***CITY OF WILLMAR***

**LABOR COMMITTEE MEETING**
**5:45 PM, TUESDAY, JANUARY 26, 2021**
**VIRTUAL - GOTOMEETING**

# AGENDA

**Members:** **Justin Ask**
**Tom Butterfield**
**Vicki Davis**
**Michael O'Brien**

1. Meeting Called to Order
2. Elect Chair & Vice Chair
3. City Administrator Search Update
4. Miscellaneous
5. Adjourn

City of Willmar

# Committee Action Request

| | | | |
|---|---|---|---|
| **Committee Meeting Date:** | January 26, 2021 | **Agenda Item Number:** | 3 |
| **Agenda Section:** | N/A | **Originating Department:** | Human Resources |
| **Resolution** | YES | **Prepared by:** | Samantha Beckman |
| **Ordinance** | NO | **Reviewed By:** | Brian Gramentz |
| **No. of Attachments** | One (1) | **Presented By:** | Samantha Beckman |
| **Item:** | Human Resources Department recommending adopting a resolution entering into a contract with Baker Tilly for our City Administrator Search. | | |

**RECOMMENDED ACTION:**
Motion By: _____Second By: _____, to
Adopt a resolution entering into a contract with Baker Tilly for our City Administrator Search.

**OVERVIEW:**
With the upcoming retirement of our current City Administrator, the City must move forward with our search process for a new Administrator. Baker Tilly provided a proposal for their services. As their firm has already met with most staff and elected officials and already developed a brochure, they would be able to begin our search process faster than any other search agency.

**PRIMARY ISSUES/ALTERNATIVES TO CONSIDER:**
1. Obtain bids from alternate firms
2. Attempt to fill the Administrator position without an agency

**BUDGETARY/FISCAL ISSUES:**
Total All Inclusive Fee of $20,550

**ATTACHMENTS:**
Baker Tilly proposal

# City of Willmar, Minnesota

*Proposal to provide executive search services*

January 5, 2021

bakertilly
now, for tomorrow.

Baker Tilly US, LLP
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January 5, 2021

Ms. Samantha Beckman
Human Resources Director
City of Willmar
333 Southwest 6th Street
Willmar, MN 56201

Dear Ms. Beckman:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to the City of Willmar (the City) to help you identify your next City Administrator. 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 when it comes to 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, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** working with the members of the City Council 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 City Administrator. We strive to understand how the City's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements; then we collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach has proven to effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Proprietary 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 of the candidates we present to you. Results are "Real," "Impactful," and "Powerful." Furthermore, these results can provide you with more profound insights into the candidate's management traits and leadership styles based on scientific data.
- **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.
- **Proprietary online application management:** our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and allows us to communicate with each applicant quickly and effectively. We communicate in real time with applicants, thereby engaging and informing them of each step, search related assignment and corresponding timeline throughout the process. Our system also allows us to access, review and evaluate thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these are individuals who may not be actively seeking a job, but who may be open to "the right opportunity." This is another benefit and advantage we provide to our clients, which enables us to access a larger number of active and passive job seekers.

This proposal details about our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the City of Willmar.

Very truly yours,

BAKER TILLY US, LLP

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Director
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Baker Tilly US, LLP, trading as Baker Tilly, is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

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# 1. General information

## Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the City as we seek to become your Value Architect™.

Executive recruitment for public and non-profit clients has been a part of Baker Tilly's portfolio of advisory services for more than 30 years. 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 this recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the City of Willmar organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Our combined consultant team has conducted nearly 1,500 executive searches.

The Baker Tilly project team will collaborate with the City Council and the City's designated staff as your technical advisor to ensure that the recruitment process for your next City Administrator is conducted in a thorough and professional manner consistent with "best practices" in the public sector executive recruitment space. Our objective is to generate highly qualified candidates and assist you with the screening and evaluation of these candidates.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering only outstanding services and leading-edge products.

## Project contacts and locations

**Chuck Rohre, Firm Director**
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# 2. Understanding and approach

*The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.*

## Our understanding of Willmar's needs

We understand the City is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for its next City Administrator.

Baker Tilly will work with the City to understand the desired qualities and professional capabilities that are most important to your organization for this recruitment. This information helps us present the City of Willmar and the vacancy to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting the City of Willmar as a vibrant and thriving community in which to live.

We recognize that there is significant competition for experienced local government managers today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that the City receives a qualified candidate pool.

