) for information regarding each candidate.

Level 3 - Reference Interviews & Writing Samples. We will ask 6-8 *second round* candidates to provide a list / variety of references including elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. Our reference checks might include elected officials, the board attorney, the external auditor, representatives of the local press, community leaders, peers, and subordinate employees – some selected by the candidate, and others we select independently. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate.

We will also provide a 6-page questionnaire for candidates to respond to – a *writing sample*. The expectation is to arrive at 4-6 Finalist Candidates.

Level 4 – Comprehensive Background Checks. Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks.

Activity 4: Finalist Selection & Interview Support

Interview Preparation. Consultants will assist the Board of Trustees or Selection Committee in the preparation and coordination of interviews – including preparation of the interview *schedule* and 360° interview *process* which may include one of more of the following:

- ✓ *A Social Event with the candidates,*
- ✓ *Technical & Administrative interview panels,*
- ✓ *Group meetings with HR Department staff,*
- ✓ *Meet-and-greet with all employees*
- ✓ *Tour of the Borough,*
- ✓ *Executive Panel Interview (final).*

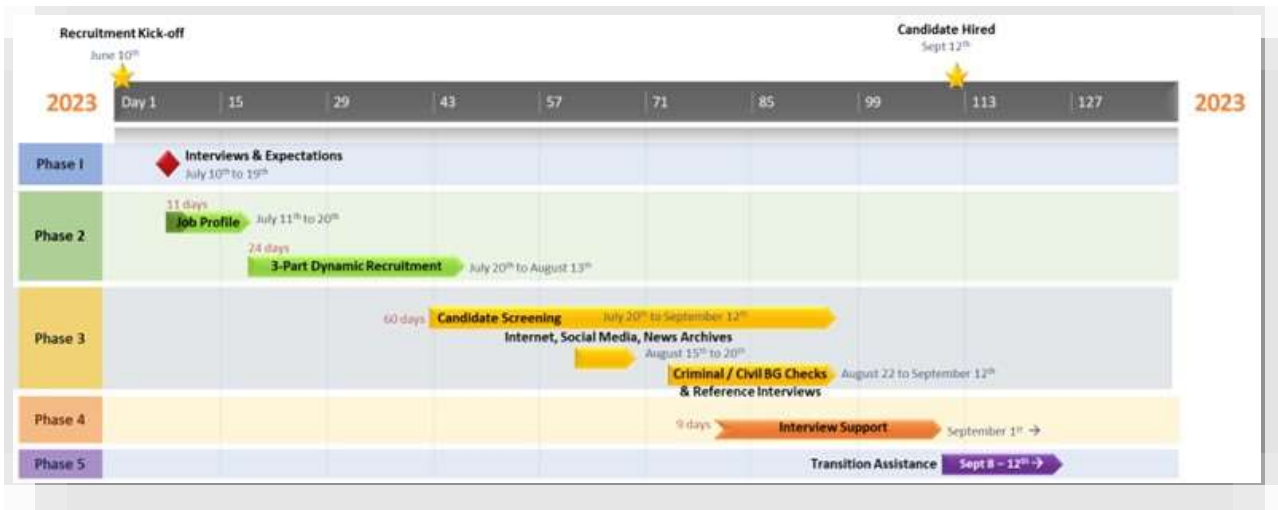
Activity 5: Transition Assistance & Warranty

Consultants will serve as a resource in the effective transition of the candidate into employment with the Village. This important step includes negotiating the compensation package (if desired) assuring continuity and cohesiveness with a **Team-building Workshop** at 6 months, and assistance in the **employee’s Evaluation** at 6 and 12 months – if requested for no additional cost.

Other team-building / leadership training and Meyers Briggs / Color Code personality testing and training is also available under separate agreement. The warranty will extend for 2 years and is explained below.

Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is a standard timeline – customized to your recruitment.



Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard (*negotiable*) price range of **\$24,000** for a single search, is significantly reduced to **\$22,000*** and **\$20,000*** for a **second and third search - if additional searches are requested during or within 1 year**. See below.

Phase	Cost per search*		
	1 st recruitment	2 nd recruitment	3 rd recruitment
I. Needs Analysis & Interviews	\$5,400	\$3,900	\$3,600
II. Advertisement & Recruitment	\$5,400	\$4,900	\$4,500
III. Candidate Screening & Selection	\$5,600	\$5,600	\$4,800
IV: Coordination of Interviews & Selection	\$4,700	\$4,700	\$4,200
V: Contract Negotiation, Warranty, 6-mo Workshop	\$2,900	\$2,900	\$2,900
Total	\$24,000	\$22,000* -\$2,000	\$20,000* -\$4,000

* if we modify the initial base recruitment profile.

Costs **include** all advertising, all travel expenses, and preliminary background checks. Expenses and fees associated with *Comprehensive* Finalist Background Checks and candidate travel for interviews are invoiced separately @ \$400 per background check.

Payment will be rendered as follows:

- Payment of Phase I up-front for mobilization and travel costs,
- Progress payments at the end of each Phase II – V as indicated above,
- Separate invoice for criminal / civil background checks and employment / education verification.

Warranty

Municipal Solutions offers one of the best warranties in the Executive Search Industry. If all Phases are followed, we honor our **2-year Warranty** and will re-do the search should the candidate leave before two (2) years (details below). Provided we conduct the full search and assuming that your agency selects from the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position as long as the individual is employed by your agency.
- 2) If the selected individual leaves for any reason other than an act of God (*for example, total incapacitation or death*) within the *first* year, we will repeat the search at no charge. If he/she departs during the *second* year for any reason other than an act of God, we will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with any of the candidates we present, we will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

Section 2 - Executive Search Methodology

The following methodology has been refined over the past 20 years and now is virtually foolproof. We will modify it to integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision. Below is our 90-day recruitment process.

Activity 1 – Interviews with Mayor, Councilmembers, Department Heads & Employees

An important part of the recruiter's work is selling the community to the very best candidates (*including those that are not actively looking for the next job*) while also providing an accurate portrayal of the community and the opportunity.

The principal objective of these interviews is to determine the needs of the client and the characteristics and attributes of the *ideal* candidate.

Client / Consultant Conference; Community

As the position is an Executive position, our consultants will benefit from personal interviews with the Board Trustees, Department Heads and staff (as appropriate) to better understand the nature of the position, its duties and responsibilities and what characteristics, skills and attributes will be important for this position, past successes and the challenges / opportunities your new *employee* will face, and how he / she will be judged and how performance will be evaluated. Determining the **characteristics of the ideal candidate** – such as experience, longevity, education, personality, demeanor, management style, and achievements as well as other items considered important. Our process includes:

- Compile background information from the jurisdiction's website and other sources,
- Interview members of the Senior Management Team,
- Discuss and determine:
 - the characteristics of the ideal candidate (*experience, longevity, education, personality, demeanor, management style, achievements, etc.*),
 - evaluation and performance criteria,
 - a competitive compensation package,
 - the recruitment timeline including interview dates,
 - selection criteria and evaluation formats.



Activity 1 - Needs Assessment Interviews

Client & Consultant Conference; Committee Characteristics & Timeline

Activity 2 – Job Profile & Recruitment

Position Profile / Recruiting Materials
3-part *Dynamic* Recruiting

Activity 3 – 4-level Screening Process

Level 4 Background Check
Consultant Reports

Activity 4 – Selection & Interviews

Finalist Selection & Notification
Candidate Assessment / Interview Process
Debriefing and Selection

Activity 5 – Transition Assistance

On-Boarding & Additional Services

This can be accomplished through individual or group interviews.

If the job description needs to be updated, or its compensation has not been set or updated, this is a good time to make sure to remove any final obstacles which might be an obstacle to attracting the right candidates. If necessary, our consultants will review these materials and recommend changes.

The other objective of this conference is to finalize the recruitment timeline so candidates can mark their calendars well in advance and will be available when the elected officials wish to conduct the interviews. Consultant and client will work together to establish a solid recruitment timeline.

Activity 2 – Job Profile & 3-part *Dynamic Recruiting*

Position Profile / Recruiting Materials

Consultants will develop a high-quality, relevant, color position description is probably the single-most constituting factor to recruitment success. Because we want to attract highly-qualified candidates from an existing position as well as in-transition professionals, the profile must speak to them.

Consultants will combine the information obtained in the initial Client / Consultant Conference with the background information from the jurisdiction’s website and other sources to create a profile which includes: *Community Background, Form of Government, Longevity of Department Heads and Elected Officials, Accomplishments, Challenges / Opportunities and Amenities and Qualifications*

In summary, consultants will:

- ✓ *Develop a draft comprehensive, full-color Recruitment Profile,*
- ✓ *Provide the draft for your review and comment,*
- ✓ *Incorporate your recommended suggestions into the final document; and*
- ✓ *Prepare for national distribution. [See Appendix for more samples.](#)*



Dynamic Recruiting

Dynamic Recruiting involves three (3) elements:

1. Active Pursuit. The best approach is diligent, personal outreach. Consultants will begin searching for and identifying potential candidates locally and regionally who appear qualified for the position (particularly those not actively seeking a new job), and encouraging them to apply.
2. Professional Networking. Consultants will E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
3. Digital Media. Consultants will distribute the advertisement and recruitment materials through local, regional, state and national sources including industry publications & partner websites to reach **more than 40,000 views**. We will also use our social media tools including LinkedIn and Facebook to reach more than 5,000 direct connections.

Activity 3 – 4-level Background Screening Process

Level 1 – Initial Candidate Pre-screening

Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. The **Qualifications Table** allows for our consultants to maintain a single-reference of all candidates’ qualifications, education and experience and maintains accurate recordkeeping of the evaluation process.

Teleconference Interview (phone or video). Our recruitment team will personally interview each of these candidates using **Zoom** or **GoToMeeting** or by telephone. Using what we learned in Phase I of the project and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.



Once we have evaluated the information we have gathered, we will present the strongest candidates to the Agency for its consideration. It should be noted that selecting strong candidates is both an *art* and *science*. While we believe (1) *qualifications* are important for consideration, so is (2) organizational / community *fit* and (3) compelling reasons to commit to your agency.

Candidates Report #1. This report will contain the list of top candidates with copies of their resumes, cover letters and our recommendations for Level 2 consideration. A Client-Consultant video conference concludes with agreement on 10-12 candidates to proceed for further investigation.

Level 2 - Internet, Social Media and Newspaper Archives

We require all candidates to sign an **Acknowledgement and Release Form** granting us permission to begin the background investigation.

Virtually every local newspaper and has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. While these articles don’t always tell the ‘whole story’, these articles can also provide valuable insights into the candidate’s relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.



Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of social media (*Facebook, Twitter, Google Plus, Instagram, LinkedIn and News Archives*) for any information regarding each candidate.

Candidates Report #2. This *updated* report will be provided to the Board of Trustees for each of the selected candidates, with the results of the Level 2 background work. A Client-Consultant video conference concludes with agreement on 10-12 candidates to proceed for continued investigation.

Level 3 - Reference Interviews & Writing Samples.

Reference Interviews. We will ask each of the 6-8 *second round* candidates to provide a list / variety of references including current and former elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. References might also include the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We tell the candidate with whom we wish to speak. We also attempt to contact some individuals who are not on the candidate’s list. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. The expectation is to arrive at 4-6 *Finalist Candidates*

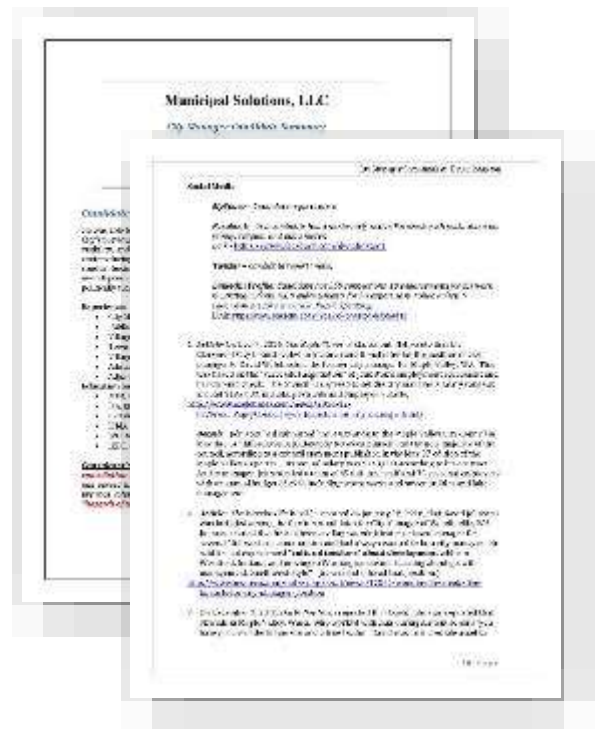
Written Introduction / Writing Sample. We will ask each of the 6-8 *second round* candidates to complete a 6-page, pre-formed written introduction describing who they are and their background / experience. This also allows the recruitment team to further evaluate their writing capabilities, their ability to use technology, and commitment to the process.

Candidates Report #3. This *updated* report will be provided to the Board of Trustees for each of the selected candidates, with the results of the Level 3 background work. A Client-Consultant video conference concludes with agreement on 4-6 candidates to proceed for Final Background investigations.

Level 4 – Comprehensive Background Checks

Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks. Through our third-party vendor, American DataBank®, we will conduct Federal Criminal & Civil, State & County Criminal & Civil, and Financial including bankruptcy and credit (*prospective Finalists only*). Consultants will also use DegreeVerify® for education verification and contact employers to verify employment history.

If we conclude the situation is damaging or even questionable, the candidate should be dropped from further consideration.



Candidates FINAL Report #4. This *final* report is the completed, comprehensive written report for *each* candidate provided to the Board of Trustees prior to a Client-Consultant video conference concluding with agreement of 3-4 Finalists for interview.

Activity 4 – Finalist Selection and Candidate Interviews

- Interview Preparation. Consultants will assist in the preparation and coordination of the interview schedule, process and structure. Consultants will work with the Board of Trustees to develop a process that fully assess the candidates.
- 360° Interview Process. While the particulars may be worked out later, we recommend a process including:
 - **Public Reception** for the Candidates to interact,
 - **Panel Interviews** with Technical & Administrative experts
 - Formal Interview with the **Board of Trustees**,
 - **Public Speaking Presentation** on a recent staff report,
 - **Assessment Centers**.
- Interview Questions. Consultants may also offer advice on interviewing, standardized panel questions and logistical support during their interviews. Consultants are to provide support, not influence the process.
- Decision-Making. Once the interviews are completed, we will provide any additional information the Agency needs in making the final determination.



Activity 5 - Transition Assistance & Warranty

To assure an effective transition of the candidate into employment with the Agency, Consultants will serve as a resource in the **contract negotiation** process to assure an 'obstacle-free' start for your new hire.

Warranty. Our work is not done when the contract is executed. We stay in touch with you and your new *Village Administrator*. Our goal is to assist in mitigating any issues that may become intractable. Approximately six (6) months after hire, we will conduct a **Team-building Workshop** at no charge, and assist in the **employees Evaluation** at 6 and 12 months – at no additional cost. We simply feel it is part of our job to assure a successful relationship. Our 2-year Warranty is explained in detail at the end of this proposal.



These important steps assure continuity and cohesiveness and long-term success.



Section 3 – Profile of the Firm

Our team is one of the most successful and reliable local government consultancies in the United States. We use simple, straightforward and foolproof processes which have successfully improved 100s of cities throughout the United States.

Company Origins



Municipal Solutions LLC was founded in Phoenix, Arizona on 23 July 2003 to provide a modern, practical and affordable alternative to typical consulting options. Our initial focus was on small, local governments, but when the demand for our services grew, we became a ‘*collaborative consultancy*’ of innovative practitioners (Borough Managers, Finance & Public Works Directors, Police & Fire Chiefs) who really understands the unique needs of local government – with incredible mastery of best practices. Over 18 years, Municipal Solutions has become a multi-disciplinary, *international* public-sector management consulting firm which specializes in **Efficiency, Technology** and **Safety**. This three-pronged focus allows our team of 160 Senior Associates and Senior Analysts to provide a variety of services illustrated below.

Efficiency	Technology	Safety
ACCOUNTING & FINANCE Efficiency & Operations Audits Capital Improvement Programs Franchise Review / Revenue Recovery Software Audits & Conversion Process	BROADBAND Cable TV Franchises Broadband Feasibility Studies Wireless Tower Agreements Communications Master Plans	EMERGENCY / RISK MANAGEMENT Communications Interoperability Emergency Operations Plans Hazards & Risks Assessments Training & Emergency Exercises
HUMAN RESOURCES Class & Compensation Studies Interim Staffing & Executive Search Operations Audits / Efficiency Studies Training: <i>Customer Service & Leadership</i> Job Descrip’s, Policies & Procedures Manuals	ECONOMIC DEVELOPMENT Strategic Planning Statistical Surveys Stakeholder Summits Energy Sustainability Infrastructure Assessments	PLANNING & ENGINEERING Transit Studies Strategic Planning General Plan Amendments Capital Projects Management (CIPs) Development & Fiscal Impact Analysis

Corporate Structure

Our ‘*collaborative consultancy*’ model provides you with a unique combination of talents, insights and technical skills regarding best practices on a local and national perspective. Our origins in Arizona expanded to 42 states and then to 13 countries – thanks the help of 160 public sector-practitioners provided real-world solutions to public management problems.



Our consultants have served more than 400 local governments in the United States and 40 countries – altogether, our consultants and have provided solutions to 1,000s of local government officials all over the world including Afghanistan, Bangladesh, Bosnia, Egypt, Indonesia, Iraq, Italy, Jordan, Kenya, Libya, Myanmar (Burma), Sri Lanka, Turks & Caicos, Trinidad & Tobago, and the United Kingdom to name a few.

David Evertsen, CEO & Principal personally oversees all consulting projects which are managed by teams of **Senior Associates** and **Senior Analysts** hand-picked and assigned on a 'best fit' basis for each project. Because of our three areas of expertise – we are able to provide a unique approach to problems facing local governments. The standard 'consulting as usual' model is dead.

Since 2003, our **Local Government Consulting** division has helped more than 500 local governments, provincial governments and national government agencies save more than \$351,109,000 through comprehensive organizational assessments, careful analysis, prudent recommendations and effective implementation. Through our efforts, nearly 400 local and national government clients have realized greater revenue collections, reduced fraud and improved public access to public services.

Work Samples / Additional Services

While we follow a standard format and process, each client project is unique. Rather than provide a full copy of a Management Plan in this proposal, we have provided the links below to few samples of studies and reports to allow you to better examine our expertise. All services are available at your request

EFFICIENCY STUDIES & OPERATIONS AUDITS - AK, AZ, CA, CO, FL, KS, KY, NV, MA, MI, OH

All Departments / Full Service

City of Sitka (AK) – [Admin., Electric, Finance, Fleet, Marinas, Public Safety, Utilities](#)

City of Syracuse (UT) – [Admin., Council, Finance, Fleet, IT, Police, Solid Waste, Utilities](#)

City of Bellville (TX) – [Admin., Community Development, IT, Library, Public Works](#)

City of Dartmouth (MA) – [HR, IT, Building / Planning / Zoning, Facilities Mgmt.](#)

Fleet & Facilities

City of Fort Collins (CO) – [Facilities, Custodial, Operations & Maintenance](#)

City of Clearfield (UT) – [Fleer Maintenance](#)

Finance & IT

City of Daytona Beach – [IT & Finance](#)

City of Delray Beach (FL) – [Fire, Fleet, IT, Police, Risk Management, Planning](#)

Public Safety & Public Transit

City of Arkansas City (KS) – [EMS, Police Fire, Finance, Fire, Fleet, IT, Police](#)

City of Coconut Creek (FL) – [Public Transit System Audit & Strategic Plan](#)

Fort Mojave Indian Tribe (AZ, CA, NV) – [Police Department Operations Audit](#)

Other: Parkland, FL; Beachwood, OH; Covington, KY; Missouri Dept. of Public Safety

COMPENSATION & CLASSIFICATION STUDIES - AK, CA, FL, KS, MD, MI, NM, OK, SD

Small Communities

City of North Pole (AK) – [Total Compensation, Admin., Police, Fire, Public Works](#)

Town of Indian River Shores (FL) – [Triple-Certified Public Safety Compensation Study](#)

City of Huron (SD) – [Full Classification Audit & Compensation Study](#)

City of Tecumseh (OK) – [Classifications, Compensation, Benefits Audit](#)

Mid-sized City

City of Gallup (NM) – [Admin., Finance, Fire, IT, Library, Parks, Police, Public Works](#)

City of Walker (MI) – [Triple -Certified Public Safety Department](#)

Large City

City of Shawnee (OK) – [Admin., Finance, Parks, Public Safety, Public Works \(all tables\)](#)

Other: Flagstaff, Fountain Hills, Guadalupe, Queen Creek & Scottsdale, AZ; Jupiter Island, Tequesta, FL; La Habra Heights, CA; Largo, Parkland, Tequesta, FL; Elko, NV; Dublin, OH; Huron, SD; Harrisville, Pleasant View, Pleasant Grove, UT; Colonial Heights, VA;



BROADBAND, FIBER & WIRELESS - AZ, CA, CO, GA, IL, MT, NV, TX, UT, VA, VT, WA, WY**Infrastructure Assessments, Policy & Municipal Broadband Strategy**

City of Flagstaff (AZ) - [Infrastructure Assessment, Broadband Policy & Strategic Plan](#)

City of Goodyear (AZ) - [Fiber & Wireless Assessment, Broadband Summit, Strategic Plan](#)

City of Safford (AZ) - [Broadband Infrastructure Assessment, Survey & Strategic Plan](#)

Cable TV Franchise Audits, Negotiation & Wireless Tower Agreements

City of Kingman (AZ) - [Cable TV Franchise Audit / Inspection Report](#)

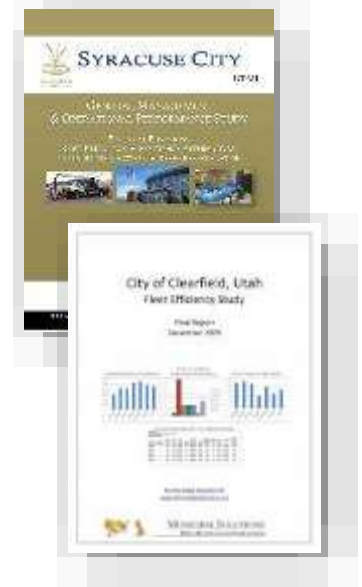
City of Maricopa (AZ) - [Verizon Cell Tower Proposal Assessment](#)

City of Seabrook (TX) - [Review & Recommendations of Cable Franchise Agreement](#)

Other: Cave Creek, Flagstaff, Florence, Superior, Gila & Pinal Counties, Safford, San Carlos Apache Telecom, Wickenburg, AZ; Bountiful, Centerville, Draper, Hurricane, Logan, Payson, N. Salt Lake, UT; La Habra Hts, CA; Upper Dublin Township, PA; Burlington, VT.

Network Design & Construction

Inglewood, Loma Linda, CA; Longmont, CO; Columbia Co., GA; Lewistown, MT; Mesquite, NV; Hurricane UT; Westford, Underhill, Jericho, VT; Kent, WA, Powell, WY; State of Arizona, State of Illinois

**CUSTOMER SERVICE & STRATEGIC PLANNING - AK, AZ, CA, CO, ID, KS, NM, NC, PA, RI, SD, TX, UT, WA, WY**

City of Arkansas City (KS) - [Citizen Customer Service Survey](#)

City of Avondale (AZ) - [Leadership Summit & 20-year Strategic Plan](#)

[Customer Service Training Program Guide & Client List](#)

Sample News Media

We are accustomed to working in an environment where corresponding to and working with the media is essential. Below are links to some of our new articles.

**Compensation Studies**

[Buckeye, Tolleson City Managers' salaries outweigh city size](#) (AZ Central)

[Some Small City Managers are paid Big-time Salaries](#) (Pressreader)

Executive Searches

[Cuyahoga County executive's pick for sheriff](#) (Cleveland.com)

[National challenges finding Finance Directors](#) (Municipal Finance Today)

[CFO Recruitment for Decatur, Alabama](#) (DecaturDaily.com)

[Covington Taps Firm to Find New City Manager](#) (River City News)

Efficiency Studies / Operations Audits

[Operations Audit & Management Plan for City of Sitka, Alaska](#) (KCAW Radio)

[Covington asks consulting firm for organizational analysis](#) (NKYTribune)

[Organizational efficiency audit of city proves hopeful](#) (CourierTraveler) #2, #3, #4, #5.

Local Government Emergency Planning & Preparedness

[Review of 25 Eastern US Emergency Response Plans](#) (Pocono Record)

Economic Development, Entertainment Districts & Professional Sports

[From 'Cow Town' to 'City of the Future' \(Arizona Republic\)](#)

[Microsoft's Bill Gates Spends \\$80M On Majority Stake in West Valley Property \(KJZZ\)](#)

[Peoria OK's Key Piece of \\$90 million P83 Entertainment District \(Arizona Republic\)](#)

[West Valley \(Phoenix\) Making a Comeback \(AZ Bex\)](#)

[Glendale's \(AZ\) exit from \(NHL\) Coyotes arena deal is positive \(Reuters\)](#)

[Glendale and Goodyear pay spring-training ballpark debt \(AZ Central\)](#)

[Avondale's \\$800K development incentives \(Arizona Republic\)](#)

[Glendale, Goodyear Struggle to pay \\$260 million spring-training ballpark debt \(AZ Central\)](#)

Broadband & Military Base Realignment & Closure (BRAC)

[Luke AFB Transitions, New Missions Could Ripple \(AZ Republic\)](#)

[Webinar for Municipalities on Building Gigabit Networks \(BroadbandBreakfast\)](#)

Management & Governance

[The Business Case for Superior Project Leadership \(iMeetCentral\)](#)

[Delray looks to upgrade software, safety in billing department \(South Florida Sun Sentinel\)](#)

Executive Search Ethos & Attributes

Below are some key attributes about our services and results:

➤ **Diversity**

Municipal Solutions has extensive contacts with more than 10,000 public sector professional individuals and organizations – many of whom represent women and minorities. As a result, are thus able to identify and bring a diverse group of finalists to the Town.

➤ **Quality and Client Satisfaction**

We are selective with new assignments. When we dedicate ourselves to a client, we dedicate ourselves to getting the job done correctly. Because all of our key people are former public-sector administrators, we aim to deliver on time and on budget. We perform the comprehensive background investigations and we offer the best warranty (2-years) in the business.

➤ **Completion of Projects within Budget**

We are proud of our record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. We have never asked a search client for additional fees - even if we were entitled to do so.

➤ **High-quality Reputation**

We have an outstanding reputation and commitment to quality and value. Our work is not done until the client is satisfied. That means we go the extra mile and expend extensive effort and energy to provide the client with expected satisfaction. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed, we have an obligation to fulfill its requirements excellently and within the budgeted amount.

➤ **Completion of Projects on Schedule**

We routinely complete our assignments in 60 to 90 days. Further, since we began performing recruitments, we have never missed a project milestone.

➤ **Search Completion Record**

In every case for which we have been selected to perform a senior executive search, the search has been completed and the client has selected from one of our recommended candidates. We have never been fired before a search was completed.

➤ **Prior Names and Litigation**

Municipal Solutions has never been involved in any litigation in the United States, except to testify as an expert witness on behalf of one of the parties. Our company has always operated under its current name. Our performance has never been questioned to the point that legal action resulted.

➤ **Insurance**

To protect our clients, Municipal Solutions maintains the following insurance coverages: (1) General Liability insurance of \$2 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) Automobile Liability insurance of \$1 million per accident, and (3) Professional Liability insurance of \$2 million per occurrence. We are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Executive Recruitment & Interim Management Team

Our Executive Search Team is highly motivated!

Each of our team members bring a uniquely local government skill set and a refreshingly creative perspective to the search process. Municipal Solutions consultants are among the best and brightest Public Administrators in the United States. Our collaborative-consultant network of 100s of highly-qualified public administrators assure each and every client familiarity and sensitivity to local & regional issues with a toolbox of resources available to assist at every level of government.

Our **Executive Search** consultants have conducted more than 400 public and private-sector searches for clients in twenty-three states. The basic approach we have presented in the Scope of Services section of this document. It has been refined over the years to the point where it is problem-free.

Key personnel that will be utilized in this project are listed below.

David Evertsen –Principal consultant to +5,000 public servants in the US and Globally.

Kathryn Knutsen – has conducted 1000s of candidate evaluations & background / reference / employment checks.

Dr. Eric Strauss – started his long career in Wisconsin, is the retired Chair of the Urban & Regional Planning department at Michigan State University, and has consulted several Wisconsin and Michigan communities.

Marie Lopez Rogers – former President of the National League of Cities and nationally-recognized by Presidents Obama and Biden for her leadership w/ women, Hispanics and African Americans.

Greg Baylor – highly-experienced Senior Executive and MD Public Administrator.

Sean Baenziger – Senior Associate, has assisted +50 national executive searches.

**David A. Evertsen, CEO & Principal
Recruitment Manager**

Mr. Evertsen has been recognized nationwide for his ability to "make significant contributions while facing difficult constraints," and has repeatedly positioned agencies and staff to handle tremendous and possible unanticipated change, due in part to knowing "how to get the job done, through analysis, vision, and successful collaboration of skilled resources." He is an accomplished public speaker in local, national and international settings.



Mr. Evertsen has successfully managed 1,000's of consultants, trained more than 14,000 civil servants while managing more than 300 consulting projects on 4 continents in the past 20 years – including design and facilitation of more than 100 organizational development and strategic planning workshops and trainings. His professional experience includes: Arbitrator, Facilitator, Negotiator, Commercial, Industrial and Residential Developments, Recruiter, Government Relations, Statistician, Data Modeler, Emergency Management Planner, Urban Planner, Master Trainer, Chief Executive, Chief of Party, Team Leader, Public Speaker and advisor to Governors, Senators and Congressmen.

He has personally managed more than 300 client Human Resource projects which include:

- ❑ **Executive Searches & Interim Placements** for Blythe, California City, Desert Hot Springs, Madera, and Coachella, CA; El Mirage, Goodyear, Scottsdale, and Glendale, AZ; Bellville, Edinburg, Lampasas, Port Arthur, TX; Greenville Utilities Commission (GUC), NC; Largo, St Cloud, Daytona Beach, FL; Wilson, AK; Hanover, NH; Norristown, PA.
- ❑ **Organizational Development & Change Management** for the Cities of Covington, KY, Beachwood, OH; Syracuse, UT; Sitka, AK; Fort Collins, CO; Arkansas City, KS; Delray Beach, FL; Clearfield, UT; Daytona Beach, FL; Delray Beach, FL; Parkland, FL; Tequesta, FL; Jupiter Island, FL; and La Habra Heights, CA.
- ❑ **Personnel Compensation, Classification and Restructure** for the cities of La Habra Heights, CA; Nogales, Guadalupe & Safford, AZ; Gallup, NM; Pleasant View & Harrisville, UT; Shawnee, OK; Elko, NV; Huron, SD; Walker, MI.
- ❑ **Diplomatic Missions & International Development** in for local, provincial and national governments in Afghanistan, Bangladesh, Bosnia, Iraq, Lebanon, Libya, Tunisia and Myanmar (Burma).
- ❑ **Strategic Planning** work for Avondale, AZ; Sitka, AK; Hurricane, UT; Mesquite, NV; Goodyear, AZ; Queen Creek, AZ; Buckeye, AZ; Flagstaff, AZ; and local and national governments in Bangladesh, Bosnia, Lebanon, Afghanistan, Libya and Iraq.

His four degrees include a Master's in Public Administration (University of Kansas); Masters of Urban & Regional Planning (University of Kansas); Bachelor's in Political Science (Weber State University); and Associates Degree in Business from Ricks College (now BYU Idaho).

Kathryn Knutsen, Senior Analyst
Interviews, Backgrounds & Report Assembly

Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She was involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. She has an Associate's Degree in Business Education from West Georgia College in Carrollton, Georgia and currently [Kathryn resides in Oneida County, WI.](#)



Ms. Knutson has been involved in 100s of personnel projects and executive searches including:

- ❑ **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; **Bellville, Corpus Christi, Lampasas, Odessa and Port Arthur, TX**; Coral Gables, Cape Coral, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; Leesburg, Prince William County, Roanoke, York County and Winchester, VA; Portland, ME; Elmira, NY; Ankeny, & Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK; Albany, DeKalb Co. & Doraville, GA.

Dr. Eric Strauss, Senior Associate
Senior Recruitment Advisor

Dr. Eric Strauss is trained as both a land use lawyer and as an urban and regional planner. He is an academic who has taught in both fields. He has held faculty positions in the following disciplines: agriculture; architecture and urban design; environmental studies; geography; law; public administration; public affairs; and urban and regional planning.



Dr. Strauss received a Bachelor's Degree in Political Science and a PhD in Urban and Regional Planning from the **University of Wisconsin-Madison**. **He began his career working in Wisconsin working for the Governor's office, the Department of Administration, the Department of Local Affairs and Development and the University of Wisconsin-Extension.** He then joined the University of Kansas where he was the Chair of the Graduate Program in Urban Planning. He served as a city attorney and as planning director for various cities and counties. **He also taught at the University of Wisconsin-Madison in the Law School and the Institute for Environmental Studies.** In 2001 he moved to Michigan State University where he was Director of the Urban and Regional Planning Program.

Dr. Strauss has worked with several Wisconsin communities on land use issues, including Pierce and Appleton Counties and Marshfield. He recently co-authored a textbook on land use law. His research has been funded by federal, state and local governments as well as private profit and non-profit organizations. He is currently President of the Advisory Academic Council for Signage Research and Education.

Marie Lopez Rogers, Senior Associate
Senior Recruitment Advisor

Marie Lopez Rogers recently served as President of the National League of Cities (NLC), the nation's oldest and largest organization representing municipal government. She was first elected to local office in 1996, and on January 1, 2006, she was elected as the nineteenth Mayor of Avondale, Arizona, and **the city's first Latina mayor**.



Mrs. Rogers grew up working side-by-side with her parents in the small migrant farm labor camps around the city. In 2011, **President Barack Obama** recognized her dedication to and accomplishments in local government at a **national conference of Hispanic leaders**.



Mrs. Rogers guided the transformation of her community. Avondale, once tiny agriculture community, became one of the nation's fastest growing municipalities. Avondale is home to the Phoenix International Raceway and was named the first Kids at Hope city in the United States.

She was appointed to serve on the Maricopa County Board of Supervisors in June 2014, served as a member of the League of Arizona Cities & Towns' Executive Committee, where she received a Distinguished Service Award and served as **President of the Arizona Women in Municipal Government**. Mrs. Rogers also served on Arizona's Council of Governments, Maricopa Association of Governments' Executive Committee, and served as its Regional Council Vice Chair.

Mrs. Rogers has also been active at the state government level. She was selected by U.S. Secretary of Homeland Security and former Arizona Governor Janet Napolitano, to serve on state of Arizona committees and task forces.

She is a founding and current member of the **Hispanic Leadership Forum**, an organization providing academic opportunities for rising leaders in the community. She received one of the highest awards in the state from the Latino community, when she was presented the Profiles of Success Special Recognition Award for her advocacy, leadership, and years of service to her community -- emphasizing the integration of the Hispanic community.

Mrs. Rogers received the Jacque Steiner Public Leadership Award for Children from the Arizona Children's Action Alliance, and was one of 25 women chosen by Governing Magazine to participate in its 2015 Inaugural Women's Leadership Class.

She and her husband Ed have been married 46 years. They have three sons and six grandchildren.

Sean Baenziger, Senior Associate
Senior Recruitment Advisor

Mr. Baenziger has worked with more than cities and towns on recruitments throughout the United States. He is highly effective in his interpersonal communications and understands what it takes to manage client expectations effectively. With his expertise in municipal government Executive Search, Mr. Baenziger has been called upon to assist in meeting with City Managers and Senior Staff, to understand the needs of the client, and to develop high-quality Position Descriptions which we use for marketing and advertising for the position. Because of his efforts, Mr. Baenziger has been a highly-valued member of the Municipal Solutions Recruitment Team.



Mr. Baenziger brings a strong background in research and analysis to Municipal Solutions. As a former Firefighter Paramedic and current Licensed Psychotherapist, he has ten years of experience working with state and local governments through public and private sector organizations. Since joining Municipal Solutions in 2002, his incisive ability to promptly get to the heart of a problem and accurately assess the facts have led him to quickly become the firm's background check guru. His experience and training allow him to rapidly determine which candidates are the 'right-fit' for your organization.

Mr. Baenziger has been involved as a background specialist in virtually every search Municipal Solutions has conducted. Some of his current and former executive search work history includes:

- ❑ **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; + 40; Prince William County, VA; Roanoke, VA; York County, VA; Winchester, VA; Portland, ME; Elmira, NY; Ankeny, IA; Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Tacoma, WA; Matanuska-Susitna Borough, AK (listing only a few of +100).

As noted, the majority of Mr. Baenziger's work has come in the form of background examinations with the firm. Due to his extensive psychological training, he is quickly able to assess candidates' personalities and styles and determine if there are concerns in their past as well as if the candidates would be a good fit for Municipal Solutions' clients. In the past Mr. Baenziger has served in a variety of municipal capacities such as being a consultant for several private sector agencies with contracts with the State of Utah's Division of Child and Family Services, as well as playing a principal role in the revision of North Port Fire Rescue District's Infection Control Plan.

Mr. Baenziger obtained his Bachelor's Degree in Psychology from Brigham Young University, a Master's Degree in Social Work from the University of Utah, and an MBA from Brigham Young University. He is a certified Firefighter/Paramedic in both Florida and Utah. He currently resides in Chandler, AZ.

Greg Bayor, Senior Associate
Senior Recruitment Advisor

In a career of more than 30 years, Mr. Bayor, has experience with both big-city and suburban governments. He has worked as Director of Recreation programs in the **Cities of Baltimore and Rockville, Montgomery and Prince George County, MD**, and the City of Tampa, FL. Mr. Bayor's record in building relationships is unprecedented – including community partnerships with the Baltimore Oriols, Baltimore Ravens, Tampa Bay Rays, Tampa Bay Buccaneers and more. He has personally recruited and managed more than 215 employees and managed departments as small as 10 and as many as 490 employees.



Mr. Bayor has an exceptional eye for talent and will be instrumental our recruitment process with clients in Florida, Maryland and Virginia.

Other Consultants

Municipal Solutions has 160 active consultants in a variety of subject-matter areas which will be called into service when we need them. This includes IT / Communications, Police, Fire, Schools, Utilities, and other service areas. We also have a cache of Analysts and Senior Analysts who are on-call should we need them.

Extensive bios and client references can be reviewed on our website at <http://www.municipalsolutions.org>

Section 4 – Detailed Cost Proposal

Cost Options

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard (*negotiable*) price range of **\$24,000** for a single search, is significantly reduced to **\$22,000*** and **\$20,000*** for a **second and third search - if additional searches are requested during or within 1 year**. See below.

Phase	Cost per search*		
	1 st recruitment	2 nd recruitment	3 rd recruitment
I. Needs Analysis & Interviews	\$5,400	\$3,900	\$3,600
II. Advertisement & Recruitment	\$5,400	\$4,900	\$4,500
III. Candidate Screening & Selection	\$5,600	\$5,600	\$4,800
IV: Coordination of Interviews & Selection	\$4,700	\$4,700	\$4,200
V: Contract Negotiation, Warranty, 6-mo Workshop	\$2,900	\$2,900	\$2,900
Total	\$24,000	\$22,000* <i>-\$ 2,000</i>	\$20,000* <i>-\$ 4,000</i>

* if we modify the initial base recruitment profile.

Costs include all advertising, all travel expenses, and *preliminary* background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense \$400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Payment of Phase I up-front for mobilization and travel costs,
- Progress payments at the end of each Phase II – V as indicated above, and
- Separate invoice for criminal / civil background checks and employment / education verification.

The above fee is based on anticipated efforts from Municipal Solutions, llc with the understanding that unexpected or changing circumstances will not be encountered during the engagement without revision to the terms of this agreement. Should such revisions be necessary, the hourly rate of \$150 is provided for consideration of extension of services.

Warranty

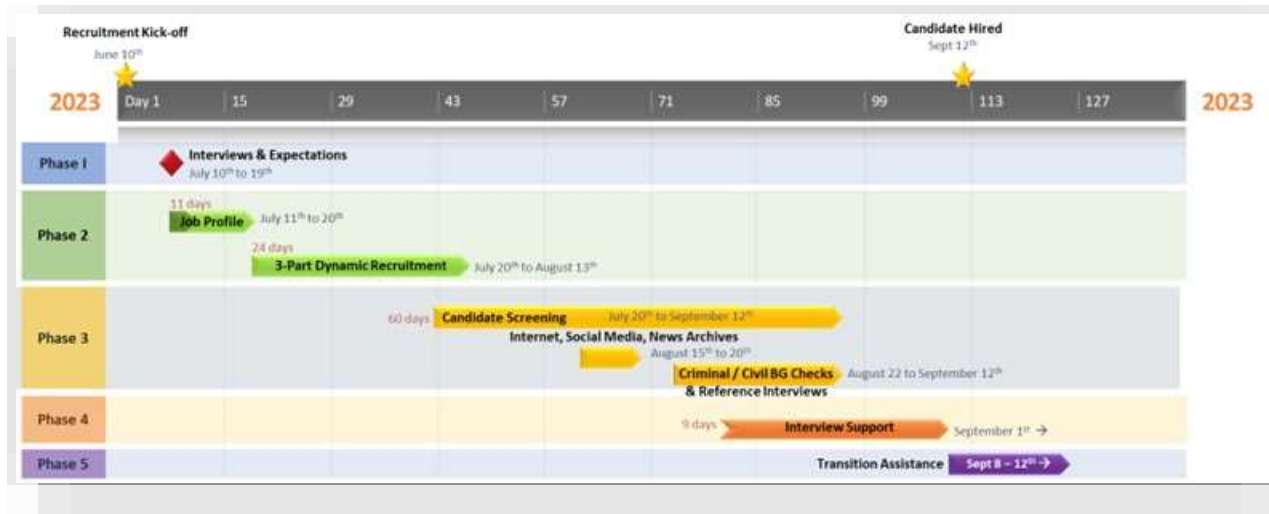
The Municipal Solutions team offers the best warranty in the industry. Provided we conduct the full search and assuming your agency selects from the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate concerning any other position so long as the individual is employed by your agency.
- 2) If the selected individual leaves for any reason other than an act of God (for example, total incapacitation or death) within the first year, we will repeat the search at no charge. If he/she departs during the second year for any reason other than an act of God, we will repeat the search for the reimbursement for expenses only.
- 3) If you are not satisfied with any of the candidates we present, we will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

Section 5 – Recruitment Completion Schedule

Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is an illustrated standard 90-day timeline.