Baker Tilly manages and tracks applicant information and provides regular communications, updating the applicants on the status of the recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide the City Council with comprehensive information about each candidate we present, expanding beyond applications and resumes, to better understand their professional experience, the leadership and management style they will bring to your organization, and their motivation for pursuing this career opportunity. We also assist you in the preparation of interview questions, interview day scheduling, planning and structuring as needed. Additionally, we are available to you and present throughout each interview session and are able to facilitate your deliberations and negotiations with the top candidate.

## Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team leader will work closely with the Willmar designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may include virtual or telephonic meetings, interviews or conversations.

As such, we will creatively collaborate with your organization to provide you with access to critical information you may need to make your hiring decisions. Additionally, we can utilize our capability for video conferencing during meetings, candidate interviews, etc.

When the time arrives for the City Council to interview candidates, we may encourage and support the steps established or recommended by local, state or federal guidelines, public health and medical professionals, including social distancing guidelines and protocols.

Baker Tilly has successfully organized several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Patty Heminover is able to provide corresponding on-site support and assistance, if requested.

## Remote work

For Baker Tilly, the safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. As of this writing, our firm is directing all professionals work remotely. Because Willmar expects and deserves tailored, personalized service, we recognize that this policy may cause concern. **Please understand that we are prepared to deliver an exceptional service experience remotely if necessary**.

The City's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and the City are not able to meet in person, we have web conferencing software – including Zoom, WebEx and Microsoft Teams – to quickly set up online meetings.

## Proposed solution to meet Willmar's needs

*The recruitment will be conducted out of our St. Paul office. Patty Heminover will serve as the project team leader. Our proven process includes five major tasks:*

1. **Recruitment brochure development and advertising**
   - We schedule and meet with your new City's elected officials, appointed management team members and key stakeholders, as requested, to understand your desired needs, strategic directions, overall candidate expectations and to develop a candidate profile
2. **Execution of recruitment strategy and identification of quality candidates**
   - Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted recruitment campaign
   - Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
   - Using our proprietary applicant tracking system, we communicate and update applicants on key processes and corresponding search progress
3. **Screening of applications, recommendation of semi-finalists and selection of finalists**
   - Once we identify the most promising applicants, we ask them to complete our due diligence questionnaire and a candidate questionnaire while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment

- These applicants also complete a recorded, one-way video interview of selected questions designed to secure a different perspective on the applicant's overall qualifications
- We provide you with a Semi-Finalists Report of the top candidates, which includes resumes, cover letters and due diligence questionnaire responses
- Selected finalists complete a management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.

4. **Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications**
   - Background records checks and academic verification
   - References
5. **Final interview process**
   - Once your City Council identifies its top 3-5 finalists, we work with you and the finalists to coordinate all aspects of the interview process
   - Employment offer – assistance and feedback

## Recruitment approach

### Task I. Recruitment brochure development and advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Administrator. The recruitment brochure will also include a profile that captures the essence of the City of Willmar as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the project team leader will come on site to meet with the Mayor, City Council and designated staff to discuss the required background, professional experience, and management and leadership characteristics for your City Administrator. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and your expectations for the City Administrator.

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profile will be approved by the Mayor and City Council before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates.

The project team will also work with the City of Willmar 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. Our team will place ads in appropriate professional publications, websites and local print media, if required, and coordinate with City staff to include information about the search on the City's social media platforms. Additionally, Baker Tilly has a high-traffic website which includes an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the City Administrator position.

| Project Milestone | Deliverables | Timeline |
|---|---|---|
| Position profile and recruitment brochure development | – Interviews with the new City Council<br>– Baker Tilly receives updated information on the City's budgets, organizational charts, images, logos, etc.<br>– Update draft documents (recruitment brochure, advertisement, marketing letter and timeline) | 2 weeks |
| Approve brochure, begin advertising and distribute marketing letter | – Updated brochure sent to the City for final approval<br>– Commence advertising and distribution of recruitment brochure | 1 week |

## Task II. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City Administrator. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of a customized database utilizing our extensive, interactive applicant database for the City Administrator position. This will provide the Baker Tilly team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

While recruitment is under way, the project team will work with a team of up to 10 subject matter experts (SMEs) who know what successful performance in the City Administrator position looks like to reach consensus on the desired leadership and management style for the ideal candidate. We ask the SMEs to complete a 30-minute, on-line questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership/management style attributes for this position, creating a framework for assessing candidate fit with the City. Later in the process, finalists for the position are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark.

Each candidate submitting a resume is sent a timely acknowledgement 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 in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

| Project Milestone | Deliverables | Timeline |
|---|---|---|
| Execution of recruitment strategy and candidate outreach | – Online data collection and profile development<br>– Development of interactive, searchable applicant database for recruitment of the City Administrator<br>– Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy<br>– Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics | 4-5 weeks |

## Task III. Screening of applicants and recommendation of semi-finalists

In Task III the project team, under the direction of Patty Heminover, will screen the candidates against the criteria within the position and candidate profile and develop a list of semi-finalists for recommendation to the Mayor and City Council. We will then narrow the list to a group of 10-15 semifinalists for review and select finalists on the basis of written candidate questionnaires, early due diligence information, consultant phone interviews and recorded, one-way video interviews.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our team to develop a more comprehensive understanding of each candidate's ability to "think on their feet," as well as their personal and professional demeanor. Our team will provide an online link for the Mayor, City Council, as well as others who have input into the hiring decision, allowing them to review and later discuss the recorded responses. This provides your organization with additional candidate assessment tools that can be customized to fit the unique needs of the City.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

| Project Milestone | Deliverables | Timeline |
|---|---|---|
| Applicant screening and recommendation of semi-finalists | – Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database<br>– Most promising applicants are asked to complete candidate questionnaires and provide due diligence information<br>– Media, internet and social media scan for information pertinent to future employment<br>– Top 10-15 candidates identified as semi-finalists<br>– Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered<br>– Baker Tilly and the City review video interviews<br>– Project team leader meets with Mayor and City Council to review recommended semi-finalists<br>– Mayor and City Council selects finalists for on-site interviews<br>– Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed | 2-3 weeks |

## Task IV. Conducting background checks, reference checks and academic verifications

When the Mayor and City Council approves of a group of finalists for on-site interviews, Baker Tilly 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/her management and leadership characteristics and professional work performance.

| 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 |
| Judgment/tax lien | Federal district - criminal |
| Motor vehicle driving record | Federal district – civil litigation |
| Educational verification | Sex offender registry |

***To ensure that our quality standards are maintained, we require a minimum of 10-15 business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.***

| Project Milestone | Deliverables | Timeline |
|---|---|---|
| Design final process with City for on-site interviews with finalists | – Baker Tilly confirms interviews with candidates<br>– Travel logistics are scheduled for candidates | 1-2 days |
| Background checks, reference checks and academic verification | – Baker Tilly completes background checks, reference checks and academic verifications for finalists | 2-3 weeks |

## Task V. Final interview process

Upon completion of Task IV, we will work with the City Council to develop the final interview process, including the use of virtual platforms as requested. We customize the final interview process according to the needs and functions of the position and according to your preference, instructions and directives to include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads, a City tour and the opportunity for a meet and greet, if requested by the City Council. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background 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 project 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. In addition, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

| Project Milestone | Deliverables | Timeline |
|---|---|---|
| Final Report prepared and delivered to City | – Final Report is prepared; including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions | 1 day |
| On-site interviews with finalists | – Interviews are scheduled<br>– Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates | 1-2 days |

| | | |
|---|---|---|
| Offer made/accepted | – If requested, Baker Tilly participates in candidate employment agreement negotiations<br>– Baker Tilly notifies candidates of decision<br>– Baker Tilly confirms final process close out items with the City of Willmar | 1-2 days |

## Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Willmar's City Administrator position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

## Commitment to diversity and inclusion

Diversity, inclusion and belonging is **who we are** rather than simply what we do. We take a holistic approach by embedding the philosophy and practices of diversity, inclusion and belonging into all aspects of our business.

Baker Tilly is a member of CEO Action for Diversity & Inclusion launched on June 12, 2017 through a steering committee of CEOs focused on making D&I a *business priority and conversation.* It is the largest collection of business leaders openly committed to sharing successful diversity and inclusion initiatives and lessons learned. This corporate exchange provides a unified hub to share successes and challenges.

As a member, we pledge to:

1. Continue to make our workplaces trusting places to have complex and sometimes difficult, conversations about diversity and inclusion.
2. Implement and expand unconscious bias education.
3. Share best—and unsuccessful—practices.