Draft Recruitment Schedule

PHASE I: NEEDS ASSESSMENT & INTERVIEWS

- July 10th:** Municipal Solutions (MS) begins interviewing the Trustees and Senior Management Team to understand the work environment, challenges and expectations for the *Village Administrator*.
- July 11th:** MS begins drafting the recruitment profile for publications and prospective candidates.
- July 19th:** MS submits the draft of the full recruitment profile to the Board of Trustees for review. Comments will be due back by July 20th.

PHASE II: RECRUITING

- July 20th:** MS begins networking, distributes and posts the full recruitment profile on its website, and submits it to the appropriate publications. MS begins forwarding candidates details to the Board of Trustees.
- August 13th:** Closing date for submission of applications. MS reports recruitment results.
- August 14th:** **Report #1:** Forwards the Report #1 and materials to the Board of Trustees Including the resumes, cover letter w/ recommended 10-12 first-round candidates.

PHASE III: SCREENING, REFERENCE CHECKS AND CREDENTIAL VERIFICATION

- August 15th:** *Video conference w/ Board of Trustees to review 1st-round candidates.*
- MS begins candidate pre-screening of selected First-round candidates including Internet / newspaper archives, candidate intro. & writing sample.
- August 20th:** **Report #2:** MS presents First-round candidate pre-screening report to the Trustees.
- August 21st:** *Video conference w/ Board of Trustees to review 2nd-round candidates.*
8–10 2nd-round candidates selected for background checks.
- August 22nd:** Comprehensive background investigations begin.
- September 12th:** **Report #3** MS forwards completed background checks and candidate profiles to Trustees for review.
- September 13th:** Board of Trustees selects / confirms finalists.

PHASE IV: INTERVIEW PROCESS COORDINATION AND SELECTION

- September 1st:** Interview design and coordination
- Sept 7/8 or 11/12th:** Finalist social and Interview Panels.
Board selects its new the *Village Administrator!!!*

PHASE V: TRANSITION ASSISTANCE & WARRANTY

- September 12th:** Contract Negotiation and Transition Assistance begins.
- October 1st:** Target date – *Village Administrator begins!*

Section 6 – Client References & Firm Experience

Over the past 20 years, we have helped 100s of local governments, provincial governments, school districts and national government agencies save \$ millions through Compensation Studies, Organizational Efficiency Audits, Policy Manual revisions, Organizational Structure Realignment and Process Mapping. In addition to the cost savings, our clients have realized greater revenue collections, reduced fraud & improved public access to public services.

Client References

- | | |
|--|---|
| <p>1. Crandall Jones, Administrator
Norristown Municipality, PA (pop. 34,000)
Phone: (970) 221-6505
cjones@norristown.org</p> | <p>2. Julia N. Griffin, Town Manager
Town of Hanover, NH (pop. 8,500)
Phone: (603) 643-0701
Julia.Griffin@hanovernh.org</p> |
| <p>3. Len Golden Price, Admin. Services Director
Collier County Gov't, FL (pop. 300,000)
Phone: (239) 252-8450
Len.Price@colliercountyfl.gov</p> | <p>4. Cindy Muncy, Asst City Manager
City of Odessa, TX (pop. 127,000)
Phone: (432) 335-3232
cmuncy@odessa-tx.gov</p> |
| <p>5. Anthony Roberts, HR Manager
City of Fort Lauderdale, FL (pop. 183,000)
Phone: (859) 576-7477
ARoberts@Fortlauderdale.gov</p> | <p>6. Crystal Dyches, City Manager
City of El Mirage, AZ (pop. 35,043)
Phone: (507) 461-5954
jnnfrprentice@yahoo.com</p> |
| <p>7. Patrick Smock, Recruiting Manager
Cuyahoga County Gov't, OH (pop. 1,200,000)
Phone: (216) 443-3187
psmock@cuyahogacounty.us</p> | <p>8. Trudy Lewis, City Manager
City of Hutchins, TX (pop. 5,178)
Phone: (972) 225-6121
tlewis@cityofhutchins.org</p> |
| <p>9. Maryanne Ustick, City Manager
J.M. DeYoung, Asst. City Manager
City of Gallup, NM (pop. 21,800)
Phone: (505) 863-1218
mustick@gallupnm.gov</p> | <p>10. Mike Welsh, Mayor
City of North Pole, AK
Phone: (907) 651-2555
northpolemayor@gmail.com</p> |

In addition to the client references already provided, additional references are provided below.

Similar Projects

The following pages contain a *partial* list detailing projects completed by members of our Executive Search and Interim Public Management team. *Includes the side / population of the city / town / service area.*

2022-23	
Sonterra Metropolitan Utility District <i>Austin, TX (pop. 15,000)</i>	CIO - City of North Las Vegas <i>(pop. 274,000)</i>
City Administrator <i>Windsor Heights, IA (pop. 5,170)</i>	City Administrator <i>Woodbury, NJ (pop. 9,000)</i>
Asst. City Manager / Community Dev. Director, <i>Arvin, CA (pop. 21,800)</i>	Development Services Director <i>New Smyrna Beach, FL (pop. 22,400)</i>
Assistant City Administrator <i>Moline, IL (pop. 41,920)</i>	City Manager <i>Arvin, CA (pop. 21,800)</i>
2021	
Code Enforcement Chief <i>San Bernardino County, CA (pop. 2,180,000)</i>	Interim City Administrator <i>Woodbury, NJ (pop. 9,000)</i>
Interim Town Manager <i>Dewey-Humboldt, AZ (pop. 5,000)</i>	Interim Town Clerk <i>Dewey-Humboldt, AZ (pop. 5,000)</i>
Director of Information Technology <i>Collier County Government, FL (pop 380,000)</i>	Chief of Police <i>City of Fort Lauderdale, FL (pop 182,600)</i>
2020	
Director of Finance <i>City of Odessa, TX (pop 127,000)</i>	Director of Human Resources <i>City of Odessa, TX (pop 127,000)</i>
Director of Information Technology <i>Cuyahoga County, OH (pop 1,250,000)</i>	Director of Human Resources <i>Cuyahoga County, OH (pop 1,250,000)</i>
Director of Finance <i>Hutchins, TX, (pop 5,500)</i>	County Sheriff (appointed) <i>Cuyahoga County, OH (pop 1,250,000)</i>
2019	
Interim Financial Services Manager <i>Madera, CA (pop.66,508)</i>	Interim Director of Financial Services <i>Madera, CA (pop.66,508)</i>
Interim Finance Director <i>St Cloud, FL (pop. 48,000)</i>	Interim City Manager <i>Madera, CA (pop.66,508)</i>
Director of Finance, <i>Corpus Christi, TX (pop 325,000)</i>	Director of Information Technology, <i>Grenville Utilities Commission (pop 92,000)</i>
Town Manager, Town of Payson, AZ (15,500)	
2018	
Interim Finance Dir, <i>Bellville, TX (pop. 4,500)</i>	Interim City Mgr. <i>California City, CA (pop.13,707)</i>
Interim Mgr. of Law Enforcement Operations, <i>Murray County, MN (pop. 8,413)</i>	Interim Assistant to the City Manager, <i>El Mirage, AZ (pop. 35,043)</i>
Interim City Engineer <i>Oak Harbor, WA (pop 23,204)</i>	Police Chief <i>El Mirage, AZ (pop. 35,043)</i>
City Manager, <i>El Mirage, AZ (pop. 35,043)</i>	Fire Chief <i>El Mirage, AZ (pop. 35,043)</i>
City Manager, <i>City of Blythe, CA (pop. 19,693)</i>	Finance Director, <i>Norristown, PA (pop. 34,370)</i>

2017	
Interim Finance Dir., St. Cloud, FL (pop. 48,000)	Finance Director, St. Cloud, FL (pop. 48,000)
Interim Community Development Director City of Desert Hot Springs, CA (pop. 27,900)	City Manager / Economic Development Director Wilson City / Town of Wilson, AR, (pop.850)
Economic Development Director, City of Covington, KY (pop 41,000)	Chief Financial Officer (CFO), City of Decatur, AL (pop 55,800)
Interim Public Works Director, City of Coachella, CA (pop 43,092)	Interim Sr. Planner, Desert Hot Springs, CA (pop. 27,900)
City Manager & Finance Director, Covington, KY (pop 41,000)	Economic Development Director, City of Covington, KY (pop 41,000)
2016	
HR Director, Port Arthur, TX (pop. 53,818)	Public Works Director, Salina, KS, (pop. 47,707)
Public Information Officer, Port Arthur, TX (pop. 53,818)	Director of Building Inspection & Code Enforcement, Port Arthur, TX (pop. 53,818)
Interim Finance Director, City of Madera, CA (pop. 64,444)	
2015	
City Manager, Roanoke, VA (pop. 98,465)	County Administrator, York., VA (pop 66,269)
City Manager, Winchester, VA (pop. 27,276)	Utility Director, Danville. VA (pop. 42,907)
Attorney, Prince William Co., VA (pop 428,000)	City Manager, Norwich, CT (pop. 40,347)
City Manager, Indianola, IA (pop. 15,108)	Public Works Director Norristown, PA (pop.34,370)
2014	
Fire Chief, Town of Hanover, NH (pop. 11,260)	City Manager, Monroe, NC (population 33,500)
City Manager, Ankeny, IA (pop. 45,600)	Village Manager, Bal Harbour, FL (pop. 3,300)
County Admin., Clackamas, Co. OR (pop. 383,900)	City Manager, Elmira, NY (pop. 29,200)
Treasurer, Miami, FL (pop. 408,000)	CEO/Borough Admin, Bal Harbour, FL (pop. 3,300)
2013	
County Admin, Okaloosa, FL (pop. 183,500)	City Manager, Doraville, GA (pop. 8,500)
Director, Engineering, Public Works and Utilities, Hallandale Beach, FL (pop. 39,000)	Watershed Mgmt. Dir, DeKalb Co., GA (pop 691,900)
City Manager, Scottsdale, AZ (pop. 217,400)	HR Director, Cape Coral, FL (pop. 154,300)
HR Director, W Palm Beach, FL (pop. 101,000)	CEO / Borough Admin., Miami, FL (pop. 408,000)
Police Chief, St. Augustine Beach, FL (pop 7,026)	County Manager, Union Co., NC (pop. 198,600)
Police Chief Screening of Candidates,	CEO/Executive Director of the Sewerage and

Melbourne FL (pop 82,800)	Water Board of New Orleans, LA - Pop Huge
Police Chief, Golden Beach, FL (pop 959)	HR Director, Gainesville FL (pop 125,000)
City Manager, Fife, WA (pop 8,700)	City Manager, Chamblee, GA (pop 17,000)
County Administrator, Broward County, FL (pop. 1,800,000)	County Administrator, Hernando County, FL (pop. 172,800)
City Manager, Miramar FL (pop. 125,000)	City Manager, Roanoke, VA (pop 96,000)
City Attorney, West Melbourne, FL (pop. 15,000)	City Manager, Cooper City, FL (pop. 32,000)
City Manager, Albany, GA (pop. 75,600)	City Manager, Coral Gables (pop. 43,000)
City Manager, Fort Pierce, FL (pop 41,900)	City Manager, Key West, FL (pop 24,600)
Community Development Director, Miami, FL (pop. 408,000)	City Manager, Cottonwood Heights, UT (pop. 34,000)
Economic Development Director, Loudoun County, VA (population 326,000)	City Manager, Coral Gables, FL (pop 43,000)
General Manager, Tampa Bay Water (pop. served 2,400,000)	Police Chief, Sunny Isles Beach, FL (pop 20,832)
Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a pop. 92,000+)	Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900)
Human Resources Office, Loudoun County, VA (pop. 326,000)	Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000)
City Manager, Hallandale Beach, FL (pop 39,000)	City Manager, Greensboro, NC (pop 259,000)
City Manager, Cape Coral, FL (pop 154,300)	City Manager, Fayetteville, NC (pop 208,000)
City Manager, Cottonwood Hts, UT (pop 34,000)	Village Manager, Key Biscayne, FL (pop. 11,000)

See Appendix A for a more detailed listing of Executive Recruitments completed by our consulting team.

Exhibit A – Executive Search – Completed Recruitments

Other Completed Searches - Prior to 2013

(including those completed by current consultants and former partners)

City Attorneys

City Attorney, Roanoke, VA (population 96,000) in 2012

City Attorney, West Melbourne, FL (population 15,000) in 2008

Community Development/Growth Management/Planning

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004, 2005

Community Development Director, Miami, FL (population 408,000) in 2008

Community Development Director, Safety Harbor, FL (population 18,000) in 2006

Community Development Director, Tamarac, FL (population 55,500) in 2007

Development Services Director, Daytona Beach, FL (population 65,000) in 2005

Director of Capital Projects, New Orleans, LA (population 323,000) in 2008

General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008

Growth Management Director, St. Lucie County, FL (population 261,000) in 2005

Growth Management Manager, Wellington, FL (population 55,000) in 2009

Housing and Community Development Director, West Palm Beach, FL (pop. 101,000) in 2007

Planning Administrator, Daytona Beach, FL (population 65,000) in 2007

Planning Director, Osceola County, FL (population 235,000) in 2005

Director of Planning, Roanoke, VA (population 96,000) in 2012

Economic Development / Redevelopment

Economic Development Director, Charlotte County, FL (population 170,000) in 2007

Economic Development Director, Collier County, FL (population 328,000) in 2012

Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009

Economic Development Director, Roanoke, VA (population 96,000) in 2012

Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009

Economic Development Director, Loudoun County, VA (population 326,000) in 2010

Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007

Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a population 92,000+) in 2006 and 2011

Executive Director, Technological Research and Development Authority, FL (serving a statewide population) in 2006

Engineers

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008

County Engineer, Polk County, FL (population 500,000) in 2006

Deputy County Engineer, Martin County, FL (population 140,000) in 2006

City Engineer, Gulfport, MS (population 90,000) in 2008

City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006

Engineering Manager, Sumter County, FL (population 70,000) in 2005

Staff Engineer, Wellington, FL (population 55,000) in 2009

Facilities Management

Centroplex Director, Orlando, FL (population 197,000) in 2004
Lakeland Center Director, Lakeland, FL (population 87,000) in 2004

Finance and Budget

Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Controller, City of Orlando, FL (population 197,000) in 2007
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Chief Financial Officer, City of Orlando, FL (population 87,000) in 2005
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000) in 2004
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
CEO / Borough Administrator, Altus, OK (population 19,800) (background check) in 2012
CEO / Borough Administrator, Daytona Beach, FL (population 31,860) in 2012
CEO / Borough Administrator, Fort Walton Beach, FL (population 20,000) in 2006
CEO / Borough Administrator, Lauderdale Lakes (population 32,000) in 1998
CEO / Borough Administrator, Oregon City, OR (population 31,860) in 2012
CEO / Borough Administrator, St. Petersburg, FL (population 248,000) in 2010
CEO / Borough Administrator, Sunny Isles Beach, FL (population 17,000) in 2010
CEO / Borough Administrator, Surfside, FL (population 5,700) in 2012
CEO / Borough Administrator, Tamarac, FL (population 55,500) in 2005 and 2009
CEO / Borough Administrator, West Palm Beach, FL (population 101,000) in 2007
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010

Housing/Building

Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac, FL (population 55,000) in 2008
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000), 2007

Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Human Resources Director, Osceola County, FL (population 235,000) in 2006
Human Resources Director, City of Sarasota, FL (population 55,000) in 2002
Personnel Director, Vero Beach, FL (population 17,900) in 2003

Human Services

Assistant Public Works Director for Human Services, Hillsborough County, FL (population 1,000,055) in 2004
Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010
Executive Director, Juvenile Welfare Board, Pinellas County, FL (population 950,000) in 2005

Information Technology

Information Technology Director, Lakeland, FL (population 87,000) in 2004
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012 (partial search)

Parks/Recreation/Libraries

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,000,055) in 2004
District Manager, Holiday Park Recreation District (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

Public Safety

Fire Chief, Hanover, New Hampshire (population 11,260) in 2014
Fire Chief, Daytona Beach, FL (population 65,000) in 2006
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Lauderdale Hill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012

Public Works

Public Works Director, Salina, KS (population 47,000) in 2015)
Public Works Director, Chandler, AZ (population 250,000) in 2007
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Public Works Director, Tamarac, FL (population 55,500) in 2003
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005

Transportation

Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Director of Traffic Engineering, Polk County, FL (population 500,000) in 2002
Executive Director, Lakeland Area Mass Transit District, FL (population 87,000) in 2005
Executive Director, Tampa-Hillsborough Co. Expressway Authority, FL (pop. 1,000,055) in 2007

Completed Searches – Utilities

Environmental Services Director, Largo, FL (population 74,000) in 2006
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002
Executive Dir., Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009
General Manager/CEO, Orlando Utilities Commission, FL (190,000 customers) in 2004
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008

Utilities Director, Charlotte County, FL (population 170,000) in 2007
 Utilities Director, Daytona Beach, FL (population 65,000) in 2004
 Utilities Director, Lake Worth, FL (population 37,000) in 2009
 Utilities Director, Palm Bay, FL (population 101,000) in 2005
 Executive Director, Environment and Infrastructure, Pinellas Co., FL (pop. 917,000) in 2012
 Utilities Director, Polk County, FL (population 500,000) in 2004
 Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
 Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011

Work Force Management

Executive Director, South Florida Workforce, FL (service area pop. of 3,000,000+) in 2005
 Director, Office of Economic & Workforce Dev., Durham, NC (pop. on 220,000), 2009

Other

City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
 District Manager, Sun 'n Lake Community Development District, FL, (population 5,000) in 2005
 Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
 Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
 Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
 Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (Population 200,000) in 2003
 General Manager, Sun 'n Lake Improvement District, FL (population 7,500) in 2002 and 2005
 General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
 Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Recruitment Profiles

See attached sample Recruitment Profiles.

Candidate Background Reports

See attached sample Candidate Background Reports.

Exhibit B – Interim Management (Temp) Services

Attached separately.





Don't Miss the Opportunity of a Decade!
Hanover, New Hampshire
Fire Chief
Apply by November 24, 2013

How to Apply

E-mail your resume and letter of interest to HanoverFireChief@municipalsolutions.org by November 24th. Faxed and mailed resumes will not be considered. Questions should be directed to Sean Baenziger at (561) 351-9350 or Dave Evertsen at 623-207-1309.

Tentative Schedule

Resumes & Cover Letter Due	November 24th, 5PM EST
Candidate Evaluation & Finalist Selection*	November 25th - December 18th
Finalist Interviews	Week of January 6th
Selection	Week of January 12th
Preferred Start Date	February 24th (flexible)

Hanover - Living & Working

Hanover is a quaint, scenic, upscale New England community located in west central New Hampshire on the Vermont border. Nestled along the beautiful Connecticut River, the town is home to Dartmouth College, a prestigious Ivy League institution recently named the top undergraduate teaching institution in the country by U.S. News and World Report.

Hanover is centrally located in northern New England, an area offering the best that New England has to offer. Many residents have made a conscious decision to settle in Hanover because of the region's high quality of life – beautiful countryside, ample recreational opportunities, excellent public schools, a college town feel, a safe place to live and to raise children, cultural and intellectual richness, sophisticated but casual and unassuming, and within easy driving distance of key Northeast metropolitan centers. The community was recently named one of the top ten places to live and to retire by Money magazine. Boston is just two hours to the southeast; New York City five hours to the southwest; Quebec City four hours north and Montreal three hours northwest. The beautiful White Mountains are less than an hour's drive to the north and the beaches of New Hampshire and Maine are less than two hours due east.

The Town of Hanover is located in Grafton County in west central New Hampshire. The Town has a 2010 census population of 11,260 and occupies 50.3 square miles.



State routes 10 and 120 bisect the Town; I-89 connecting Boston to Burlington and I-91 connecting southern Connecticut to Canada border the town and are immediately accessible. Hanover's landscape is characterized by hillsides and valleys, granite ledges, farm fields and brooks and streams. The town consists of a largely rural landscape beyond the immediate downtown and in-town residential areas. Served by 164 miles of paved and gravel roads, many residents enjoy the rural quietude to be found just beyond the downtown area. Deer, moose, bear, wild turkey, red fox, coyotes, hawks and eagles abound and residents of this community happily live in close harmony with wildlife.

The Town of Hanover offers a great deal to attract people on a personal level, starting with Dartmouth College. The College is an intellectual and cultural center --its Hopkins Center and Hood Museum offer wonderful theater, music, and art opportunities for local residents and the area's many visitors. Dartmouth lectures, symposia, and workshops are regularly open to the public. Dartmouth College sports teams attract a loyal following of local residents and Dartmouth students are active community members, volunteering in the local schools, the Town's Recreation Department and for a host of local social service agencies.

For the outdoor lover, Hanover is a New England paradise. There are ample opportunities for rowing and boating on a beautiful, flood controlled stretch of the Connecticut River or on nearby Goose Pond, Mascoma Lake, Crystal Lake, Grafton Pond or Lake Sunapee. For snow sports lovers, the Dartmouth Skiway is located just 15 minutes away in the adjacent town of Lyme, while truly first class New England skiing and snowboarding can be found less than 45 minutes by car to the ea





west and north. Hiking, mountain bike and snowmobile trails dot the landscape, the Appalachian Trail bisects the community on its way to Maine, and there are a plethora of parks and recreational centers in the area as well. Joggers and bicyclists share the road in large numbers. Organized sports teams for adults and youth are plentiful, ranging from low-key clubs to highly competitive teams. Fishing, camping, rock climbing are all popular past-times. Local farms dot the landscape and residents enjoy buying and eating locally grown and produced food. Healthy living is the name of the game and the region makes it easy to stay active and well.

Hanover's residents are warm, friendly and down-to-earth. The community is small enough to provide that small town feel but not so small that it feels insular. The general movement in and out of faculty and staff associated with the region's two largest employers, Dartmouth College and Dartmouth Hitchcock Medical Center (DHMC), helps to maintain a sense of openness in the community, and the institutions' strong international connections

make for a highly multicultural population. Most of the Town's citizens are associated with the College or Dartmouth Hitchcock Medical Center. Section 8, Item E. They are highly educated. They believe in excellence in all that they do, and they are willing to work to achieve it. In turn, Hanover residents expect high quality public services and recognize Town employees for their expertise and community commitment.

Hanover housing costs are on the higher end, although less expensive housing can be found in some outlying communities. A typical three bedroom/two bath home starts in the \$250,000 - \$300,000 price range, depending on location and amenities, and a selection of higher cost housing is available as well.

Due to the strong influence of highly educated people in the community, schooling is a priority and, as a result, the Hanover public school system is of the highest quality. Rankings consistently reveal that Hanover's schools are among the best in the bi-state region.

The community is a very safe place to work and to raise a family. Crime rates are low and community policing is a priority of the Hanover Police Department.

The primary settlement in Hanover, where over 75% of the town's population resides, is defined as in-town Hanover which includes the Downtown, the Dartmouth College campus and the many neighborhoods immediately surrounding the campus. Hanover borders the towns of Lyme, Canaan, and Enfield, New Hampshire and the city of Lebanon as well as Norwich, Vermont. Hanover also includes the small rural villages of Etna and Hanover Center which were formerly independent villages to the east and north of the in-town area. The highest point in Hanover is the north peak of Moose Mountain standing at 2,313 feet above sea level. Hanover lies fully within the Connecticut River watershed.



Granted in 1761, the town was named for Hanover Parish, the home parish of settlers from Lisbon, Connecticut. In 1769, Reverent Eleazar Wheelock received a charter for a college to educate Native Americans, an expansion of the Charity School he had established in Connecticut. The college was named for William Legge, Second Earl of Dartmouth, a supporter of the Reverend's efforts. In 1771, Governor John Wentworth, upon

petition from Reverend Wheelock, chartered 300 acres between Hanover and Lebanon for Dartmouth College. The land chartered to the college was for a time known as Dresden, one of 16 towns involved in a border dispute with Vermont. Today, the name Dresden is that of the local school district, a bi-state district involving towns from both sides of the Connecticut River, Norwich, Vermont and the Town of Hanover.

Local Government



The Town has operated under a charter since 1963 and amended the charter to enable a Board of Selectmen-Town Manager form of local government in 1973. The Board of Selectmen consists of five members elected to staggered three year terms. The Board holds some legislative powers not typically granted to Town Selectmen in New Hampshire, but Town Meeting serves as the legislative body for adoption of the annual budget, issuance of bonds, etc.

The Hanover Board of Selectmen has a reputation for being very stable, non-partisan and professional, working extremely well together as a group and providing quiet, thoughtful, forward-looking leadership for the community.

The Town Manager is appointed for an indefinite term and is responsible for the administrative and financial affairs of the Town, and implements policies adopted by the Board of Selectmen. The Town Manager serves at

the pleasure of the Board of Selectmen and is the Chief Administrative Official of the Town. Ms. Julia Griffin is the Town Manager, and she currently enjoys 17-year tenure, having taken the position in 1996 after a six year stop as Assistant City Manager and City Manager in the state capitol, Concord. The Board and Town Manager work very well together.

Hanover is a quintessential "college" town and functions much like a city in town clothing based on the service demands placed upon it by a prestigious Ivy League institution. The Town has experienced moderate tax base growth of more than 15% in the past ten years, largely attributable to expansion of Dartmouth College dormitories and dining halls (which are taxable) and College-driven downtown commercial development, along with a healthy rate of residential housing development until 2008, when the residential market slowed. The Town of Hanover is a full service community, providing police and fire protection with full-time departments, a full range of public works services, water filtration, secondary wastewater treatment, two public libraries, recreation services and a full range of administrative services.



Budgetary Process

The Town operates on a fiscal year basis, July 1 through June 30. The budget process begins in November of each year when the Board of Selectmen sets a tax rate target for use by Town staff in building the proposed budget. Department budget requests are submitted to the Town Manager who then works with staff to develop a proposed budget which is reviewed by the Board of Selectmen in four public hearings held in late February and early March. The Board adopts the budget and then brings it to Town Meeting for approval in early May for July 1 implementation.

Demographics

The Hanover median age of 22.5 years is far under the national average of 37.2 years, clearly proving college town status. The community has a youthful feel, particularly given the Dartmouth College campus location immediately adjacent to Downtown Hanover.

According to the 2010 census, Hanover's population is 85.5% Caucasian, 9.1% Asian American, 3.0% Hispanic and 2.4% African-American.

The median household income is \$90,085, while the mean is \$128,550. The unemployment rate is 1.8%.

Table II: Population by Age

Age Bracket	Percentage
1-10	6.3%
10-20	21.50%
20-30	30.30%
30-40	5.40%
40-50	8.80%
50-60	10.00%
60-70	6.70%
70+	10.90%

Source: U.S. Census

Climate

The climate chart for Hanover depicts the town as having a humid continental climate with fairly warm, humid summers and cold, wet winters.

Table I: Climate Data for Hanover, NH

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Ave High °F	29.3	34	43.5	56.6	70.4	78.5	82.9	80.8	71.3	58.5	45.6	33.6	57.08
Ave Low °F	8.7	11.6	22.1	32.8	44.1	53.5	58.8	57.3	49.4	37.3	28.4	15.6	34.97
Precipitation (Inches)	2.97	2.34	2.87	3.02	3.45	3.36	3.69	3.70	3.54	3.47	3.38	2.90	38.69

Source: National Oceanic and Atmospheric Administration

The Town & the Fire Department

Section 8, Item E.

The Town of Hanover is in a very financially sound position, particularly given the impact the recession has had on New Hampshire municipalities. Fund balances all meet or exceed the 10% target set by the Board of Selectmen, capital reserves are managed carefully to insure that the Town is setting aside sufficient funds for future capital purchases, the Town's bonding capacity far exceeds its current outstanding debt, and the operating budgets, while managed very carefully, are sufficiently funded. Given the property tax dependence of New Hampshire (the State does not collect income or sales taxes), local municipal managers must focus very clearly on managing the local property tax burden which is the primary source of revenue for municipalities. Hanover is all about managing carefully and as frugally as possible and is continually looking at ways to control costs and implement innovative service delivery.

Dartmouth College and DHMC exert a stabilizing influence on the local economy in that both institutions have been somewhat insulated from the impact of the recession. As such, the Town has not faced the need to downsize staff or contract operations over the past five years. Property values have held fairly constant, with an overall reduction of less than 5% since 2008, and residents have supported modest tax rate increases each year to insure that service levels are maintained. Hanover residents support a well-run local government, and the Town's operating departments enjoy good support from the Board of Selectmen and the voters.

The Hanover Fire Department runs a \$3.2 million an-



nual operating budget to fund its services. It offers Fire Suppression services for Hanover and ALS level EMS transport services for Hanover as well as two adjacent smaller communities (Norwich, VT and Lyme, NH). The Department employs 16 firefighters, 4 captains, 1 administrative assistant, 1 part-time fire inspector, and 1 chief officer (the Fire Chief), and currently operates 5 fire engines, 1 tower, 1 ambulance, and 1 combination heavy rescue/ambulance. Capital reserve funds are set aside each year to support a capital replacement schedule. A new engine is on order and will be delivered in early 2014. The Department runs approximately 1,800 calls a year.

The Hanover Fire Department works very closely with Dartmouth College around all aspects of the College's operation, from insuring that all new construction meets or exceeds all Life Safety Code requirements to coordinating with Dartmouth's Environmental Health and Safety Department to insure proper handling, management and response around use of hazardous materials. The Department is widely respected for its plan review and inspection services, provided in conjunction with the Building Inspection staff. Given the level of construction undertaken by Dartmouth College, high level plan review and inspection skills are required of the Department.

In addition to the Main Station, Hanover Fire Department also maintains a volunteer fire station in Etna Village. Soon to be equipped with a new tanker due to be delivered in early 2014, the station plays an important role in the Town's rural firefighting strategy.



While the Town of Hanover presents a wonderful experience for any fire professional, the Town does face several fire management additional opportunities that will need to be addressed by the next Fire Chief:

Innovation and Efficiency:

The Town and the Department are on solid financial ground and the equipment is all relatively modern. Similar to many communities, the personnel costs and non-labor costs within the operating budget will need to be carefully managed to maintain an efficient and effective department. An underfunded New Hampshire Retirement System has necessitated steep increases in employer mandated contributions for public employees, increasingly putting pressure on salaries and benefits. An additional impact of medical inflation on Town's health insurance has also occurred. The result has been an increase in personnel costs at a rate far in excess of the annual CPI for the Northeast urban index. Budget cuts necessitated by this pressure has left the Department budget for non-personnel costs fairly lean. The next Fire Chief will need to be innovative in finding ways to streamline operations and increase department efficiency while delivering the highest quality services possible.

Mutual Aid & Relationship Management:

The Upper Valley region consists of dozens of smaller communities, all of whom rely on mutual aid. Hanover, along with the neighboring City of Lebanon and Town of Hartford, serve as core mutual aid providers, and that role requires regional interface on a daily basis. Continuing to build the relationships that allow these operations to function seamlessly will need to be a priority of the next Fire Chief.

Managing Expectations:

The retiring Fire Chief has served the Town of Hanover for more than 44 years - 26 years as Chief. A principal challenge for the next Fire Chief will be to win the confidence of the department and establish him/herself as an effective administrator and leader to a group of firefighters who have never known anyone else in charge. This transition will necessitate thoughtful leadership and energy – both of which will be welcomed by a Department which has seen the recent addition of several new staff at early stages in their careers.

Consolidation & Expansion:

There currently exist several opportunities to consolidate Fire and EMS services in the region – a trend which goes against the grain in conservative New England where public safety agencies have not traditionally been consolidated at the regional level. Hanover's next Fire Chief will have an opportunity to provide leadership in these discussions with neighboring municipalities on both the New Hampshire and Vermont side of the Connecticut River, which range from consolidating emergency dispatch services to merging EMS services at either the municipal or regional hospital level. The region generally looks to Hanover to provide thought leadership around innovation, and the next Fire Chief can look forward to pursuing some cutting edge thinking on this front, free of the typical silo thinking that all too often hobbles the New England fire service.

Team Environment:

The Town Manager operates a lean, horizontal organization and expects the management team to work closely together on an interdepartmental basis. To be effective in the Hanover organization, the next Fire Chief must be able to work effectively with his/her department head colleagues, particularly the Police Chief, Public Works Director, Planning and Zoning Director, Administrative Services Director and Human Resources Director. Silos are not a feature of the Hanover organization and the next Fire Chief will need to enjoy working across departments on a cooperative basis. Likewise, the Fire Department works closely with Dartmouth College and School District officials as well as the local business community. The ideal candidate will enjoy collaborative work in this dynamic, roll-up-your-sleeves community.

Department Unity:

Hanover recently transitioned to four shifts running a 24-48-24-96 schedule. One negative impact of this recent change is that the operations of the different shifts can be somewhat dissonant at times. One firefighter compared it to having four separate departments operating within one department. The next Fire Chief will need to focus on harmonizing the separate shifts to form one cohesive whole. Unity and standardization will be keys to success in this area.

The Ideal Candidate

The Town of Hanover is looking for a dynamic, collaborative individual who can bring energy and enthusiasm to this opportunity. First and foremost, the next Fire Chief will need to have great interpersonal skills. He or she will need to be a team player, as the Town Manager places strong emphasis on all department heads and municipal employees working together to avoid conflict and duplication of services and maximize responsiveness and innovation. The next Chief will need to be a people person -- one who demonstrates an ability to get along well with people and easily engenders trust and confidence.



The ideal candidate will be highly educated. Hanover's citizens are very well educated and expect Town staff at the leadership level to be so as well. A Bachelor's degree is required with attainment of a graduate degree considered a plus. A minimum of three to five years of supervisory experience at the division or department level required.

The next Fire Chief will need to be an excellent communicator. She or he will need to be able to stand before the Board of Selectmen and articulate the position of the department, but also have the ability to communicate one-on-one with the everyday citizen. Clarity of thought and speech will be important.

Finally, on a personal level, the next Chief needs to bring enthusiasm to the job. He or she needs to have a positive, infectious attitude that inspires those around him or her to follow. She or he will have a passion for the fire service, and will need to share that passion with the employees he or she mentors.

Residency

While not required, it is hoped that the next Chief will choose to live within the community.

The Past Fire Chief

The past Chief retired after 44 years of service, 26 as Chief.



Compensation

The salary range is \$85,000 to \$105,000.

The Town's "flex benefits" are excellent. They include health, dental and prescription plans, plus options for short and long term disability and life insurance. Most candidates will find the benefits package comprehensive and generous by public sector standards!

Section 8, Item E.

Confidentiality

Per New Hampshire Law, public records of a personal nature may be kept confidential. As such, if a candidate so requests, the Town may keep their application confidential up until the selection of the next Chief is made, although finalists may be included in a public forum / community social event.

How to Apply

E-mail your resume and letter of interest to HanoverFireChief@municipalsolutions.org by November 24th. Faxed and mailed resumes will not be considered. Questions should be directed to Sean Baenziger at (561) 351-9350 or Dave Evertsen at 623-207-1309.

Tentative Schedule

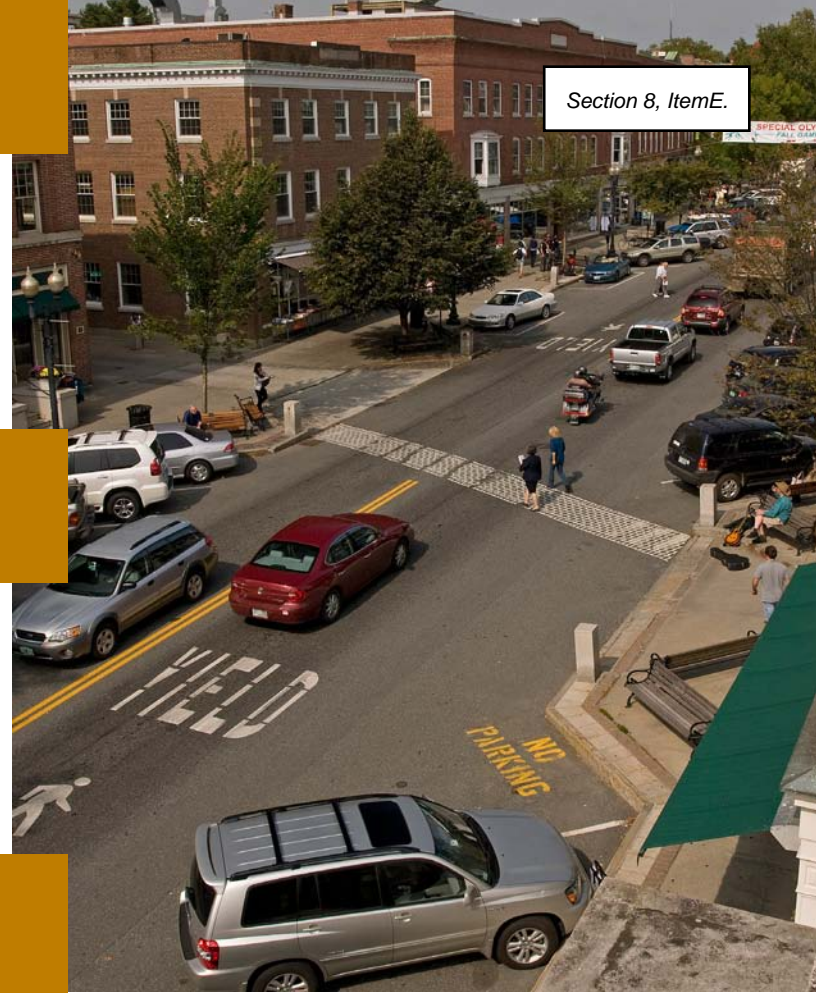
Resumes & Cover Letter Due	November 24th, 5PM EST
Candidate Evaluation & Finalist Selection*	November 25th - December 18th
Finalist Interviews	Week of January 6th
Selection	Week of January 12th
Preferred Start Date	February 24th (flexible)

* Background & reference checks will be conducted on all finalists.

Note: Town Manager has full appointment authority for this position.

Other Important Information

The Town of Hanover is Equal Opportunity Employer and values diversity. It strongly encourages minorities and women to apply. It is also a drug-free, smoke-free workplace.





NORRISTOWN, PENNSYLVANIA

Population 34,400

where you belong

If you want to live in a town with a sense of place, a history, and a rich community, Norristown is your place.

Norristown offers something different in a place to live and a location for businesses. It is the kind of place people go to when they want more than an address in the middle of a subdivision. Norristown has a unique array of housing options, ranging from 100-year-old Victorian homes rich with history to new, modern homes and apartments.

Background

Norristown residents enjoy a never-ending list of events and things to do. The town is home several parks, as well as the Elmwood Park Zoo, which is home to over 100 species.

Norristown enjoys a rich diversity in culture, food, and the arts. With its central location and transportation hub, it's easy to get anywhere. In Norristown, everyone is welcomed and diversity is embraced.

Norristown is home to two distinct business districts: *Main Street and West Marshall*, which is home to diverse businesses that represent nearly a dozen countries. Norristown is home to an array of unique businesses that won't find anywhere else, including an old school darts company and a baseball bat maker that serves some of the big leaguers, as well as the headquarters of a few major organizations.

A number of small businesses are happy to call Norristown home as well. Norristown has several great restaurants, with a number of new eateries popping up regularly. Norristown is focused on small businesses and provides a number of programs to help your business get its start, as well as a dedicated small business center.

Director of Public Works

History

The municipality of Norristown like many municipalities in the Philadelphia metropolitan area, was part of a land grant given to William Penn. The area was first settled by the Dutch, German, Swedish, Welsh, and English and was known in Penn’s time as the “Manor of William Stadt.” The tract which includes present-day Norristown and East Norritonship and West Norritonship was given to Penn’s son who sold the land to **William Trent and Isaac Norris**. Trent founded the city of Trenton. In 1712, Norris became the sole owner of the land.

After Norris’s death, the land passed to heirs who later sold 543 acres to John Bull of Limerick Township. Bull sold most of his land, including Barbadoes Island, to Doctor William Moore Smith for the use of what was to become known as the University of Pennsylvania; the University sold the land to Montgomery County when it was separated from Philadelphia County in 1784 and Norristown became the county seat. The first courthouse was located in what is today the courthouse square.

This public square is now owned by the County with the stipulation that it remain open forever.

The University sold the other portion of land to Dr. Smith in 1789. John Markley purchased land from the son of Dr. Smith and in 1801 offered much of it for sale in small lots or farms. As the land developed and population increased, the town became large enough for incorporation. On March 31, 1812, Norristown became the first borough in Montgomery County. The area of the borough at the time of incorporation was about one square mile with a population of about 500. By 1833 the borough had expanded to its present day boundary with a population of over 6,000.

Growing rapidly after the Civil War, Norristown’s population swelled to 22,265 people by 1900 and by 1940 it was home to 38,181 Norristonians, making it the most populous Pennsylvania borough pre-World War II.

Geography

Norristown is located in southeastern Pennsylvania, 6 miles (10 km) northwest of Philadelphia. Major cities are within short driving distance (in hours):

- Atlantic City (1.5)* *New York City (1.5)*
- Washington D.C. (3)* *Pittsburgh (4.5)*

Totalling 3.519 square miles in land area, the municipality sits along the Schuylkill River. It’s two major tributaries, the Stony Creek and the Saw Mill Run, bisect the town in thirds and empty directly into the Schuylkill.

For the outdoors enthusiast, the Annual Dragon Boat races are fun for participants and observers. Thousands of acres of public parks and hundreds of miles of local and regional trails.



Norristown has four distinct neighborhoods: *the West End, the East End, the North End, and the downtown.*

Norristown is also bounded by the Townships of East and West Norriton, Plymouth Township, Bridgeport Borough, and Upper Merion.

Demographics

Norristown is the seat of Montgomery County, establishing its value as a central place within one of Pennsylvania’s most affluent and rapidly growing counties. Norristown has a population of 34,324 as of the 2010 U.S. Census and is the 4th most populous municipality in Montgomery.

As of the 2010 census, Norristown's population is 34,324, which represents a 9.7% increase since 2000. Norristown’s population’s median age is 32.5 compared to the national average of 36.8 and lower than most communities in the region. An age break down chart is as follows:

Table I: Population by Age	
Age Bracket	Percentage
1-10	15%
10-20	13%
20-30	19%
30-40	15%
40-50	13%
50-60	11%
60-70	7%
70+	6%

Source: U.S. Census

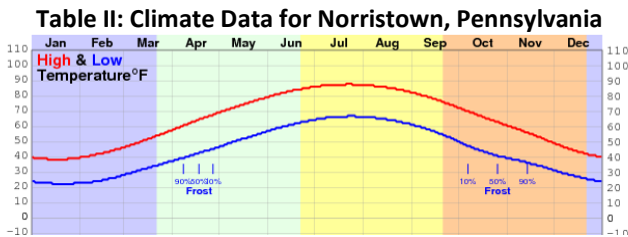


In terms of race and ethnicity, the municipality’s population is 41% White, 36% Black / African American, 2.1% Asian and 4.6% claim two or more races. Also, 28.3% of the population had some Hispanic or Latino ancestry.