## Timeline

You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

## Why Baker Tilly is ideally suited to serve Willmar

There are many reasons Baker Tilly has distinguished itself from peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Baker Tilly executive recruitment consultants are highly experienced and 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. The Baker Tilly team has recruited and placed more than 1,500 executive-level positions within cities, counties, school districts and public and not-for-profit organizations.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist the City of Willmar organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.
- **We believe that "ethical business practices" are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity.** Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.
- **We conduct a timely, high-quality recruitment that is within budget.** For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the project team leader, the project support staff and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to the City's needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the City of Willmar.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our management/leadership style assessment analysis, to our proprietary online application system, we efficiently manage candidate information and provide the City with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.
- **We offer a "Triple Guarantee" that commits Baker Tilly to the City's success.**
  - We remain focused to assist with your executive recruitment until you make an appointment
  - We guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill the City Administrator position for no additional professional fee
  - We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization

## Benefits to Willmar

Selecting Baker Tilly to conduct your executive recruitment provides you with the following benefits:

- **Comprehensive and structured process:** Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency:** Baker Tilly comes to the City without having any preconceived notions or expectations about the Willmar and prospective candidates. The Baker Tilly team works closely with the City to make sure the process is transparent.
- **Confidentiality:** Prospective candidates know that their application will be kept confidential, allowing them to express interest in the City Administrator position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the City of Willmar can count on maximizing the number of qualified candidates interested in the position.
- **Candidate recruitment:** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of the City's time:** Baker Tilly's comprehensive process incorporates the active participation of City Council members at key steps in the process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment process or to put aside other pressing issues facing the City.
- **Minimize staff disruption:** Baker Tilly's search process also minimizes disruptions to City staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough evaluation of candidates:** The City of Willmar seeks a City Administrator of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

# 3. Proposed fees

*The all-inclusive professional fee to conduct the recruitment is provided below.*

## Professional fee

The all-inclusive professional fee includes the cost of professional services by the project 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. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Baker Tilly and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate.

All questions regarding the professional fees and project-related expenses should be directed to Patty Heminover at patty.heminover@bakertilly.com or via phone at (651) 968 7841.

| Phase | Description of professional services | Fee |
|---|---|---|
| Phase I | Task 1 Candidate profile development/advertising/marketing<br>Task 2 Identify quality candidates | |
| Phase II | Task 3 Screening of applications and submission of recommended semi-finalists to client<br>Task 4 Reference checks, background checks and academic verifications | |
| Phase III | Task 5 Final process/on-site interviews with finalists | |
| Conclusion | Acceptance of offer by candidate | |
| | ***SUB-TOTAL ALL-INCLUSIVE PROFESSIONAL FEE*** | ***$22,750*** |
| | ***Discount to Phase 1 (modify existing brochure and 1 less day of travel)*** | ***-$2,200*** |
| | ***TOTAL ALL-INCLUSIVE PROFESSIONAL FEE*** | ***$20,550*** |

| Optional services for consideration | Fee |
|---|---|
| Executive Search for Assistant City Administrator<br>(Multiple search discount) | **$19,500** |
| Executive Search for Assistant Finance Director<br>(Multiple search discount) | **$19,500** |

| Optional services for consideration | Fee |
|---|---|
| On rare occasions, Baker Tilly is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of $220 plus expenses. Baker Tilly will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services. | ***$220*** per hour plus expenses |

## Triple guarantee

Our Triple Guarantee is defined as:

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to finalize selection from the initial group of finalists, Baker Tilly will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 12 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but will include project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

## Negotiations

If selected, we will provide the City with our standard engagement terms. Should the City 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.

# 4. Firm experience

The following is a list of executive recruitments recently conducted by members of the Baker Tilly team.