The median age of all residents is 31.2 years, with an age distribution of 26.2% under the age of 18, 43.5% between ages 18 and 44, 21.2% between ages 45 and 64, and 9.1% ages 65 and above. Median household income in 2010 was \$42,764.

Climate

Norristown is classified falling within the humid subtropical climate zone. Summers are typically warm and humid, fall and spring are generally mild, and winter is generally cold.



Commerce

Norristown’s economy is based largely on institutions of government, healthcare, legal & social services sectors. Norristown is home to the corporate headquarters of **USM** and **U.S. Roofing**. **Montgomery County** is the largest employer. Other employers with a considerable presence in Norristown include:

- Pennsylvania Dept. of Environmental Protection (DEP)
- Montgomery County Intermediate Unit
- Norristown Area School District
- USM (formerly U.S. Maintenance)
- U.S. Roofing Corporation

In addition to major employers, there are numerous small professional, manufacturing, technology, and distribution firms operating in the municipality, as well as law offices and local realty companies.

Norristown is home to two distinct business districts: *Main Street & West Marshall*, which is home to diverse businesses that represent nearly a dozen countries. As Norristown enters its third century, there is a renewed interest in urban style living and walkable communities.

Norristown is determined to revitalize its business districts and neighborhoods and has made important efforts to do so. But the Municipality has also recognized that future development is at times hampered by its poor image,

disproportionately large concentration of the County’s low income population and the amount of assessed land that is exempt from real estate taxes.

Form of Government

Norristown has been a home rule municipality since 1986 when voters adopted a charter with a **Manager/ Council form of government** with a seven-member municipal council. The office of Mayor was abolished in July 2004 after a public referendum amended the municipal charter. Executive and administrative authority is now delegated to a council appointed Municipal Manager.

The seven members on the Municipal Council each represent one of the voting districts in the Municipality. There are four districts and three at large seats. The Council directs Municipal activities through the appointed Municipal Administrator, who supervises all departments.

All council members serve four year terms. No council member may be elected for more than two consecutive four-year terms and the balance of one unexpired term of a vacant Council seat. Thereafter, an outgoing Council Member may not be elected or appointed to serve as Council Member for at least two years.



Director of Public Works

The municipality is part of the Thirteenth Congressional District (represented by Representative Brendan Boyle), the 70th and 150th State House Districts (represented by Representative Matt Bradford and Representative Mike Vereb) and the 17th State Senate District (represented by Senator Daylin Leach).

Municipal Services

The provision of public services and community facilities in Norristown is provided largely by the Municipality with some supplementation by private resources.

Norristown takes great pride in being a nearly full service governments operation consisting of Administration, Building and Code Enforcement, Finance, Police, Fire, Parks & Recreation, Planning & Economic Development.

As Norristown is in the midst of multiple major public works projects throughout the municipality, effective coordination and frequent collaboration with the following internal departments is expected:

City Engineer

Responsible for design & approval of capital projects.

Public Safety

The Police Department has 48 uniformed officers and 6 full-time detectives, and the Fire Department has 80 combined career and volunteer firefighters.

Parks and Recreation

Norristown offers adult and children’s recreation programs for the winter, spring, and fall seasons. The municipality enjoys the benefit of 12 public parks of more than 300 acres.

Building and Code Enforcement

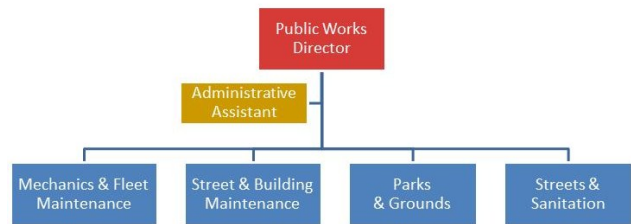
Serves the following functions: *Regulating Residential Properties, Building Construction, pre-occupancy Building Inspection, Property Maintenance, Historical and Architectural Review Board, & Shade Tree Commission.*

Finance

Conducts all financial transactions related to municipal assets, cash collections and disbursements, employee payroll and benefits according to Generally Accepted Accounting Principals.

The Public Works Department

The Public Works Department includes four service areas: *Street Maintenance, Storm Water, Trash Collection / Recycling and Snow Removal*, managed by 3 Foremen.



Nineteen (19) employees are divided into four divisions :

- Mechanics & Fleet Maintenance, responsible for all fleet maintenance, parts, supply, and fuel operations
- Street & Building Maintenance, responsible for sidewalk repair, traffic signals & street painting / marking.
- Parks & Grounds, responsible for parks, grounds and facilities maintenance, and
- Streets & Sanitation, responsible for sanitation, street sweeping, leaf removal, storm drain cleaning / repair and a large stormwater retention facility.

Norristown Public Works is not responsible for water treatment or wastewater treatment. Water treatment is provided by privately Pennsylvania American Water. Wastewater treatment is provided by the Norristown Municipal Waste Authority.

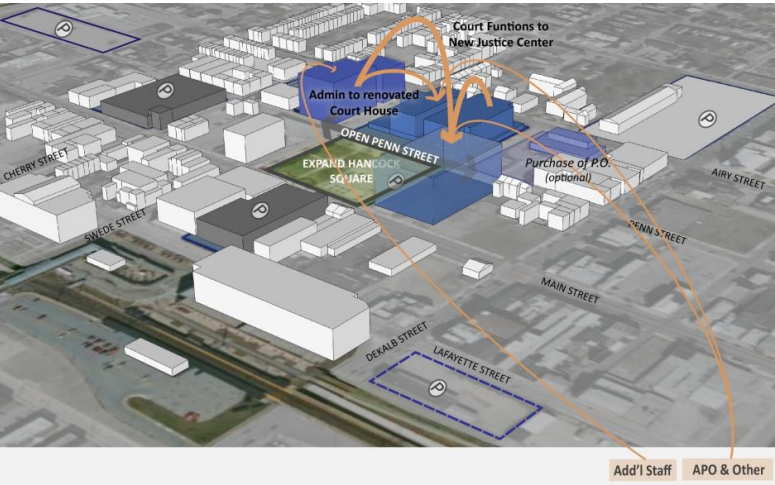
The Department is young, but experienced. Average employee longevity is 7.4 years and employee retention of expertise for continuity of operations is high. All Department employees are members of the Collective Bargaining Unit (union), with three Stewards. The Director reports directly to the Municipal Administrator.

Generally, the department performs daily operations in a maintenance capacity. Long-range planning is needed. The creation of an **inventory of municipal assets** (*roads and streets, facilities, vehicles, signage, lighting, and drainage culverts*) is one of the highest priorities needed to improve department effectiveness, efficiency & fiscal responsibility.

Opportunities & Challenges

The Public Works Department is involved in some of the most exciting public works projects the Municipality has experienced in several years:

- ◇ The **\$50 million LaFayette Street Extension Project** improving access to the riverfront, Main Street and access to the Turnpike and neighboring communities.
- ◇ The **\$21 million Markley Street / US 202 extension** including streetscape and pedestrian enhancements.
- ◇ The **\$239 Million Main Campus / County Campus** redevelopment project in the heart of Norristown.



The Ideal Candidate

Norristown is a municipality that is looking toward the future, without forgetting its past. It is a municipality with a clear focus on smart growth, particularly through transit oriented development, building on its assets of a public transportation center, and its strategic location near major highways. It is a municipality that cherishes its green infrastructure and other environmental assets, and embraces environmentally sustainable practices.

The ideal candidate will possess the following *attributes*:

- Authoritative but collaborative.
- Fiscally aware and responsible.
- Great communicator, project, personnel manager.
- Operationally efficient.

The ideal candidate will possess the following *skills*:

- ◆ Personnel management & accountable (*not easily distracted by a collective bargaining environment*);
- ◆ Organizational project and processes management;

- ◆ Planning, organizing, directing and department operations, procedures and organizational structure;

Key Responsibilities

Responsibilities of the Public Works Director are:

- ◆ Coordination of capital improvement projects with staff, municipal departments & regional partners;
- ◆ Developing an inventory and maintenance schedule of capital assets and infrastructure;
- ◆ Developing and administering policies and standard operating procedures necessary to assure safe and effective management of staff and daily operations;
- ◆ Developing bid specifications and requests for proposals in accordance with municipal code and coordinate, review and inspect work of municipal engineer, contractors and municipal work crews;
- ◆ Reviewing contractor, engineering and purchase order invoices related to public works activities for accuracy;
- ◆ Developing and executing annual operating & capital budgets;
- ◆ Managing and authorizing purchase orders;
- ◆ Maintaining department records including assets, maps, plans, personnel, purchasing, and reports;

Past Public Works Director

The previous Director served for 4 years and inherited a department lacking policies and standard operating procedures which were necessary to assure safe and effective management of employees and day-to-day operations. Over time, a Performance Management was created in an attempt to improve the department's management and effectiveness.

While having not previously managed a public works department, the previous Director had served as Municipal Administrator for a local government within the region and also served as Interim Municipal Manager for a short period until a new Municipal Manager was hired.

Current City Manager has been serving for 2.5 years.



Director of Public Works

Norristown

Amenities

Norristown, Pennsylvania, is the bustling center of local government with a lively urban vibe. Norristown reflects a varied cultural and ethnic demographic that give its events, attractions, dining experiences and history a rich and wide appeal.

10 things to do in Norristown include:

- Valley Forge National Historic Park
- Elmwood Park Zoo
- Norristown Farm Park
- Greater Norristown Art League
- Norristown Art Festival
- Theatre Horizon, Center Theater and Iron Age Theater
- Schukill River & Riverfront Park
- Selma Mansion
- Elmwood Park Bandshell
- Zwahlen's generational ice cream and chocolatiers

Despite the loss of its historic movie and vaudeville theaters, Norristown is home to two performing arts theaters: **Montgomery County Cultural Center & Theatre Horizon**, and four professional theater companies: **Centre Theatre, Iron Age Theatre, Theatre Horizon, & New Cavern Productions**). All are part of The Theatre Alliance of Greater Philadelphia and the **Greater Philadelphia Cultural Alliance**.

These theaters form the nucleus for Norristown Arts Hill, a collection of theaters, art galleries, and professional firms on the 300-500 blocks of DeKalb Street in downtown. The city's Main Street contains a wide variety of upscale ethnic restaurants providing Korean/Japanese, Mexican, Ethiopian, Vietnamese, and Italian food.

For those who like to shop, the **King of Prussia Mall**— the 2nd largest shopping mall in the United States—is a luxury mall sits just minutes from Norristown. Among its 400 stores and restaurants are Bloomingdales, Macy's, Louis Vuitton, Gucci and even houses a Tesla Motors dealership.

Architecture and history enthusiasts will enjoy the region's richness of Revolutionary War sites and more than 60 many national historic landmarks including the **Liberty Bell, Independence Hall, and Gettysburg National Battlefield**.



Courtesy: Valley Forge Tourism & Convention Board



Director of Public Works



Residency

Residency within the city limits is not required, however living within no more than 30 minutes drive is preferred.

Compensation

\$85,000—\$90,000 / year salary (*doq*) with the following benefits:

- ◆ Vacation – 25 days annually
- ◆ Medical (Aetna)– HMO, QPOS & PPO. HMO base plan; employee contributes 12.5% of premium. Buy-up to the QPOS or PPO plan. EE has option to opt-out of coverage.
- ◆ Dental –Delta Dental – 100% employer paid
- ◆ Vision – Vision Benefits of America – 100% employer paid
- ◆ Life & AD&D – 1x annual salary – employer paid; employee has option to purchase additional coverage on self, spouse and dependents
- ◆ Generous Personal and Sick leave

Other useful information

For additional information, visit the following links:

- [Municipality of Norristown](#)
- [Norristown Area School District](#)
- [Montgomery County Government](#)

Equal Opportunity

The Municipality of Norristown is an Equal Opportunity Employer. The Municipality values public service, equal opportunity and the importance of diversity in the workplace. It is a community committed to workforce building and serving its residents and businesses with commitment to the following values: **Responsibility, Respect, Teamwork, Honesty and Diversity/Inclusion.**

Veterans, all genders and all ethnicities are encouraged to apply.

To Apply

Email your resume and letter of interest to: NorristownPWD@municipalsolutions.org before 5:00 PM, Friday, February 12th. Faxed and mailed resumes will not be considered. Any questions should be directed to David Evertsen at (623) 207-1309.

Process

Applicants will be screened between January 14th and February 12th. Finalists will be selected early March and interviews will be held on or about March 28th. Selection shortly thereafter.

Confidentiality

The City realizes that not every candidate is comfortable having their names disclosed to the public. Accordingly, all candidate application materials, including the applicant’s name, will remain strictly confidential until such time as the candidate authorizes their disclosure.



This recruitment actively managed by:



www.MunicipalSolutions.org

Director of Public Works

FINALIST CANDIDATE
QUALIFICATIONS AND BACKGROUND REPORT

Executive Director – Anthem, AZ



Mr. Aaron Baker

This report includes the following research:

Resume, Cover letter, Candidate Introduction / Writing Sample, Disclosure Statement, Personal Interview with the candidate, Criminal / Civil background checks & Employment & Education verification and Reference Interviews.

FINAL UPDATE: Criminal / Civil Background check and Employment and Education Verification complete and verified 18 of 20 with 2 pending. Reference Interviews were completed and very positive.

The common term used by all reference interviewees was “trust”.



Table of Contents

EXECUTIVE BACKGROUND SUMMARY.....5

COVER LETTER & RESUME7

DISCLOSURE STATEMENT..... 13

TELEPHONE INTERVIEW W/ CANDIDATE..... 15

CANDIDATE INTRODUCTION & WRITING SAMPLE 17

BACKGROUND INVESTIGATION PART I: *INTERNET, NEWS & SOCIAL MEDIA* 29

BACKGROUND INVESTIGATION PART II: *CRIMINAL / CIVIL, EDUCATION & EMPLOYMENT VERIFICATION* 37

REFERENCE INTERVIEWS 41

Executive Background Summary



Background:

Mr. Baker comes with extensive experience with a long tenure in the same City of Mesquite, NV starting as a planner and moving through several positions and now serving as the City Manager. His experience gives him experience in working with many different aspects and diverse situations of the city and among several departments and with staff. He has a high level of respect from the staff and local members of the community. He is highly respected by those with whom he serves and works with. He would be a candidate that would offer a high level quality while he takes the time to have outstanding relationships with city employees, members of the community and developers in the city.

His experience would be complimentary of Anthem and the community.

Employment:

- City Manager – City of Mesquite, NV 2019 – Present
- Assist. City Manager – City of Mesquite, NV 2016 - 2019
- City Liaison Officer – City of Mesquite, NV 2013 - 2016
- Interim Ec. Dev. Dir. – City Of Mesquite, NV 2012 - 2013
- Econ. Dev. & Redev. Associate – City of Mesquite, NV 2010 - 2011
- Associate Planner – City of Mesquite, NV 2007 - 2010
- Assist. Planner/GIS Analyst – City of Mesquite, NV 2006 - 2007
- Engineering Intern – City of Orem, UT 2005

Education and Certifications:

- Masters of Public Administration University of Nevada
- Bachelor Geography, Urban, Rural, Environ. Planning Brigham Young University
- Bachelor of Russian Studies Brigham Young University

- ICMA Member
- Certified Planner with APA

Cover Letter & Resume



Cover Letter

702.306.0047
aaronrichardovich@
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324 Cora Circle
Mesquite, NV
89027

September 10, 2021

Chairman Bob McKenzie
3701 W. Anthem Way
Anthem, AZ 85086

Dear Chair McKenzie,

In reviewing the duties for the next executive director, I feel that I can add immediate value to the Anthem team. As an effective communicator with over 16 years of local government experience including most recently as Mesquite, NV city manager and past experience as a homeowner's association president, I am uniquely qualified to lead Anthem.

In Mesquite, the city manager is also the chief executive officer of the organization. With over 200 employees and a total budget of \$69 million, my responsibilities were broad and complex. Consequently, I can handle the budget and operational requirements of the executive director position.

When I took over in Mesquite, I worked with the staff to modernize the budget process and documents. With much shepherding, the budget document moved from being an Excel spreadsheet towards being a content-rich, answer-laden guide to where Mesquite was going over the next few years. As part of this transition, staff implemented a new budget development process and established a realistic and funded capital improvement program.

As part of the budget overhaul, we started systematically reviewing and updating the City's financial policies. They had not been updated since 2000. This process allowed us to have productive conversations with the City Council and residents about public funds and how they should be managed.

I also increased Council and community awareness about the City's finances. Specifically, I introduced new monthly financial statements that consolidated almost 100 pages of numbers and text into four pages of easily digestible, meaningful information that Council and the public could reference at a glance.

Because of my work experiences, I fluently speak the language of local government. I have been the city staffer resolving an issue with a contractor or resident. I have been the city manager negotiating terms of a development agreement. I have privately and publicly conversed with elected officials about their concerns, and presented countless times before boards and other public agencies. Consequently, I would be a powerful advocate for Anthem when working with regulatory agencies because I know how to speak to each individual group.

Similarly, I know how to work with residents. Daily, I worked with community members to find reasonable, commonsense solutions that met their needs and the needs of the City. While saying yes is not always possible, you can still end a conversation as friends.

When I arrived in Mesquite in 2006, Pulte Homes was starting to develop their 2,000-acre Sun City Mesquite project. Since the project started, I personally worked with Pulte representatives to review and gain approval for multiple facets of their project, negotiated development agreement amendments and worked with Pulte on general matters involving the Mesquite project. Later, as city manager, I worked closely with Quincy Edwards, Las Vegas Region Vice President of Land, regarding Pulte's future plans for the project. Additionally, I have worked with Phil Crapo the community manager for Sun City Mesquite on several matters. So, I feel like I have a good working knowledge of Pulte, their products and their way of doing business.

In my private life, I served as an HOA board member and president for my neighborhood association. While on the board, we dealt with a variety of homeowner requests from architectural reviews to unpaid dues. Consequently, I feel comfortable working in this environment.

Finally, communication is very important to me. Consequently, I prioritize a collaborative working environment both internally and externally and look forward to doing the same in Anthem. In Mesquite, I was the face of the city to the region as I oversaw public and government affairs and served for several years as public information officer. Starting in 2013, I worked with the City's lobbyists to advance the City's legislative agenda. I find communicating with residents, businesses and other governmental agencies to be very rewarding.

In order to ensure a good pattern of communication with the elected officials, when I became city manager I established an onboarding process for newly elected officials that included a handbook, training sessions and meetings with key staff and others. Prior to that, newly elected officials had to figure things out on their own. These sessions greatly benefitted both the electeds and the staff.

Given my management experience, my ability to speak in an understandable way to different government agencies, my knowledge of Pulte and homeowner's associations and my emphasis on being a consistent communicator, I can start adding value and helping the Anthem team on day one.

Respectfully,



Aaron R. Baker

Resume

Aaron R Baker

702.306.0047
aaronrichardovich@gmail.com

324 Cora Circle
Mesquite, NV
89027

EXPERIENCE

City Manager, City of Mesquite, Nevada

September 2019-May 2021

Served as the City's Chief Executive Officer for all city operations. Directed the City's response to COVID-19 and oversaw all related operations and expenses. Obtained concessions from labor unions due to impacts of COVID-19. Updated a number of city processes to account for COVID-19. Implemented the City's Strategic Plan within the budget process and document. Overhauled the City's budget process for both the regular budget and the CIP, providing for long-term funding and sustainability. Initiated an overhaul of the City's economic development activities and responsibilities. Directed multiple code amendments to simplify and streamline business development standards. In conjunction with the City's insurance provider, set up a new employee wellness program. Established a new employee safety program.

Assistant to the City Manager, City of Mesquite, Nevada

September 2016-September 2019

Resolved highly complex and sensitive projects assigned by the City Manager. Oversaw day-to-day operations of the city manager's office. Guided the citywide budget drafting process. Developed and implemented financial policies and procedures to strengthen the city's financial position. Oversaw eight different departmental and operational budgets and related personnel. Participated in labor negotiations. Served as the city's primary contact for economic development activities. Directed all redevelopment related activities. Managed the City's real estate portfolio and negotiated all transactions involving City property. Supervised citywide grant efforts. Oversaw public and government affairs for the city. Acted as a lobbyist for the City of Mesquite and supervised the city's contract lobbyists.

City Liaison Officer, City of Mesquite, Nevada

July 2013-September 2016

Provided high level operational and analytical support to the City Manager. Researched, analyzed and recommended to the city manager and city council solutions to problems and new or revised services. Worked as Redevelopment Director and coordinated economic development efforts. Liaised between the city manager's office and city departments, outside agencies and the general public. Served as the city's public information officer.

Interim Economic Development Director, City of Mesquite, Nevada

January 2012-June 2013

Directed all activities and operations of the City's Economic Development Department including redevelopment, housing and business development, and public affairs efforts. Planned, negotiated, and implemented complex development projects in the City. Coordinated assigned activities with outside agencies and the general public. Provided highly responsible and complex staff assistance to the City Manager.

Economic Development and Redevelopment Associate, City of Mesquite, Nevada

July 2010-December 2011

Provided technical and professional analysis on economic development, redevelopment, housing, and business development efforts. Conducted studies, and made recommendations on development and redevelopment efforts. Generated and maintained economic development-centric website and assisted in all other public affairs efforts.

Associate Planner, City of Mesquite, Nevada

May 2007-June 2010

Performed technical and professional community planning work. Prepared community, corridor, and long-range plans. Wrote and administered grant applications. Oversaw the city's transportation model. Generated recommendations on redevelopment, transportation, special projects, and code revisions.

Assistant Planner/GIS Analyst, City of Mesquite, Nevada

May 2006-April 2007

Performed planning work for special projects, zoning and subdivision work. Completed a variety of CAD and GIS technical duties as needed to assist in the preparation, review and maintenance of planning drawing documents, reports, and databases.

Engineering Intern, City of Orem, Utah

January 2005-December 2005

Worked as liaison between the city and citizens, acquiring property and easements on multiple capital projects. Drafted legal agreements and created visual exhibits. Performed due diligence research for property acquisition. Managed project documents and files.

EDUCATION

University of Nevada, Las Vegas, Las Vegas, NV, August 2017

Masters of Public Administration

Brigham Young University, Provo, UT, April 2006

BS - Geography: Urban, Rural, and Environmental Planning emphasis

BA - Russian

Minor - Business Management

COMPUTER SKILLS

Microsoft Office, G Suite, Caselle, AutoCAD, Esri ArcGIS and TransCAD

ACCOMPLISHMENTS AND MEMBERSHIPS

Member of International City/County Management Association
Certified Planner through the American Planning Association
Member of the Redevelopment Association of Nevada
2011 City of Mesquite Administrative Services Employee of the Year
Leadership Mesquite 2010 Graduate
2nd Miler Award from Boy Scouts of America
Presented professional paper at Esri 2007 User Conference.

FOREIGN EXPERIENCE

Suzhou, China: Fieldwork in land use planning, environmental change and economic development

St. Petersburg, Russia: Served two years as a volunteer representative of The Church of Jesus Christ of Latter-day Saints

Disclosure Statement



Telephone Interview w/ Candidate



Date: Sept 25, 2021

Conducted by: David Evertsen

What prompted your interest in this position?

I like the leadership in Anthem, I have done my research on the community, and I am impressed and very interested in working with this organization.

My wife and I took the time to take our family on a road trip (from Mesquite Nevada to Anthem) to visit the community and see what it was really like. I decided that if I was considering this position, I needed to be fully dedicated and that my family was completely dedicated to this change.

We went to the stores, shops and talked to people and got a good feel of the community. We absolutely loved it.

What do you know about Anthem? *Candidate referenced SEVERAL documents he had reviewed and cited information regarding budgets, infrastructure, organizational culture, marketing, etc. It was clear that he was the most informed of all of the candidates regarding the structure, function, and operation of Anthem.*

What do you see as the greatest challenge for Public Administrators generally, and City Managers / specifically? What about Community Associations?

There are two challenges I see facing all governance groups

1. **Aging infrastructure** - having to pay to maintain and replace it.
2. **Aging workforce that will retire soon.** With their retirement, a lot of experience and wisdom will leave the workplace.
3. **Technology.** The greatest opportunities I see are using technology to meet the demands of the future and having a governance structure nimble enough to be able to rise to the challenges of the future. Technology can be used to automate many of the processes that we do today.
4. **Cost Reduction.** Additionally, technology can be used to meet needs that we don't even foresee. Additionally, technology will help drive down the cost and time needed to maintain and replace key infrastructure; thus, saving scarce resources in the process.
5. **Slow-moving Public Agencies.** I don't see governing groups moving quickly enough to keep up with change. Too many say, "We've always done it this way and will always do it this way." This mindset creates challenges and prevents opportunities. Consequently, residents end up with a bloated, underperforming governance structure, which is the exact opposite goal of what governing groups are supposed to be doing.

What does “Public Management in the 21st Century” mean to you?

TECHNOLOGY. *I believe technology is going to play a huge role in how things go forward. I also believe that will affect how people react in their participation. It will be fun, but the challenge that I see is the government body’s ability and the mind set to change and keep up. So, the question will be how we will keep in the cusp of that.*

As I looked into the budget and funds, I have a concern about the budget for the enhancement fund and look in the future that this could be positive and also a challenge to make sure this is enough and what could wipe out most of that.

It will be important to manage the budget in a way that we will have the reserves for what expenses will come up.

What would your references say are 5 words which describe you, your skills or your attributes?

- **Visionary** – *I like to see where the organization can go. If they want a caretaker, then I’m not the guy for them. I like to see what is ahead, and see the opportunities out there and reach them together.*
- **Tech savvy** – *I enjoy using technology to make peoples lives better*
- **Even keeled** – *personality and style*
- **Collaborative** – *I like everyone involved and in the know*
- **Good sense of humor** – *having a good sense of humor is important for relieving stress in difficult situations, and to help people learn from their mistakes.*

Would your family be comfortable with relocation to Arizona? *My wife and I took the time to take our family on a road trip to visit the community and see what it was really like. I decided that if I was considering this position, I needed to be fully dedicated and that my family was completely dedicated to this change. We went to the stores, shops and talked to people and got a good feel of the community. We absolutely loved it.*

Anything else you would like to share? Do you have any questions we might answer for you?

Next steps.

Interviewer Comments: *Mr. Baker and his wife have 8 children. He has served as City Manager of Mesquite, NV, and is among the few candidates with a solid employment record of longevity. Mr. Baker impressed me when he (a) discussed his personal family trip to Anthem – demonstrated a serious commitment to this job, (b) with 8 children, commitment to being an active part of the community was clear and unambiguous, and (c) was one of few candidates who clearly had conducted a lot of personal research on Anthem its operations, and how his skill-sets transfer over from City Management to Community Association Management.*

I have no doubt that an interview with the Community Council will be a highlight for staff and Council.

Candidate Introduction & Writing Sample



Candidate Introduction / Writing Sample

<p>What is your current/recent position/title(s)?</p>	<p>City Manager City of Mesquite, NV</p>
<p>How would you describe your current employer and work environment?</p>	<p>The City of Mesquite employees were hard working and dedicated. They wanted what was best for the community. As city manager, I created a collaborative and inclusive environment where employees were involved and knew that they were important. I was allowed to innovate and try new things to propel the organization forward. The political climate was difficult at times.</p>
<p>What are the services your current employer provides?</p>	<p>Finance, Human Resources, Public Works, Athletics and Leisure Services (Parks and Recreation), Development Services, Clerk, Records, Police, Fire, Courts, Legal, Grants, IT</p>
<p>How much influence do you have in the preparation of your annual budget, purchasing, and personnel decisions?</p>	<p>I served as the chief executive officer for the City of Mesquite. As such, I had total responsibility and accountability for the annual budget, annual financial review (audit); all personnel decisions, except for municipal judge and city attorney; and purchasing up to \$50,000. For any purchases greater than \$50,000, staff provided a recommendation and the Council approved or denied.</p>
<p>Why are you interested in becoming the Executive Director in Anthem Community, AZ?</p>	<p>First and foremost, I love people. As a result, serving others comes naturally. I relish working with elected officials to help the community reach its full potential. I enjoy local government because you can see first-hand the results of your actions helping people.</p> <p>First, it is the current community leadership. Based on what I have been able to research online, read in the recruitment brochure and learn from employees and residents in the community, everyone seems to know their responsibilities and duties and handle them with aplomb. Having a good team is vital to success, because residents get a higher level of service and a better experience overall.</p> <p>Second, after reading the flier about the position, I feel like my skills and the skills required for this position are a good fit. I want to work in any environment that requires my very best and I feel like based on the job description, each day in Anthem would be that way. Frankly, that would be fun.</p>

	<p>Third, I like the five principles outlined in Anthem’s Livability Vision. I also agree with and have experience with the principles outlined in Anthem’s 14 guiding principles. These are things that I want for myself and my family. Consequently, it would be a joy to work on these each day.</p> <p>Fourth, I think that Anthem has all the right community infrastructure. Anthem has abundant community pride, a high quality of life, a good mix of residents, a variety of commercial and professional businesses, plentiful recreational and community opportunities and a good educational system. Having these factors already in place will help Anthem continue its upward trajectory.</p> <p>Finally, on a personal level, my family and I really like the vibe of the community and the friendly residents. As part of our due diligence for this position, my family and I visited Anthem and we absolutely loved it. It has the small town feel and atmosphere that we cherish with the proximity to more amenities in the Phoenix area. This is like the community where we currently live and its proximity to Las Vegas. We are close enough to enjoy the benefits, but not too close. As we have recounted our visit and researched more about the schools, activities and opportunities in Anthem, our interest has only grown. Given all these reasons, we feel like it is a strong match for our family.</p>
<p>What do you believe are the keys to successfully managing a large local agency and community?</p>	<p>In my opinion, there are five keys to successfully managing.</p> <p>The first key is having the right team in place. From what I can tell, Anthem has a fantastic group of dedicated employees who want to help residents. The Community Council is focused on helping both the employees and the residents. Having the right people makes it possible to do great things.</p> <p>The second key is productive communication. Making sure that the communication channels are established and open is constant effort. If there is breakdown, then action needs to be taken to rebuild it. In the absence of communication, progressing stops occurring and things stagnate or go backwards.</p> <p>Third, there must be a set of agreed upon values. If these shared values are not in place, then there is greater chance for inefficiency and misunderstanding. Shortly after becoming city manager, I arranged for the Mesquite city council to participate in a workshop where they laid out their vision, values, and strategic priorities. This was the first time that this had happened in over a decade. Having these items in place helped build trust, establish common goals, and guide future decision making.</p>

	<p>Fourth, there must be mutual respect and appreciation for each person and her or his respective role. We need each other to be successful. Additionally, each person needs to see how his or her role feeds into the shared organizational values. In other words, how does what they do impact the organization?</p> <p>Finally, there must be complete honesty in all that you do. If people cannot trust each other, then nothing will ever get done.</p>
<p>Share two examples of where your leadership efforts improved the efficiency / effectiveness of your <i>organization</i> and its mission.</p>	<ol style="list-style-type: none"> 1. As I mentioned earlier, when I became city manager, I engaged the city council in a strategic planning process. This was the first time that this had happened in many years. <p>The council wanted to do it, they just needed someone to help lead them through the process. Having an agreed upon vision, strategic priorities and values greatly helped the organization to focus on what we really wanted. We stopped chasing every whim and started to actively pursue things that fell within the framework of the strategic priorities. From the staff’s perspective, we finally knew what we were working towards and why. It was invigorating.</p> 2. One of the strategic priorities set by the council was to improve the fiscal health of the organization. Consequently, I led an effort to improve the budgeting process to make sure that more people were involved earlier in the budget drafting process and the budget included their strategic priorities. Second, we updated numerous financial policies and procedures. Finally, I direct finance to update their monthly financial reports to make them easier for the elected officials, the public and staff to digest.
<p>Share two ethical situations that you faced during your career. What were the issues and what was the outcome? Looking back, would you do anything differently?</p>	<p>In 2020, the then-city attorney, who was a city employee at the time and directly reported to the city council, ran for the office of mayor while remaining city attorney. Most council members had questions about this and whether this was ethical.</p> <p>To resolve the issue, I had to obtain outside legal counsel for the City Council, so that they would be informed in their decision-making process. As the one charged with facilitating the process, I had to be completely neutral on the issue. Sadly, I had a council member, staff and community members actively recruit me to sway this issue in the direction they wanted. Despite their efforts, I did not become involved. Rather, I remained objective, abided by my professional ethics, and provided the council with the needed resources.</p>

	<p>While a difficult experience, I felt like I maintained my integrity throughout, and I would not change how I responded.</p> <p>Shortly after becoming city manager, a city department requested that one of their employees receive a greater raise than he was contractually entitled to. The employee who was supposed to receive the increase also happened to be my neighbor and our kids often played together. Candidly, I felt like this department was testing me to see what I would do as the new manager. I decided that he would receive his exact contractual raise. Nothing more, nothing less.</p> <p>Looking back, I would not change anything. I felt like and still feel like I made the right decision. I simply followed the rules in place. Despite others' efforts, it was never personal.</p>
<p>What is your experience in public speaking before community groups, the media, and elected officials?</p>	<p>I prioritize a collaborative working environment both internally and externally. In Mesquite, for many years I was the face of the city to the region as I oversaw public and government affairs and served for several years as public information officer. As public information officer (PIO), I worked with local and regional media outlets to help get the City's message out. Another part of my PIO duties was to present to other public agencies, community events, HOA meetings and public gatherings of all kinds.</p> <p>Starting in 2013, I worked with the City's lobbyists to advance the City's legislative agenda. Later, I worked with the Nevada delegation and testified before a US House of Representatives Subcommittee. I am proud of my work in getting the City's charter approved through the Nevada legislature in 2017. I find communicating with residents, businesses, and other governmental agencies to be very rewarding.</p> <p>Finally, I presented agenda items at almost every city council meeting.</p> <p>Given all these experiences, I feel very comfortable speaking publicly.</p>
<p>How would you approach improving the public's perception of the community in today's context?</p> <p>Please share an example from your experience or success story?</p>	<p>To improve the public perception of the community, you need to determine the purpose and the audience for your efforts. Is your purpose to address a specific problem or are you making a general effort to market the community? Is this because of one event or a series of events?</p>

	<p>As to the audience, whom you are trying to reach will determine how you go about messaging. In some cases, social media and the use of influencers might be the best way to get the message out. On the other hand, a more traditional media campaign using print and radio might better reach your target audience.</p> <p>I have also learned that if you want the public to have a certain perception, you must drive it. You cannot leave it to chance. Oftentimes if you are not messaging, then someone else will. When I took over as city manager, I wanted to increase the amount of information that the city was providing. I felt like others in the community were driving their own narrative and the city wasn't doing enough to message what the elected had stated as their values. Consequently, I hired a part-time staffer to focus solely on communications. She put together several media campaigns focused on different purposes and audiences. She was successful in increasing the desired messaging.</p>
<p>Have you ever experienced a situation of public outcry, angry citizenry or negative media coverage involving yourself or one of your <i>employees</i>?</p> <p>If yes, please tell us about it.</p>	<p>Several years ago, the City of Mesquite experienced a "First Amendment Audit." A First Amendment Audit is when someone with a video camera will come into a public building, start filming and ask questions. The individuals can have a variety of goals in doing the audit. For some, one of their goals is to escalate the situation and incite strong emotional reactions from the employees, which provides for great YouTube material.</p> <p>Mesquite was audited twice by the same group. I was involved in both and felt like they went well. We did some organizational training between audits, which greatly helped with the second one.</p> <p>While Mesquite did receive some negative comments on YouTube about the interactions, the feedback was generally positive because we worked to communicate and not get goaded into saying or doing something that we would later regret.</p> <p>You can search "Mesquite NV First Amendment Audit" to watch both interactions.</p>
<p>Are there any technical or administrative innovations or programs that you implemented elsewhere that you would like to bring to Anthem?</p> <p>If so, please briefly explain?</p>	<p>I do not know all of Anthem's systems and processes, so I am not going to pretend to know exactly what Anthem can do to improve.</p> <p>That said, there are some things that I have implemented elsewhere that have helped and may help Anthem too.</p> <p>First, I would implement a schedule to regularly review all of Anthem's contracts. It is good to periodically rebid contracts to make sure that residents are getting the best value for their dues.</p>

	<p>Second, I would develop an app for Anthem. In Mesquite we did this and experienced great success. Residents were able to sign up for services, report problems, pay for recreation classes, chat with a city staffer, and get news updates. It was a nice complement to the website.</p> <p>Third, I implemented a one-stop communication tool that allowed residents to chat with staff via the website, social media, or text. It was nice because residents could use their preferred method of communication on their end, while staff had one platform on the city’s end. This helped increase communication with residents during COVID.</p> <p>Finally, I implemented several online processes to reduce paperwork. From changes in accounting and HR to how building plans were submitted and reviewed, we improved the customer experience and allowed them to do more without having to physically come to city hall.</p>
<p>What do you see as the greatest challenges / opportunities facing the local governments, service organizations, and Community Associations like Anthem today?</p>	<p>There are two challenges I see facing all governance groups. The first is aging infrastructure and having to pay to maintain and replace it. The second challenge is an aging workforce that will retire soon. With their retirement, a lot of experience and wisdom will leave the workplace.</p> <p>The greatest opportunities I see are using technology to meet the demands of the future and having a governance structure nimble enough to be able to rise to the challenges of the future.</p> <p>Technology can be used to automate many of the processes that we do today. Additionally, it can be used to meet needs that we don’t even foresee. Additionally, technology will help drive down the cost and time needed to maintain and replace key infrastructure; thus, saving scarce resources in the process.</p> <p>I don’t see governing groups moving quickly enough to keep up with change. Too many say, “We’ve always done it this way and will always do it this way.” This mindset creates challenges and prevents opportunities. Consequently, residents end up with a bloated, underperforming governance structure, which is the exact opposite goal of what governing groups are supposed to be doing.</p>
<p>What measures / tools for measuring success of an improvement, innovation or change in your organization have you / do you use to gage the within your organization? Why did you find these tools useful?</p>	<p>Each department within Mesquite had their own set of metrics. Generally, the data about each metric was locked within some software. (Percentage of budget spent, time to respond to call, employee training, number of building permits, etc.) Towards the end of my time in Mesquite, we started exploring software that created a dashboard where each of these key metrics would be</p>

	<p>available in real-time for people to see. On the back end, the software would talk to each of these programs and extract the needed information from each of the programs automatically. The automated dashboard was the end goal.</p> <p>Without the software, each department spent a few minutes to a few hours generating monthly reports with this key information.</p> <p>These individual reports were then emailed and manually consolidated. So, there was still measurement and accountability, but it was much more of a manual process each month.</p>
<p>Tell us about two ways you or your agency has found to reduce costs and / or improve operations?</p>	<p>One thing that I did to reduce costs was to replace traditional streetlights with LED lights. I did this without creating any new costs to the city. I was able to work with the local power provider and the Colorado River Commission to obtain an allocation of power for the city at a reduced monthly cost. The city saved about \$4,000 per month on our electricity bill. We then banked those savings and used them to buy new LED streetlights. The new LED streetlights costs 60% less per month to operate than the current streetlights. So, we created a system that would continue to pay for the improvements monthly, while driving down long-term operating expenses. Once all the streetlights are done, the city is going to move on to other improvements like pumps and HVAC units.</p>
<p>What do you consider to be your greatest achievement as a Public Administrator? Your biggest failure? Why?</p>	<p>My greatest achievement was working with the city council to establish a vision, values and strategic priorities for the city. I am proud to say that it was unanimously adopted by the council.</p> <p>For so long, the city had been rudderless, and this gave the elected, staff and residents purpose and meaning. I felt a real change in each of the groups once this rolled out. What made me happiest was when members of the community would say, “Thank you. This needed to be done. We needed it.”</p> <p>From an infrastructure perspective, I am proud of my role in getting natural gas service extended to Mesquite. This was something that the community had wanted for decades but was unable to do until 2019. Also, I am very proud of getting a new interchange on Interstate 15, Exit 118, approved, paid for, and built. The long-term economic benefits the community will experience are inestimable at this point.</p> <p>My greatest failure is related to my greatest success. When COVID hit in the spring of 2020, I allowed myself to become distracted from the strategic priorities. The city had so much momentum and we lost it because we did not continue to focus on the priorities. Rather, COVID overtook our lives, and we didn’t start working on</p>

	<p>the priorities again for about 10 months. In that time, we lost any ground we had previously gained.</p>
<p>What do you see as the major challenges facing local governments and Community Associations within the 10 years? Next 20 years?</p>	<p>As I mentioned earlier in the response about challenges and opportunities, being able to fund infrastructure maintenance and repair, while building new amenities is going to be the greatest challenge.</p> <p>Residents tend to want the latest and greatest amenities and are willing to move to get them. I believe that to retain residents, communities will need to maintain improvements in ideal condition and build new amenities that are interesting to the families of the future. This is difficult to do because you can only estimate what the costs will be in the future.</p>
<p>Have you found ways to reduce rising pension and infrastructure maintenance costs? If so, please tell us about your experience.</p>	<p>In Mesquite, there was not a lot that I could do about pension costs because the state retirement system was a defined benefit system that the city did not control. That said, there are some things that can be done to control costs. First, the employee can pay for a portion of their benefit. Second, you can introduce a tiered pension system that puts all new hires on a different pension program than other employees. Finally, one thing that I was never able to try, but wanted to do was to allocate a total compensation amount for each employee and then allow them to determine how it is used for each component of their individual compensation. My guess is that younger employees will want less insurance and pension benefits and more salary. In my mind, the most important question is who is ultimately responsible for the employee’s retirement benefit. I believe that it should be the employee, not the employer. By placing it on the employee’s shoulders, the employee is more motivated.</p> <p>On a related note, one thing I did to help control medical insurance costs was to partner with our health insurance company to develop and implement an employee wellness program. The program was designed to address both personal and professional needs. It was well received by the employees.</p> <p>To accurately control infrastructure maintenance costs, you must have a comprehensive inventory of all your assets and their lifecycle. If you don’t, then you cannot properly fund their maintenance.</p> <p>Also, I learned that it truly costs to delay preventative maintenance. You must stay on top of maintenance, or it gets away from you and ends up costing you more in the long run.</p>

	<p>Conducting an annual evaluation of all your assets should be part of your PM program. Software is available to help estimate lifecycle, track inspections and project costs.</p> <p>When I left Mesquite, we were in the process of doing this for all the City’s assets. Historically, the public works director simply budgeted a set amount each year and did the best he could. When I became city manager, the city had just hired a new public works director and he and I both agreed that the city needed a more sophisticated approach to managing assets.</p> <p>Two things we did to help pay for infrastructure was to explore every revenue stream possible. We leased out facilities for athletic tournaments. As part of calculating the lease rate, we examined operating and replacement costs. revenue streams.</p>
<p>Tell us more about your management style?</p>	<p>I am a leader who is committed to his employees. I make sure that they have the resources and training that they need to perform their responsibilities. I am sincere, collaborative and even keeled in my approach.</p> <p>When it comes to leading, I have three pillars that I follow.</p> <p>First, get stuff done. Employers want and need results. Consequently, employees need to accomplish things. There is a great feeling of satisfaction that accompanies finishing something.</p> <p>My second pillar is to be honest. While a simple statement, many struggle with this.</p> <p>On a most basic level, if people don’t believe the words coming out of your mouth, then you are done for. In a previous life, I had a coworker who always lied. Consequently, no one took him seriously and people would just stop listening when he talked. If people did engage, it was often to point out errors in his statements.</p> <p>Another facet of honesty is to only promise what you can deliver. Be honest about what you can and cannot do about both work product and timing. Overpromising will always come back to haunt you. We have all missed deadlines or underperformed and felt the sting associated with that.</p> <p>A third part of being honest is giving credit to others. Far too often, others claim credit for things that they had little to do with and downplay the role of team members in accomplishing the work. Early in my career, I had a boss who willingly shared the spotlight with me on a project. I knew that my contribution was</p>

	<p>not amazing, but it was nice to be recognized by my superior for my efforts.</p> <p>My third and final pillar is part of the solution. It is easy to criticize someone else’s work. Mistakes are part of the process and that’s okay. It’s also safe to stay on the sidelines and not get involved in something. True leadership leads out and finds answers to challenges.</p>
<p>Give us six adjectives or phrases you would use to describe yourself</p>	<p>Even keeled Sincere Collaborative Visionary Tech savvy I love a good laugh</p>
<p>Are you comfortable with your current salary? If not, why not? <i>(Creative answers welcome)</i></p>	<p>I am comfortable with my previous salary and benefits.</p> <p>One thing that bothered me was that there was not a pay for performance system in place. Effort is not rewarded. When I asked about doing something like this, I was told that extra effort was just part of my job, and I should not be paid more to simply do my job. Frankly, this creates a disincentive to innovate and seek for higher goals because the reward is not there.</p>
<p>What are your salary expectations if you are hired by us?</p>	<p>I would like to agree upon a total compensation amount and then divide it out between salary and benefits. I would also like to have performance incentives in place that motivate me and encourage me to motivate the team.</p>
<p>Is there anything else about yourself you would like to tell us that would be helpful in evaluating you for this position?</p>	<p>This past week, my family and I visited Anthem. We drove the streets, visited the neighborhoods, talked with residents and employees, and explored all that Anthem has to offer. We loved it. Additionally, I have talked to several Pulte employees about Anthem to understand their perspective as well. Everyone had positive things to say.</p> <p>Also, I have a strong background in community development. This could be beneficial in several ways.</p> <p>First, I have written, reviewed, and enforced design guidelines and community standards. That said, I enjoy working with people helping them see how they can accomplish what they want within the guidelines. There are times you have to say no, but you do not have to be adversaries.</p>

Second, I am familiar with engineering and architectural drawings and construction processes including funding and oversight.