**List of relevant projects: 2016 to present**

| Year | Client | State | Project | Population |
|---|---|---|---|---|
| Current | College Park | MD | City Administrator | 32,196 |
| Current | Corpus Christi | TX | Assistant City Manager | 323,733 |
| Current | Evansville | WI | City Administrator/Finance Director | 5,378 |
| Current | Long Grove | IL | Village Manager | 7,956 |
| Current | Maple Plain | MN | City Administrator | 1,807 |
| Current | Moline | IL | City Administrator | 41,902 |
| Current | Rockville | MD | Deputy City Manager | 66,940 |
| 2020 | Athens | TX | City Manager | 12,797 |
| 2020 | Boone County | IL | County Administrator | 53,513 |
| 2020 | Eau Claire | WI | City Manager | 68,866 |
| 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/Comm Eco Dev Director | 1,792 |
| 2020 | Maple Plain | MN | City Administrator | 1,807 |
| 2020 | Matanuska-Susitna Borough | AK | Borough Manager | 108,317 |
| 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 | St. Joseph | MO | City Manager | 74,959 |
| 2019 | Beeville | TX | City Manager | 12,937 |
| 2019 | Cloquet | MN | City Administrator | 11,938 |
| 2019 | Hobbs | NM | City Manager | 37,764 |
| 2019 | Lake Lotawana | MO | City Administrator | 2,099 |
| 2019 | Norman | OK | City Manager | 122,843 |
| 2019 | Paris | TX | City Manager | 24,800 |
| 2019 | Park City | KS | City Administrator | 7,499 |
| 2019 | Port Arthur | TX | City Manager | 53,937 |

## List of relevant projects: 2016 to present

| Year | Client | State | Project | Population |
|---|---|---|---|---|
| 2019 | Willmar | MN | City Administrator | 19,628 |
| 2018 | Addison | TX | City Manager | 15,368 |
| 2018 | Asheville | NC | City Manager | 89,121 |
| 2018 | Ashland | OR | City Administrator | 21,636 |
| 2018 | Avondale | AZ | City Manager | 82,881 |
| 2018 | Belle Plaine | MN | City Administrator | 6,838 |
| 2018 | Billings | MT | City Administrator | 110,323 |
| 2018 | Burnsville | MN | City Manager | 61,434 |
| 2018 | Christiansburg | VA | Town Manager | 21,533 |
| 2018 | Grand Rapids | MI | City Manager | 192,294 |
| 2018 | Herington | KS | City Manager | 2,362 |
| 2018 | Kingman | AZ | City Manager | 29,029 |
| 2018 | Maricopa | AZ | City Manager | 46,903 |
| 2018 | Middleburg | VA | Town Administrator | 828 |
| 2018 | Mora | MN | City Administrator/Public Utilities GM | 3,453 |
| 2018 | Salina | KS | City Manager | 46,994 |
| 2018 | Shawnee | KS | City Manager | 64,323 |
| 2018 | York | PA | Business Administrator | 43,859 |
| 2017 | Berthoud | CO | Town Administrator | 5,807 |
| 2017 | Christiansburg | VA | Town Manager | 21,533 |
| 2017 | Cloquet | MN | City Administrator | 11,938 |
| 2017 | Dickinson | TX | City Administrator | 19,595 |
| 2017 | El Dorado | KS | City Manager | 12,852 |
| 2017 | Glenview | IL | Village Manager | 45,417 |
| 2017 | Lake Havasu City | AZ | City Manager | 53,743 |
| 2017 | Littleton | CO | City Manager | 44,275 |
| 2017 | Manassas Park | VA | City Manager | 16,149 |
| 2017 | Morehead City | NC | City Manager | 9,203 |
| 2017 | Mounds View | MN | City Administrator | 12,525 |
| 2017 | Oldsmar | FL | City Manager | 13,913 |
| 2017 | Orono | MN | City Administrator | 8,009 |
| 2017 | Riviera Beach | FL | City Manager | 33,263 |
| 2017 | Rochester | MN | City Manager | 110,742 |
| 2017 | Township of Roxbury | NJ | Township Manager | 23,324 |
| 2016 | Brooklyn Center | MN | Deputy City Manager | 31,006 |
| 2016 | Cary | NC | Town Manager | 151,088 |
| 2016 | Charter Township of Kalamazoo | MI | Township Manager | 20,918 |
| 2016 | Christiansburg | VA | Town Manager | 21,533 |
| 2016 | Circle Pines | MN | City Administrator | 4,953 |
| 2016 | Commerce | TX | City Manager | 8,276 |