Finally, I have also done economic development. One idea I had would be to conduct a commercial leakage study to see what businesses are missing from Anthem and then work with the commercial property owners to recruit these businesses to Anthem to vacant commercial units. This would create a better chance of success for the business, fill vacant units and address real needs.

Background Investigation Part I:
Internet, News & Social Media





Candidate Release Form

Applicant's Authority to Conduct a Background Investigation and to Release Information

To Whom It May Concern:

I hereby agree to submit to a background investigation by Municipal Solutions for the purpose of evaluating me for employment with future clients. I understand that such an investigation will include contacts with individuals and institutions relating to my professional and personal life. I understand that I can be rejected for this employment or terminated in the future based on the results of this investigation. I further understand that this investigation is part of the hiring process and that until the investigation is complete, any and all offers of employment are conditional upon its outcome. I further understand that if I am employed, it will be pursuant to an employment agreement or job offer consistent with the Anthem's hiring practices.

I therefore authorize Municipal Solutions to provide future clients, or its representatives, any and all information (oral or written) you may have pertaining to my fitness for employment. Such information may include, but is not limited to, the following:

- | | |
|--------------------------------|---|
| Personal Qualifications | Financial History including credit records |
| Employment History | Criminal and Civil Records |
| Military Records | Driving/Motor Vehicle Records |
| Education | News Archives & Social Media |

Print Name: Aaron R Baker **Signature:** *A Baker* **Date:** 10/4/2021

Other or Prior Names (maiden name, nickname "Chuck", initial)

***Social Security No:** 529-77-0291 **Birth Date:** 4/25/1981

***Driver's License No.** 1902862116 **State:** Nevada

Address: *Current:* 324 Cora Circle Mesquite, NV 89027

States & Counties (past 10 years):

Return a signed and scanned PDF to **Heather, Kaylynn & Kathryn** at: AnthemExecutive@municipalsolutions.org

*****PRIVACY IS VERY IMPORTANT TO US.** If you prefer, please call us by phone to provide your Social Security #. You can also scan and save as a PDF, and password protect it. Whichever you prefer.

Please (a) print, (b) sign with your *actual signature*, (c) scan / photograph and (d) send back as an email attachment.

Internet, News & Social Media Research

Social Media:

Facebook: Personal Profile. No recent posts. 282 Friends. Not very active on this Platform.

Link: <https://www.facebook.com/aaron.baker.50552>

Local Mesquite News Page.

Link: <https://www.facebook.com/mesquitelocal/>

Twitter: No personal FB page reported. None found.

Instagram: No personal Instagram page reported. None found.

LinkedIn: 91 Connections, Lists multiple job positions in Mesquite, Nevada

Link: <https://www.linkedin.com/in/aaron-baker-647b561ab/>

Internet / News Articles:

Minutes: 10 Feb 2011 – “Assembly Committee: Government Affairs”

Summary: An Assembly committee in which Government affairs are discussed, the Director of which is Aaron Baker.

Link: <https://www.leg.state.nv.us/Session/76th2011/Exhibits/Assembly/GA/AGA126C.pdf>

Minutes: 3 Oct 2016 – “City Charter Committee”

Summary: Minutes of a scheduled meeting of the City Charter Committee was held on Monday October 3, 2016 at 3:30 PM. Committee members in attendance were Karen Beardsley, George Gault, Mike Benham and Ex-Officio Aaron Baker Also present were Mayor Allan S. Litman; City Manager, Andy Barton; City Attorney Robert Sweetin; City Clerk, Tracy Beck and

Ex-Officio Aaron Baker called the meeting to order and excused David Ballweg, Committee member.

Link: https://mesquitenv.granicus.com/MinutesViewer.php?view_id=1&clip_id=77&doc_id=b5229ac4-b1af-11e6-8893-00219ba2f017

Minutes: 13 Feb 2018 – “Mesquite Regular City Council Meeting”

Summary: Minutes of a scheduled meeting of the City Council held Tuesday, February 13, 2018 at 5:00

PM at City Hall. In attendance were Mayor Allan S. Litman; Council members David Ballweg, Rich Green, George Rapson, W. Geno Withelder and Brian Wursten. Also in attendance were City Manager Andy Barton, Assistant to the City Manager Aaron Baker; City Attorney Robert Sweetin,

Finance Director Dave Empey, Public Works Director Bill Tanner, City Clerk Tracy E. Beck, other City Staff and approximately 60 citizens.

Link: <http://mesquiteweekly.com/wp-content/uploads/2018/09/Mesquite-City-Council-Meeting-Minutes-February-13-2018.pdf>

Article: 29 Aug 2019 – “Baker named new city manager” Mesquite Local News

Summary: Long-time city employee Aaron Baker was selected as the new city manager by Mesquite’s City Council at its meeting Tuesday, Aug. 27.

Link: <https://mesquitelocalnews.com/2019/08/29/baker-named-new-city-manager/>

Link2: <https://nevada-today.com/mesquite-nv-mayor-takes-role-of-greek-despot-in-city-manager-appointment/>

Link3: <https://www.facebook.com/mesquitelocal/posts/2544721658912765>

Article: 3 Sep 2019 – “Aaron Baker, New City Manager - Sworn in 9/3/2019”

Summary: Aaron Baker was appointed City Manager for the City of Mesquite at the August 27, 2019 City Council Meeting. He was sworn in today, by Tracy Beck, City Clerk, after the Technical Review Meeting.

Link: <https://www.mesquitenv.gov/news/aaron-baker-new-city-manager-sworn-in-9-3-2019>

Membership: 2009-2019 – “2009-2019 Salaries for Mesquite” Transparent Nevada

Summary: Aaron Baker’s profile on website that demonstrates Aaron Baker and other public servants annual salaries.

Link: <https://transparentnevada.com/salaries/mesquite/?&s=name>

Article: 19 Mar 2020 – “City expands communication channels” Mesquite Local News

Summary: The City of Mesquite has expanded its Emergency Operations Center (EOC) under an escalation from Level 3 to Level 2 during the current COVID-19 crisis, also known as Corona virus.

Link: <https://mesquitelocalnews.com/2020/03/19/city-expands-communication-channels/>

Minutes: 12 May 2020 – “City Council Meeting Agenda Item Report”

Summary: Consideration for approval of Resolution #1019, a resolution of the City of Mesquite, Nevada creating the COVID-19 Special Revenue Fund.

Link: [https://legistarweb-](https://legistarweb-production.s3.amazonaws.com/uploads/attachment/pdf/585520/56a3f09c1c2c32d7a8ba8b1517b083480.pdf)

[production.s3.amazonaws.com/uploads/attachment/pdf/585520/56a3f09c1c2c32d7a8ba8b1517b083480.pdf](https://legistarweb-production.s3.amazonaws.com/uploads/attachment/pdf/585520/56a3f09c1c2c32d7a8ba8b1517b083480.pdf)

Minutes: 11 Aug 2020 – “City Council Meeting Agenda Item Report”

Summary: Minutes discussing the presentation regarding a Public Comment, Discussion and Possible Action.

Link: [https://legistarweb-](https://legistarweb-production.s3.amazonaws.com/uploads/attachment/pdf/659732/dd5645187180ea8a0dc95d62b8b47fe70.pdf)

[production.s3.amazonaws.com/uploads/attachment/pdf/659732/dd5645187180ea8a0dc95d62b8b47fe70.pdf](https://legistarweb-production.s3.amazonaws.com/uploads/attachment/pdf/659732/dd5645187180ea8a0dc95d62b8b47fe70.pdf)

Article: 29 Sep 2020 – “BREAKING NEWS – Mesquite Mayor Al Litman tests positive for COVID-19” Mesquite Citizen Journal

Summary: City Manager Aaron Baker confirmed this morning, Sep. 29, that Mesquite Mayor Al Litman has tested positive for the COVID-19 virus.

Mayor Litman was unavailable for comments or further questions about his health. Baker said Mayor Litman received the positive test results on Sunday after receiving a ‘rapid’ test. Baker also said that he advised all city department heads to notify their staff that COVID-19 testing is available, and everyone is encouraged to get tested. He also advised city council members of the mayor’s positive test results and encouraged them to get tested. Southern Nevada Health District will oversee any contact tracing that may be needed. Those who have met the mayor in the last two weeks are encouraged to get tested for the COVID-19 virus. The Mesquite Citizen Journal will continue following this story and update readers as information becomes available.

Link: https://mesquitecitizenjournal.com/breaking-news-mesquite-mayor-al-litman-tests-positive-for-covid-19/?fbclid=IwAR28MqFLsr_Brhi69QTV-zhkGXYiPbn1R5QBmUIglrA5mB6u-Dz6bxHBlyk

Blog: 7 Nov 2020 – “No, I’m Not Quitting (Yet)! Here’s Why...” Annie Gram

Summary: City Council member and opponent in the candidacy for the Mesquite city manager position, Annie Black, recounts exchanges with Aaron Baker during ballot counting.

Link: <https://electannieblack.com/no-im-not-quitting-yet-heres-why/>

Article+ Video: 28 Jan 2021 – “CITY MANAGER TAKES ACTION!! MESQUITE NEVADA – First Amendment Audit – Amagansett Press”

Summary: YouTuber and his son conduct a second First Amendment audit at the Mesquite NV City Hall prompting training and education for public workers on how to deal with citizens exercising their First Amendment rights.

Link1: <https://www.phillyfinest369.com/city-manager-takes-action-mesquite-nevada-first-amendment-audit-amagansett-press/>

Link2: <https://www.youtube.com/watch?v=fRKukGmGo-I>

Article: 12 May 2021 – “Baker resigns as City Manager, effective immediately”

Summary: Mesquite City Manager unexpectedly resigns effective immediately. Mayor Al Litman fills the position until an Interim City Manager is appointed.

Link: <https://mvprogress.com/2021/05/12/baker-resigns-as-city-manager-effective-immediately/>

Article: 13 May 2021 – “Police union wins, City Manager resigns – News – Op/Ed”

Summary: Mesquite City Manager Aaron Baker submitted his resignation effective immediately on Wednesday afternoon, May 12, following heavy criticism from Police Union.

Link: <https://mesquitecitizenjournal.com/police-union-wins-city-manager-resigns-news-op-ed/>

Baker got crosswise with the Police Union on 2 issues: (1) concessions in the existing Police Department Union Agreement requested by the City Council upset the Police Department (they didn't feel they needed to make any concessions); (2) Police Union supported the Mayor's election and used information obtained during working hours, from the Police Department Offices, computers, government resources and obtained information to slander the Mayor's challenger and sent it to every resident in the City.

**Article: 20 May 2021 – “City Council Appoints Interim City Manager”
Mesquite City website**

Summary: In a special meeting on May 18th, the city council appointed former City Manager Andy Barton as interim city manager after Aaron Baker tendered his resignation on 5/12/21.

Link: <https://www.mesquitenv.gov/news/city-council-appoints-interim-city-manager>

Article: 27 May 2021 – “There’s a lot of scared people in this town!’ Tensions run high in Mesquite” Las Vegas Review-Journal

Summary: A tumultuous 2020 mayoral campaign sparked growing tensions in Mesquite, resulting in city officials being forced out of office, the local online newspaper stopping operations and journalists losing their jobs.

Link: <https://www.reviewjournal.com/local/local-nevada/theres-a-lot-of-scared-people-in-this-town-tensions-run-high-in-mesquite-2364774/>

Article: 11 Aug 2021 – “In the race for mayor in this small town, a big secret is exposed” Las Vegas Review-Journal

Summary: After a young woman shares an intimate story from her past with the Mesquite City Council, her private story is spread throughout the

city. Such case happened while Aaron Baker was City Manager of Mesquite.

Link: <https://www.reviewjournal.com/local/local-nevada/in-the-race-for-mayor-in-a-small-nevada-town-a-big-secret-is-exposed-2416623/>

Membership:

Present – “City Of Mesquite” Businessfacilities.com

Summary: Aaron Baker’s profile as City Manager on website that provides professional contact information.

Link: <https://businessfacilities.com/site-selection-directory/listing/city-of-mesquite/>

Membership:

Present – “Aaron Baker City Manager at Mesquite Magazine” Zoominfo.com

Summary: Aaron Baker’s profile on a website that provides professional and contact information.

Link: <https://www.zoominfo.com/p/Aaron-Baker/217267381>

Analyst Comments: *The candidate has spent most of his career working his way up the different positions in Mesquite’s local government before making it to the position of City Manager. He demonstrates to be very precise and professional. He presents himself well shows he can be proactive when there is need for action.*

Background Investigation Part II:
Criminal / Civil, Education & Employment Verification



20 total inquiries, 2 pending

Names searched: Aaron Baker, Aaron R. Baker

Criminal Records Checks**Nationwide Criminal Records Search:****Verified***No offenses found***County Criminal Search:***Mesquite (Clark County), NV***Verified***Provo (Utah County), UT***Verified****Statewide Criminal:***Nevada***Verified***Utah***Verified****Civil Records Checks****Federal Civil Search***Nevada***Verified***Utah***Verified****County Civil Search:***Clark County, NV***Verified***Utah County, UT***Pending****3-year Motor Vehicle****Verified***NV DL #1902862116**No incidents to report**License first issued in Nevada, 0 violations, 0 convictions, 0 failure to appear and 0 accidents.**NCDL STATUS AS REPORTED TO CDLIS: LIC**EXPIRATION DATES IN THIS DOCUMENT MAY HAVE BEEN EXTENDED PURSUANT TO EXECUTIVE OR LEGISLATIVE ACTION OF THE ISSUING JURISDICTION RELATED TO COVID-19. PLEASE CONSULT WITH THE JURISDICTION FOR FURTHER DETAILS.***Bankruptcy****Verified**

Based on the information provided to us by the client and/or applicant a search was conducted in the state of record for a minimum of seven years and no past or pending litigation was found in the jurisdiction of this court as of this date.

Employment Verification

City Manager – City of Mesquite, NV <i>Verified online</i>	Verified
Assist. City Manager – City of Mesquite, NV <i>Verified online</i>	Verified
City Liaison Officer – City of Mesquite, NV <i>Verified online</i>	Verified
Interim Econ. Dev. Dir. – City of Mesquite, NV <i>Verified online</i>	Verified
Assist. Planner – City of Mesquite, NV <i>Verified online</i>	Verified
Assistant Planner GIS – City of Mesquite, NV <i>Verified online</i>	Verified
Engineering Intern – City of Orem, UT	Pending

Education Verification

Master of Public Administration <i>University of Nevada</i> <i>Confirmed by National Student Clearing house</i>	Verified
Bachelor of Geography, Urban, Rural, Environment, Planning <i>Brigham Young University</i> <i>Confirmed by National Student Clearing House</i>	Verified

**Based on the information provided to us by the client and/or applicant a search was conducted in the jurisdiction requested and no reportable records were found as of this date.*

*** Based on the information provided to us by the client and/or applicant a search was conducted in the state of record for a minimum of seven years and no past or pending litigation was found in the jurisdiction of this court as of this date.*

Reference Interviews





Candidate Reference Checklist

Anthem Executive Director Finalist candidates

Instructions

Please provide names and telephone numbers for the following individuals. *Due to the difficulty of contacting people during the business day, a personal or mobile phone #s would be helpful.* Substitutions should be kept to a minimum. Name, Title and Mobile Phones please.

Explanation (please read carefully): We are not necessarily asking for ‘traditional’ references, but rather to speak with people who can talk about the current / former working relationship they had with you. It’s a less formal, but (we believe) the result is a more honest way to get a sense of what it is like to work with you in 4-5 questions. We generally don’t name the City or the position we are considering you for, just that we are considering you for a position. We realize that contacting a current employer may be problematic, so YES, we can do this as a condition for an employment offer. I hope this provides some clarity on our process. If you have any questions or desired substitutions, please let me know. ~Dave

- Two elected officials for the you currently work for who would have familiarity with your work in a *Senior Management position*. *(may be omitted and substituted by request)***

Brian Wursten Mesquite City Council Member 702.376.6087	George Rapson Former City Council Member 702.813.1450
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- Two elected officials for the agency whom you have worked previously, who would be familiar with your work in a *Senior Management position*.**

See above references	
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- Your current direct Supervisor. *(may be omitted and substituted by request)***

Andy Barton Former City Manager 702.423.1846
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- A Mayor or City Manager and two prior Mayors or City Managers who know of your work in a *Senior Management position*. For private-sector position substitute with former Senior Executive.**

See above references		
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- One HR Director for an agency where you worked in a *Senior Management position*.**

Gina Mendez Mesquite HR Director 702.468.1475

6. Two members of the media who were familiar with you and your work in the agency you worked in as *City Manager or other Senior Management position*.

Barbara Ellestad Mesquite Citizen Journal 702.250.3185	Vernon Robison Moapa Valley Progress 702.672.7608
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7. Two colleagues or former colleagues from any city, town or agency who knew your work as *City Manager or other Senior Management position*.

Kevin Brown Virgin Valley Water District GM 702.533.1892	Andre Carrier Eureka Casino COO 702.813.1383
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8. Two subordinate employees who report(ed) directly to you as *City Manager or other Senior Management position*.

Travis Anderson Public Works Director 702.728.0576	Jayson Andrus Fire Chief 702.378.1024
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Return ASAP in MS Word format to:

Heather, KayLynne or Kathryn at: AnthemExecutive@municipalsolutions.org

Call us at (888) 545-7333 if you have any questions or suggestions.

INTERVIEW #1:Date: **October 6, 2021**Candidate Name: **Aaron Baker**
Interviewer Name: **Amanda Peterson**Reference Name: **Kevin Brown**
Reference Title: **Virgin Valley Water District Mgr.****1. What has been the working relationship you've had with this candidate? For about how long have you known him / her?**

I have known Aaron for 8 years. We provide water to the city and of course Mesquite is very interested in what we do. We would speak frequently, sharing resources and coordinating projects related to growth.

2. Can you share with me 4-5 words that best describe him/her?

Fair, open-minded, honest, good at the art of politics, good communicator

3. What do you consider to be his/her greatest achievement, or management strength? Are there any areas for improvement?

Aaron's management strength is as a negotiator. He and the water district negotiated on a couple pieces of property. We have a high growth rate, so the Water District has to build new wells and treatment plants. We had to negotiate with Aaron on city-owned properties.

Based on what I've heard; he did a very good job negotiating union contracts.

He doesn't have a lot of weaknesses. He trusts people. That can bite you if you trust someone too much. But I think it's good to trust someone until you have a reason not to.

4. Describe the candidate's ability to gain trust in others, or the community while developing an organization into a "21st Century public agency".

Yes, he was trusted because he was forthright on the things he had to do and the challenges he had to deal with. He spoke truth, said what needed to be said, instead of what people wanted to necessarily hear.

5. Describe a crisis where s/he was involved and how they handled it?

Aaron and I didn't interact on crisis situations. The closest I can speak to is when COVID first broke out, I saw Aaron dealing with the emergency operations center and sharing what the city was doing to protect residents. City messaging was excellent.

- 6. If you were in a hiring position today, would you hire him/her as City Manager? Why or why not?**

Yes, because he's someone you can trust to get a job done without babysitting. He is responsive to the city council, to the media, and to residents. There's the public side of things, but Aaron is very good at the behind the scenes dealing with legislators, county commissioners, business leaders, and other government agencies. Aaron was very good at connecting with legislators when they got the city charter done a few years ago.

- 7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?**

No, he's a stand-up guy.

- 8. Is there anything else that you would like to add?**

He's an asset to the community and has the skill set to benefit the residents.

Interviewer Assessment: *Great personal skills that allow him to get things done.*

INTERVIEW #2:Date: **October 6, 2021**Candidate Name: **Aaron Baker**
Interviewer Name: **Amanda Peterson**Reference Name: **Gina Mendez**
Reference Title: **Director of HR, City of Mesquite****1. What has been the working relationship you've had with this candidate? For about how long have you known him / her?**

He worked at Mesquite for years. First, he was a colleague, then a boss. I've known him for 13 years

2. Can you share with me 4-5 words that best describe him/her?

diligent, reliable, took limited time off, long work hours, integrity, honest, great work ethic

3. What do you consider to be his/her greatest achievement, or management strength? Are there any areas for improvement?

When he took over as city manager, he had a great vision for the budget. It had been messy and disorganized before. He spent time with the Finance Director, and they purchased a module so that we could do the budget more efficiently. His budget skills in finance are a super strength.

People also talked about how good he was with economic development.

We all have areas for improvement. Aaron's career grew in the city, and we were used to seeing him as "Aaron", not as the city manager. But he grew into that. I think he sometimes second guessed himself because of that background.

4. Describe the candidate's ability to gain trust in others, or the community while developing an organization into a "21st Century public agency".

He was trusted because the most important thing he worked on was the budget. He said, "I'm going to work to get what you want", but he never made any promises. He was very transparent about what we could do. I think everyone came out of budget meetings feeling like they had been helped.

5. Describe a crisis where s/he was involved and how they handled it?

When he started his career as a city manager, he had a vision for Mesquite. He wanted to meet with each department, visit each work site etc. Usually, only people at City Hall see the city manager. But he was interrupted by COVID. With so many things closing and no knowledge of what city taxes we would get back, we had to furlough many full-time employees. We probably laid off 40-60 employees, most of our part-timers. That was difficult, but we had budget constraints because of the unknown. He had to make the difficult decisions,

closing open positions. He had to put his foot down with departments. At minimum we have to be at an 8 so that the state didn't take over.

6. If you were in a hiring position today, would you hire him/her as City Manager? Why or why not?

Yes, because he had really good ideas and a vision of how he could make changes.

He was never going to give me a full-time employee because we're a small city and he's tough on the budget, but he was very supportive of diversity and inclusion. He has an open mind when it comes to economic development. He looks at employees as an asset and valued them. He was willing to mentor employees so that they could become more effective.

7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?

Not at all. He's a churchgoer and a religious man, and he has 8 kids! He's very ethical and careful when dealing with people.

8. Is there anything else that you would like to add?

His math skills really helped with union negotiations.

***Interviewer Assessment:** Willing to do the hard things to keep a city solvent. Respected by coworkers.*

INTERVIEW #3:Date: **October 7, 2021**Candidate Name: **Aaron Baker**
Interviewer Name: **Amanda Peterson**Reference Name: **Andre Carrier**
Reference Title: **COO of Eureka
Casino****1. What has been the working relationship you've had with this candidate? For about how long have you known him / her?**

We've always worked together as partners to keep the lines of communication open between the casino and the city of Mesquite; I've known him about a decade.

2. Can you share with me 4-5 words that best describe him/her?

Responsible, responsive, effective, strategic, broad thinker, good to work with

3. What do you consider to be his/her greatest achievement, or management strength? Are there any areas for improvement?

Aaron's greatest achievement is getting the community to recognize the importance of managing growth effectively. He developed some pathways for responsible growth. And he's also explored the risks of not growing responsibly. Change is inevitable, and he's invested in managing that.

I don't know that I'm close enough to him to give feedback about any areas of improvement. It's tough to be a city manager and have bosses that are elected officials. I don't know if I ever appreciated how difficult that must be, to manage that three dimensionally.

4. Describe the candidate's ability to gain trust in others, or the community while developing an organization into a "21st Century public agency".

Yes, he's trusted because he's built experience over time. He can manage complex projects; we worked on a tax credit deal that was very complicated.

5. Describe a crisis where s/he was involved and how they handled it?

COVID-19 was a crisis and we partnered together to create a vaccination center. We were able to get people vaccinated quickly and efficiently. We would have liked to vaccinate more people, but we couldn't force anyone.

6. If you were in a hiring position today, would you hire him/her as City Manager? Why or why not?

Yes, I would hire him. I'm a big fan of people that are self-reflective and understand the value of research and finding experts, taking inputs, and then also making decisions. As a city manager, you have to hold yourself to a timeline. The timelines can become decoupled from business expectations and normality's, as

well as from human expectations and these timelines can start to live in an alternate timeline. Aaron was very good at trying to bridge the gap between a business timeline and a bureaucratic construct, bringing those together.

- 7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?**

No.

- 8. Is there anything else that you would like to add?**

Whichever community gets him is fortunate.

Interviewer Assessment: *Forward-thinking and creative.*

INTERVIEW #4:Date: **October 6, 2021**Candidate Name: **Aaron Baker**
Interviewer Name: **Amanda Peterson**Reference Name: **Andy Barton**
Reference Title: **former Mesquite NV
city manager****1. What has been the working relationship you've had with this candidate? For about how long have you known him / her?**

I was the city manager of Mesquite from 2012-2019. Aaron worked for me directly during those years. He had a minor title, but I quickly promoted him to Assistant to the City Manager.

2. Can you share with me 4-5 words that best describe him/her?

Honest, industrious, diligent, skilled, out-of-the-box financial thinker

3. What do you consider to be his/her greatest achievement, or management strength? Are there any areas for improvement?

He was the municipal expert for a regional redevelopment plan. Certain zones in the city were qualified to apply for redevelopment funds, with a 50% match with the city. A lot of commercial building owners took advantage of this program. It was over a dozen transactions with the agency, and he was particularly good with these complex land deals.

At one point I assigned him to manage our senior center. He had 6 employees there, in addition to managing our museum with its handful of employees. As a supervisor, he would come in early to spend time with subordinate employees. At the senior center he would do things he wasn't required: deliver Meals on Wheels, help cook, attend celebratory events. He wasn't afraid to get his hands dirty.

I wouldn't say that he has anything to improve on. He has great work hygiene and is very good with the budget.

4. Describe the candidate's ability to gain trust in others, or the community while developing an organization into a "21st Century public agency".

Everyone likes Aaron. He's a nice guy, even-tempered, and is able to get along with others during stressful conditions.

5. Describe a crisis where s/he was involved and how they handled it?

Our power is sent to us from 80 miles south of us, and when that line goes down there is no redundancy. We occasionally have power failures that can last 10-12 hours. This is particularly difficult because we have a hospital and a large senior community. It gets really hot down here and many residents need oxygen. He

coordinated a plan with the power district, the hospital, the fire department, and the police department (because traffic lights go down) to ensure we aren't endangering our citizens.

I retired in 2019 and he was hired; during Covid he mounted a huge effort, coordinating with the casinos, to get people vaccinated. Not as many people are vaccinated in our area as I would like, but it wasn't for lack of trying.

6. If you were in a hiring position today, would you hire him/her as City Manager? Why or why not?

Absolutely, I recommended him to the Council as my successor. They had no reservations in hiring him because they were familiar with his work.

7. If the City were to hire them, is there anything in their past that could become an embarrassment if it became public?

Not to my knowledge, not at all.

8. Is there anything else that you would like to add?

The ability to write well is rare. I had 160 employees, and only a half dozen who could write well. Aaron wrote extremely well, spoke well, presented well. He gave countless presentations to the City Council.

Interviewer Assessment: Hard-worker and takes his responsibility to the community seriously. Excellent communicator.

Kronenwetter, Wisconsin Village Administrator Recruitment & Selection

July 26, 2023



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

Laurie Pederson
Director of Administrative Services
847-380-3198
LPederson@GovHRusa.com

Table of Contents

Cover Letter	3
Organizational Background.....	4
Our Leadership.....	4
Why Choose GovHR?	5
Our Team	6
References	6
Project Approach and Methodology.....	7
Phase I: Position Assessment, Position Announcement & Brochure.....	7
Phase II: Advertising, Candidate Recruitment & Outreach.....	8
Phase III: Candidate Evaluation & Screening	8
Phase IV: Presentation of Recommended Candidates	9
Phase V: Interviewing Process & Background Screening.....	9
Phase VI: Appointment of Candidate.....	10
Project Timeline	10
Commitment to Diversity, Equity & Inclusion in Recruitments	11
Full Scope Recruitment – Price Proposal	12
The GovHR Guarantee	13
Contract Signature Page	14
Optional Services	15

Attachments

Consultant Biography
 Client List

Cover Letter

July 26, 2023

Ms. Bobbi Jo Birk-LaBarge
Village Clerk
1582 Kronenwetter Drive
Kronenwetter, WI 54455

Dear Ms. Birk-LaBarge:

Thank you for the opportunity to provide you with a proposal for the Village Administrator recruitment and selection process for the Village of Kronenwetter, Wisconsin. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Senior Vice President Lee Szymborski will be responsible for your recruitment and selection process. He will be assisted by a home office Recruitment Coordinator and a Reference Specialist. His biography can be found on the following pages attached to the proposal and his contact information is:

Lee Szymborski
Senior Vice President, GovHR USA
847-380-3197
Lszymborski@GovHRusa.com

We believe we have provided you with a comprehensive proposal that meets all of the requirements of the RFP; however, if you would like a service that you do not see, let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3198, if you have questions regarding our proposal or need additional information. Our proposal will remain in effect for a period of 90 days. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

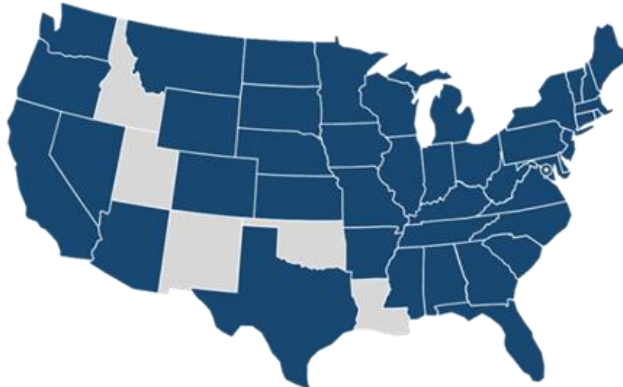
Sincerely,



Judith Schmittgens
Corporate Secretary and Compliance Manager

Organizational Background

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Our Leadership



Heidi Voorhees
President
847-380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori
Chief Executive Officer
847-380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **44 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

Delivering the Best: We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

A Partner from Start to Finish: We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

Services for Any Budget and Any Search: We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

Our Team

GovHR Senior Vice President Lee Szyborski will be responsible for your recruitment and selection process, and he will be assisted by a home office Recruitment Coordinator and a Reference Specialist. Mr. Szyborski's biography is attached to this proposal, and his contact information is:

Lee Szyborski
Senior Vice President, GovHR USA
Mequon, Wisconsin
Telephone: 847-380-3240
LSzyborski@GovHRusa.com

Mr. Szyborski is a former City Administrator for the City of Mequon, Wisconsin. He has conducted approximately 100 executive recruitments since joining GovHR in 2013. He is currently working on several recruitments, including the City Administrators for Sheboygan and Waukesha, Wisconsin; the Human Resources Director for Sheboygan County, Wisconsin; and the City Engineer for South Milwaukee. These recruitments are in varying stages of completion, and Mr. Szyborski has the time required to conduct the search process for Kronenwetter's Village Administrator.

References

We are a proven leader in public sector consulting. **More than one-third of the organizations served by GovHR are repeat clients.** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector. The following references can speak to the quality of service provided by GovHR.

Beaver Dam, WI

(City Administrator, 2022) - Lee Szyborski

Rebecca Glewen, Mayor
920-887-4600 ext. 398
rglewen@ci.beaverdam.wi.gov
Zach Zopp, Council President
zzopp@ci.beaverdam.wi.gov

Cottage Grove, WI

(Human Resources Manager - Virtual, 2023) - Lee Szyborski

(Chief of Police, 2022) - Lee Szyborski

(Deputy Director of Public Works & Utilities - Professional Outreach, 2022) - Lee Szyborski

(Finance Director, 2022) - Lee Szyborski

Matt Giese, Village Administrator
608-839-4704
mgiese@village.cottage-grove.wi.us
JJ Larson, Deputy Village Administrator/Public Works Director
jl Larson@village.cottage-grove.wi.us

Waukesha, WI
(Finance Director, 2022) - Lee Szymborski
(Cemetery Director - Limited, 2021) - Lee Szymborski
(Finance Director, 2020) Lee Szymborski
(Chief of Police, 2020) - Lee Szymborski & Lee McCann
(HR Director, 2019) – Lee Szymborski
(Director of Information Technology, 2017) – Lee Szymborski
(City Administrator, 2015)
Kevin Lahner, former City Administrator
(Current City Manager in Janesville, WI)
lahnerk@ci.janesville.wi.us
Dr. Marquise D. Vasquez, Director of Human Resources
262-524-3700

Plymouth, WI
(Police Chief/Director of Public Safety, 2023) - Lee Szymborski
(City Administrator/Utilities Manager, 2022) - Lee Szymborski
Don Pohlman, Mayor
920-893-1471
DPohlman@plymouthwi.gov

GovHR has conducted more than 300 executive Manager recruitments (City Manager, Village Administrator, etc.) since the firm’s inception. A list of these recruitments for the past three years is included with this proposal, and a complete list of clients is located on our website at www.govhrusa.com. We are happy to provide you with contact information for any of these clients upon request.

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.

- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
 - The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites (approximately 20 online sources)
 - Social media: LinkedIn (over 20,000 connections), Facebook and Instagram
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References provided by the candidate are contacted

- Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client’s process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates’ materials along with a “mini” résumé for each candidate so that each candidate’s credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the Client reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates’ credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include four to five candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina. Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations. We can provide you with an estimate for additional fees if the Village would like to include i4x consultants on the Village's recruitment.

Full Scope Recruitment – Price Proposal

Summary of Costs	Price
Recruitment Fee:	\$20,500
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	\$2,500
Total:	\$24,500*

*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we estimate travel expenses to be \$400 per trip with an overnight stay. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$150/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

- 1st Invoice upon acceptance of proposal:** 40% of the Recruitment Fee
- 2nd Invoice upon recommendation of candidates:** 40% of the Recruitment Fee & expenses incurred to date
- Final Invoice upon completion:** 20% of the Recruitment Fee plus all remaining expenses

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

The GovHR Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Kronenwetter.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Kronenwetter, Wisconsin agrees to retain GovHR USA, LLC (“GovHR”) to conduct a Village Administrator Recruitment in accordance with its proposal dated July 26, 2023. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Kronenwetter, Wisconsin

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



LEE SZYMBORSKI

Section 8, Item E.



Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski’s experience spans both Wisconsin and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with \$30 million in combined budgets, and more than 170 employees serving 23,000 residents. He also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski’s track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a \$14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10-community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and repurposing TIF funds to provide incentives that secured a \$16 M mixed-use development in Mequon’s Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Lee’s experience in recruiting key staff extends back to his management roles in both Buffalo Grove and Mequon. In Buffalo Grove, he handled all aspects of recruiting the management team. During his time in Mequon, Mr. Szymborski recruited all members of the City’s management team.

His recent searches include City Manager, City Administrator and department head positions for communities throughout the Midwest and East Coast. He has done management studies and strategic plans for several Wisconsin, Illinois and Missouri communities, professional associations and councils of government. He has also been part of GovHR USA’s classification and compensation studies in several Wisconsin, Illinois, Minnesota and Massachusetts communities.

PROFESSIONAL EDUCATION

- Master of Science degree in Urban Affairs, University of Wisconsin - Milwaukee
- Bachelor of Arts in Political Science, University of Wisconsin – Milwaukee

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Speaker at state City Management Association meetings in Wisconsin, Illinois and Missouri
- Former Adjunct Instructor at Upper Iowa University - Milwaukee Center and Concordia University Wisconsin
- Published articles in Public Management Magazine, Milwaukee Journal Sentinel

AWARDS

- Mequon – Thiensville Chamber of Commerce’s Distinguished Service Award

MEMBERSHIPS AND AFFILIATIONS

- Mequon Police and Fire Commission
- Mequon-Thiensville Sunrise Rotary Club
- Board of Directors for the Mequon Nature Preserve
- International City/County Management Association
- Wisconsin City/County Management Association
- Former President Illinois Association of Municipal Management Assistants
- Former President Mequon-Thiensville Sunrise Rotary Club

PROFESSIONAL BACKGROUND

Over 33 Years of Experience in Local Government Administration

- City Administrator, Mequon, WI 1999-2014
- Assistant Village Manager, Buffalo Grove, IL 1987-1999
- Milwaukee County and City of Wauwatosa, WI 1980-1986



Manager Recruitments (2019 - Present)

<i>State</i>	<i>Client</i>	<i>Position Title</i>	<i>Year</i>	<i>Population</i>
Alaska	Bethel	City Manager	2019	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
Arizona	Buckeye	City Manager	2021	69,744
Colorado	Englewood	City Manager	2019	34,957
Connecticut	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2022	45,246
	Manchester	General Manager	2021	59,710
Florida	Deerfield Beach	Assistant City Manager	2022	80,000
	Gainesville	Assistant City Manager	2021	133,997
	Lakeland	City Manager	2020	110,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
Illinois	Centralia	City Manager	2020	13,000
	Crest Hill	City Administrator	2021	21,169
	Decatur	Deputy City Manager	2019	76,178
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Galesburg	City Manager	2022	33,706
	Geneseo	City Administrator (Virtual)	2019	6,500
	Greenville	City Manager	2021	7,000
	Homewood	Assistant Village Manager (Virtual)	2021	19,464
	La Grange	Village Manager	2022	15,610
	La Grange Park	Assistant Village Manager	2020	13,579
	Lake Barrington	Village Administrator	2022	4,879
	Lake Bluff	Assistant to the Village Administrator	2023	5,698
	Lake Forest	Assistant City Manager (Professional Outreach)	2022	19,375
	Lake Villa	Assistant to the Village Administrator	2023	8,774
	Mundelein	Village Administrator	2020	31,385
Niles	Village Manager	2021	30,001	
North Chicago	Chief of Staff	2021	30,020	
Northbrook	Village Manager	2021	35,000	
Oak Brook	Village Manager	2021	8,058	
Oak Park	Assistant Village Manager/Human Resources Director	2019	52,000	
Oak Park	Village Manager	2021	52,000	

	Orland Park	Village Manager	2019	60,000
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Peoria	Assistant City Manager	2021	115,234
	Pingree Grove	Village Manager	2020	10,000
	Pingree Grove	Village Manager	2023	10,000
	Plainfield	Village Administrator	2021	41,734
	Princeton	City Manager	2019	7,700
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Assistant Village Manager (Virtual)	2021	22,038
	Villa Park	Village Manager	2022	22,038
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
	West Chicago	Assistant City Administrator	2022	27,221
	Willowbrook	Village Administrator	2019	8,967
	Winnetka	Assistant Village Manager	2019	12,417
Indiana	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Marion	Deputy City Manager	2022	30,000
	Muscatine	City Administrator	2020	23,819
	Windsor Heights	City Administrator	2023	4,860
	Windsor Heights	City Administrator	2019	4,860
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Sykesville	Town Manager	2019	3,941
	Westminster	City Administrator	2021	18,522
Massachusetts	Brookline	Assistant Town Administrator - Finance (Virtual)	2022	58,732
	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2020	20,676
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Eastpointe	City Manager	2019	32,673
	Ferndale	City Manager	2019	20,428
	Lincoln Park	City Manager	2019	36,665
	Rochester	City Manager	2022	13,017

	Royal Oak	City Manager	2020	59,112
	St. Clair Shores	Assistant City Manager (Professional Outreach)	2021	59,984
	Troy	Assistant City Manager	2019	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Buffalo	Assistant City Administrator	2021	15,855
	Fairmont	City Administrator	2023	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	University City	Assistant City Manager	2020	35,172
	University City	Assistant to the City Manager/Director of Human Resources	2020	35,172
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Manager	2019	35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New York	Long Beach	Deputy City Manager (Virtual)	2022	33,275
	Mamaroneck (Town)	Town Administrator	2021	29,156
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Ayden	Town Manager	2023	5,000
	Fayetteville	Assistant City Manager	2022	210,000
North Dakota	Minot	City Manager	2020	45,700
Pennsylvania	Centre County	County Administrator	2022	158,172
	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Austin	Assistant City Manager	2021	885,000
	McKinney	Assistant City Manager	2019	191,645
	Missouri City	Assistant City Manager	2019	74,139
	Missouri City	City Manager	2021	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643

	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
	Yakima	Assistant City Manager	2021	97,000
West Virginia	Bridgeport	City Manager	2019	8,582
	Bridgeport	City Manager	2021	8,582
Wisconsin	Baraboo	City Administrator	2019	12,048
	Bayside	Assistant Village Manager	2019	4,400
	Beaver Dam	City Administrator	2021	16,291
	Beloit (Town)	Town Administrator	2020	7,083
	Franklin	Director of Administration	2019	36,155
	Harrison	Village Manager	2021	13,185
	Monroe	City Administrator	2020	10,827
	Oak Creek	Assistant City Administrator/Comptroller	2020	35,243
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Port Washington	Assistant City Administrator/Human Resources Director	2022	11,250
	Waukesha	City Administrator	2023	71,158
	Whitewater	City Manager	2022	14,300

Proposal to provide Professional Executive Search Services for the Village Administrator Position

JULY 27, 2023

Provided to Bobbi Jo Birk-LaBarge, Village Clerk of the Village of
Kronenwetter, Wisconsin

By Government Professional Solutions (GPS)



Table of Contents

Approach 4

Experience 9

Demonstrated ability to complete a thorough and detailed report 11

References..... 12

Agreement to use Village of Kronenwetter contract 18

Agreement to complete project according to project schedule 19

Overall cost and value of project 20

Appendix 21

July 27, 2023

Bobbi Jo Birk-LaBarge, Village Clerk
1582 Kronenwetter Drive
Kronenwetter, WI 54455






Dear Bobbi Jo Birk-LaBarge,

Government Professional Solutions, LLC (GPS), welcomes the opportunity to submit this proposal for executive search services to help the Village of Kronenwetter find and hire the best candidate to serve as its next Village Administrator.

GPS offers you a distinct alternative to the traditional executive search firm. We are a government consultancy comprised of only senior level, former city managers with MPA degrees. Our services are based on best practices built from a combined 30+ years of experience in the public sector and city management. Our firm philosophy is rooted in the highest ethics and integrity, and relationships are at the core of everything we do.

We believe, and hope you will agree, that we are the best partner to guide you through this very important executive search process for several reasons:

-  **Our ability to leverage an extensive network of public officials across the U.S.** Throughout our decades of public service, we have developed and continue to grow long-lasting relationships with countless public executives, managers, and staff.
-  **Our insight into what it takes to be successful in the Public Sector.** As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face. Not to mention, we have also been on the candidate side as we have applied and been hired for these very same types of positions.
-  **Our commitment to giving you customized and personal service of the highest quality.** GPS Partner, Chris Lowe, will be the only consultant working on this project and will work closely with you to customize a search approach that best serves your specific objectives. This means you know exactly who you are working with from start to finish, that you can count on receiving senior level expertise, and that the process will be seamless.

Chris Lowe prepared this submittal and can be reached by email or phone (info below). Thank you very much for your consideration of our firm and proposal.

Sincerely,

Bret Bauer, Partner and Co-Founder
104 Harbor Haven St.
Gun Barrel City, TX 75156
(316) 207-0688
bbauer@governmentpros.com

Chris Lowe, Partner and Co-Founder
18605 Arrowwood Dr.
Monument, CO 80132
(785) 766-9104
clowe@governmentpros.com



Government Professional Solutions (GPS) does not operate like most national search firms. Our approach is collaborative, customized, personal, and **relationship based**. As former city managers who have served full-service cities and their elected officials, we understand first-hand how the executive search function must fit within the larger mission of the local government and the community. We are passionate about public service and we know at the core, that means our focus is about getting to know people - those in your community, and those wishing to serve your community.

City managers who know how to hire public executives

As former city managers, we know how to get in front of top candidates. We are connected to modern, accomplished public executive candidates, both directly and indirectly through our extensive network of public officials. We have worked with many of them as colleagues and have personally networked with them at industry association and other events. We have served with them on boards and held leadership positions in the same organizations. We are connected to them through the university MPA programs. Most importantly, we know both the seasoned veterans AND the young up-and-coming professionals who are highly sought after by cities.

We also know the newsletters, publications, and websites these professional candidates subscribe to because we subscribe to them ourselves, and we understand which sources are trusted most.

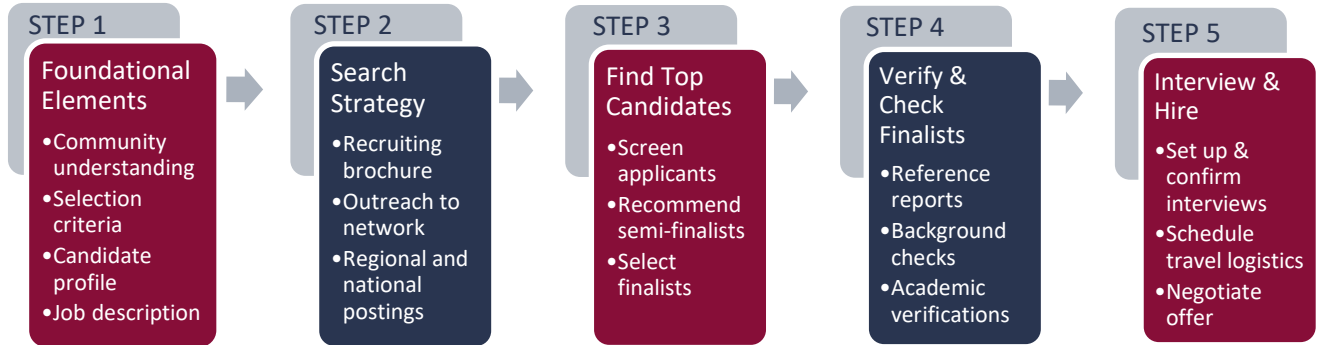
Finally, because of our lengthy and direct experience in the public sector, we are also able to screen candidates quickly and efficiently. An initial conversation by one of our senior level partners quickly yields an accurate assessment of capability and fit. This enables us to focus the majority of our energy and resources on those candidates who have the highest probability of becoming semi-finalists in the search.

A single dedicated senior level consultant by your side

Because our recruitment searches are conducted start to finish by one of our partners, you get an extremely efficient process. A single senior level person dedicated to every step of your project means no gaps or delays in information transfer among multiple staff members and consultants. It means that both you and the candidates get a very direct and responsive line of communication. And, it means you get a level of experience and personal service you know you can count on.

GPS Partner, Chris Lowe, will be the consultant on this project.

GPS will customize a search process that best serves your specific objectives and situation. Below is the general workflow we will follow



STEP 1: DEVELOP FOUNDATIONAL ELEMENTS

Understanding you and the community

The first, and most important step of our process is to spend time getting to know you and your community.

In our experience we have found that too often the process of finding the next leader for an organization is a cookie-cutter process focused on developing a community profile and quickly finding a candidate. As public executives, we understand how important it is to understand your community and to have a complete, professional, and thorough process to find top level talent for your future leaders. That is why we structure time to spend in your community to experience its amenities, economy, people, and infrastructure, and to get to know your organization and community, both individually and as a collective group.

Developing the ideal candidate profile begins with a survey sent to you and designated staff prior to our first meeting. Members individually complete these surveys to help begin to paint the picture about what you want to see in your next Village Administrator. We can also distribute similar customized surveys to stakeholders that you identify to make sure there is broad based support for the process.

We then meet on-site with you, designated staff, and stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your position. We work with you to thoroughly understand (or help identify) the position’s requirements, current challenges, strategic priorities, and expectations.

Information obtained from these efforts, coupled with our review of any provided resources, is used to prepare selection criteria, a job position, and a candidate profile,

Timeframe:

1 week

Deliverables:

- Community understanding
- Selection criteria surveys
- Job position
- Candidate profile

all of which will be approved by you before recruitment begins. Spending time getting these items right is critical to ensuring an efficient and effective process to follow.

STEP 2: DESIGN A CUSTOM SEARCH STRATEGY

We work collaboratively with you to develop a comprehensive outreach strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. We will recommend a strategy that includes national, state, regional, and local elements.

Leveraging our network

Central to that strategy is to leverage our extensive network of public officials. Often, we know qualified candidates who are not actively seeking new employment and will not necessarily respond to an advertisement.

One of the tools we leverage is a comprehensive recruitment brochure that can accompany all networking and outreach efforts. This brochure typically includes the candidate profile defined in Step 1, a summary of town challenges and priorities, and information that positions your location as a highly attractive place to live and work. *(Please see example provided in the Appendix)*

Leveraging the ICMA & other professional organizations

From our decades in city leadership and as candidates ourselves, we depend on the International City/County Management Association (ICMA), as do the type of candidates you want for this position. Most Police Chiefs are members, and it is the first stop for anyone in the industry looking for a new job. We have personally found our own jobs as well as hired people through the ICMA. As 15-year members of the organization, we are highly familiar with its leadership, processes, and network. ICMA also publishes a monthly magazine, PM, which we often use for advertising.

We use our extensive networks at the state level to ensure we are adequately marketing to in-state candidates through the League of Wisconsin Municipalities (LWM).

We value diversity and our recruitment process reflects that. We work with the National Forum for Black Public Administrator (NFBPA) and the Local Government Hispanic Network (an affiliate of ICMA).

Timeframe:

1-2 weeks

Deliverables:

Timeline

Recruitment brochure

Advertisement

STEP 3: FIND TOP CANDIDATES

Upon approval of the custom search strategy and marketing tools, we promptly begin the search process, starting first and foremost with our network.

Timeframe:

5-6 weeks

Application packets will be received and categorized according to the rating criteria established by you and your team to ensure that the candidate pool has the matching skills and background. You will receive weekly updates on the development of the candidate pool. Information on all applicants will be retained and organized for recordkeeping purposes and will be transmitted to you upon completion.

Each candidate submitting an application packet is sent a timely acknowledgement, including an approximate schedule for the recruitment. Throughout the process, communications are maintained with each candidate regarding information about the recruitment progress and their status.

We will screen candidates against the position and criteria defined in Step 1 and recommend a list of 10-15 semi-finalists to you.

Two important tools we use during this process are a candidate questionnaire and a due diligence questionnaire, both customized to your unique position and situation (*please see examples of each in the appendix*). The candidate questionnaire goes to all semi-finalists and provides additional information about their background and experience. The due diligence questionnaire goes only to finalists.

We also ask semi-finalists to engage in video storytelling where they are given an opportunity to tell us about their journey in public service. This is intended to help us, and you better assess who they are as people and as leaders. This approach can help in developing a more comprehensive understanding of the candidate's ability to think on their feet as well as their personal and professional demeanor.

We will provide you with a semi-finalist report that includes copies of all marketing media, the master applicant list, as well as a cover letter, resume, completed questionnaire, and videos (if used) for each semi-finalist.

From there, we will review semi-finalist information with you and ask you to select finalists for interviews.

Deliverables:

- Custom questionnaires
- 10-15 semi-finalist recommendations
- Timely and regular communications to candidates
- Regular updates to you and your team
- Semi-finalist report

STEP 4: VERIFY AND CHECK FINALISTS

When you approve a group of finalists for on-site interviews, we will begin the process of conducting reference checks, background checks, and academic verifications. A confidential reference report is prepared for each finalist to complete our understanding of his or her management and leadership characteristics and professional work performance.

For the background checks, we will collect information on the candidates in the following areas:



City/County/State Criminal



Federal District Civil Litigation



Federal District Criminal



Judgement/Tax Lien

Timeframe:

- 2 weeks

Deliverables:

- Reference check results
- Background check results



City/County/State Civil
Litigation



Sex Offender Registry



Employment Verification



Motor Vehicle Driving Record



Reference Verification



Educational Verification

Academic
verification results

STEP 5: INTERVIEW AND HIRE

Upon completing the candidate verifications and checks, we will work collaboratively with you to develop the final interview process.

We will provide you with a Final Candidate Report prior to commencement of interviews. This report will include a copy of the recruitment brochure and interview schedule, as well as cover letter, resume, completed questionnaires, and reference/background results for each finalist to be interviewed. It will also include our individual analysis of each candidate compared to the ideal candidate profile developed with you (e.g., our evaluation of minimum professional qualifications, responses to questionnaires, etc.). *Note: A minimum of one week is required to develop the packet of information for your review once finalists have been identified.*

Accompanying the final report will be guidelines for interviewing the finalists, suggested interview questions, and a customized interview grading tool for your interview panel(s). We will attend finalist interviews to support continuity of the process.

We will work with you to develop an interview process that is thorough and inclusive of your organization and community. Successful options we have used in the past include: a community meet and greet (this allows community members, elected officials, and staff to meet and visit with the finalists), community interview panel to serve as one of the events for finalists during the in-person interview process, and/or a community dialogue event.

*Additional options available to you are:



Participation in deliberation of candidates.



Assistance with developing a compensation package and related employment considerations.



Assistance with employment agreement negotiation.

Finally, we will notify candidates of the final decision and will confirm final process close out items with you.

Timeframe:

2-3 weeks

Deliverables:

Interview and
travel itinerary
schedules

Final Candidate
Report

Interview
guidelines

Suggested
interview questions

Interview grading
tool

Candidate
notifications



Experience

30+ years combined experience in city management

GPS is comprised of only senior level, former city managers with MPA degrees. Our partners share a passion for serving the public and bring a combined 30+ years of experience in leading communities. Their public service careers include serving as City Manager, Town Manager, and Assistant City Administrator throughout the country.

Resumes of Partners, Chris Lowe and Bret Bauer, are included in the appendix. Chris Lowe will be the consultant assigned to this project and will execute all tasks involved. No outside consultants are expected to be used.

17 years of successful recruiting history

- RECENT RECRUITMENTS**
- City Administrator-Grand Island, NE
 - City Manager-Janesville, WI
 - Town Manager-Prosper, TX
 - City Manager-La Grange, TX
 - Public Utilities Director-DeSoto, TX
 - Library Director-DeSoto, TX
 - Chief of Police-Hutto, TX
 - Town Administrator-Elizabeth, CO
 - Community Development Director-Elizabeth, CO
 - Public Works Director-Hutto, TX

At GPS, we have been conducting executive level recruitments for 17 years. We believe the perspective we bring as former city managers and candidates, combined with the principled approach we developed based on decades of combined experience, enables us to help you find and hire the right candidate for the job the first time around.

As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face. Not to mention, we have also been on the candidate side as we have applied and been hired for these very same types of positions.

More than an executive search firm

GPS was founded with one central objective: to use our industry experience and decades of public service to help cities and counties improve their communities. Since 2006, GPS Partners Bret and Chris have been expanding their government experience and network in cities across the country to position themselves to be the best trained public servants available to serve cities and counties on a diverse range of projects, challenges, and opportunities.

Our breadth of services includes:

- Executive Search
- Budgeting
- Human Resources (Class & Comp. Studies)
- Leadership Development
- Strategic Planning
- Project Management (Interim Services)

The compass in our logo depicts our goal of providing guiding direction to our public clients and we strive to be a steady partner throughout that journey. We firmly believe in the value of **trusted relationships**, and want to be your **trusted partner**, not just another vendor.

The GPS Guarantee

While others in the industry may offer a 1-year guarantee, we are confident in our process, and offer a 24-month guarantee against resignation or termination for any reason. Any subsequent search will be done for actual cost.






“When we needed to hire a search firm for our next City Manager, our HR director recommended several firms. What initially attracted me to GPS was their track record of working with communities of different sizes and different areas of the country. We really wanted to find the best candidate and didn't want to limit ourselves. Next, I really loved that the two partners were both former city managers and had been through this process before on the other side. Chris and his team at GPS exceeded my expectations. First, they worked with us to create a process that worked for our City Council. They were very organized and kept us up to date on their work. Then they brought us a really strong group of candidates. And when I compared our candidate pool to some other local communities who were also going through the hiring process, I was very impressed. Finally, when it came to do the interviews and final negotiations, Chris's expertise and advice was instrumental. He helped us hire the right person and served as a liaison to make the negotiation process go more smoothly. I give Chris and GPS the absolute highest recommendation.” - Paul Benson, Council President of Janesville, Wisconsin

Demonstrated ability to complete a thorough and detailed report






We hope the steps outlined in the Approach section of this proposal have demonstrated that our process is highly thorough and detailed. Additionally, we trust the background, experience, and reputation presented about our firm, and in particular the partner assigned to this project, Chris Lowe, have demonstrated the accountability and integrity we bring to this important effort.

Likewise, we are confident the final candidate reference report we provide to you will be comprehensive and detailed, and will equip you with everything you need to carefully and thoroughly interview final candidates and make a sound and supported final decision. The report will include:

Information on each finalist:

-  Cover letter and resume
-  Completed questionnaires
-  Reference/background results
-  GPS analysis/evaluation
-  Video Storytelling (if used)

Additional supporting information:

-  Recruitment brochure
-  Interview schedule
-  Interview guidelines
-  Suggested interview questions
-  Customized interview grading tool

References

Owner/address/telephone contact	City of Janesville, WI / Paul Benson, Council President 18 N. Jackson Street, Janesville, WI 53548 (608) 352-8010, bensonp@ci.janesville.wi.us
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Janesville’s Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Prosper, TX / David Bristol, Mayor 250 W. First Street, Prosper, TX 75078 (972) 965-0446, dbristol@prospertx.gov
Project name	Executive recruitment for Town Manager
Project description	Performed national executive recruitment services to recruit for a Town Manager to be a part of Prosper’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of La Grange, TX / Jan Dockery, Mayor 151 S. Banner Street, Elizabeth, CO 80107 (979) 968-5805, citysecretary@cityoflg.com
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of La Grange’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of DeSoto, TX / Brandon Wright, City Manager 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9644, bwright@desototexas.gov
Project name	Executive recruitment for Public Utilities Director

Project description	Performed national executive recruitment services to recruit for a Public Utilities Director to be a part of DeSoto’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of DeSoto, TX / Brandon Wright, City Manager 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9644, bwright@desototexas.gov
Project name	Executive recruitment for Library Director
Project description	Performed national executive recruitment services to recruit for a Library Director to be a part of DeSoto’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Hutto, TX / Stacy Schmitt, Assistant to the City Manager 500 West Live Oak Street, Hutto, TX 78634
Project name	Executive recruitment for Chief of Police
Project description	Performed national executive recruitment services to recruit for a Chief of Police to be a part of Hutto’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Aubrey Municipal Development District, Aubrey, TX / Jesse Auer, President 107 S. Main Street, Aubrey, TX 76227 (940) 440-9343, jauer@aubreytx.gov
Project name	Executive recruitment for Executive Director
Project description	Performed national executive recruitment services to recruit for a Executive Director to be a part of Aubrey’s MDD Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Elizabeth, Colorado / Megan Vasquez, Mayor 151 S. Banner Street, Elizabeth, CO 80107 (303) 646-4166, megan.vasquez@townofelizabeth.org
Project name	Executive recruitment for Town Administrator
Project description	Performed national executive recruitment services to recruit for a Town Administrator to be a part of Elizabeth’s Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment

Related litigation, administrative proceedings, or claims	None
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Owner/address/telephone contact	City of Hutto, Texas / Warren Hutmacher, City Manager 500 W. Live Oak Street, Hutto, TX 78634 (512) 759-4015, warren.hutmacher@huttotx.gov
Project name	Executive recruitment for Public Works Director
Project description	Performed national executive recruitment services to recruit for a Public Works Director to be a part of Hutto’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Hutto, Texas / Warren Hutmacher, City Manager 500 W. Live Oak Street, Hutto, TX 78634 (512) 759-4015, warren.hutmacher@huttotx.gov
Project name	Executive recruitment for Chief Financial Officer
Project description	Performed national executive recruitment services to recruit for a Chief Financial Officer to be a part of Hutto’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Aubrey, Texas / Mark Kaiser, City Administrator 107 S. Main Street, Aubrey, TX (940) 440-9343, mkaiser@aubreytx.gov
Project name	Executive recruitment for Public Works Director
Project description	Performed national executive recruitment services to recruit for a Public Works Director to be a part of Aubrey’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Aubrey, Texas / Mark Kaiser, City Administrator 107 S. Main Street, Aubrey, TX (940) 440-9343, mkaiser@aubreytx.gov
Project name	Executive recruitment for Finance Director
Project description	Performed national executive recruitment services to recruit for a Finance Director to be a part of Aubrey’s Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Gun Barrel City, Texas / Jim Braswell, Former Mayor 400 E. Pedregosa St., Unit K, Santa Barbara, CA 93103 (903) 340-0203, jimbraswell@me.com
Project name	National City Secretary Recruitment National Chief of Police Recruitment
Project description	Advertise, evaluate, interview, and hire a new City Secretary and new Chief of Police
Position or capacity on the project	GPS Partner, Bret Bauer, served as City Manager and Project Manager for both recruitments
Original contract amount	Annual contract
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Baldwin City, Kansas / Ken Wagner, Former Mayor 915 Industrial Park Road, Baldwin City, KS 66006 (785) 594-6486 (work), (785) 423-1227 (cell), kwagner@heritagetractor.com
Project name	Director of Finance recruitment City Clerk recruitment
Project description	Full-service city with a \$15 million annual budget and four utilities. The City had no professional Finance Department or standardized budgeting process and was in desperate need of all financial and accounting services. A national and regional search was conducted to hire a Director of Finance to build the entire financial infrastructure to support all debt service, budgeting, and accounting functions. For the City Clerk position, led a national recruitment. The City had previously promoted only from within in filling this position.
Position or capacity on the project	GPS Partner, Chris Lowe, served as City Manager and Project Manager for these recruitments
Original contract amount	Contract amount included in annual employment contract
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Monument, Colorado / Jeff Kaiser, Former Mayor & Trustee 645 Beacon Lite Road, Monument, CO (719) 313-6084 (cell)
Project name	Town Attorney recruitment
Project description	Statutory town in Colorado with a \$10 million annual budget. The position of Town Attorney had been a contract position with local counsel filling the role in past years. However, the Town's growth and complexity with three metropolitan districts within its boundaries and significant residential and commercial development in and around its town limits necessitated a full time legal professional. Led a national search and successfully recruited a candidate from Alabama.

Position or capacity on the project	GPS Partner, Chris Lowe, served as City Manager and Project Manager for this recruitment
Original contract amount	Contract amount included in annual employment contract
Related litigation, administrative proceedings, or claims	None

Testimonials

*“When we needed to hire a search firm for our next City Manager, our HR director recommended several firms. What initially attracted me to GPS was their track record of working with communities of different sizes and different areas of the country. We really wanted to find the best candidate and didn't want to limit ourselves. Next, I really loved that the two partners were both former city managers and had been through this process before on the other side. Chris and his team at GPS exceeded my expectations. First, they worked with us to create a process that worked for our City Council. They were very organized and kept us up to date on their work. Then they brought us a really strong group of candidates. And when I compared our candidate pool to some other local communities who were also going through the hiring process, I was very impressed. Finally, when it came to do the interviews and final negotiations, Chris's expertise and advice was instrumental. He helped us hire the right person and served as a liaison to make the negotiation process go more smoothly. I **give Chris and GPS the absolute highest recommendation.**” - Paul Benson, Council President of Janesville, Wisconsin*

*“Government Professional Solutions (GPS) and specifically Bret Bauer exceeded my expectations during our search for a new Town Manager. Bret brought years of experience in municipal government as well as a vast network of potential candidates to the search. Not only did he accomplish the task, he did it in a professional, expeditious and cost effective method. His attention to detail and clear sense of the urgency of the need was critical to our council and to the candidates. I **strongly recommend GPS and will utilize them if needed in the future.**” - David Bristol, Mayor of Prosper, Texas*

*“As a Trustee of the Town of Elizabeth, Colorado, I am pleased and honored to write on behalf of Chris Lowe and his partner, Bret Bauer, of Government Professional Solutions. GPS was chosen to conduct the search effort for a permanent Town Administrator who could restore confidence for the staff and the community within an atmosphere of doubt. The decision to engage Chris and Bret was easy, given their individual backgrounds in city management and boots on the ground experience. Almost immediately upon their selection, our currently serving Interim Administrator accepted a permanent position closer to his home, and the Town was once again without daily leadership. Chris offered GPS' services to serve in this role while they continued the search for a permanent Administrator. My personal view is that this was an unexpected blessing, as in this way Chris could not only utilize his professional expertise in the search effort but would also come to know the subtle nuances of our Board, the organization, and the community to identify the perfect pool of candidates. Additionally, the Board engaged GPS to conduct the search effort to fill the vacant position of Community Development Director. **Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.** Chris allowed us to explore myriad ideas while sharpening the focus on how those ideas reflect our values and goals. Never had we participated in such an important exercise, and the experience established unity and helped build consensus among Board members that had earlier struggled with distrust and dissonance. Chris and Bret shepherded us through the process of evaluating the many highly qualified candidates they attracted for us to consider, and we selected someone whom I believe will be not only a neighbor but an exceedingly*

engaged contributor serving our community of residents and business owners. This of course signaled a conclusion to the tremendously productive time spent with Chris, but it is my hope that we will maintain our relationship with future engagements, especially with respect to strategic planning and budget workshops that were invaluable and frankly life-changing for our Board and staff. **I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.**” - Tammy Payne, Trustee of Town of Elizabeth, Colorado

“Chris Lowe, with Government Professional Solutions, was **professional, enthusiastic, and showed great dedication to the Town's search for their next Town Administrator**, while taking on the role as the Interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and board.” - Megan Vasquez, Mayor of Town of Elizabeth, Colorado

“I’m writing this letter of recommendation on behalf of Bret Bauer, Partner & Co-Founder of Government Professional Solutions (“GPS”) who I have had the pleasure of working with over the past 7 months related to our Chief Financial Officer placement with the City of Hutto, and our most recent placement for a Director of Public Works & Engineering. Bret (along with his colleague Chris Lowe) have been extremely thorough with the recruitment process from inception to negotiating and extending the offer. **Bret’s experience of serving in city management roles has been extremely beneficial, as he understands the needs of city government experience for these types of placements, which is most valuable during the screening process.** This streamlines my time as the City Manager to focus on City issues, as I know we are in good hands, as Bret takes the time needed to figure out exactly the type of background and personality we are in search of for any given position, and only presents those top-notch candidates meeting our criteria. GPS creates the hiring brochure, which is necessary to initially attract potential candidates, and is meticulous in their overall screening process and always carves out time to answer any questions I might have during the process. They have great attention to detail, and a great pool of candidates. This is the reason I have continued to use GPS for other placements within the City of Hutto. **I would highly recommend Government Professional Solutions to any City or Government entity looking to recruit for executive-level positions.**” - Warren Hutmacher, City Manager of Hutto, Texas

“As the former mayor of Gun Barrel City, Texas, it was my pleasure to work with Bret Bauer, our city manager, for over four years. Bret had the experience and background to immediately work on and solve problem areas within our city infrastructure. It took no time at all for Bret to gain the trust and admiration of the city employees. **Cities are faced daily with problems that require outside professional help. These professional(s) must have firsthand knowledge of how municipalities operate. Mr. Bauer and Mr. Lowe have that knowledge from their years of working for and with cities. GPS is the company any city can depend on for help when help is needed.**” - Jim Braswell, Former Mayor of Gun Barrel City, Texas

“Effective and efficient government operations is more important than ever. I’ve known Chris Lowe for over a decade and his ability to improve government services and achieve goals for a community is outstanding. **The consultants with GPS are highly qualified to assist you in solving problems and guiding public decision-makers toward the best paths forward for improvement.**” - Dave Corliss, City Manager of Castle Rock, Colorado

“In government, there are two types of leaders; those that are interested in getting the job done, and those afraid to tackle the tough problems. In my twenty plus years of work with governmental entities, I can say that

Chris Lowe was among the best and most committed to getting the job done. Chris has a keen ability to find the right tool and the right path to solve a variety of problems, whether negotiation with an employee group, transition of the City to an updated or automated process or responding to a politically charged community issue. Strength of character and integrity are hallmarks of how Chris approaches his work. His research and presentations to elected officials are thorough, data driven, and effective. I have watched him build consensus around difficult problems and implement solutions that have carried his communities forward through tough challenges. **If your community has a problem in search of a solution, Chris Lowe can navigate those waters with your organization and help you find your port in a storm.**” - Douglas B. Harris, City Attorney, Harris, Harris, & Sommer, LLC

“I had the pleasure to offer Chris Lowe the position as City Administrator for Baldwin City, Kansas early on in my term as Mayor. I felt that the experiences and energy that he could bring to our community would be extremely impactful, but I had no idea on how impactful it would ultimately be. Chris was so eager to learn so much about our community. He jumped into our utility enterprise, which included electrical generation as well as water and wastewater treatment. He handled all the challenges that those entities bring to City Management, very effectively. He developed personal relationships that last to this day. He built and developed a great team of professionals that carried out the combined vision that he and the City Council had for the community. One can drive around our community and in a very short distance, can see the enormity of the projects that have Chris’s imprint. When you communicate the vision to Chris, you can be assured that he will bring that vision to life. He also is a consensus builder and works effectively to build relationships with other governmental agencies. I am proud that we had Chris in our community and so proud of the work he led to make our community even better.” - Ken Wagner, Former Mayor of Baldwin City, Kansas

“Chris Lowe has the unique ability to identify and attract key individuals in any organization and knows how to best utilize their skills to achieve the best results possible. His outstanding leadership abilities are very well-suited for any team environment, and he is a proven leader in all areas of municipal government. **I highly recommend Chris and his team to lead and guide any community forward through the unique problems that constantly present themselves.**” - Jeff Kaiser, Former Mayor & Trustee, Town of Monument

Agreement to use Village of Kronenwetter contract

GPS is happy to execute a standard contract form provided by the Village or if preferred, we can provide our standard engagement agreement. GPS further acknowledges that our firm maintains, or will acquire, the minimum or greater of the insurance limits required.

Agreement to complete project according to project schedule

The timeline at right provides a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

SUGGESTED TIMELINE

Village of Kronenwetter Village Administrator Executive Search

The Council will be asked to approve a final timeline before any recruitments begin, the timeline may be lengthened, if so desired



Overall cost and value of project

GPS offers a firm, fixed fee of \$22,500 to conduct a professional executive search, ***which includes all our expenses and costs.***

In other words, the only thing you will pay GPS is the agreed upon fee. This includes costs for professional graphic design, background and academic verification, and consultant travel and expenses. This means the only other costs you will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations, and meals for the interview process.

The advantage to you is you know exactly what you will pay and do not have to worry about reviewing costs associated with the project.

We will bill the fee as the phases are completed and according to the following schedule:

- \$12,500 upon execution of contract
- \$7,000 upon selection of group of semi-finalists
- \$3,000 upon completion of negotiations with final candidate



Appendix includes:

- Sample City Manager search report (Final Candidate Report)
- Sample recruitment brochure
- Sample questionnaire (candidate and due diligence)
- Resumes (Chris Lowe and Bret Bauer)
- Certificate of insurance

JANESVILLE, WISCONSIN

Section 8, Item E.



1853

The City of Janesville, Wisconsin is hiring a **CITY MANAGER**



Position marketed by
Government Professional Solutions
GovernmentPros.com



WELCOME TO THE CITY OF JANESVILLE, WISCONSIN

Community Life

Janesville residents often say that they grew up in Janesville and never wanted to leave, or moved to Janesville and decided Janesville was where they wanted to put down roots and raise their families. Excellent schools, affordable and high-quality housing, beautiful parks, outstanding recreational opportunities, low crime rate and numerous cultural opportunities all contribute to Janesville's appeal.

The Community

The City of Janesville (population 65,615) is a historic, full-service community located on the Rock River amidst the rolling hills of south-central Wisconsin. Known as "Wisconsin's Park Place," Janesville has an abundance of beautiful parks, playgrounds, trails, cross-country skiing routes, and other recreation areas. The City impressively offers 64 neighborhood, community, and regional parks, including the crown jewel, the Rotary Botanical Gardens, a 20-acre non-profit flora masterpiece that is home to numerous verdures and radiant flower venues. Adjacent to Rotary Gardens is Lion's Beach, an 8-acre spring-fed lake open for public swimming. The City has developed an extensive 32-mile bikeway and hiking system along the river that connects parks, downtown, and residential areas.

Janesville residents are proud of their history and are dedicated to its preservation. The City is home to 13.5% of the Wisconsin buildings listed on the National Register of Historic Places. Restored buildings embrace commercial businesses and offices throughout downtown, and buildings are carefully maintained within the City's 13 historic districts.

Janesville residents are particularly proud of the Lincoln-Tallman House, a 26-room, Italianate, villa-style mansion built in 1857, which receives thousands of visitors each year.

Hedberg Public Library is an award-winning facility located in the heart of Janesville. In addition to traditional library services, the library also features changing exhibits, a gift shop, coffee shop and educational programs.

Education

Janesville has a robust educational system, including 12 elementary schools, three middle schools, two high schools, four charter schools and numerous private school opportunities. The community is also home to the Wisconsin Center for the Blind and Visually Impaired.

There are several higher educational opportunities as well, including the University of Wisconsin-Whitewater at Rock County, located in Janesville. The university offers two-year associate degree programs and collaborative programs with several UW Universities that allow students to earn bachelor's degrees while attending classes in person on the local campus or online. The University of Wisconsin-Madison is within an hour's drive, and the University of Wisconsin-Whitewater is located one-half hour northeast of Janesville. Blackhawk Technical College, located three miles south of Janesville, provides technical training to Janesville area workers and designs customized training for area employers.



Photo: Janesville Convention & Visitors Bureau



Quality of Life

According to the City of Janesville Police Department 2021 Community Survey conducted by the University of Wisconsin-Whitewater:

- Almost 90% of residents are satisfied or very satisfied with the quality of life in Janesville.
- Residents find Janesville to be a safe place to live, work and recreate with strong majorities in most categories responding that they feel safe or very safe.

Special Events

Janesville events are a regional draw for visitors.

Annual and ongoing events include:

- Flannel Fest
- Farmers Market
- Janesville Morning Rotary Pie Ride
- Tallman Arts Festival
- Rock River Wine Walk
- Skelly's Corn Maze
- Rock River Threshereer
- Enchanted Forest
- Art Infusion
- Janesville's Jolly Jingle
- Holiday Light Show

Downtown Janesville

The City worked closely with the business community and residents to develop the Rock Renaissance Area Redevelopment and Implementation Strategy (ARISE). Revitalization of the downtown continues with the Town Square, completed in late 2020, boasting pavilions, an interactive water feature, the Great River Lawn, and access to the Ice Age Trail.

At-A-Glance:

- Population: 65,615
- County: Rock (Janesville is the County Seat)
- Land area: 34.68 square miles
- Number of households: 26,659
- Owner occupied housing units: 66%
- Median household income: \$56,293
- Average home assessed value: \$163,100
- Parkland: 2,609 acres
- Bike trails: 32 miles

(Sources: City of Janesville and U.S. Census, QuickFacts, 2019 estimated)

Recent Accolades and Awards

- The City's Department of Public Works became the first agency in the State of Wisconsin to become accredited by the American Public Works Association.
- The Janesville Fire Department was named 2021 Pediatric Champion of the Year by the Wisconsin EMS for Children Program.
- In 2021, the City's Janesville Senior Center celebrated a decade of statewide accreditation recognizing their excellent service to the community's senior citizens.
- In 2021, Janesville Transit System received a "perfect score" on the Federal Transit Administration's Triennial Review.
- In 2022, Wisconsin's Park Place celebrated its 18th year as a Tree City and 10th year as a Bird City Community.
- The City is celebrating four years as a Green Tier Legacy Community.



The City of Janesville has enjoyed steady growth and development since its establishment as the county seat in 1836. This long history of strong industry and economic success helped turn the City into a major commercial and industrial hub for South Central Wisconsin. This success is due to a collaborative, action-oriented approach to economic development. The City steadily recovered from the closure of the General Motors plant in 2008 with a significant boom in the local economy since 2014. With the recovery the City diversified its economy, added numerous new businesses and expanded many existing businesses.

The Janesville Innovation Center (JIC) is a 22,000 square-foot facility that offers office and manufacturing suites for businesses looking to start up and expand, and provides access to technical and business support to assist JIC tenants with their future growth. The Innovation Center has graduated numerous businesses that continue to grow within the community.

Janesville's largest employer is the Mercy Health System headquartered in Janesville with over 2,620 employees. Other major employers include the Janesville School District, Rock County, Grainger Industrial Supply, Dollar General, Prent Corporation, SSM Health, Blains Supply, Blackhawk Technical College, the City of Janesville, Data Dimensions, SSI Technologies, J. P. Cullen & Sons, Lemans Corporation, and Seneca Foods Corporation.

Janesville's regional labor pool is 839,000, with strong economic anchors in manufacturing, health care and medical technologies, and logistics.

Current notable, larger industrial economic development projects for the City of Janesville:

- Recent groundbreaking for GEA Mechanical Group on a new 85,000 square-foot repair facility
- Milwaukee-based Industrial Developer is in planning, permitting and construction phases, approximately 1 million square feet of industrial space within three different facilities
- Project RIPE is a proposed 1.5 million square-foot hydroponics strawberry facility and an additional 600,000-800,000 square feet of additional industrial space
- City Option to Purchase 129 acres to enable an additional 2 million square feet of industrial development opportunities
- Proposed reactivation of intermodal spurs at the JATCO portion of the GM brownfield site
- Working with several existing companies in Janesville on expansion projects that equate to a couple hundred thousand additional feet of industrial space



Photo: Janesville Convention & Visitors Bureau



Photo: Janesville Convention & Visitors Bureau

The City of Janesville adopted the Council-Manager form of government in 1923. The Janesville Common Council has seven members who are elected at large on a nonpartisan basis. Councilmembers serve two-year, overlapping terms and are non-salaried. The Council President is elected from among the councilmembers and presides over Council meetings. The Common Council appoints the City Manager, who serves as the City's Chief Executive Officer. Janesville has had three City Managers in the past 33 years. There is no Mayor.

The City Manager administers the day-to-day operations of the City, providing leadership and direction to the City's management staff, which include the Police Chief, Fire Chief, Public Works Director, and Neighborhood and Community Services Director; and indirectly to division heads. The City Manager appoints members of the Police and Fire Commission, the Plan Commission, and the Library Board of Trustees, among other boards, commissions and committees. The Advisory Committee on Appointments reviews applications and makes recommendations to the City Manager and the Council President.

The Organization

The City employs 563 full-time equivalent employees, including the Library and JATV, and has a proposed 2023 budget of \$197 million including city and library operations and capital projects.

The City Manager is responsible for the development of the City's budget, Capital Improvement Plan and overall long-range financial management plan.

The City has 5 main departments (Fire, Neighborhood & Community Services, Police, Public Works, and Library), divided into 13 different divisions and 8 individual offices.

There are three unions representing the Police Department, Fire Department, and Janesville Transit.

City Finances

- Annual Budget = \$119,953,540
- Capital Improvement Budget = \$78,953,957
- Water & Wastewater Utilities = \$24,933,927
- Sanitation = \$12,644,462
- Stormwater Utility = \$8,290,042

The City of Janesville has received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for 28 consecutive years.

The City is committed to building a workforce that values diversity, promotes equity, fosters inclusion, and cultivates belonging with the community and organization. The next City Manager will have the opportunity to provide leadership and guidance on the issue of diversity, equity, inclusion, and belonging.

Opportunities

- Redevelopment of Centennial Park (former General Motors site)
- Serve as an advocate for state-shared revenue reform
- Woodman's Sports & Convention Center
- Ongoing public/private partnerships in conjunction with economic development
- Affordable housing efforts
- Street rehabilitation
- Support the development of a Children's Museum



Community Vision Statement

"Wisconsin's Park Place": discover the community of choice to realize life's opportunities.

Organizational Mission Statement

To innovatively provide effective municipal services that are responsive to the needs of residents, businesses and visitors and delivered in a reliable, efficient manner in order to sustain Janesville as the community of choice.

Organizational Values: Adaptability, Respect, Service, Communication

The City of Janesville's Strategic Plan serves as a five-year roadmap to guide the City's efforts to achieve its mission and vision statements. The plan was first developed in 2014 and aligns with other City policy and planning documents including the budget, the capital improvement program, and Comprehensive Plan. Its inherent flexibility allows the City to change course to meet the community's changing needs.

Strategic Goals

- **Downtown:** To position our downtown as a vibrant neighborhood where commerce, culture, entertainment and history intersect.
- **Economy:** To facilitate continued growth and diversification of our local economy.
- **Financial Sustainability:** To remain a responsible and forward-thinking steward of financial resources.
- **Image & Engagement:** To strategically communicate the City's strengths, priorities and initiatives while maintaining trust and confidence through effective engagement.
- **Infrastructure:** To build upon the community's foundation of well-planned, maintained, dependable and sustainable infrastructure.
- **Partnerships:** To embrace and enhance collaboration with local, regional, national and global stakeholders to realize shared success.
- **Performance Culture:** To cultivate an organizational environment that empowers an engaged, innovative and diverse municipal employee base.
- **Rock River Corridor:** To promote, enhance and respect the unifying feature of our community.
- **Safe & Healthy Community:** To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.



Janesville's City Council appoints a professionally trained City Manager as chief executive officer responsible for management of the city administration and service delivery to the community. Wisconsin Statutes state that the City Manager is the chief executive of the city government and is responsible to the City Council for its administration.

This position demands highly responsible executive work in directing and coordinating the administration of the municipal government in accordance with policies established by the City Council and all applicable laws. The City Manager has charge of the executive side of the City government and is responsible for the efficiency of its administration.

Essential Duties:

- Provides leadership to the City Administration and Staff in the provision of municipal services. Recommends the organization's mission. Establishes the organization's structure and values. Hires and evaluates the core leadership team. Establishes administrative and personnel policies. Is responsible for collective bargaining.
- Manages and oversees the development of the annual budget and capital improvement program and presents them to the City Council. Ensures the City's financial condition is excellent and managed in accordance with generally accepted accounting principles.
- Represents the City in intergovernmental relations (local, state, federal).
- Recommends and manages the City's five-year Strategic Plan in support of the community vision. Establishes and leads the City's economic and community development efforts. Plans for the City's future.
- Presents policy alternatives to the City Council, providing facts and advice on matters of policy to give the Council a basis for making decisions on community goals. Submits reports and recommendations to the City Council on matters which come before them for consideration and action.
- Recognizes the difference between policy and administration. Administers policies set by the City Council.
- Is a visible community leader. Keeps the community informed on municipal affairs. Effectively communicates Council decisions to the public. Encourages community involvement.
- Serves the best interest of all City residents on a non-partisan basis.