## List of relevant projects: 2016 to present

| Year | Client | State | Project | Population |
|---|---|---|---|---|
| 2016 | Crested Butte | CO | Town Manager | 1,519 |
| 2016 | Deerfield Beach | FL | Assistant City Manager | 78,041 |
| 2016 | Denton | TX | City Manager | 123,099 |
| 2016 | Dumfries | VA | Town Manager | 5,168 |
| 2016 | Fredericksburg | VA | City Manager | 28,132 |
| 2016 | Greensboro | NC | Assistant City Manager | 279,639 |
| 2016 | Hayden | CO | Town Manager | 1,801 |
| 2016 | Jersey Village | TX | City Manager | 7,862 |
| 2016 | Mankato | MN | Deputy City Manager | 40,641 |
| 2016 | Medford | OR | City Manager | 77,677 |
| 2016 | Mooresville | NC | Town Manager | 34,887 |
| 2016 | Moorhead | MN | City Manager | 39,398 |
| 2016 | Moose Lake | MN | City Administrator | 2,787 |
| 2016 | North Branch | MN | City Administrator | 10,087 |
| 2016 | Roswell | NM | City Manager | 48,611 |
| 2016 | Shakopee | MN | Assistant City Administrator | 39,167 |
| 2016 | Virginia | MN | City Administrator | 8,661 |
| 2016 | Warsaw | VA | Town Manager | 1,498 |
| 2016 | Wayzata | MN | City Manager | 4,217 |

# 5. Project team members

*The Baker Tilly project team is designed specifically for the City of Willmar.*

The project team represents experienced professionals who will be working on this City Administrator recruitment. Our service team is selected to meet four very specific objectives for the City: 1) it represents the staff who will be directly responsible for your projects; 2) it provides a range of expertise to cover the range of service requirements; 3) it provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) it represents the commitment to take personal and professional responsibility for the services and outcomes for the City of Willmar.

### Project team leader

**Patricia Heminover, Director**
T: +1 (651) 223 3058
E: patty.heminover@bakertilly.com

### Additional project team members

**Chuck Rohre, Firm Director**
T: +1 (214) 466 2436
E: chuck.rohre@bakertilly.com

**Art Davis, Director**
T: +1 (816) 868 7042
E: art.davis@bakertilly.com

**Sharon Klumpp, Director**
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E: sharon.klumpp@bakertilly.com

**Edward G. Williams, Ph.D., Director**
T: +1 (214) 842 6478
E: edward.williams@bakertilly.com

**Anne Lewis, Director**
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E: anne.lewis@bakertilly.com

**Michelle Lopez, Senior Recruitment Analyst**
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E: michelle.lopez@bakertilly.com

Our engagement team has completed more than 100 successful city administration searches since 2015.

# Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.

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**Director**
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**Education**
Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas (Saint Paul, Minnesota)

Bachelor of Science, Consumer Science, Business Administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Prior to 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, 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

# Charles A. Rohre

Chuck Rohre, a firm director at Baker Tilly, has more than 35 years of experience managing and consulting in both the private and public sectors.

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**Education**
Master's Degree, Human Relations and Management
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development
Abilene Christian University (Dallas, Texas)

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service goals are met.

**Specific experience**

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as city and assistant city managers, police chiefs, fire chiefs, library directors, chief information officers, city/county attorneys, parks & recreation directors, finance directors and public works directors, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

**Continuing professional education**

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

# Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.

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**Education**
Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

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
- Nearly 15 years' 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

# Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.

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**Education**
Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

**Specific experience**

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

**Industry involvement**

- International City/County Management Association (ICMA)

# Anne Lewis

Anne Lewis, a director with Baker Tilly, has worked for local governments for nearly 20 years.

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anne.lewisl@bakertilly.com
bakertilly.com

**Education**

Master of Science, Organizational Leadership and Public Administration
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration and Management
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as 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 & Visitors 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)
  - Task Force on Recruitment Guidelines Handbook
  - Task Force on Women in the Profession
  - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

**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

# Edward G. Williams, Ph.D.

Edward Williams, a director at Baker Tilly, brings character, competence and expertise to every search.

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**Languages**
English
Spanish

**Education**
Ph.D., Educational Leadership and Policy Analysis
University of Missouri (Columbia, Missouri)

Master of Higher Education Administration
University of Missouri (Kansas City, Missouri)

Bachelor of Arts, Education
University of Missouri (Kansas City, Missouri)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various 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

# Michelle Lopez

Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.

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**Senior Recruitment Analyst**
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bakertilly.com

**Education**
Currently pursuing Bachelor of Science, Project Management
Colorado State University – Global Campus

Associate in Arts, Liberal Arts
Minneapolis Community College (Minneapolis, Minnesota)

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also works with clients and candidates to ensure objectives are met throughout the process.