- Someone with confidence borne from expertise and experience, possessing a calm and approachable demeanor.
- Outstanding leadership skills, a management style who can work as an active part of a team, provide great customer service, be a strategic thinker and listener, and is trustworthy and dependable.
- Servant leader who always demonstrates honesty, integrity, fairness and diplomacy.
- Friendly, humble, calm and collected, even during chaos, and desires to immerse oneself in and be a part of the community.
- Motivator who works collaboratively with and empowers staff.
- Positive and supportive management style, who encourages and reinforces employees.
- Serves as the voice for staff with Council and the public.
- Respectful of all, provides mentoring, sets priorities, provides resources, has high expectations and ensures accountability.
- Encourages teamwork and is comfortable with creating partnerships.
- While this person will be a leader of the staff, they will be skillful in overseeing projects, but comfortable with delegation.
- True professional skilled at building and sustaining interpersonal relationships.
- Outstanding communication skills, both verbal and written.
- Gifted at making clear and concise presentations to the City Council and public.
- Able to guide the Council without taking sides or playing politics, always providing their best professional recommendations.
- Strong financial and budgeting background with ability to ensure financial data is accurate every time, all the time.
- Experience managing a growth environment in residential and commercial development, including planning, anticipating, and meeting infrastructure needs.
- Skills to encourage, develop and maintain public-private partnerships (in coordination with economic development).
- Bachelor's degree from an accredited college or university in Public Administration, Business Administration, Public Policy or related field required (Master's degree preferred).
- Minimum seven years experience of progressively responsible management and supervisory experience as a city/town or county manager for a similar size population base, or as an Assistant or Deputy in a larger community.
- Current member of International City/County Management Association (ICMA) in good standing or willing to join.

HOW TO APPLY

Compensation: Annual base salary will depend on qualifications but is expected to be in the range of \$185,000 to \$225,000. Benefits include health, disability and life insurance; vacation, sick leave, personal days, floating holidays and holidays; monthly automobile allowance; and Wisconsin Retirement System and Deferred Compensation contributions.

To apply, please email your cover letter and resume in .pdf format by Tuesday, December 20, 2022, 5pm CT, to clowe@governmentpros.com. Position is open until filled. Faxed and mailed submissions will not be considered. Direct questions to Chris Lowe at 785-766-9104 or clowe@governmentpros.com.

For additional information about the City of Janesville, please visit:

- JanesvilleWI.gov
- ForwardJanesville.com
- GrowJanesville.com
- Janesvillecvb.com
- Janesville.k12.wi.us

Applicants that desire confidentiality must include the following statement in their cover letter stating, "In accord with Wis. Stats. Sec. 19.36(7)(b), I, an applicant for the position of city manager for the City of Janesville, hereby indicate in writing to the authority that I do not wish the authority to reveal my identity, except if I am a finalist. Because I have so indicated, the authority shall not provide access to any record related to me that may reveal my identity, unless and until I am selected as a finalist — as those terms are defined and/or understood under Wisconsin's Public Records Laws."

The City of Janesville is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or any other status protected by law or regulation. It is the City's intention that all qualified applicants be given equal opportunity and that selection decisions are based on job-related factors.

Town of Prosper, Town Manager
Candidate Selection Criteria (Matrix)

Evaluator: Bret Bauer

Scoring: 1-10 with 10 being the highest

Categories are weighted & equal 100

Experience: Relevance of previous management experience & success with a similar organization

Education: Relevant Education and/or Training

Philosophy & Approach: Candidate's ability to manage and implement Council objectives

Accomplishments: Previous accomplishments demonstrating leadership, teamwork, empowering staff & innovation

Versatility: Broad organizational knowledge (including budgeting, managing growth & economic development, strategic planning & leadership development)

Longevity: Candidate's previous record of serving an organization long-term

Presentation: Candidate's overall resume/application approach (organization, legibility, literacy)

	(25%)	(15%)	(20%)	(10%)	(20%)	(5%)	(5%)	TOTAL SCORE	Semi-Finalist	Finalist
	6.0	10.0	7.0	7.0	7.0	6.0	10.0	7.45		
	5.0	9.0	5.0	6.0	6.0	6.0	10.0	6.40		
	0.0	10.0	3.0	4.0	3.0	3.0	9.0	4.10		
	8.0	10.0	8.0	8.0	8.0	7.0	10.0	8.45		
	0.0	9.0	3.0	5.0	3.0	3.0	10.0	4.10		
	7.0	10.0	7.0	8.0	7.0	9.0	10.0	8.00		
	9.0	10.0	8.0	8.0	9.0	9.0	10.0	8.95	Yes	Yes
	7.0	10.0	8.0	7.0	8.0	7.0	10.0	8.05		
	5.0	10.0	6.0	7.0	5.0	6.0	10.0	6.75		
	4.0	10.0	4.0	5.0	3.0	6.0	10.0	5.60		
	6.0	10.0	6.0	6.0	6.0	5.0	10.0	6.95		
	6.0	9.0	4.0	4.0	4.0	9.0	9.0	6.00		
	8.0	10.0	7.0	8.0	5.0	10.0	10.0	8.00		
	6.0	9.0	6.0	7.0	6.0	7.0	9.0	6.95		
	5.0	10.0	5.0	6.0	5.0	6.0	10.0	6.45		
	0.0	9.0	3.0	4.0	3.0	5.0	10.0	4.05		
	7.0	10.0	8.0	7.0	8.0	7.0	10.0	8.05		
	6.0	9.0	6.0	7.0	8.0	9.0	10.0	7.40		
	5.0	10.0	5.0	5.0	7.0	6.0	10.0	6.60		
	0.0	0.0	0.0	0.0	0.0	3.0	9.0	0.60		
	0.0	10.0	0.0	0.0	0.0	0.0	9.0	2.45		
	8.0	10.0	7.0	8.0	8.0	7.0	10.0	8.30		
	9.0	10.0	8.0	8.0	9.0	8.0	10.0	8.90	Yes	No
	9.0	10.0	8.0	9.0	8.0	8.0	10.0	8.90		
	5.0	10.0	4.0	4.0	3.0	7.0	10.0	5.75		
	7.0	10.0	8.0	8.0	7.0	5.0	10.0	7.95		
	7.0	10.0	7.0	8.0	8.0	10.0	10.0	8.20		
	0.0	9.0	0.0	0.0	0.0	8.0	10.0	2.70		
	9.0	10.0	8.0	8.0	9.0	8.0	10.0	8.90	Yes	No
	9.0	10.0	9.0	8.0	9.0	9.0	10.0	9.10		
	5.0	9.0	5.0	7.0	5.0	6.0	10.0	6.40		
	6.0	10.0	5.0	7.0	6.0	9.0	10.0	7.15		
	5.0	10.0	6.0	5.0	6.0	6.0	10.0	6.60		
	0.0	10.0	0.0	2.0	0.0	5.0	9.0	3.00		
	7.0	10.0	7.0	7.0	8.0	8.0	10.0	7.95		
	7.0	10.0	8.0	7.0	8.0	8.0	10.0	8.10	Yes	No
	0.0	9.0	0.0	4.0	0.0	7.0	10.0	3.25		
	5.0	10.0	6.0	5.0	7.0	7.0	10.0	6.80		
	0.0	10.0	0.0	2.0	0.0	4.0	10.0	3.00		
	7.0	10.0	6.0	7.0	6.0	6.0	10.0	7.40		
	8.0	10.0	8.0	7.0	8.0	8.0	10.0	8.35		
	6.0	9.0	6.0	6.0	7.0	9.0	10.0	7.10		
	7.0	10.0	7.0	7.0	7.0	8.0	10.0	7.80		
	0.0	10.0	0.0	5.0	0.0	9.0	9.0	3.65		
	8.0	10.0	8.0	7.0	7.0	8.0	10.0	8.20		
	0.0	10.0	0.0	4.0	0.0	6.0	10.0	3.40		
	0.0	10.0	0.0	4.0	0.0	7.0	9.0	3.40		
	0.0	10.0	0.0	3.0	0.0	5.0	10.0	3.20		
	9.0	10.0	9.0	8.0	8.0	8.0	10.0	8.90	Yes	Yes
	0.0	10.0	0.0	4.0	0.0	6.0	9.0	3.35		
	0.0	10.0	0.0	3.0	0.0	4.0	10.0	3.15		
	7.0	10.0	7.0	6.0	7.0	7.0	10.0	7.60		
	8.0	10.0	8.0	7.0	8.0	8.0	10.0	8.35		
	0.0	0.0	0.0	4.0	4.0	3.0	9.0	1.80		
	9.0	10.0	7.0	8.0	8.0	8.0	10.0	8.60		
	7.0	10.0	7.0	7.0	7.0	5.0	10.0	7.65		
	7.0	9.0	6.0	7.0	7.0	7.0	10.0	7.40	Yes	No
	5.0	10.0	5.0	7.0	6.0	6.0	10.0	6.75		
	6.0	10.0	0.0	7.0	5.0	6.0	10.0	6.10		
	7.0	10.0	7.0	6.0	7.0	7.0	10.0	7.60		
	8.0	10.0	7.0	7.0	7.0	10.0	10.0	8.15		
	9.0	10.0	9.0	8.0	9.0	8.0	10.0	9.05	Yes	Yes
	7.0	9.0	7.0	6.0	7.0	5.0	10.0	7.30	Yes	Yes
	5.0	9.0	0.0	6.0	3.0	6.0	10.0	5.20		
	7.0	10.0	8.0	6.0	7.0	7.0	10.0	7.75		
	5.0	10.0	4.0	5.0	4.0	5.0	10.0	5.95		
	6.0	10.0	5.0	5.0	5.0	6.0	10.0	6.55		
	0.0	10.0	0.0	2.0	0.0	5.0	10.0	3.05		
	7.0	10.0	8.0	8.0	8.0	7.0	10.0	8.20		
	9.0	9.0	9.0	8.0	8.0	8.0	10.0	8.70	Yes	Yes
	6.0	9.0	7.0	7.0	6.0	7.0	10.0	7.15		
	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.50		
	6.0	10.0	6.0	5.0	5.0	6.0	10.0	6.70		
	7.0	10.0	8.0	7.0	8.0	8.0	10.0	8.10		
	3.0	9.0	0.0	2.0	0.0	5.0	10.0	3.60		
	7.0	10.0	6.0	6.0	5.0	6.0	10.0	7.10		
	6.0	10.0	5.0	4.0	5.0	6.0	10.0	6.40		

Town of Prosper, TX

Town Manager Interview Schedule

Friday, January 6, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:30 a.m.

Time	*Town Tour/w Designated Town Staff (Meet @ Town Hall)	**Candidates Lunch/w Town Staff (PD Multi-Purpose Room)	***Presentation Exercise (Town Hall Council Chambers)	Town Council & Staff Presentation Debrief (Town Hall Council Chambers)	****Community Meet & Greet (Town Hall Lobby & Chambers)	*****Council End of Day Debrief (Town Hall Executive Conference Room)
9:00 a.m. - 11:15 a.m.	All Finalists					
11:15 a.m. - 11:30 a.m. Break						
11:30 a.m. - 12:30 p.m.		All Finalists				
12:30 p.m. - 1:00 p.m. Break						
1:00 p.m. - 2:00 p.m.			Finalist A			
2:15 p.m. - 3:15 p.m.			Finalist B			
3:15 p.m. - 3:30 p.m. Break						
3:30 p.m. - 4:30 p.m.			Finalist C			
4:45 p.m. - 5:45 p.m.			Finalist D			
5:45 p.m. - 6:15 p.m.				Staff, GPS		
6:30 p.m. - 8:00 p.m.					All Finalists	
8:00 p.m. - 8:30 p.m.						TC, GPS, ITM

- NOTES:**
- * Tour bus and routing planned by Robyn and team; Staff tour guides will be Stuart, Robyn and Hulon. (Bob to do a ride along only)
 - ** Lunch provider / menu...**TBD**; Robyn has lead on coordination.
 - *** Presentation is to be 20 minutes plus Q&A time; Subject - "Describe the tools, actions and infrastructure required on the part of the Town to prepare the DNT commercial corridor for development."
 - ***Presentations to be recorded by Leigh and posted with to TC SharePoint Site within each candidates folder; post not later than 6:00 p.m.
 - **** Invitation only; invitees list by TC; e-mail invite to be desinged by Communications team; **e-mail invite to go out NLT December 21st**; candidate spouses invited; use 4 hight top tables in lobby (2) and chambers (2) for the candidates and let invitees move to each area to meet candidates.
 - *****Michelle - Post meeting with executive session for Town Manager search.
 - Hotel - OMNI @ The Star; Ron has called Marla for rate / reservation assistance.

Saturday, January 7, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:00 a.m.

Time	Meet/w Town Council (Town Hall Executive Conference Room)	Meet/w Interim Town Manager (Town Manager's Office)	*Candidates Lunch/w Town Council (Town Hall - Community Room)	**Council Interview Debrief (Town Hall Executive Conference Room)
8:30 a.m. - 9:30 a.m.	Finalist A	Finalist D		
9:45 a.m. - 10:45 a.m.	Finalist B	Finalist A		
11:00 a.m. - 12:15 p.m.	Finalist C	Finalist B		
12:30 p.m. - 1:30 p.m.			All Finalists	
2:00 p.m. - 3:00 p.m.	Finalist D	Finalist C		
3:00 p.m. - 4:00 p.m.				TC, GPS, ITM

- NOTES:**
- * Lunch provider / menu...**TBD**; Robyn has lead on lead on coordination.
 - **Michelle - Post meeting with executive session for Town Manager search.

Tuesday, January 10, 2023

Town Council Meeting - Selection of Town Manager

- NOTES:**
- Michelle - Post regular meeting with executive session for Town Manager search.
 - Have employment contract ready for review.

[REDACTED]

November 15, 2022

Mr. Bret Bauer
Co-Founder
Government Professional Solutions

Dear Mr. Bauer:

I am providing this letter and enclosed resume to show my interest in becoming the Town of Prosper Town Manager. I have over twenty-six years of progressive experience in city management, and I believe my background would be a positive fit for the Town of Prosper.

Currently, I am serving as the Nacogdoches City Manager and previously served for over three years as the Deputy City Manager in Denton, Texas and then over eight years as Deputy City Manager for the City of Coppell, Texas. From 2003 to 2009, I worked for the Town of Addison as the Assistant to the City Manager and then Assistant City Manager.

The following are excerpts of why I would be a good fit for Prosper:

- I currently serve as the City Manager in a diverse, full-service city of 33,000 residents that is the County seat and home to Stephen F. Austin State University (SFASU).
- The city budget is \$77 million, with 325 employees. Nacogdoches provides all city services including water, wastewater, and solid waste utilities and a general aviation airport with a flight school for SFASU.
- Prior to Nacogdoches, I served for 24 years in cities located in Dallas-Fort Worth. The most recent was with the City of Denton, which is a fast-growing, full-service, municipality of over 136,000 residents, 1700 employees, and \$1.2 billion operating and capital budget.
- My experience with economic development in fast-growing DFW and delivering excellent city services to a sophisticated and demanding citizenry.
- Years of experience working to bring reinvestment and activities to historic downtowns and working with Main Street and CVB groups.
- My expertise in capital planning and delivery with strategic planning for future growth.
- Working with several Mayors and City Councils over the years and having fostered a cohesive and positive Council-Manager-Staff rapport.
- My resourcefulness and collaboration with the business community, other cities, counties, school districts, universities, non-profits, Councils of Governments, transit authorities, and state agencies.
- Having an enjoyment and personal yearning for civic involvement and volunteerism.
- I deliver organizational excellence by building a city staff that responds with a sense of urgency, is solutions-oriented, is responsive to the City Council and resident's needs.

My philosophy is that municipal service delivery is customer-centric, while promoting a positive organizational culture that cares for each other and fosters professional and personal development.

The challenges cities face is enormous, the high-service demands, economic development growth, and infrastructure needs all with limited resources. I believe that my background working in close knit communities, my personality and work ethic, has prepared me to lead the Town of Prosper into the future.

Enclosed, you will find my resume so that you and the City Council can learn more about my background, work experiences, and qualifications. I welcome the opportunity to discuss further the Prosper Town Manager's position. Please do not hesitate to contact me at [REDACTED]. Thank you for your time and consideration.

[REDACTED]
[REDACTED]
[REDACTED]



SUMMARY OF QUALIFICATIONS

- A purposeful leader with over 26 years of service in municipal government, with twenty-two years of executive/senior leadership.
- An approachable and community-centered person with an emphasis on customer responsiveness.
- An open communicator that has developed an excellent rapport with Mayors & City Council Members, other government policymakers, community, and business leaders.
- Municipal government experience serving in areas including:
 - Budget/Finance -Policy implementation -Public/Private/Non-profit partnerships
 - HR/Employment relations -Parks & Recreation -Public Safety -Communications
 - Organizational leadership -Economic development -Strategic planning
 - Town & Gown relations -Planning & Development -Public Works/Utilities/Engineering
- Exceptional in a collaborative environment with an emphasis on leadership development and mentoring.
- Enjoys spending time with family, physical fitness, a foodie, travel, and music, all with a sense of humor.

PROFESSIONAL EXPERIENCE

CITY MANAGER

AUGUST 2020 - PRESENT

CITY OF NACOGDOCHES, TX (POPULATION 33,000)

- Serving as the Chief Executive Officer for a diverse, full-service organization with 325 employees, \$77 million annual budget.
- One of two City Council appointed employees.
- Provides the direction and leadership for all operational aspects of a complex organization.
- A change agent that develops a culture of excellence for residents, customers, business, and fellow employees.
- The final negotiator for economic development recruitments and retention projects.
- Redirected organization and resources towards City Council priorities and initiatives.
- Advanced the strategic review for long-term development for the city and historic downtown.
- Established an emphasis towards community connectedness and collaboration.

Key accomplishments:

- Directed the concept of establishing organizational core values.
- A fully integrated executive team with positive chemistry and shared leadership model with the CMO.
- Maximized City’s financial resources towards re-staffing of key positions in Police, HR, Finance, Engineering, and Planning to enhance operations.
- Refocused resources towards the prioritization for infrastructure investment, neighborhood services, public safety, and quality of life.
- Increased sense of urgency on transparency in staff reporting, delivery of projects, increased citizen responsiveness, and service delivery.
- Negotiated Chapter 380 agreements for a new flight school at the Airport, new housing subdivision, and water park amenities.
- Re-established and fostered positive relationships with community partners: Stephen Austin State University, Nacogdoches ISD, TXDOT, Nacogdoches County, United Way, and Chamber of Commerce.
- Established listening and speaking tours to share city initiatives with the community and city employees.
- Directed the formulation of the City’s first Capital Improvement Plan.
- Directed the initiation process for a Comprehensive Land Use Plan and Downtown Master Plan.
- Encouraged the initiation for private investment of downtown buildings and directed the support for evening and weekend entertainment activities.
- Maximized opportunities to re-establish special events with an emphasis towards community spirit and fun.

DEPUTY CITY MANAGER

APRIL 2019 – AUGUST 2020

ASSISTANT CITY MANAGER

MAY 2017 – APRIL 2019

CITY OF DENTON, TX (POPULATION 136,000):

Core Responsibilities include the following:

- Second in charge of a large, fast-growing, full-service, and diverse organization with approximately 1,700 employees and a \$1.2 Billion annual budget.
- Collaborated closely with City Council. Maximized a flow of communication between City Council, CMO, and operating departments.
- Supervised the Water/Wastewater Utilities, Solid Waste, Public Works, Engineering/Capital Projects, Fleet Services, Airport, and Transportation.
- Directed and assisted in the management and oversight of all operational aspects within the city.
- Strategized organizational needs to develop action plans to change organizational culture, enhance service delivery, and correct customer service deficiencies.
- Participated in economic development recruitment and negotiation efforts for major commercial and residential projects within the city.
- Served as the Staff liaison to City Boards and City Council Committees

Key accomplishments:

- Served as a lead in the City's COVID-19 Pandemic response.
- Served as a key participant in the city's largest General Obligation bond program (\$221M) in November 2019.
- Contributed as a negotiator in the city's largest economic development deal: Hunter & Cole Ranch
- Formulated a culture of accountability, customer service, transparency, and a sense of urgency for the city.
- Re-established and fostered positive relationships with key partners: University of North Texas, Texas Woman's University, Denton ISD, North Central Texas Council of Governments, TXDOT, and Denton County.
- Reformatted the Capital Improvement Program into a communicative, understandable, and accountable format.
- Led the negotiations for the Civil Service Meet & Confer agreement between the city and the Denton Police Officers Association.
- Negotiated professional contracts for engineering, architectural services, and pre-construction services.
- Established a Mid-Level Management Development Series that was co-facilitated by City Department Directors.
- Restructured departments to better serve citizens, eliminated duplicative efforts and outdated practices.
- Utilized business-based principles to recommend the elimination of unsustainable programs in Solid Waste.
- Established better relations with downtown businesses and new service delivery models.

DEPUTY CITY MANAGER

JANUARY 2009 – MAY 2017

CITY OF COPPELL, TX (POPULATION 40,000)

- Served as second in command of a medium-sized, diverse organization that comprises approximately 425 employees and a \$110 Million annual budget.
- Directed all City Departments which included: Human Resources, Engineering/Public Works, Parks & Recreation, Information Services, Finance, Police, Fire, Library, and Planning until July 2012. From July 2012 until May 2017 directed half of the organization with the hiring of a second Deputy City Manager.
- Led and participated in several quality of life and private development projects and efforts within the city.

Key accomplishments:

- Implemented and communicated the Coppel 2030 Vision goals and objectives.
- Advanced the city's re-imaging campaign through the Bold Vision/Big Impact Initiative.
- Resolved citizen complaints and other service issues.
- Collaborated for the successful deployment of a combined public safety dispatch system that serves the Metrocrest cities (NTECC).

- Implemented and deployed several enterprise-wide technology systems.
- Recruited and mentored executive-level employees.
- Recommended and implemented policy directives towards all city operations.
- Collaborated in the sales tax re-authorization referendums.
- Re-engineered the City's Information Technology Department.
- Assisted in the formulation of a combined public safety radio system and fire training facility.
- Spearheaded the City's *Living Well in Coppell* wellness initiative.
- Managed the contract transit services for seniors and disabled citizens.
- Oversaw the successful implementation of city facility and infrastructure construction projects.
- Directed the City's Annual Employee Conference.

ASSISTANT CITY MANAGER/CITY SECRETARY

OCTOBER 2006 TO JANUARY 2009

ASSISTANT TO THE CITY MANAGER

SEPTEMBER 2003 TO SEPTEMBER 2006

TOWN OF ADDISON, TX (POPULATION 15,000)

- Managed the Parks & Recreation, Visitor Services, Conference Centre, and Municipal Court Departments including the Town's top-rated Internship Program.
- Managed municipal elections, council agenda postings, minutes, and public information requests.
- Coordinated the Addison Citizens Advisory Committee process.
- Developed and managed the Town Manager's and City Council operating budgets.
- Acted as the staff liaison to the Dallas Area Rapid Transit (DART).
- Performed all legislative affairs for the Town.
- Responsible for the bi-annual Citizen Academy program.
- Project manager for public affairs campaign to secure passenger rail service into Addison.

ASSISTANT DIRECTOR – COMMUNITY SERVICES

JUNE 1999 – SEPTEMBER 2003

CITY OF HURST, TX (POPULATION 35,000)

- Reported to the Deputy City Manager.
- Oversaw the day-to-day functions within the Department.
- Prepared all staff reports for City Council, Library, Historical, and Park Boards.
- Developed and monitored the Community Services Department annual budget.
- Oversaw the Community Development 4B sales tax and miscellaneous project funds.
- Conducted project and contract management for departmental projects.

MANAGEMENT ANALYST

FEBRUARY 1998 TO MAY 1999

INTERIM PURCHASING MANAGER

OCTOBER 1997 TO FEBRUARY 1998

FLEET ANALYST

MARCH 1996 TO OCTOBER 1997

CITY OF CARROLLTON, TX (POPULATION 105,000)

- Coordinated entire City budget process.
- Conducted reports related to cost accounting, water/sewer rates, and cost of service studies.
- Supervised Purchasing Division staff and operations.
- Developed and managed equipment replacement schedule and coordinated equipment bid specifications and procurement and administered Alternative Fuels Program for compliance.

ADMINISTRATIVE INTERN

JANUARY 1995 – SEPTEMBER 1995

CITY OF LUFKIN, TX

- Conducted special projects for the City Manager's Office and other departments.

EDUCATION

[Redacted]

PROFESSIONAL AND COMMUNITY ACTIVITIES

Professional Memberships:

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- East Texas City Management Association (ETCMA)
- Texas Municipal League (TML)

Professional Activities:

- UMANT President (2002); Vice-President (2001); Treasurer (2000); Membership Co-Chair (1999)
- ICMA Workplace Diversity Conference Scholarship Recipient (2001)
- ICMA Emerging Leaders Task Force (2005)
- Graduate of the Senior Executive Institute (SEI) Program at the University of Virginia, July 2006
- ICMA Local Government Management Fellow, Board Member (2006-2019)
- Leadership ICMA Graduate, September 2007
- TCMA Committees: Public Relations, Membership, Mentoring, and Professional Development
- NTCMA At-Large Board Member (2005-07 and 2017-2019)
- 2012 Recipient of the UMANT Joy Sansom Mentor Award
- Participant in the Commandant’s National Security Program at the US Army War College, July 2013
- Graduate of the North Texas Commission’s Leadership North Texas Class VII
- 2016 Recipient of the Alumnus of the Year University of North Texas, Master of Public Administration

Community Involvement:

- Nacogdoches Rotary Club Member (2020-present)
- Nacogdoches Booster Club Member (2020-present)
- Nacogdoches Charitable Foundation (2021-present)
- Dallas ISD: Site-Based Committee: Anne Frank Elementary, DISD (2003-09)
- Coppell YMCA Board of Managers (2012 to 2017)
- Coppell Rotary Club Member (2010 to 2019)
 - Club Secretary (2012-13), President-Elect (2013-14), President (2014-15)
- Coppell ISD:
 - Mentor to students at Austin Elementary (2011 to 2017)
 - Facilities Visioning Committee: (2015)
 - School Bond Committee: (2015-2016)
 - Band Volunteer: (2016 to 2018)
 - Site-Based Committee: Coppell High School (2016-2018)
- University of North Texas
 - Public Administration Advisory Board (PAAB), Member (2010-2022)
 - Public Administration Advisory Board, Chair (2013-2016)
 - Latino Alumni Network Leadership Group (2019-present)



Candidate Questionnaire Town Manager Town of Prosper, Texas

Candidate Information

Full Name (First, Middle, Last): [REDACTED]	Phone/Email Information
Nicknames: N/A	Cell: [REDACTED]
	Home: [REDACTED]
	Email: [REDACTED]

Please answer each of the following questions completely and thoroughly.

- How many employees and what size budget do you oversee?

There are 325 employees at the City of Nacogdoches.

The current budget size is a total of \$82,357,000.
(Operational funds: \$51,956,000; Capital \$30,401,000)
- Please explain why you left your last three positions.

I left Addison to become the Deputy City Manager in Coppell. I left Coppell to become the Assistant City Manager in Denton. I left Denton to become the City Manager in Nacogdoches.
- Are there any gaps in your employment history? *No, there are no gaps in my employment history.*

If so, please explain in detail. *N/A.*
- What is your proudest professional accomplishment?

Becoming a first-time City Manager in Nacogdoches which is also the community of my undergraduate alma mater and where I chose to get into the city management profession.
- Briefly describe your experience and skills in developing/maintaining community partnerships.

At every leadership position where I have worked, I have developed a good rapport with the local entities such as the school district, the County, the universities, and Chambers of Commerce. My approach is to learn who are the active groups to engage and reach out proactively to understand their mission, their names and faces, and stay connected. I join civic and business organizations, maintain active memberships, and serve in leadership roles. I serve on various community boards/committees, enjoy volunteering, and speak at events when called upon.
- Briefly describe your experience and skills in economic and community development.

In Coppell, Denton, and Nacogdoches I have played an influential role in economic development and community development. Each of these communities had different funding structures for these efforts.

Coppell: We relied on sales tax rebates, tax abatements, and land banking for incentivizing development. We created a robust tax base as Coppell landed several high-profile businesses in the city. This increased the tax base significantly which leveraged the use of the 4B sales tax for crime control, street maintenance, and parks & recreation amenities. Coppell through the use of land banking created Old Town Coppell which is their version of a small downtown setting with Charleston style homes, a performing art center, a farmer’s market, city facilities, a central park, cottage style businesses, and successful restaurants. The 4B sales tax was expanded to allow the full renovation and expansion of the city’s park system for active and passive recreation use. I worked directly with the Billingsley Company in the formation and operation of the Cypress Water Municipal Management District which is a 940-acre master planned community of multi-family, retail, office, a lake amenity, and DART rail stop.

Denton: In Denton, we relied on sales tax rebates, tax abatements, tax increment financing (TIF), and impact fee credits for economic development. Staff also incorporated an expedited development review process where developers paid extra fees for a quicker turnaround. We worked closely with UNT and TWU on small area plans to ensure that adjacent neighborhoods were enhanced and protected from student traffic and parking. We boosted historic downtown Denton through the promotion of weekend and evening activities with pubs, restaurants, and the music scene. We worked collaboratively with business owners and the County on a Downtown Master Plan to plan for the future while respecting the historic characteristics of the area and adjacent neighborhoods. A downtown TIF was created to bank revenues for future capital projects which could include a parking garage.

The continual construction on Denton streets and other major roadways such as I-35, SH 380 required staff to work with TXDOT to ensure proactive messaging was clear and timely. As a result, businesses and commuters affected by construction could be informed of travel disruptions. An entire communications plan and team was created just for informing the public and businesses regarding construction. We facilitated a bond committee that reviewed and recommended projects to the City Council. In November 2019, the citizens of Denton overwhelmingly approved a \$221M bond program for street repairs, public safety facilities, and parks.

The city also embarked on a large economic development project by the combining of the Hunter and Cole Ranches into a 6500-acre master planned community. This involved the formation of a municipal management district (MMD) to ultimately build 15,000 single family homes, 5,000 multi-family units, 400 acres of commercial, and 100 acres of industrial developments. We negotiated land banking for the future expansion of city facilities, cash commitments from the developer held in escrow for their pro-rata share of building city facilities, open and recreational space for the public, and guaranteed impact fee rates for utility expansions.

Nacogdoches: In Nacogdoches, the city relies on an economic development fund that has accumulated monies from contributions from the General, Utilities, and Solid Waste funds. The City’s economic development efforts are served by the Nacogdoches Economic Development Corporation (NEDCO). NEDCO’s President and the City Manager work closely as they occupy office space in City Hall. Nacogdoches does not have a 4B sales tax.

During my time as the City Manager, we have revamped the economic development policies to make it more transparent and protect these funds from unrelated uses. The city negotiated a public private partnership for the creation of a new undergraduate degree aviation program between the city and the airport, with Stephen F. Austin State University, and HCH Aviation LLC to build a state-of-the-art hangar, purchase multiple planes, and a simulator. The city created a housing incentive program to encourage single family development by offering a rebate for each home built after the City issued the certificate of occupancy. The program is zero-risk to the city and designed to bridge the cost gap of public infrastructure that serves the development. The city renegotiated a past incentive agreement with a

water park operator to ensure that performance measures were incorporated to guarantee that parks are built as promised to the public. We are currently in three-way negotiations with a large land owner in the County to voluntarily annex so that a prospective industrial user can obtain city utilities for their future development. This development deal once completed will be a major contributor to the City's tax base and a large utility user.

Upon my arrival in late 2020, the staff has embarked on strategic community planning and investing in infrastructure for the future. The city is currently working on an update to the Comprehensive Land Use Plan and Downtown Master Plan. The Comp Plan scope is also comprised of an Interstate 69 corridor study and housing analysis. The Downtown Plan will ensure that the historic downtown is preserved while taking a critical look at housing, pedestrian access, landscaping, traffic flows, parking, lighting, and other infrastructure needs. The city is very fortunate to have the Hotel Fredonia, a full-service hotel, as an anchor in Downtown. The hotel has been successful from its complete renovation as a result of the Qualified Hotel Project incentive program that allows the city's portion of the hotel tax and the state's hotel tax and sales tax to be rebated to the hotel for a 10-year period.

Over the course of the last 18 months, the city created its first Capital Improvement Program that identified a full review of its capital needs for the next 10-12 years. The City Council held several dedicated workshops to review this material in preparation to address deferred infrastructure investments. The plan is a proposed General Obligation bond program in November 2023 and the issuance of revenue bonds in 2024.

7. Briefly describe your experience and skills in preparing, monitoring, and adhering to a budget.

My entire career in city management has involved working with the budget. In the executive roles I have had over the past 16 plus years, I have relied on the finance and/or budget staff to organize and coordinate the budget. We have established internal service funds to address fleet and other capital equipment needs. While budgeting is done on an annual basis, it is imperative to financially plan 3-5 years into the future. This demonstrates the long-term effects of decisions especially given the stringent revenue caps for cities.

Based on the priorities set by City Council, I work to ensure these are well communicated to the departments at the budget kickoff. The departments are informed of the nature of the revenue situation in advance as they prepare their budgets for the following year. The budget team, City Manager's Office, and departments collaborate on establishing the recommended budgets for the City Council. Council budget workshops are scheduled to allow departments to present a brief overview of the budget by sharing their goals and accomplishments, the issues facing the department, and next year's budget requests. This provides the Council a review of operations to ensure transparency and accountability of the departments.

Regarding the monitoring and adherence of the budget, the city has adopted a number of financial policies. While the City Manager has broad authority, I fully respect and adhere to these policies to ensure there is integrity in our systems and processes. For example, we will never fall below our 25% fund balance policy. In fact, I prefer to maintain extra cushion for contingency purposes. Budget to actual reports is reviewed monthly by Finance and available to the CMO and departments. If there is an outlier, the Finance Director will report it. On a quarterly basis the City Council is sent a recap of the budget and budget amendments are taken to City Council for their approval. All expenditure items taken before the City Council are scrutinized and approved by Finance prior to action being taken. The Annual Comprehensive Financial Report (ACFR) is completed in a timely manner with little to no management findings. The outside auditing firm will validate cash balances from bank records and financial reports.

In summary, my recommended budgets to City Council are balanced as we budget conservatively on revenues and budget aggressively for expenditures. We will live within our means, we maintain healthy reserves, and we do not use one-time monies for recurring expenditures and hope for the best.

8. Briefly describe your experience in providing written and verbal communication to employees and elected/appointed officials?

In my role as City Manager and past positions, I have presented quite often to a myriad of groups as a representative of the city. On a regular basis I send out written communications to our employees. As part of an employee newsletter, I write a "Manager's Message". I enjoy meeting with employees to share what is happening in the community and organization. I have a monthly Manager's meeting which is comprised of 25+ management staff for them to share about any ongoing issues and projects within their operations. As part of the recent Police Chief recruitment, I met with over 50 police department employees to seek their input on the attributes of a new chief. I personally met one on one with employees and surveyed them to get more specific feedback as well.

I meet privately with the Mayor and City Council to review any issues they may need addressing and/or provide them updates. I have extensive experience presenting items before City Council and do present on a regular basis depending on the matter. I speak regularly to community groups, civic organizations, and sit on panels representing the city. The City Manager's Office produces a weekly Friday Update which is a brief recap of recent activities for the week and an outlook for upcoming activities and events.

9. What do you feel are your greatest strengths as a public servant?

Problem solving skills and my quest to find workable solutions to issues.

I am a participatory manager.

I employ a shared leadership style.

10. What areas do you perceive you need to be working on to become a better leader?

I can be impatient at times.

I can lose sight to celebrate successes and mourn our losses.

I should try to have more fun at work and do need to let my guard down at times.

11. Describe your philosophy and approach to building a strong team environment?

As the new Town Manager, I would take the time to learn the organization and develop relationships across all levels. It is important to establish a rapport with the staff and develop a sense of trust.

I encourage an organizational culture that is servant minded, that exceeds expectations and delivers on its commitments. We establish core values and/or guiding principles (our non-negotiables) where everyone regardless of stature is treated with dignity and respect.

I want to be surrounded with people who have the aptitude to learn but more importantly have the positive attitude to serve others. I provide the team with the tools and resources to allow them to do their jobs well. This can be accomplished by taking the time to vision and to think strategically and broadly. Then work towards building the support systems to set the goals, objectives, and outcomes for success.

I am approachable and a good listener so others feel welcome to seek assistance and bring issues to me when they arise. I challenge people to make decisions and recommendations while also holding them accountable, and incorporate teachable moments when decisions do not go the right way.

Finally, I prefer to work in an environment where we as a group can get to know each other on a personal level. We would learn together and from each other through group book readings, attending trainings/seminars, and enjoying each other's company by socializing together during and after work hours. I enjoy fostering a mentor/mentee relationship as we all can learn from each other through our interactions and experiences.

12. Briefly describe the role of City/Town Manager's in this day in age?

Today's municipal organizations are very complex with many issues happening at once and subject matter experts on staff dealing with these issues. The Manager needs to be less technical and more conceptual with their skillset. The Manager needs to be adaptive to a constantly changing environment, as they seek input and options on difficult issues, and work to build consensus on competing interests in a political environment without being political. The Manager has to be a skilled communicator that tailors the message to resonate with their audience.

Also, in a small/medium size organization, the Town Manager is the culture leader by setting the tone for the organization. The Manager influences the organizational culture and how employees are treated and services are delivered to the community. If the tone set by the Manager is incongruent with culture of the organization, then there needs to be alignment or there could be difficult times ahead.

13. As a part of our overall application process, we may conduct social media, online presence, news, blogs, or similar inquiries or reviews, using Google or similar search engines. Is there any information you have not disclosed, addressed, in this or any other document relating to this search, or which you have not discussed, shared or disclosed with the GPS search consultant, that someone may construe as negative or consequential as it relates to the position for which you have applied?

No, there is nothing that I am aware of that has not been disclosed.

14. The established salary range for this position is \$230,000 - \$260,000, with a great benefit package. Do you have any concerns about agreeing to a salary in this range? *There are no concerns on my part.*

15. How did you hear about this position? (Please be specific)

I saw the posting in the ICMA weekly newsletter and contacted Mr. Bauer to inquire more information. Around the same time, I was contacted by colleagues in the DFW area about the posting. Before I considered applying, I did reach out to Bob Scott to hear more about the organization and he was very complimentary.

16. Have you interviewed, over the past six (6) months, with any other employers, or are you a finalist in any recruitment processes for similar position at this time? If yes, what is the status of any current search processes in which you are involved?

I was a finalist for the City Manager in Addison, Texas but was not named. I am not involved in any other searches.



Due Diligence Questionnaire Town Manager Town of Prosper, TX

Candidate Information

Full Name (First, Middle, Last): [REDACTED]	Phone Information
Nicknames: N/A	Cell: [REDACTED]
	Home: [REDACTED]
	Office: [REDACTED]

Please answer each of the following questions completely and thoroughly.

- Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? **No** If so, please explain the circumstances.
- Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? **No**
If so, please provide details, explain the circumstances and final outcome.
- Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? **No**
If so, please provide relevant details, explain the circumstances and the final outcome.
- Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? **No** If so, please provide relevant details, and explain the circumstances. **N/A**
- If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time? **N/A**
- Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded? **No**
- Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? **No**
Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? **No** If so, please explain, provide details of the circumstances and current disposition. **N/A**
- Please list all your social media outlets and the usernames for those social media outlets.
Facebook: [REDACTED]
Twitter: [REDACTED]
Snapchat: [REDACTED]

Instagram: [REDACTED]

LinkedIn: [REDACTED]

Pinterest: [REDACTED]

Nextdoor: [REDACTED]

Reddit: [REDACTED]

9. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process? **Yes**



Internet Research for



www.sfasu.edu

Leading the way: Career in city management brings ██████ back to Nac

When ██████ walked the SFA commencement stage in 1995, he had a small U-Haul trailer packed and connected to his Chevy Blazer, and he was ready to drive back to the DFW area and begin his career. He wasn't sure he would ever return to Nacogdoches, but he was positive about the career he wanted to pursue.

"As a 20 year old, I knew I wanted to work in city management," ██████ said.

██████ confidence was based on his interactions with Dr. Richard Herzog, an SFA faculty member who encouraged him to consider a career in public administration and introduced him to the Lufkin city manager in neighboring Angelina County.

██████ went on to work for several Texas cities, including Denton, Coppell, Addison, Hurst and Carrollton. He earned a master's degree in public administration from the University of North Texas and became involved in professional organizations that include the International City/County Management Association and the Texas City Management Association. And, in the midst of a pandemic, he returned to Nacogdoches as city manager in August 2020.

"Coming back to Nacogdoches has been so rewarding," ██████ said. "I was excited and humbled that the city council had the confidence to appoint me as city manager. Everyone I have met has been friendly and extremely supportive. I am proud of what has been accomplished in our community and on campus during the past 25 years. It has blown me away."

In addition to his academic coursework, ██████ said his participation in the Student Activities Association served as valuable career preparation.

"Having a leadership position during my junior and senior years allowed me to work with fellow students and faculty members to coordinate bringing concerts and other entertainment options to campus," he explained. "The opportunities taught me the collaborative nature of working with other employees and volunteers to meet expectations and execute a successful event."

██████ said the challenges cities face are enormous, with high service-delivery demands and minimal and declining resources. But the day-to-day stresses of the job prepared him well for his first months in Nacogdoches, when in addition to the COVID-19 pandemic, he led the city through hurricane preparation in August and two of the largest winter-weather events in recorded history.

"Regardless of how much you plan, each day is never the same," he said. "We have emergency plans in place to deal with inclement weather, and with Hurricane Laura and the snowfalls and winter storms."

However, ██████ said COVID-19 was a different story.

"Through the devastation of the pandemic, we've learned that good and effective leadership is vital in making it through tough times," he said. "Local governments have finite resources, so working across jurisdictional boundaries is imperative when budgets are squeezed and resources evaporate. The role of the city manager is

to be flexible in approach, clear hurdles, advocate for resources, create avenues for communication and get things out of the way so that the subject matter experts can do their jobs. Along the way, the manager should be encouraging and motivating to an exhausted staff, because all of this work is in addition to everyone's normal duties. I can't imagine myself in any other career."

Once again [REDACTED] is using the skills he learned at SFA to ensure that the city, the university, the Nacogdoches Independent School District and Nacogdoches County bring collaboration to a new level to accomplish goals that may previously have seemed out of reach.

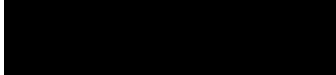
"The leaders of each of these entities are meeting regularly and have formed great friendships," he said. "We have set a positive tone and will work together to better our community. I have no doubt that, as a group, we can accomplish so much more than we could on our own."

One of those goals in 2021 is to bring back, within the safe parameters of health guidelines, many of the special events and festivals for which Nacogdoches is known.

"I know many people are ready to get out and travel again, so I encourage alumni to come and see what is going on in Nacogdoches and the exciting changes that are happening on the SFA campus. That charm and hospitality of our community has never been more appealing."



YouTube Links for



1. 








CHRIS LOWE

J.D., M.P.A.
Partner and Co-Founder

SUMMARY

Chris Lowe is a dynamic leader and creative problem-solver with a deep affinity for public service. He draws upon 15 years of experience in city management and over 20 years in the public sector to help guide public clients through myriad opportunities and challenges, from economic development and funding, to human resources and utility management.

EDUCATION

Juris Doctor, Marquette University, Milwaukee, WI

Master of Public Administration (MPA), Bowie State University, Bowie, MD

Bachelor of Arts, Political Science and Government, University of Kansas, Lawrence, KS

CONTACT

(785) 766-9104
clowe@governmentpros.com
LINKEDIN:

<https://www.linkedin.com/in/chris-lowe-823bb4173/>

ASSOCIATIONS

International City/County Manager’s Association (ICMA)
Government Finance Officers Association (GFOA)

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 50 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and implemented performance measurement programs
- Developed and implemented compliant personnel policies, procedures manuals, and employee handbooks
- Negotiated collective bargaining agreements with unions

Budgeting & Finance

- Developed and managed more than \$75 million in municipality annual budgets
- Supervised competitive bond sales to finance public infrastructure improvements
- Led efforts to refinance bonded indebtedness, saving millions in debt service
- Created and implemented accounting manuals and investment policies

Community Strategic Planning

- Created full scope community strategic plans
- Conducted council retreats with goal setting priorities
- Led extensive community engagement efforts
- Conducted numerous stakeholder interviews

Economic Development

- Developed public private partnerships and negotiated economic development agreements, resulting in new community services, financial savings, and local business expansion
- Secured grant funding for various community improvements, from city lighting to transportation infrastructure
- Administered multi-million capital improvement programs



BRET BAUER

M.P.A.

Partner and Co-Founder

SUMMARY

Bret Bauer brings more than 15 years of public sector experience and best practices to his work with public clients. Serving in city management roles in Missouri, Kansas and Texas gave Bret significant experience in utility and budget management, human resources, and economic and community development. Bret's ethics and integrity have also earned him widespread recognition and trust.

EDUCATION

**Master of Public Administration (MPA),
Bachelor of Science, Criminal Justice**
Wichita State University, Wichita, KS

CONTACT

(316) 207-0688

bbauer@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/bret-bauer-mpa-icma-cm-b89ab3b3/>

ASSOCIATIONS

International City/County Manager's Association (ICMA)
Government Finance Officers Association (GFOA)
Texas City Managers Association (TCMA), Ethics Committee 2019-2020, Membership Committee 2017-2019
East Texas City Managers Association (ETCMA), Board VP 2019-2020

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 25 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and managed training exercises for county staff and residents on emergency preparedness and the National Incident Management System
- Conducted ethics training

Budgeting & Finance

- Managed multi-million-dollar municipal budgets, both departmental and annual
- Developed capital improvement programs and strategic plans
- Managed and oversaw payroll processes

Community Strategic Planning

- Created full scope community strategic plans
- Led extensive community engagement efforts
- Conducted multiple stakeholder interviews
- Conducted council retreats with goal setting priorities

Economic & Community Development

- Led numerous economic development successes in new development and redevelopment
- Led successful negotiations with developers

Project & Program Management

- Managed and oversaw Public Works and Parks Departments
- Streamlined departments to operate more efficiently and effectively, including a Build/Code Enforcement department

Utility Management

- Developed, maintained, and managed National Pollutant Discharge Elimination System permits
- Recommended to serve on the Kansas Municipal Energy Agency



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

Section 8, Item E.

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER SECURITY SERVICE INSURANCE/PHS 65815020 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	CONTACT NAME: PHONE (866) 467-8730 (A/C, No, Ext):		FAX (A/C, No):
	E-MAIL ADDRESS:		
		INSURER(S) AFFORDING COVERAGE	NAIC#
INSURED Government Professional Solutions, LLC 104 HARBOR HAVEN ST GUN BARREL CITY TX 75156-4319	INSURER A : Hartford Underwriters Insurance Company		30104
	INSURER B :		
	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS		
A	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability			65 SBA AG7X1Y	07/13/2023	07/13/2024	EACH OCCURRENCE	\$1,000,000	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000	
							MED EXP (Any one person)	\$10,000	
							PERSONAL & ADV INJURY	\$1,000,000	
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						GENERAL AGGREGATE	\$2,000,000	
							PRODUCTS - COMP/OP AGG	\$2,000,000	
A	AUTOMOBILE LIABILITY			65 SBA AG7X1Y	07/13/2023	07/13/2024	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000	
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> AUTOS	<input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS						BODILY INJURY (Per person)	
								BODILY INJURY (Per accident)	
								PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB			65 SBA AG7X1Y	07/13/2023	07/13/2024	EACH OCCURRENCE	\$1,000,000	
	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE						AGGREGATE	\$1,000,000	
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ 10,000								
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER		
							E.L. EACH ACCIDENT		
							E.L. DISEASE -EA EMPLOYEE		
							E.L. DISEASE - POLICY LIMIT		
A	Professional Liability			65 SBA AG7X1Y	07/13/2023	07/13/2024	Each Claim Limit	\$100,000	
							Aggregate Limit	\$100,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

CERTIFICATE HOLDER

For Informational Purposes
 104 HARBOR HAVEN ST
 GUN BARREL CITY TX 75156-4319

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Susan S. Castaneda

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July 31, 2023

Village of Kronenwetter, Wisconsin

Proposal to provide a responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next Village Administrator

Contents

- 1. COVER LETTER..... 1
- 2. STATEMENT OF MINIMUM QUALIFICATIONS..... 3
- 3. REFERENCES..... 8
- 4. ORGANIZATIONAL BACKGROUND..... 12
- 5. FEE PROPOSAL 16
- APPENDIX A: ENGAGEMENT TEAM MEMBER RESUMES 28
- APPENDIX B: PRIORITIZING DIVERSITY, INCLUSION, BELONGING AND SOCIETAL IMPACT (DIBS)..... 39
- APPENDIX C: SAMPLE BROCHURE 41
- APPENDIX D: SAMPLE TTI REPORT..... 51



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Controller



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1. Cover letter

July 31, 2023

Bobbi Jo Birk-LaBarge,
Village Clerk
Village of Kronenwetter
1582 Kronenwetter Drive
Kronenwetter, WI 54455

Baker Tilly US, LLP
30 East Seventh Street, Suite 3025
St. Paul, MN 55101
T: +1 (651) 223 3000
F: +1 (651) 223 3046
bakertilly.com

Delivered electronically to bbirklabarge@kronenwetter.org

Dear Bobbi Jo:

This proposal marks the beginning of a valuable relationship we plan to build with the Village of Kronenwetter (the Village). Based on what we have learned from you in your request for proposal (RFP) process, we are confident we are the right fit to serve you in selecting your next Village Administrator with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your community. Our proposal meets your RFP requirements and describes our unique proposition to enhance and protect value while meeting your key objectives.

We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options for selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top-level executives in similar roles set us apart from our competitors. Additionally, we offer the following unique features:

<p>The right firm</p> <p>Kronenwetter will benefit from the qualifications, technology tools and expansive resources of our top 10 accounting and advisory firm, delivered with personalized attention and responsive service</p>	<p>The right experience</p> <p>We are structured around specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your organization and targeted public sector executive recruitment experience will help you thrive now and as you evolve.</p>	<p>The right team</p> <p>Your handpicked team of Value Architects™ includes technical and industry-specialized team members who understand your organization's requirements, challenges and opportunities. You will receive a tailored recruitment approach designed to meet your needs and exceed your expectations.</p>	<p>The right value</p> <p>We provide high-quality service for a fair and reasonable fee. Our significant level of project team leader involvement translates into responsive, efficient recruitment and the ability to deliver value throughout the engagement.</p>
--	--	--	--

1. COVER LETTER

- **Customized profile development:** Working with the members of the Village Board and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next Village Administrator. We strive to understand how the Village of Kronenwetter’s current and anticipated needs and organizational priorities will shape your recruiting and selection requirements. We collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach will effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Management/leadership assessment:** Relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each candidate we present to you. Results are “Real,” “Impactful,” and “Powerful.” Furthermore, based on scientific data, these results can provide more profound insights into the candidate’s management traits and leadership styles.
- **Recorded video interviews:** We ask selected candidates (semi-finalists) to complete a recorded, one-way video interview using questions developed from your “candidate profile,” which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Online application management:** We use NeoGov as our online application system. It provides for efficient management of applications and allows us to communicate in real time with applicants, engaging and informing them of each step in the search process. Within this system, we can access, review and evaluate prior applicants or individuals who have expressed interest in similar positions. Generally, these individuals may not be actively seeking a job but may be open to “the right opportunity.” This is another benefit and advantage we provide our clients, enabling us to access more passive job seekers.

This proposal meets all the requirements of the RFP, and the offer tendered by the proposal will remain in full force and effect until and may be accepted by the Village at any time prior to 90 days beyond the deadline for submittal. The proposal details our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the Village of Kronenwetter.

As your Value Architects™, we are determined to support you in achieving your mission to identify your next Village Administrator. Thank you for the opportunity to serve you. Our team is excited to earn your trust, and, as always, we look forward to discussing your questions and feedback.

Very truly yours,

BAKER TILLY US, LLP



Anne Lewis, Managing Director

Authorized representative

+1 (703) 923 8214 | anne.lewis@bakertilly.com



Patty Heminover, Director

Engagement leader

+1 (651) 223 3058 | patty.heminover@bakertilly.com

2. Statement of minimum qualifications

Kronenwetter will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. Combining your engagement team’s executive recruitment experience and service knowledge translates into tangible results for the Village.

Project contacts and locations

AUTHORIZED REPRESENTATIVE	ENGAGEMENT TEAM LEADER
Anne Lewis, Managing Director 8219 Leesburg Pike, Suite 800 Tysons, VA 22182 +1 (703) 923 8214 anne.lewis@bakertilly.com	Patty Heminover, Director 30 East Seventh Street, Suite 3025 St. Paul, MN 55101 +1 (651) 223 3058 patty.heminover@bakertilly.com

Aligning key engagement team members with your goals

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the Village of Kronenwetter organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2000, our combined consultant team has conducted more than 1,700 executive searches.

1,700+ recruitments
Your engagement team has conducted more than 1,700 successful recruitment projects since 2000.

The Baker Tilly engagement team will collaborate with the Village Board and others designated as your technical advisor. As such, we conduct our recruitment process effectively, efficiently, transparently and professionally, consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; “our agenda is your agenda.” Our objective is to generate a list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next Village Administrator.

We have structured the Baker Tilly engagement team to draw upon our 90-plus years of collective service to the public sector and to leverage Baker Tilly’s experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

Your handpicked team of professionals will provide a collaborative focus supported by the breadth and depth of our firm’s national resources. We believe in strong personal relationships, which means a personal interest in the Village of Kronenwetter from some of our most experienced team members.

Engagement team members are introduced on the following pages, and complete resumes are available in **Appendix A**.

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER

Engagement leadership



Patricia Heminover — Director

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101
+1 (651) 223 3058 | patty.heminover@bakertilly.com

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements, and successfully overseeing conflict resolution. Patty was South St. Paul Schools' director of human resources and finance before serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award and technology leadership awards and helped establish Minnesota's first K-12 International Baccalaureate School District. She earned a Master of Education Administration from Minnesota State University.

Consulting team



Art Davis — Director

5440 West 110th Street, Suite 300, Overland Park, KS 66211
+1 (816) 868 7042 | art.davis@bakertilly.com

Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and other local government positions in Kansas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas and a Bachelor of Arts in political science and public administration from William Jewell College.



Nancy Hetrick — Managing director

267 East Campbell Ave, Suite 200, Campbell, CA 95008
+1 (408) 385 3412 | nancy.hetrick@bakertilly.com

Nancy is an experienced facilitator with expertise in strategic planning, team building, and facilitating problem-solving and process improvement initiatives. In addition, she is skilled in performance management, succession planning, organizational and process improvement, and budget development. Nancy led the County of San Mateo's Outcome-Based Management program and has supported local government clients with designing and implementing performance measurement systems. Nancy is an excellent facilitator and trainer. She has developed curriculum, conducted training on various topics, and routinely facilitates priority-setting and teambuilding workshops for cities, counties, and non-profit boards. Nancy is certified to administer the Myers-Briggs Type Indicator assessment instrument. Since her return to Management Partners (now Baker Tilly) in 2006, she has led projects with local governments, including the Bay Area cities of Rohnert Park, Redwood City, San Carlos, Fairfax, Orinda, Merced, Martinez, San Jose and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey, and Santa Clara.

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER



Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP — Director

205 North Michigan Avenue, 28th Floor, Chicago, IL 60601
+1 (312) 240.3401 | yolanda.howze@bakertilly.com

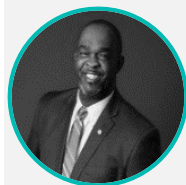
Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources with the City of University City, Missouri and director of human resources with the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II with Gallagher’s Human Resources Compensation & Consulting practice. She was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda’s experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis and a Master of Arts in public administration and policy analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP. Her peers selected her as the 2015 Texas Municipal Human Resources Association (TMHRA) Human Resources Professional of the Year.



Anne Lewis — Managing director

8219 Leesburg Pike, Suite 800, Tysons, VA 22182
+1 (703) 923 8214 | anne.lewis@bakertilly.com

Anne leads Baker Tilly’s public sector executive recruitment team. Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention & visitor’s bureau executive director. She was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science and a Bachelor of Science from Shenandoah University.



Edward G. Williams, Ph.D. — Director

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (214) 842 6478 | edward.williams@bakertilly.com

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER

City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

Supporting team



Karen Edwards, SHRM-CP — Recruitment analyst

+1 (813) 915-5616 | karen.edwards@bakertilly.com

Karen is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements. She has more than 30 years of experience in human resources, administrative positions and customer service. Karen earned a Bachelor of Science in business administration - human resource management from Western Governors University and is a Society for Human Resources certified professional.



Michelle Lopez — Manager

+1 (651) 223 3061 | michelle.lopez@bakertilly.com

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than ten years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in organizational leadership.



Diane Segulia — Recruitment analyst

+1 (651) 223 3094 | diane.segulia@bakertilly.com

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high-quality work. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.



Carrie Thompson — Recruitment analyst

+1 (703) 923 8040 | carrie.thompson@bakertilly.com

Carrie is a recruitment analyst with Baker Tilly's executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER

essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

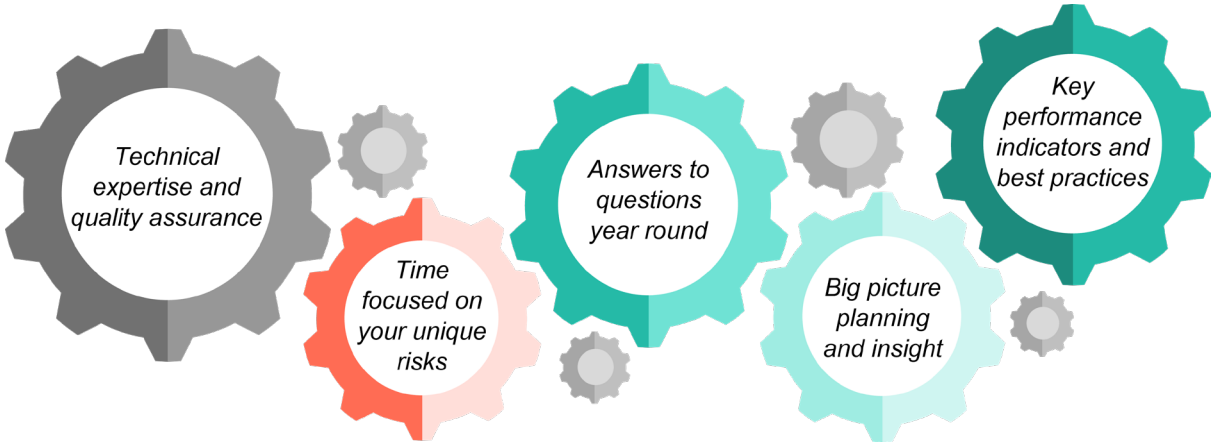
KRONENWETTER WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

All engagement team members are committed to Kronenwetter's success. Their public sector experience and service expertise translate into tangible results for Kronenwetter.

Building trust and maximizing value with significant team member involvement

Your experienced engagement team members will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

We are ready to serve you when you need us, where you need us and for as long as you need us. Whether it is an early-morning phone call or late-night email, we are here to give you peace of mind when it comes to executive recruitment. The graphic below details how we will build trust and maximize value with the Village of Kronenwetter.



COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™

Your engagement team will be deeply involved in the engagement to give them an in-depth working knowledge of Kronenwetter and processes to deliver value throughout the year.

3. References

We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Kronenwetter.

Demonstrating successful relationships with similar clients

Patty Heminover is the designated project leader for your Village Administrator executive search. We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly and to verify the quality of work we have consistently delivered to each client as part of these recently completed executive recruitment projects. Each client will offer a unique perspective as you consider your own needs.

CITY OF WILLMAR, MINNESOTA

Name	Leslie Valiant	Title	City Administrator
Phone	+1 (320) 214-5160	Email	Lvaliant@willmarm.gov

CITY OF BELOIT, WISCONSIN

Name	Elizabeth Krueger	Title	City Attorney
Phone	+1 (608) 364-6623	Email	Kruegere@beloitwi.gov

LEAGUE OF MINNESOTA CITIES

Name	Donyelle Mikacevick	Title	HR Manager
Phone	+1 (651) 281-1201	Email	Dmikacevich@lmc.org

CITY OF ELGIN, ILLINOIS

Name	Rick Kozal	Title	City Manager
Phone	+1 (848) 931 -6633	Email	Kozal_R@cityofelgin.org

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

At Baker Tilly, relationships matter. Our Value Architects™ have a record of successfully enhancing and protecting similar clients' value — resulting in experience-based insights for Kronenwetter.

3. REFERENCES

Providing similar services to clients

Following is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2020.

LIST OF RELEVANT PROJECTS: 2020 — PRESENT				
Year	Client	State	Project	Pop.
Current	Bemidji	MN	City Manager	14,570
Current	Canfield	OH	City Manager	7,605
Current	Fernley	NV	City Manager	22,343
Current	Freeport	ME	Town Manager	8,737
Current	Greenbelt	MD	City Manager	24,921
Current	Huber Heights	OH	City Manager	43,439
Current	Midland	TX	City Manager	132,520
Current	Perrysburg	OH	City Administrator	21,730
Current	West Fargo	ND	City Administrator	38,626
2023	Belle Meade	TN	City Manager	2,912
2023	Beloit	WI	City Manager	36,657
2023	Carrboro	NC	Assistant Town Manager	21,230
2023	Fargo	ND	City Administrator	121,889
2023	Highland Park	TX	Town Administrator	8,993
2023	Morehead City	NC	City Manager	9,556
2023	Portland	ME	City Manager	66,595
2023	Spartanburg	SC	Assistant City Manager	38,732
2023	Warrenton	VA	Town Manager	10,057
2023	Wyoming	MI	City Manager	76,501
2022	Apex	NC	Assistant Town Manager	58,780
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Branson	MO	City Administrator	10,000
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Evans	CO	City Manager	22,165
2022	Golden	CO	City Manager	20,399
2022	Harrisonburg	VA	City Manager	54,033
2022	Hastings	NE	City Administrator	25,152
2022	Hutchinson	KS	City Manager	40,006
2022	Joplin	MO	Assistant City Manager	50,386
2022	Kinston	NC	City Manager	20,083
2022	La Marque	TX	City Manager	16,627
2022	Minnetrista	MN	City Administrator	7,621

3. REFERENCES

LIST OF RELEVANT PROJECTS: 2020 — PRESENT				
Year	Client	State	Project	Pop.
2022	Oak Hill	TN	City Manager	4,587
2022	Oakland	CA	Deputy City Admin	440,646
2022	Overland Park	KS	City Manager	191,278
2022	Plain City	OH	Village Administrator	4,065
2022	Port Arthur	TX	Assistant City Manager	53,937
2022	Salisbury	NC	City Manager	33,727
2022	Shorewood	MN	City Administrator	7,974
2022	Spicer	MN	City Administrator	1,188
2022	Staunton	VA	City Manager	25,750
2022	Westminster	CO	City Manager	116,317
2022	Willmar	MN	Asst City Administrator	19,628
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Admin/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager	192,294
2021	Greeley	CO	City Manager	105,888
2021	Huntington Beach	CA	Interim Admin Services Director	200,259
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Riverside	OH	City Manager	25,093
2021	Rockville	MD	Deputy City Manager	66,940
2021	Scotts Valley	CA	Interim City Manager	12,000
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Sidney	OH	City Manager	20,590
2021	Stonecrest	GA	City Clerk	54,202
2021	Windsor	CA	Interim Town Manager	27,447
2021	Woodlawn	OH	Village Manager	3,365
2020	Clayton	OH	City Manager	13,269
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Community Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317

3. REFERENCES

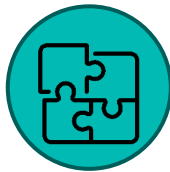
LIST OF RELEVANT PROJECTS: 2020 — PRESENT				
Year	Client	State	Project	Pop.
2020	Middletown	OH	City Manager	48,121
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	Springdale	OH	Assistant City Administrator	11,223
2020	St. Joseph	MO	City Manager	74,959

4. Organizational background

Our firm has the reputation, resources and reach to address the challenges you face as a public sector organization — both now and in the future.

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions. We are passionate about enhancing and protecting our clients' value, which is a collective effort by everyone across our firm. The Village of Kronenwetter will receive an exceptional experience for your governance team and — ultimately — those you serve. Below are some key facts about our firm.



550+
administration
recruitments



1,700+
recruitments
since 2000



60+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

Kronenwetter will receive support and guidance from a respected firm that continues to grow — as evidenced by INSIDE Public Accounting naming Baker Tilly as the 10th largest accounting firm in the United States on their 2022 IPA Top 100 list.

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 92 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for enhancing and protecting our clients' value.**

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will become more connected to our clients, our people, our communities and our profession.

Providing our firm's current form of ownership

Baker Tilly is a limited liability partnership.

4. ORGANIZATIONAL BACKGROUND

Considering changes in ownership structure

As part of our firm’s growth strategy, Baker Tilly continually seeks opportunities to acquire firms that closely fit our culture. We are currently considering various options; however, we have not finalized any specific information. Baker Tilly is not looking to be acquired by another firm.

We do not anticipate significant changes that would affect our commitment to Kronenwetter or our level of client service from either a firmwide perspective or from our local offices.

Celebrating our recent combination with Management Partners

In October 2022, Management Partners combined with Baker Tilly US, LLP (Baker Tilly) to create a premier public sector consulting practice. The fast pace of change in local government – from towns to cities to counties – is not slowing down. To continue serving and improving communities, local leaders need trusted consultants to help navigate change. This combination adds a unique and significant layer of experience to Baker Tilly’s robust public sector practice. Our project team members are former local government leaders and managers stemming from all operational facets. They have nearly three decades of field-tested techniques and proven methodologies.



Sharing a culture of values with the Village of Kronenwetter to serve as the foundation of our lasting relationship

Our core values infuse our culture and drive the way we plan to work with the Village of Kronenwetter. They are what we believe in and what we expect from each other. They guide our decisions, inspire our actions and impact how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. These core values are highlighted below.

BELONGING	COLLABORATION	INTEGRITY	PASSION	STEWARDSHIP
We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.	We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.	We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.	We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.	We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

The Village of Kronenwetter and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.

Belonging is a core value at Baker Tilly. It is who we are rather than what we do. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality. Inclusiveness and belonging empower us to achieve better business results. Please refer to **Appendix B** for more information on our firm’s commitment to diversity, inclusion and belonging.

4. ORGANIZATIONAL BACKGROUND

Why Baker Tilly is ideally suited to serve Kronenwetter

Baker Tilly has distinguished itself from public sector executive recruitment peers in many ways. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The Village of Kronenwetter deserves to collaborate with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications makes us the right fit to serve the Village — today and for years to come.

WHAT WE UNDERSTAND THE VILLAGE NEEDS	HOW WE WILL DELIVER
<p>Carefully structured process supported by technology</p>	<ul style="list-style-type: none"> • Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates. • Leverage the search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform. • Efficient management of candidate information and providing the Village Board with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.
<p>Public sector recruiting specialization and experience</p>	<ul style="list-style-type: none"> • Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. • Successfully recruited more than 1,700 executive-level positions within villages, counties, school districts and public and not-for-profit organizations since 2000.
<p>Thorough candidate evaluation</p>	<ul style="list-style-type: none"> • Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the Village of its access to established managers and rising stars. • Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.
<p>Diversity in executive recruitment</p>	<ul style="list-style-type: none"> • Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. • Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.
<p>Delivering value on the Village’s budget</p>	<ul style="list-style-type: none"> • Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. • Work closely to meet the Village’s needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.

4. ORGANIZATIONAL BACKGROUND

WHAT WE UNDERSTAND THE VILLAGE NEEDS	HOW WE WILL DELIVER
Triple Guarantee	<ul style="list-style-type: none"> • Focus on assisting with your executive recruitment until you make an appointment. • Guarantee your executive recruitment for 12 months against termination or resignation for any reason — or we will come back to fill your Village Administrator position for no additional professional fee. • Commitment not to directly solicit any candidates selected under this contract for another position while employed with your organization.
Transparency and confidentiality	<ul style="list-style-type: none"> • No preconceived notions or expectations about the Village and prospective candidates. • Work closely with the Village to make sure the process is transparent. • Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.
Keeping the Village involved and minimizing disruption	<ul style="list-style-type: none"> • Comprehensive process incorporates the active participation of the Village Board at key steps in the process. • Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. • Village staff can focus on their primary and assigned functions while Baker Tilly manages the search process.

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS
The Village of Kronenwetter will benefit from our understanding of best practices within the executive recruitment space.

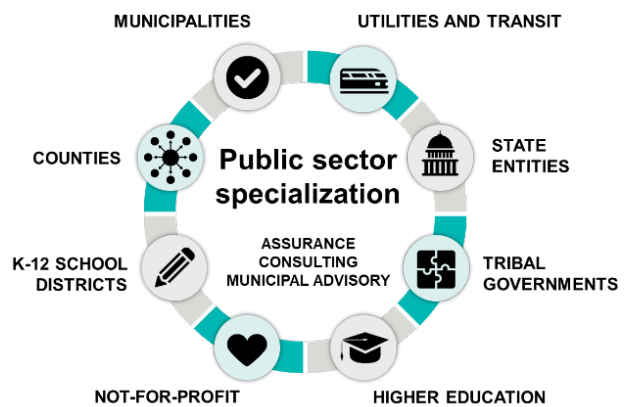
5. Fee proposal

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving Kronenwetter's mission.

Public sector specialization

Baker Tilly has served local governments since our establishment more than 92 years ago. We are one of the few professional services firms with a state and local government practice dedicated entirely to serving governmental clients.

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for Kronenwetter? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive recruitment projects. The Village will collaborate with knowledgeable professionals who your challenges and provide innovative solutions to help you overcome them.



State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. State and local governments were among Baker Tilly's first customers. Recognizing this complexity and eager to serve as a true **Value Architect™** to the industry, Baker Tilly formalized its dedicated public sector specialization more than **60** years ago.

More than 350 Baker Tilly professionals — including nearly 30 partners and principals — focus directly on serving state and local governments, providing hundreds of thousands of client service hours annually to the public sector.

Our practice serves nearly 4,000 state and local government entities nationwide, including villages, counties, municipalities, school districts, public utilities and transit organizations. Your team is ready to help you solve the obstacles between you and your goals.

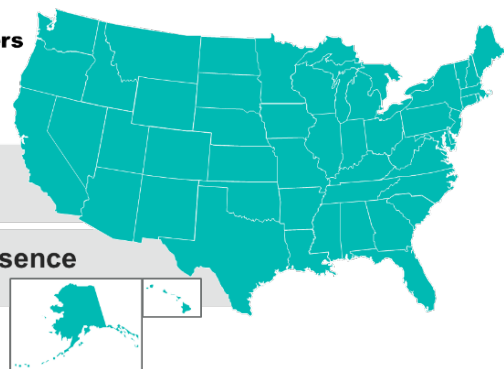
Public sector: experience that matters

nearly **4,000** public sector clients

90+ years industry experience

Coast-to-coast presence Industry trainers and thought leaders

States where Baker Tilly has served public sector clients



Organizational management and human capital services

OUR COMBINED SERVICES INCLUDE:		
• Classification and compensation	• Organizational assessments	• Organization development
• Executive recruitment	• Executive coaching	• Succession planning
• Performance management	• Management services	• Process improvement
• Strategic and business planning	• Financial planning, budgeting and analysis	• Service sharing and service consolidation
• Performance assessment	• Internal audit	

MEETING KRONENWETTER'S HUMAN CAPITAL NEEDS

Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.

Our highly regarded executive recruitment process

State and local government clients like the Village of Kronenwetter are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs — the following table details how we plan to address your needs in a valuable way.

TASKS	PROCESS
1. Recruitment brochure development and advertising	<ul style="list-style-type: none"> We schedule and meet with members of the Village Board and key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations. Then we will use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.
2. Execution of recruitment strategy and identification of quality candidates	<ul style="list-style-type: none"> Using your approved profile, we develop a colorful, informative and appealing brochure. Then, we embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile. Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects we identify by building a detailed query into our searchable applicant database. Using our applicant tracking system, we communicate with all applicants about the process, established timelines and the next steps.
3. Screening of applications, review of semi-finalists and selection of finalists	<ul style="list-style-type: none"> Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires. At the same time, the project team conducts a comprehensive web and social media scan to elicit information relevant to employment and the continuation in our process. We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile. Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 10 to 15 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses.

5. FEE PROPOSAL

TASKS	PROCESS
	<ul style="list-style-type: none"> We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process.
4. Background report checks, reference checks, social media presence, academic verifications	<ul style="list-style-type: none"> We secure authorization from each finalist to conduct a comprehensive background records check and reports. We obtain a list of up to 10 current or former supervisors, peers or direct reports from each finalist to contact as references. We provide a report summarizing all responses to our customized reference questionnaire. We verify academic credentials and professional certifications. We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to hiring the finalists you interview. We provide a comprehensive reference check and report for each finalist.
5. Final interview process	<ul style="list-style-type: none"> Once you identify your finalists, we collaborate with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement.

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS
We strive to distinguish ourselves from peer organizations.

Understanding your needs to help achieve your objectives and mission

We understand the Village of Kronenwetter is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next Village Administrator position.

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications most important to your organization for this recruitment.

We recognize that there is significant competition for experienced local government managers, leaders and executives today. For this reason, we collaborate with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. Successful recruitment often depends upon reaching successful executives who may not necessarily be searching for new employment opportunities or waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. These efforts ensure that your Village Board receives and can select from many qualified candidates.

Baker Tilly manages and tracks applicant information and provides regular communication, updating the applicants on the status of each recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide your Village Board with comprehensive details and information about each candidate we present, expanding beyond applications, cover letters, and resumes to understand better, compare and contrast individual professional experience, leadership traits and the management style they would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also can provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning as you deem necessary or appropriate. Additionally, the lead consultant is available to you or your designee before, during and after each interview session and can facilitate your deliberations, employment offer, and negotiations with the individual you select as a finalist.

The Baker Tilly executive recruitment process

Our relationship-driven approach is led by an engagement team who delivers a cost-effective, quality engagement for Kronenwetter. We will provide executive recruitment solutions that address the Village's underlying complexities and your unique opportunities.

Your recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.

Task 1: Kickoff, marketing, recruitment and outreach

Developing a comprehensive recruitment brochure that includes a profile of the ideal candidate is an essential first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the candidate's success in the position of Village Administrator. The recruitment brochure will also include a profile that captures the essence of the Village of Kronenwetter as a highly attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the engagement team leader will meet with the Village Board, Village staff and other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your Village Administrator. We meet individually (or collectively, depending upon your preference) with members of the Village Board to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and expectations for the Village Administrator.

Information from these meetings and our review of the job description and other Village documents is used to prepare a position and candidate profile. The Village will approve the completed profile before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates. [See example of a recruitment brochure in **Appendix C.**]

The project team will also work with the Village to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates.

If required, our team will place ads in relevant professional publications, websites and local print media and coordinate with Village staff to include information about the search on the Village's social media platforms. Baker Tilly also has a high-traffic website with an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will consist of national, state, regional and local elements determined during our initial meetings with the Village's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to promote the Village Administrator position further.

5. FEE PROPOSAL

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Position profile and recruitment brochure development	<ul style="list-style-type: none"> Baker Tilly meets with the Village to receive information regarding the Village’s budgets, organizational charts, images, logos, etc. Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) 	2 weeks
Approve brochure, begin advertising and distribute marketing letter	<ul style="list-style-type: none"> Brochure sent to Village for final approval Begin advertising and distribution of recruitment brochure 	2 weeks

Task 2: Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of Village Administrator. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, potential candidates presented with the opportunity directly and in the proper manner may apply. We take pride in locating highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by creating a customized database utilizing our extensive, interactive applicant database for the Village Administrator position. This will allow the Baker Tilly team to customize applicant flow and tracking, communicate with applicants and conduct database inquiries for candidates based on characteristics important to the Village, such as geographic location, particular experience, expertise and credentials.

While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the Village Administrator position looks like to reach a consensus on the ideal candidate's desired leadership and management style. We ask the SMS to complete a 30-minute online questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership and management style attributes for this position, creating a framework for assessing candidate fit with the Village. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix D.**]

Each candidate submitting a resume is sent a timely acknowledgment by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status. We take pride in the many complimentary comments by candidates regarding the level of communication and professionalism they are treated with during our recruitments.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none"> Online data collection and profile development Development of an interactive, searchable applicant database for the recruitment of your Village Administrator Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy 	4-5 weeks

5. FEE PROPOSAL

- Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics

Task 3: Screening of applicants and recommendation of semi-finalists

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to 10 to 15 semifinalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

Another unique aspect of our recruitment process is using a web-based one-way video interview. Each finalist has limited time to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to start responding and up to three minutes to respond to each of about three questions. This tool allows our team to understand better each candidate’s ability to “think quickly.” The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide the Village Board and the designated staff with a link to review.

You will have access to our Applicant List, which will provide pertinent data for each applicant.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<p>Applicant screening and recommendation of semi-finalists</p>	<ul style="list-style-type: none"> • Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database • Most promising applicants are asked to complete candidate questionnaires and provide due diligence information • Media, internet and social media scan for information pertinent to future employment • Top candidates identified as semi-finalists • Semi-Finalist Report is prepared, including the brochure, applicant list, cover letter and resume of candidates to be considered • Baker Tilly and the Village Board review video interviews • Project team leader meets with the Village Board to review recommended semi-finalists • Village Board selects finalists for on-site interviews • Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed 	<p>2-3 weeks</p>

Task 4: Conducting background checks, reference checks and academic verifications

Once the Village Board has identified a list of “finalists,” Baker Tilly begins conducting reference checks, background records checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

5. FEE PROPOSAL

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:

• Consumer credit	• Bankruptcy
• City/county – criminal	• State district Superior Court – criminal
• City/county – civil litigation	• State district Superior Court – civil litigation
• Judgment/tax lien	• Federal district - criminal
• Motor vehicle driving record	• Federal district – civil litigation
• Educational verification	• Sex offender registry

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

Kronenwetter will receive a report that thoroughly verifies each finalist's background.

To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews and the time we can provide you with our Final Report.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Design final process with the Village for on-site interviews with finalists	<ul style="list-style-type: none"> Baker Tilly confirms interviews with candidates 	1-2 days
Background checks, reference checks and academic verifications	<ul style="list-style-type: none"> Baker Tilly completes background records checks, reference checks and academic verifications of finalists 	2-3 weeks

Task 5: Final interview process

Upon completing Task 4, we will work with your Village Board and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with the department heads and the opportunity for a meet and greet with community members and individual tours of the Village. We work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Before the interviews, we provide documentation on each finalist, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The engagement team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If asked, we will help the Village Board develop a compensation package and related employment considerations and negotiate an employment agreement.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Final Report prepared and delivered to the Village	<ul style="list-style-type: none"> Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions 	1 day

5. FEE PROPOSAL

On-site interviews with finalists	<ul style="list-style-type: none"> • Interviews are scheduled • Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested 	1-2 days
Offer made/accepted	<ul style="list-style-type: none"> • If requested, Baker Tilly participates in candidate employment agreement negotiations • Baker Tilly notifies candidates of the decision • Baker Tilly confirms the final process; closeout items with the Village of Kronenwetter 	1-2 days

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Kronenwetter’s elected officials and the new Village Administrator. We offer the following fee-based supplementary services to encourage growth and positive change.

SUPPLEMENTARY POST-PLACEMENT SERVICES	
Six-month check-in	A facilitated session allows the new Village Administrator and the Village Board to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.
Executive coaching	Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new manager.
Performance evaluation plan	An annual performance review process led by a third-party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the board/manager relationship.
Management system review	A structured review of the organization’s management system identifies ways to increase efficiency and effectiveness. It is especially helpful for new village administrators because it provides an objective agenda for improvement.

We are happy to discuss these services with you and prepare a proposal for any desired services.

Recruiting a diverse candidate pool for the Village of Kronenwetter

Baker Tilly’s recruiting strategy for Kronenwetter reflects our firm’s core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we start collaborating with you to find the right candidate for your Village Administrator position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.

Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA’s National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established networks to find candidates from various backgrounds, including those traditionally underrepresented in public sector hiring, and encourage them to consider Kronenwetter’s opportunity. Based on our performance record, prospective candidates trust that the Baker Tilly executive recruitment team will fairly consider each application based on their qualifications and the established profile.

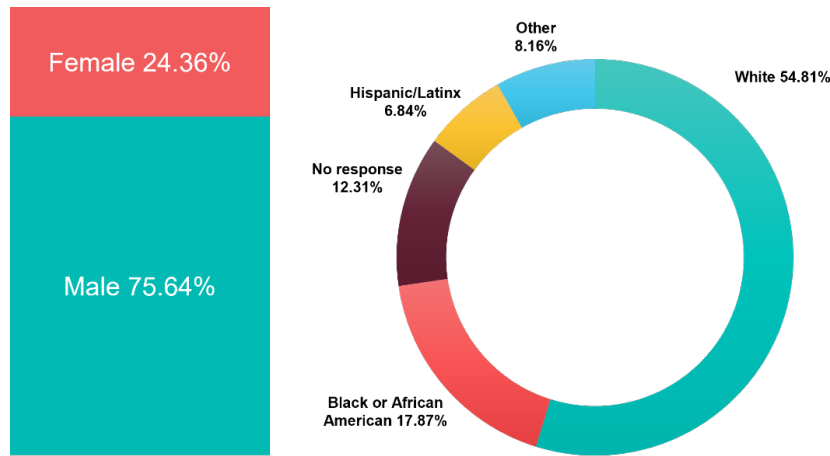
5. FEE PROPOSAL

As a leader in the executive recruitment industry, we take positive actions to prevent and remedy any discriminatory effects of business and employment practices.

Recruiting for diversity requires intentional and proactive efforts. These include:

- Advertising job postings that are inclusive and free from bias, using gender-neutral language and avoiding language that could discourage some populations from applying
- Reaching out to a wide range of communities and organizations and using various recruiting channels to help expands the slate of candidates
- Providing a welcoming and inclusive workplace culture within your village to attract and retain diverse talent

This past year, 88% of our applicants provided their race, and 87% shared their gender during the recruiting process. We saw a 1.97% increase in the number of Hispanic/Latinx applicants we presented to clients and a 2.28% increase in female applicants over the same timeframe in 2021. The demographic breakdown of 704 candidates presented was as follows:



DIVERSITY IN RECRUITMENT

As evidenced by positive trends in our applicant diversity data, we are committed to broadening the candidate pool for your position by reaching out to a wide range of communities, organizations and prospective candidates.

Triple Guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with hiring a highly qualified Village Administrator who matches the profile we developed to this end. We further define success by identifying and presenting a sufficient number of well-qualified applicants for the Village Board to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a trifold, industry-leading triple guarantee.

1. First, we commit to conducting your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until you select a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason), we will repeat the executive search at no additional professional fee

5. FEE PROPOSAL

but will include project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.

3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains in your employment.

Co-developing a timeline to meet Kronenwetter’s deadlines

A typical timeline is 90-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. For this proposal, target dates are to be determined. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement. The following is an example of a timeline for an executive recruitment process.

PROJECT MILESTONE	DELIVERABLES
<p>Profile development, advertising and candidate outreach</p>	<ul style="list-style-type: none"> • Baker Tilly meets with Village officials to develop a candidate profile and recruitment brochure; Village approves ad placement schedule and timeline • Baker Tilly sends a draft recruitment brochure to the Village • The Village returns the draft brochure (with edits) to Baker Tilly • Baker Tilly begins recruitment advertising and marketing • Online data collection and profile development
<p>Applicant screening and assessment and recommendation of semi-finalists</p>	<ul style="list-style-type: none"> • Baker Tilly commences the formal review of applications, and the most promising candidates will be asked to complete questionnaires • Candidates complete recorded interviews online • Baker Tilly completes a formal review of applications and sends selected resumes to the Village Board for review • Candidates’ recorded interviews are presented • Baker Tilly meets with the Village Board and recommends semi-finalists; Village Board selects finalists for on-site interviews • Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed
<p>Comprehensive background checks, academic verifications and reference checks completed for finalists</p>	<ul style="list-style-type: none"> • Baker Tilly completes reference checks/background checks/academic verification on finalists
<p>On-site Interviews with finalists</p>	<ul style="list-style-type: none"> • Baker Tilly sends documentation for finalists to the Village Board • The Village Board conducts on-site interviews with finalists
<p>Employment offer made/accepted</p>	<ul style="list-style-type: none"> • The Village Board extends employment offer to the selected candidate

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS

The Village of Kronenwetter’s time is valuable. We will co-develop a timeline to provide the Village’s executive recruitment services on time.