**Specific experience**

- More than 10 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

# Appendix I: sample brochure

## The Community

Surrounded by lakes, rolling hills, and rich farmland, Willmar is located 100 miles west of the Saint Paul-Minneapolis metropolitan area. With all of the friendly neighborliness of a small town, Willmar is the regional center for West Central Minnesota and the Kandiyohi County seat. Covering 14 square miles, the City has an estimated population of 20,272.

Willmar is situated at the intersection of U.S. Highways 12 and 71; it is connected to St. Cloud via Minnesota 23 and to western Minnesota via Minnesota 40. Railroads, which have dominated Willmar's history, continue to provide an important economic connection for Willmar's farm and non-farm products through the Burlington Northern Santa Fe Railway. Other transportation services include the Willmar Municipal Airport, Greyhound Bus Lines, and Central Community Transit.

The City of Willmar functions as a regional center for retail trade, medical care, education, and small manufacturing. Agriculture is the region's leading industry. The City's largest employer is Jennie-O Turkey Store, owned by Hormel. The diversity of the City's economic base has provided steady growth and stability, enabling the area to weather economic downturns.

On December 31, 2017, the City of Willmar entered into an Operating Lease Agreement with CentraCare Health Systems and Carris Health, LLC. Under the agreement, the City agreed to lease and transfer the operations of Rice Memorial Hospital, Rice Care Center, Rice Home Medical, and Rice Hospice to Carris.

## Recreation

The Willmar Lakes Area attracts locals and tourists who come to enjoy recreation, fishing, and other water sports. Golfing is available at the area's three 18-hole and two 9-hole courses.

The area boasts over 41 city, county, and state parks, many with trail systems for hiking, biking, and horseback riding, and one that hosts the fabulous Dorothy Olson Aquatic Center which offers fun for all ages. Robbins Island is Willmar's largest regional park spanning 55 acres. The island hosts seven shelters, a soccer field, disc golf course, a swimming beach, shore fishing, public boat access, and Destination Playground, one of the largest fully accessible playgrounds in the U.S.

In winter, over 200 miles of groomed trails are available for snowmobiling and cross-country skiing while Sibley State Park and the Prairie Woods Environmental Learning Center are favorite spots for snowshoeing.

Organized sports include baseball, softball, football, hockey, volleyball and soccer. Community education and recreation programs provided through a long-standing collaboration between the City and the School District offer activities ranging from aquatics and ice-skating to programs that explore the performing arts. Numerous events, concerts, and festivals occur throughout the year, including Rockin' Robbins, Willmar Fests and the Kandiyohi County Fair.

## Education

Public education services are provided by Willmar Public Schools, Independent School District 347. The District had a 2018/2019 enrollment of 4,244 students in kindergarten through grade 12. It employs approximately 635 certified and non-certified staff and operates three elementary schools, a middle school, a senior high school, and an alternative learning center. Willmar also provides other educational options, including Community Christian School, a K-12 private school, and Dream Technical Academy, a public charter school for grades 7-12.

Post-secondary education programs are provided by Ridgewater College, which offers two-year associate degree programs and comprehensive general education that is fully transferable to four-year colleges and universities. Through its campuses in Willmar and Hutchinson, Minnesota, Ridgewater College serves more than 5,500 students and offers over 100 educational programs.

Pioneerland Library System, with headquarters in Willmar, has over 32 member libraries serving residents in nine West Central Minnesota counties.

## The Organization

The City of Willmar is governed by a Home Rule Charter adopted in 1901. The City operates under a weak Mayor-Council form of government, in which the Mayor is elected to a four-year term of office and the eight Council members are elected, two from each of the City's four wards, to overlapping four-year terms. City elections are held concurrently with general state elections.

The City of Willmar is focused on its values and commitment to being responsive, efficient, innovative, open, neighborly and servicing for the greater good of the community and region.

## The Position

The City of Willmar is seeking an experienced leader and effective communicator to be its next City Administrator. The position is appointed by, and reports to, the City Council and serves at its pleasure. As the City's top appointed official, the City Administrator is responsible for managing city operations and services, with the exception of Willmar Municipal Utilities (electric and water). The position supervises a staff of 112 regular employees and a $42 million budget for all City funds.