5. FEE PROPOSAL

Delivering a professional fee estimate for the Village of Kronenwetter

We are excited about the opportunity to work with Kronenwetter and have prepared the below fee estimate to meet the Village’s needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-ons or startup charges.

The all-inclusive professional fee includes the cost of professional services by the engagement team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates’ travel expenses to client location for on-site interviews. Clients generally manage these matters directly with the finalists.

Baker Tilly will bill for this engagement in four installments: 30% upon execution of this agreement, 30% at Phase I, 30% at Phase II, and 10% upon acceptance of an employment offer by the finalist. The fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice the Village for any unpaid portion of the fee.

Please direct all questions regarding the professional fee and project-related expenses to Patty Heminover at patty.heminover@bakertilly.com or +1 (651) 223 3058.

PROPOSED SERVICES	FEES
Phase I	
Task 1 — Candidate profile development/advertising/marketing	\$6,190
Task 2 — Identify quality candidates	\$4,390
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists	\$6,280
Task 4 — Reference checks, background checks and academic verifications	\$3,500
Phase III	
Task 5 — Final process/on-site interviews with finalists	\$6,590
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$26,950

OPTIONAL SERVICES FOR CONSIDERATION	FEE
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.	\$1,650
On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Kronenwetter at an hourly rate of \$300 plus expenses for additional work requested explicitly by your organization outside this project’s scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.	\$300 per hour plus expenses

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES

The Village of Kronenwetter may benefit from the additional services we offer. All additional services will be billed with the express consent and agreement with the Village.

Negotiations

The proposed fees are guaranteed for the term of any resulting contract.

We will provide the Village of Kronenwetter with our standard engagement terms if selected. Should the Village wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

Supporting Kronenwetter with our value-for-fees approach

We will provide the highest quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.

 <p>A team that works with a similar client base and is ready to lead a smooth recruitment</p>	 <p>Frequent check-ins and timely responses to your inquiries</p>	 <p>Controlled costs through a service approach designed for your organization</p>	 <p>Knowledge retention through a commitment to staff continuity</p>
 <p>High level of experienced manager involvement for a successful recruitment</p>	 <p>Practical, flexible and collaborative approach designed for your unique needs</p>	 <p>Full range of service solutions to grow with your needs</p>	 <p>Use of innovative technology and software tools to support real-time communication and efficiencies</p>

COMMITMENT TO VALUE FOR FEES

The Village of Kronenwetter can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.



Appendix A: Engagement team member resumes

DIRECTOR

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



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Education

Bachelor of Science, consumer science, business administration
 Minnesota State University – Mankato

Mini MBA program, human resources management
 University of Saint Thomas (Saint Paul, Minnesota)

Master of Education, administration
 Minnesota State University – Mankato

Patty has been with the firm since 2010. Before joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, and director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, member
- State Negotiators Association, Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

DIRECTOR

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion for improving local government and creating great communities for over 30 years.



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Education

Bachelor of Arts in political science
and public administration
William Jewell College
(Liberty, Missouri)

Master of Public Administration
University of Kansas
(Lawrence, Kansas)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- More than 15 years of experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee’s Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

MANAGING DIRECTOR

Nancy Hetrick

Nancy Hetrick is a managing director with Baker Tilly's public sector advisory practice.



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Education

Bachelor of Arts in political science, public administration concentration
California State University, Chico

Nancy is an experienced facilitator with expertise in strategic planning, team building and facilitating problem-solving and process improvement initiatives. In addition, she is skilled in performance management, succession planning, organizational and process improvement, and budget development.

Nancy led the County of San Mateo's Outcome-Based Management program and has supported local government clients with designing and implementing performance measurement systems. Nancy is an excellent facilitator and trainer. She has developed a curriculum, conducted training on various topics, and routinely facilitates priority-setting and team building workshops for cities, counties and not-for-profit boards.

Since 2006, she has led projects with local governments, including the Bay Area cities of Rohnert Park, Redwood City, San Carlos, Fairfax, Orinda, Merced, Martinez, San Jose and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey and Santa Clara.

Specific experience

- Local government professional with more than 25 years of local government and consulting experience
- Completed hundreds of consulting engagements for local government clients, including in the areas of strategic planning, organization design, workforce and succession planning, performance management, and all forms of teambuilding
- Seasoned facilitator with expertise in team building, strategic planning and governance engagements for both appointed and elected teams
- Oversaw budget and administrative activities of the criminal justice departments and led San Mateo County's Outcome-Based Management program on behalf of County leadership
- Certified in administering the Myers-Briggs Type Indicator (MBTI), DiSC, and other assessment tools

Industry involvement

- Municipal Management Association of Northern California (MMANC)
- Cal-ICMA, Talent Development Team

DIRECTOR

Yolanda Howze, M.P.A., IPMA-SCP, SPHR, SHRM-SCP

Yolanda Howze, a director with Baker Tilly, brings more than 25 years of public sector experience, including 20 years as a multifaceted and competent human resources leader.



Baker Tilly US, LLP

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Education

Dual Bachelor of Arts in psychology and organizational leadership
Maryville University
(St. Louis, Missouri)

Master of Arts in public administration and policy analysis
Southern Illinois University
Edwardsville (SIUE)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience, primarily in municipal government.

Having worked in the public sector for more than 25 years, Yolanda is passionate about her craft and being of service to others, which, in addition to her employment experience, she has demonstrated through professional conference presentations/speaking events and serving on local and regional boards and committees including IPMA-HR, as well as other community involvement.

Specific experience

- Human capital professional and administrator executive
- Executive recruitment, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management

Industry involvement

- International Public Management Association - Human Resources (IPMA-HR)
- Society for Human Resource Management (SHRM)
- Texas Municipal Human Resources Association (TMHRA)
- IPMA-HR Texas Chapter, (former) Conference Program Committee
- IPMA-HR Central Region, (former) vice president ('10)
- IPMA-HR Central Region, (former) former Secretary-treasurer ('09-'10)
- IPMA-HR Greater St. Louis Chapter, (former) president

Continuing professional education

- International Public Management Association-Human Resources (IPMA-HR)
- IPMA-HR Greater St. Louis Chapter
- Human Resources Certification Institute (HRCI)
- Society for Human Resources (SHRM) certified professional

MANAGING DIRECTOR

Anne Lewis

Anne Lewis leads Baker Tilly's public sector executive recruitment team and brings nearly 20 years of local management experience.



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anne.lewis@bakertilly.com

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Education

Bachelor of Science, business administration and management
Shenandoah University
(Winchester, Virginia)

Master of Science, organizational leadership and public administration
Shenandoah University
(Winchester, Virginia)

Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Taskforce on recruitment guidelines handbook
 - Taskforce on women in the profession
 - Taskforce on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of the executive board
- Virginia Women Leading Government
- National Public Employer Labor Relations Association (NPELRA)

Community involvement

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

DIRECTOR

Edward G. Williams, Ph.D.

Edward Williams brings character, competence and expertise to every project.



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Education

Bachelor of Arts, Education
University of Missouri
(Kansas City, Missouri)

Master of Higher Education
Administration
University of Missouri
(Kansas City, Missouri)

Ph.D., Educational Leadership
and Policy Analysis
University of Missouri
(Kansas City, Missouri)

Languages

English
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

Karen Edwards, a recruitment analyst with Baker Tilly, has been with the firm since 2021.



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Education

Bachelor of Science in business administration - human resource management
Western Governors University

Karen is a recruitment analyst with Baker Tilly’s executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements.

Specific experience

- More than 30 years of experience in human resources, administrative positions and customer service
- Proficient in analyzing data, creating and implementing standard operating procedures and preparing presentations and reports
- Adept at identifying inefficiencies to enhance organizational performance and streamlining office operations
- History of success adapting in dynamic environments to effectively manage multiple projects simultaneously

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

Michelle Lopez, a manager at Baker Tilly, has been with the firm since 2017.



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Education

Associate in Arts, liberal arts
Minneapolis Community College
(Minneapolis, Minnesota)

Bachelor of Science, project
management (in progress)
Colorado State University – Global
Campus

Michelle assists in the organizational management of the executive recruitment process. Her primary focus is to ensure that the recruitment process runs smoothly from start to finish by collaborating closely with internal team members, clients and candidates. Michelle is responsible for coordinating the recruitment process workflow, establishing timelines and monitoring progress. She is also responsible for managing communication channels, ensuring that everyone involved is informed of critical developments and updates.

Specific experience

- More than ten years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization



RECRUITMENT ANALYST

Diane Segulia

Diane Segulia, a recruitment analyst at Baker Tilly, has been with the firm since 2015.



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Education

University of Minnesota – partial credits (Minneapolis, Minnesota)

Diane is a recruitment analyst with Baker Tilly’s executive recruitment practice group. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources and collaborating with candidates and clients through all phases of an executive recruitment.

Specific experience

- More than ten years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Carrie Thompson

Carrie Thompson, a recruitment analyst with Baker Tilly, has been with the firm since 2021.



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carrie.thompson@bakertilly.com

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Education

Bachelor of Arts in communication
with a concentration in media
production and criticism
George Mason University

Carrie facilitates smooth sailing during the recruitment process. She runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

Specific experience

- More than 15 years of customer service experience for multiple industries
- More than four years of experience in recruiting coordination, including interview scheduling and candidate communication
- Expertise in marketing and position advertising via LinkedIn
- Reference and extensive background checks for potential candidates

Community involvement

- Mission trip volunteer with Herndon United Methodist Church



Appendix B: Prioritizing diversity, inclusion, belonging and societal impact (DIBS)

Prioritizing diversity, inclusion, belonging and societal impact (DIBS)



MEET SHANE LLOYD,
DIBS STRATEGY LEADER

In his role as head of diversity, inclusion, belonging and societal impact at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.

At Baker Tilly, DIBS is who we are rather than simply what we do. We celebrate and value the identities, perspectives and contributions of every person. As we empower our team members to grow and bring their talents to the table, we discover opportunities to achieve better results for the Village of Kronenwetter. We hire people who bring new perspectives and experiences, including Shane Lloyd, who joined Baker Tilly as our DIBS strategy leader in 2021.

Baker Tilly's DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. This cross-section of leaders across our firm oversees our strategy — from inclusion-related communications to accountability measures for our key diversity goals and coordination of our DIBS ecosystem.

Our new, ambitious goals center around our structural pillars of diversity, inclusion, belonging and societal impact — embedding this work ever more deeply into the day-to-day working of our business. Our DIBS ecosystem includes an array of groups, initiatives and deep networks of committed team members. [Learn more here.](#)

Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions and enhances the retention of women at all firm levels.

Supporting Opportunity, Advancement and Recognition (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Within SOAR, our team member-led Black, Latinx and Asian American and Pacific Islander (AAPI) communities provide spaces for conversation, relationship-building and engagement.

NexGen: Joining workforce generations



With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future.

PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace.

Baker Tilly Foundation



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation supports causes within key pillars, including human services organizations that advance well-being, equity and inclusion.



Appendix C: Sample brochure



CITY MANAGER

CITY OF BELOIT, WISCONSIN

First Review of Applications: November 11, 2022



BELOIT COMMUNITY

The Beloit community prides itself on its diversity, heritage, resiliency, and entrepreneurial spirit. Located along the Wisconsin-Illinois border, this transforming community is developing quickly and presents significant opportunities for the future. The City of Beloit serves as the Gateway to Wisconsin, located near Interstates 39/90 and Interstate 43. Beloit is strategically located for convenient access to much of the upper Midwest and the major metropolitan areas located in this region of the country. The City's diverse population estimate is 36,162; however, the Greater Beloit market area is home to 110,000 residents. The City is especially proud of its recreational amenities, including its beautiful riverfront, providing recreational and special event facilities, biking and hiking paths, and other amenities actively used on a year-round basis.

The City Center has undergone a complete transformation in the last decade and includes a charming downtown with tree-lined streets serving the pre-20th century commercial buildings, the internationally renowned Beloit College and beautiful, historic residential neighborhoods. Newer neighborhoods provide modern housing amenities in all price ranges, from entry level to high-end, custom-built homes. Beloit combines the qualities of metropolitan living with the charm and neighborliness of a small town.

The junction of two interstate highways in Beloit provides excellent transportation to the area, connecting the community to Milwaukee, Madison, Rockford and Chicago – all within a short drive. Because of its excellent geographic location, Beloit has enjoyed a history of supporting manufacturing, warehousing, and distribution centers for many major corporations.



395
FTEs



36,162
Population

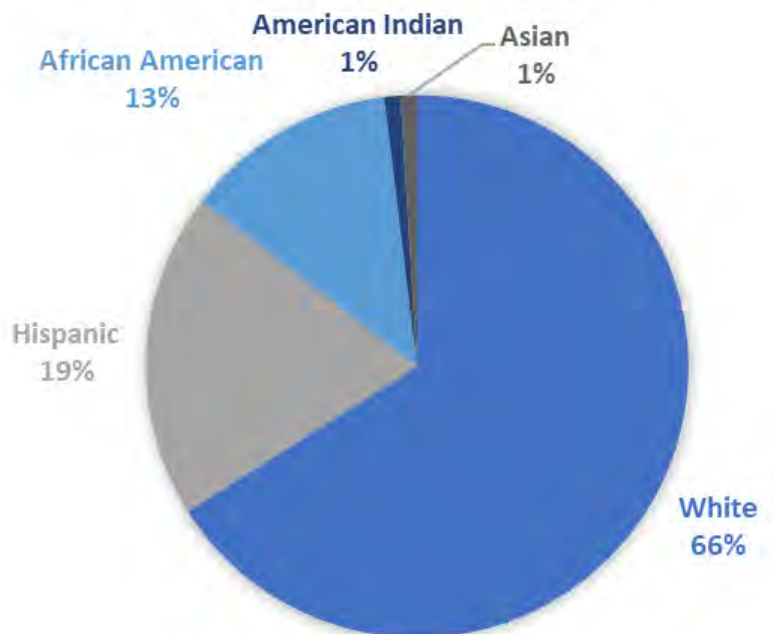


AA-
Standard & Poor's
Credit Rating



\$149M
City Budget—
All Funds

DEMOGRAPHICS



THE MUNICIPAL ORGANIZATION

The City of Beloit, founded in 1836 and incorporated as a city in 1856, has operated under the statutory form of Council-Manager government since 1929. The City Council is the policy-making body of the City and consists of seven members who are elected on a non-partisan basis for two-year overlapping terms of office. A Council President, who serves as the Chair of the Council, is selected from among the Council by its Members. The City Manager is considered by statute to be the CEO of the municipal corporation. The Manager is appointed by the Council as a whole and is responsible for the overall supervision and administration of the City government.

The City of Beloit provides comprehensive municipal services, which includes full-time police and fire protection including emergency medical services; the construction and maintenance of City streets; refuse collection and disposal; community planning and development; economic development; a complete parks and recreation program; and public library. The City operates as municipal enterprises a golf course; cemeteries; the sewer, water and storm water utilities; mass transit; and public housing. Natural gas and electricity are provided by Alliant Energy.

The City enjoys a strong financial position with an AA- credit rating by Standard and Poor's reflecting its growing economy and healthy operating reserves. The City of Beloit has adopted a 2022 all-funds operating budget of \$149 million (operating - \$83.2 million, capital - \$52.2 million, internal services funds – \$13.6 million).

City services are provided by approximately 350 full-time employees in the following departments: City Manager, Fire, Police, Library, Public Works, Community Development, Economic Development, Finance and Administrative Services, Information Technology, Human Resources, and City Attorney.

MISSION STATEMENT

The City of Beloit's mission is to provide outstanding public service.



CORE ORGANIZATIONAL VALUES

- B – Be Safe:** Safety comes first. We each play a role in the health, safety and welfare of the public at large and must act in ways that enhance our own personal safety, the safety of our co-workers and those we serve.
- E – Ethical Behavior:** We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other. We do what we say we are going to do.
- L – Leadership:** Is developed and shared throughout the organization with an emphasis on continuous improvement.
- O – Outstanding Public Service:** We are committed to providing outstanding services to our diverse public and internal customers.
- I – Inclusion of Diverse People and Ideas, Creating a Sense of Belonging:** We respect the unique contributions of our fellow employees, residents, groups, and organizations throughout the community by seeking out their opinions, talents, and needs.
- T – Teamwork to Creatively Solve Problems:** We are a team of diverse employees, working internally across departments and divisions, as well as externally with our many stakeholders to creatively solve problems.

NEIGHBORHOOD AND CULTURAL AMENITIES

The community is home to beautiful parks, numerous cultural opportunities, and caring neighborhoods. Beloit has over 900 acres of scenic parks which provide ample areas for active and passive recreation. Nearly 200 civic, youth, music, art, garden, professional service, social, veteran, and fraternal organizations bring enrichment to all who join. The City is also home to a Chamber orchestra and a Civic Theater that are both very popular. Each year, Beloit hosts an international film festival that lasts for two weeks and brings in visitors from all over the world. An active YMCA facility as well as a Boys and Girls Club offer a variety of recreational and educational opportunities. Beloit has a strong faith community with over 70 churches representing 26 denominations.

Numerous attractions and venues which draw visitors and enhance the quality of life for residents in the community include the Welty Environmental Center, Krueger-Haskell Golf Course, Beloit College Poetry Garden, the restored Beckman Mill, Logan Museum of Anthropology, the Beloit Historical Societies' Lincoln Center Museum and the Hanchett-Bartlett Homestead.

A brand-new Minor League ballpark was opened in 2021, offering an enhanced fan experience for baseball fans in Beloit and beyond. Home of the Beloit Sky Carp Minor League baseball team, the ABC Supply Stadium offers state-of-the-art amenities while serving as a multi-purpose, year-round event center in downtown Beloit.

Beloit's riverfront park system includes vibrant community spaces for all and extends through downtown Beloit along the east bank of the Rock River. Riverside Park hosts concerts every Friday evening in the summer months, cultural festivals, and events for children and families, including paddleboat rentals and a canoe/kayak launch. Beloit has the second largest Farmer's Market in the state of Wisconsin with more than 5,000 people attending every Saturday morning in the late spring through the early fall.

The City's robust Public Library is a source of community pride. A part of a repurposed, aging shopping mall, the Library represents the best of Beloit's renaissance with a state-of-the-art facility that is enjoyed by residents and visitors of all ages. The Library has partnered with Blackhawk Technical College to provide several educational spaces, as well as a heavily utilized community spaces which have become a gathering place for community organizations.



BELOIT'S BUSINESS COMMUNITY

The City's economy is diverse and very active. Greater Beloit is the home of numerous industrial firms, several corporate headquarters, and many retail establishments.

- Beloit is also home to the worldwide headquarters of the Hendricks Companies including ABC Supply, Hendricks Holdings and Hendricks Commercial Properties, an involved and dedicated corporate resident.
- Other major employers in the Greater Beloit area include the Amazon, Beloit Health System, School District of Beloit, Birds Eye, Taylor Company, Frito-Lay, Amazon, Beloit College, Kerry America, Fairbanks Morse Defense, Kettle Foods, and Hormel Foods.
- Downtown Beloit is the historical, economic, cultural and social center of the community. Located north of the confluence of the Rock River and Turtle Creek, the downtown is anchored by a core of historic buildings and the redeveloped Ironworks office and industrial campus.
- The City's 450-acre Gateway Business Park located along Interstate 39/90, holds numerous manufacturing, industrial and office campuses. The business park also includes office, multi-family and single family uses. The Gateway Business Park is currently home to G5 Brewing Company, NorthStar Medical Radioisotopes, Pratt Industries, Amazon, Staples, Chicago Fittings, and Kettle Foods.
- Final approval for a Ho-Chunk Casino in Beloit was granted by the federal government in May 2022. The Ho-Chunk Nation owns 32 acres of land in Beloit and construction is expected to start in 2023. The complex will include one of the largest casinos in the state, as well as a 300-room hotel, 45,000 square feet of meeting and convention space, and a waterpark.

EDUCATIONAL OPPORTUNITIES

The City is served by Beloit School District which serves nearly 6,000 students with six elementary schools, four intermediate schools, and one high school. The Lincoln Academy, a new tuition-free public charter school, serves students in grades 4K through 12. The Lincoln Academy specializes in project-based and experiential learning models by providing career exploration and real opportunities and choices for graduates. Beloit Turner School District covers portions of the City of Beloit and has an elementary school, intermediate school, and a high school. The City is also served by a few private schools.

The City is also the host community to Beloit College, located just a block from Downtown Beloit. Beloit College is a private liberal arts college chartered in 1846. Today, Beloit College, with an enrollment of 1,300 students from 43 states and 39 countries, enjoys a national reputation for excellence. From its 40-acre wooded campus, the College serves as a cultural center for the community, offering a wide variety of theatre productions, lectures, concerts, and art exhibitions. Beloit College is one of the oldest institutions of higher learning in the state of Wisconsin and provides innovative educational programs for community residents of all ages as well as undergraduate degrees in 50 fields of study. Blackhawk Technical College has class offerings in Beloit as well as a main campus located between Beloit and Janesville. Blackhawk Technical College provides technical training to Rock County area students as well as current workers and designs customized training for area employers.



THE POSITION

The City Manager has full appointing and oversight authority for the operation of the various City divisions and departments and has the responsibility of carrying out policies adopted by the Council. The leadership team is comprised of the City Attorney/Deputy City Manager, Community Development Director, Economic Development Director, Finance and Administrative Services Director, Fire Chief, Human Resources Director, Information Technology Director, Police Chief, and Public Works Director.

Management and Leadership Traits:

- Functions as the face of the City; is involved in community events and makes connections with local businesses and industries; appreciates and celebrates the diversity of the community.
- Engages with staff and builds one-on-one relationships; has a strong ability to inspire, motivate, and instill confidence and pride in staff and leadership.
- Proven and successful visionary leader who upholds City values, leads by example, and inspires respect and trust.
- Strategic and innovative thinker who is approachable and responsive to all stakeholders; brings creative ideas to the table and presents complete information so City Council can make informed decisions; provides realistic expectations.
- Good fiscal steward that fosters and promotes a culture of accountability and transparency.
- Diplomatic, apolitical, open-minded, innovative, forward thinker, and a professional who embraces input and can build consensus on even contentious issues. Be honest, trustworthy, warm, and responsive, able to build rapport with anyone.
- Visionary that works collaboratively with internal and external stakeholders to promote new business development, economic development and redevelopment.
- Embraces the community, the region and the regional partners with a genuine desire to engage and where appropriate work with residents, businesses, neighboring governmental units, the education community, and not for profit organizations.
- Possesses complete integrity that exemplifies professional and personal characteristics of impeccable behavior which meet the highest ethical standards.



LEADERSHIP OPPORTUNITIES

Community Engagement—The next City Manager is expected to be the “Face” of the City both externally and internally. They will need to have a high comfort of social engagement coupled with experience in developing effective multi-faceted outreach, engagement, and social media programs to connect the City, its programs and services, its employees, its residents, and stakeholders.

Communication—The next City Manager is expected to provide engaging and transparent information to staff, residents and stakeholders using inclusive modern and strategic methods.

Community and Economic Development—The City of Beloit is currently pursuing several economic development projects that will complement the historic nature and character of the community. The next City Manager will collaborate with a host of community stakeholders committed to working with minimum bureaucracy.

Housing—Beloit is experiencing a housing issue similar to many other markets across Wisconsin that is causing a shortage of homes in all price ranges. The next City Manager will work to find systematic approaches to address these issues including affordable housing.

Marketing and Community Image— Beloit has an image, and that image to the outside world may be very different to what the community knows to be true. The City Manager will help develop a strategic plan to enhance and promote the City’s image and to highlight the many successes Beloit has achieved.

Recruitment and Retention— As with any service-driven organization in the current work environment, the ability to attract and retain excellent talent is an ongoing challenge. The next City Manager will work with the staff to improve employees’ work-life balance. The City leaders would like to see greater diversity among the organization’s staff, reflective of the city’s demographics.

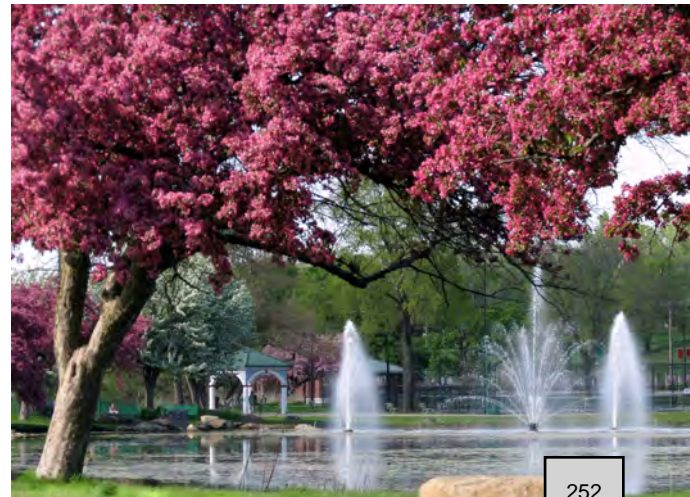
EDUCATION AND EXPERIENCE

The ideal candidate will have a Bachelor’s degree in public administration, public policy, planning or related field; a Master’s degree is highly desirable. The candidate must have a minimum of 7 or more years of progressive leadership/ management experience in a similarly complex community with the ability to show competence in key operational areas of city government including finance, budgeting, public safety, public works, and economic development. An International City Manager Association Credentialed Manager and / or Local Government Executive Institute education is highly preferred.

COMPENSATION AND BENEFITS

The City of Beloit is offering an attractive hiring salary range of \$170,000 to \$185,000, commensurate with experience and qualifications. The City of Beloit offers an excellent benefits package including 90% medical / dental premiums paid by the City, car allowance, cell phone, holidays, sick, vacation, and participation in the Wisconsin Retirement System, which is administered by the State. Residency within the City is expected and relocation assistance is negotiable.

The City seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQIA+ individuals, people with disabilities, and veterans to apply.



APPLICATION AND SELECTION PROCESS

We invite qualified professionals to submit a cover letter and resume by visiting our website at:

[GovernmentJobs.com/Careers/BakerTilly](https://www.governmentjobs.com/careers/bakertilly)

This position is open until filled; however, a first review of resumes will occur on **November 11 2022**. Following this date, applications will be screened against criteria outlined in this brochure. The City will consider offering an interview to those candidates named as Finalists, with reference, background, and academic verification checks conducted after receiving candidates' permission. The City will reimburse expenses for in-person interviews. For more information, please contact:

Patty Heminover

Patty.Heminover@Bakertilly.com

(651) 968 7841

Yolanda Howze

Yolanda.Howze@Bakertilly.com

(312) 240-3401

The City of Beloit is an Affirmative Action/Equal Employment Opportunity Employer. To learn more about the City of Beloit, please visit their website at: <https://www.beloitwi.gov/>



Wells Fargo Place

30 East 7th Street, Suite 3025 | St. Paul, MN | 55101 | [bakertilly.com](https://www.bakertilly.com)



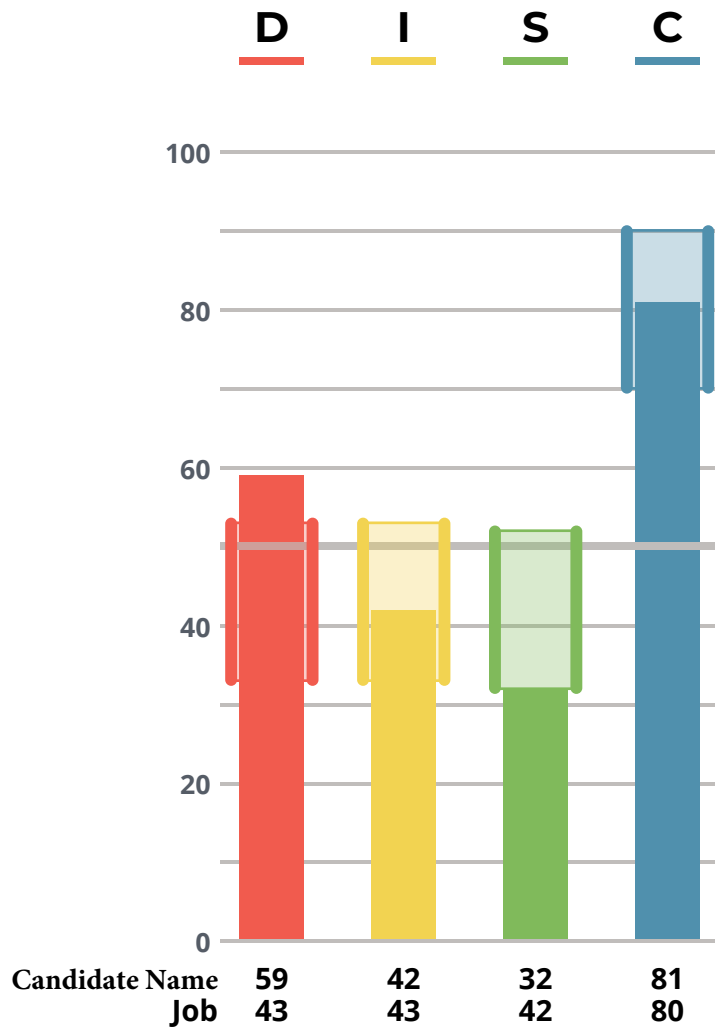
Appendix D: Sample TTI report




Workplace Behaviors®

Candidate Name

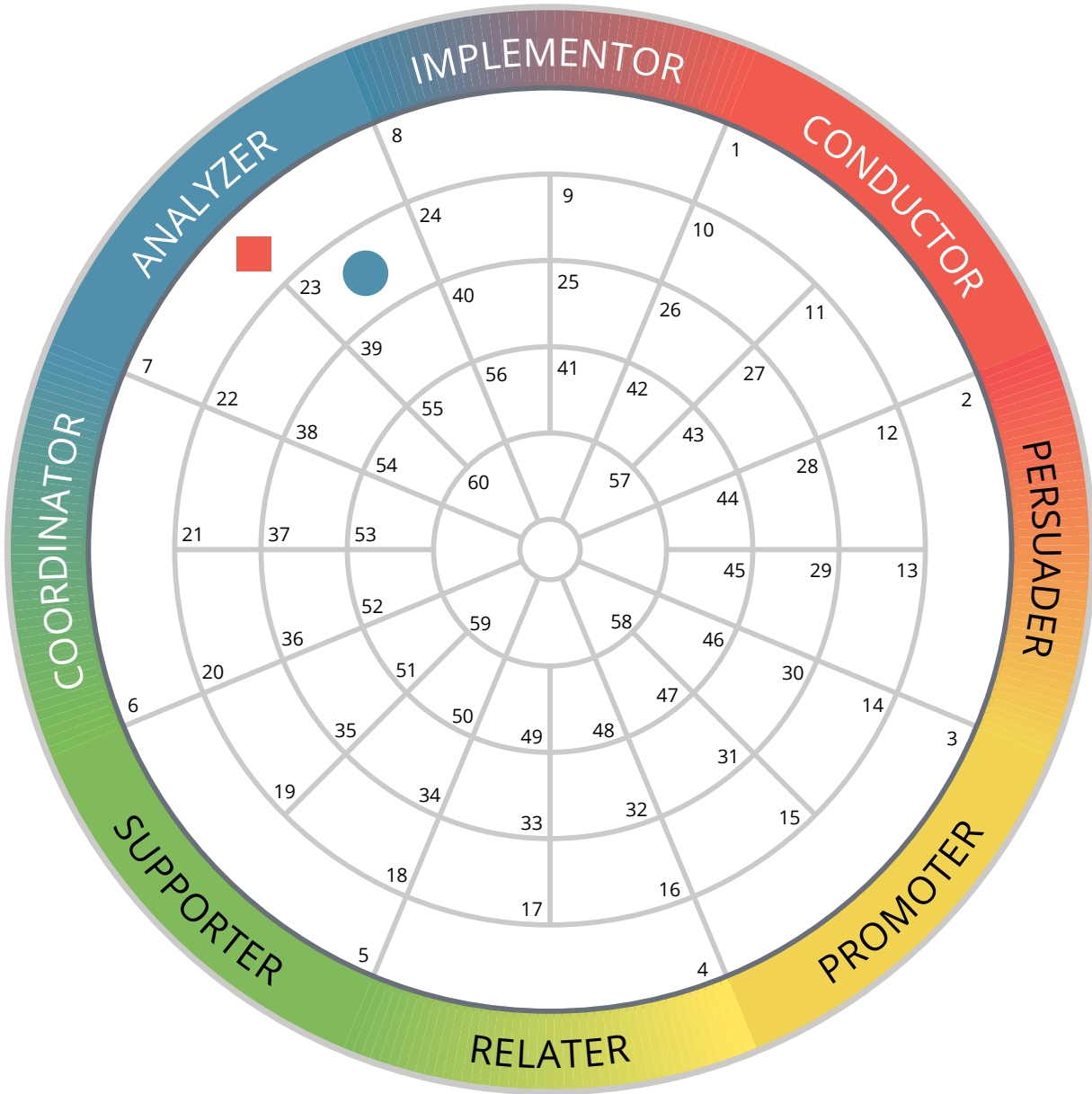
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)



The Success Insights® Wheel














- Job - (7) ANALYZER
- Candidate Name - (23) IMPLEMENTING ANALYZER












Comparison Analysis

For Consulting And Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Time and Priority Management	79 — 100	62 
2. Self Starting	87 — 100	61 
3. Decision Making	94 — 100	88 
4. Personal Accountability	85 — 100	58 
5. Diplomacy	72 — 100	66 
6. Teamwork	74 — 100	67 
7. Project Management	82 — 100	69 

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	58 — 100	46 
2. Harmonious	36 — 58	24 
3. Altruistic	35 — 59	21 
4. Structured	36 — 58	46 

Job Behavioral Hierarchy	Zone Range	Person
1. Organized Workplace	81 — 100	85 
2. Analysis	54 — 80	80 
3. Persistence	62 — 80	65 
4. Following Policy	61 — 80	70 

-  Exact match
-  Fair compatibility
-  Good compatibility
-  Poor compatibility
-  Over-focused

Candidate Name

Nicholas Lancaster
Principle
Ideal Teams
803 Silver Ave SW
Albuquerque, NM, 87102
nick@idealteams.com
813-716-8765
Date: July 31, 2023

Bobbi Jo Birk-LaBarge
Village of Kronenwetter
Email: bbirklabarge@kronenwetter.org

Dear Bobbi,

I am pleased to submit this Cover Letter on behalf of Ideal Teams, I am authorized and empowered to bind the organization contractually, to propose our recruitment services in response to the Village of Kronenwetter's Request for Proposal (RFP) for Executive & Professional Recruitment Services to fill the position of Village Administrator.

Ideal Teams is dedicated to delivering unparalleled recruitment solutions to our valued clients, and we are excited to collaborate with the Village of Kronenwetter on this critical recruitment endeavor. We are confident that our proposal meets all the requirements stipulated in the RFP and that our offer remains in full force and effect until accepted by the Village within 90 days beyond the deadline for submittal.

As outlined in the RFP, Ideal Teams is committed to providing comprehensive and tailored recruitment services to ensure the successful identification of top talent for the Village Administrator position. Our desired recruitment services include, but are not limited to:

Gathering Essential Insights: We will meet with the Village Board to gain in-depth information regarding the expectations, challenges, requirements, and responsibilities associated with the Village Administrator role.

Position Profile and Advertising Plan: Based on our proven successes with similar clients and positions, we will develop a targeted position profile and an effective advertising plan to attract top-tier candidates.

Direct Networking Campaign: We will execute a strategic networking campaign to reach out to potential candidates, utilizing regional, in-state, and local elements as determined during our initial meetings with the Village Board.

Candidate Outreach: We will proactively contact known potential candidates to motivate their application and explore referral opportunities from others in similar classifications.

Application Management: Ideal Teams will handle all applications efficiently, ensuring a seamless and positive candidate experience.

Rigorous Screening Process: Our screening process will include comprehensive background, criminal, and credit checks, as well as thorough reference and media checks to ensure finalists possess backgrounds of the highest integrity.

Top Candidate Presentation: We will present a list of the most qualified candidates for Village Board consideration and interviews.

Interview Coordination: Ideal Teams will coordinate and schedule candidate interviews with the Village Board, ensuring a smooth and efficient process.

At Ideal Teams, we pride ourselves on forging lasting partnerships with our clients and delivering results that exceed expectations. We understand the significance of the Village Administrator position, and we are committed to finding an exceptional leader who will positively impact the community.

We are enthusiastic about the prospect of collaborating with the Village of Kronenwetter on this critical recruitment project. Should you have any questions or require further information, please do not hesitate to contact us. We look forward to the opportunity to serve as your trusted recruitment partner.

Thank you for considering Ideal Teams for this important undertaking.

Sincerely,



Nicholas Lancaster
Principle
Ideal Teams

Statement of Qualifications for Ideal Teams

Ideal Teams is a leading recruitment firm with a proven track record in providing unparalleled Executive & Professional Recruitment Services. As a dedicated partner, we are committed to assisting the Village of Kronenwetter in identifying the most qualified candidate for the vital position of Village Administrator. Our comprehensive qualifications align perfectly with the criteria outlined in the Request for Proposal (RFP) and ensure a seamless and successful recruitment process.

We understand the significance of the Village Administrator role in shaping the future of Kronenwetter. To ensure a precise match, we will conduct thorough meetings with the Village Board to gain valuable insights into their expectations, challenges, requirements, and responsibilities for the position. This essential step allows us to develop a comprehensive understanding of the Village's unique needs.

Drawing from our successful experiences with similar clients and positions, we will craft a targeted position profile and an effective advertising plan. Our approach highlights the Village's distinctive attributes, attracting top talent with the necessary skills and leadership qualities to thrive in the role.

Ideal Teams will execute a strategic networking campaign to identify and attract the most exceptional candidates. This campaign will include regional, in-state, and local elements as determined during our initial meetings with the Village Board, ensuring a wide-reaching and robust talent pool.

Leveraging our extensive network, we will proactively reach out to known potential candidates, inspiring them to apply for the Village Administrator position. Additionally, we will explore outreach to individuals in similar classifications, fostering both applications and referrals of potential applicants.

Ideal Teams will manage all applications efficiently, offering a seamless and user-friendly experience for candidates. We believe that every applicant deserves to be treated with respect and will be evaluated fairly and objectively.

Our screening process is meticulous, incorporating comprehensive background, criminal, and credit checks, as well as thorough reference checks. This ensures that the finalists presented to the Village Board possess backgrounds of the highest integrity.

As a result of our thorough screening process, we will deliver a carefully curated list of the most qualified candidates for consideration. This presentation will include in-depth profiles and evaluations to facilitate informed decision-making.

Ideal Teams will coordinate and schedule candidate interviews with the Village Board, ensuring a smooth and efficient process. We understand the importance of seamless communication and timely coordination to facilitate a positive candidate experience.

Ideal Teams is deeply committed to providing exceptional recruitment services that align with the unique needs and aspirations of the Village of Kronenwetter. We are excited about the opportunity to contribute to the success and growth of the community by identifying a visionary leader for the Village Administrator position. Our expertise, dedication, and thorough approach make us the ideal partner for this critical recruitment endeavor.

Ideal Teams References

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Organizational Background

Ideal Teams stands proudly as a prominent and highly reputable recruitment firm, dedicated to providing comprehensive staffing solutions across a wide range of industries. Our journey began in 2017 when visionary founder, Allen Miner, recognized the need for a revolutionary approach to recruitment that would forge meaningful connections between exceptional talent and organizations in pursuit of their ideal team members. Since then, Ideal Teams has evolved into a trusted partner for companies seeking top-tier talent and candidates exploring rewarding career opportunities.

Operations and Service Portfolio:

At Ideal Teams, our commitment to excellence is reflected in the diverse portfolio of recruitment services we offer. We take great pride in tailoring our solutions to the unique needs of our clients, understanding that each organization possesses distinctive attributes and aspirations. Our team of experienced recruitment specialists is armed with innovative strategies, cutting-edge technology, and profound industry insights, enabling us to identify and attract the most suitable candidates for various positions.

Year Founded: 2017

Ownership Structure and Client Focus:

As a privately held company, Ideal Teams operates with a steadfast focus on maintaining its independence and flexibility. This ownership structure empowers us to make agile decisions that prioritize the best interests of our valued clients and candidates alike. We believe that building enduring relationships with our partners is at the core of fostering success in the recruitment realm. Our privately owned status enables us to concentrate wholeheartedly on delivering exceptional results and fostering client satisfaction as we solidify our position as a leading recruitment firm.

Biography of the Founder:

Allen Miner: A trailblazer in the world of business, Allen Miner is the visionary founder and driving force behind Ideal Teams. Driven by his extensive background and passion for innovation, Allen embarked on a mission to reshape the recruitment landscape by introducing transformative practices that would elevate the experience for clients and candidates alike. His strategic vision, coupled with an unwavering commitment to excellence, has been instrumental in steering Ideal Teams towards its current position of prominence.

With a focus on building enduring partnerships, Allen's dedication to nurturing strong relationships within the organization and with external stakeholders has been pivotal in Ideal Teams' growth and success. Under his visionary leadership, Ideal Teams has rapidly evolved into

a trusted recruitment partner, known for its uncompromising commitment to customer-centric solutions.

Ideal Teams embodies a diverse collective of professionals who bring together their expertise, passion for excellence, and a profound commitment to delivering customer-centric recruitment solutions. Through our unwavering vision and strategic guidance, we have carved a niche as a trusted and reliable partner for companies and candidates alike. As we continue on our journey, Ideal Teams remains dedicated to elevating the recruitment experience to new heights of success and satisfaction, forging the ideal connections that drive organizations and individuals towards mutual prosperity.

Fee Structure

Ideal Teams is pleased to present our fee structure for the Executive & Professional Recruitment Services to assist the Village of Kronenwetter in the search for a highly qualified Village Administrator. Our comprehensive fee structure ensures a fair and transparent partnership, aligning with the Village's specific requirements and expectations.

Placement Fee:

Our placement fee will be the greater of the following two options:

Option A: 10% of the position's first-year salary

OR

Option B: A flat fee of \$10,000

Payment Terms:

Upon the contract award, Ideal Teams will issue an invoice for the agreed-upon placement fee. The payment will be due promptly once the contract is signed. Our organization accepts various payment methods for ease of transaction.

Placement Guarantee:

To underscore our commitment to excellence and ensuring a successful recruitment process, Ideal Teams offers a 60-day placement guarantee. In the unlikely event that the selected candidate resigns or is terminated within the first 60 days of employment, Ideal Teams will initiate a replacement search at no additional cost to the Village of Kronenwetter. We understand the significance of this leadership role and are dedicated to finding a candidate who is the best fit for the Village's vision and requirements.