## Desired Capabilities

- Experience in economic development and fostering business-community relationships with the City and the surrounding jurisdictions while being adept at how the City can craft meaningful and sustainable economic development initiatives that are a benefit to the City.
- The ability to provide leadership to ensure the City's long-term fiscal health through sound budget management and long-range plans to grow the City's tax base and maintain infrastructure.
- Strong understanding of local government roles and responsibilities and a commitment to support and assist the City Council in its policy role; earns the trust of the City Council and staff by openly sharing and exchanging information and contributing to a deeper understanding of the issues confronting the City.
- Exceptional ability to provide administrative insights to the City Council and staff; able to firmly and diplomatically present professional views and carry out decisions in a timely, professional and impartial matter.
- Outstanding communication skills, both orally and in writing, with the ability to interrelate with the public, City Council, staff, and other stakeholders; strong ability to present to audiences ranging from staff to the community at large.
- Extensive knowledge of municipal operations and general practices including current developments and innovations relevant to local government.
- The ability to effectively delegate authority and responsibility while maintaining appropriate levels of accountability and operational control; able to set clear expectations for department heads and provide them with the latitude to manage operations while holding them accountable for results; builds a cohesive City staff team.
- Skilled at bringing people together to build partnerships to share resources and address common problems; supports the City's role as a regional center by working collaboratively with area local governments, schools and other organizations.
- The ability to approach every initiative and project in a collaborative manner; exhibits the highest levels of integrity and ensures the long-term success of the City of Willmar.
- The ability to respond proactively to opportunities and challenges and encourage new ideas on how municipal services are provided; finds ways to use technology to leverage innovation.
- The ability to establish trust quickly with others and relate to all members of the community; genuinely embrace and promote diversity and inclusion and other cultural competencies; visible in the community and recognized as a community resource.
- Have a collaborative and open, friendly personality and management style and establish trust quickly with others; know how to deal with conflict in a constructive manner.
- Ability to maintain a calm demeanor during times of stress, providing thoughtful advice to residents, staff and elected officials; be flexible and open to change with a willingness to learn and ask questions. Be assertive, yet empathetic when necessary.

## High Priorities and Opportunities

Willmar's next City Administrator will address the following priorities during the first six to 24 months on the job.

New City Hall—The City of Willmar is proposing to design a new joint City Hall/Community Center Facility to serve the community well into the future. The City Administrator will need experience in managing the design and construction of a facility.

Infrastructure—On November 6, 2018 the voters of Willmar approved a $30 million Local Optional Sales Tax to fund multiple community projects including a new events and recreation center, a new community center, additional athletic fields, upgrades to Robbins Island and Swansson Field, and stormwater improvements. It is expected for the new City Administrator to quickly gain an understanding of the bond's purpose and to ensure efforts are made to move projects forward and on budget.

Connecting with Council, Employees and the Community—Communication and transparency with City Council, employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Administrator. Strong listening abilities and a genuine desire to engage the community in problem-solving is expected. Attending community meetings and being present and visible in the City is essential.

Organizational Management—The new City Administrator will evaluate its workforce, organizational structure, processes and procedures to ensure exceptional customer service delivery.

## Qualifications and Experience

Bachelor's degree in public administration, business administration, finance or a related field, Master's degree preferred, and seven or more years of management and supervisory experience in positions of similar complexity, preferably in local government. Equivalent combination of education and experience will be considered. Qualified candidates will be proven leaders with a broad knowledge of municipal functions, a strong background in organizational management, finance, human resource management, and a demonstrated ability to increase operating efficiencies and redesign service delivery. Must have exceptional communication and interpersonal skills and the ability to engage the City Council, staff and community in defining and achieving the City's long-term direction.

## Compensation and Benefits

Competitive starting salary based on the successful candidate's qualifications and experience will be offered, with the range extending from $115,000 - $155,000. The City of Willmar offers a comprehensive and outstanding array of employee benefits, including fully paid group health insurance and up to $6,000 employer HSA contribution.

## Application and Selection Process

Qualified candidates please submit your cover letter and resume online by visiting our website at:

https://bakertilly.recruitmenthome.com/postings/2438

This position is open until filled; first review of resumes occurs on November 11, 2019. Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews will be offered to candidates named as finalists, with reference checks, background records checks, including credit history, and academic and employment verifications conducted after receiving candidate's consent. For more information, please contact Patty Heminover at patty.heminover@bakertilly.com or 651-223-3058.

Visit https://www.willmarmn.gov/ for more information about the City of Willmar.

bakertilly

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Springsted and Umbaugh

380 Jackson Street, Suite 300

St. Paul, MN 55101

651-223-3000

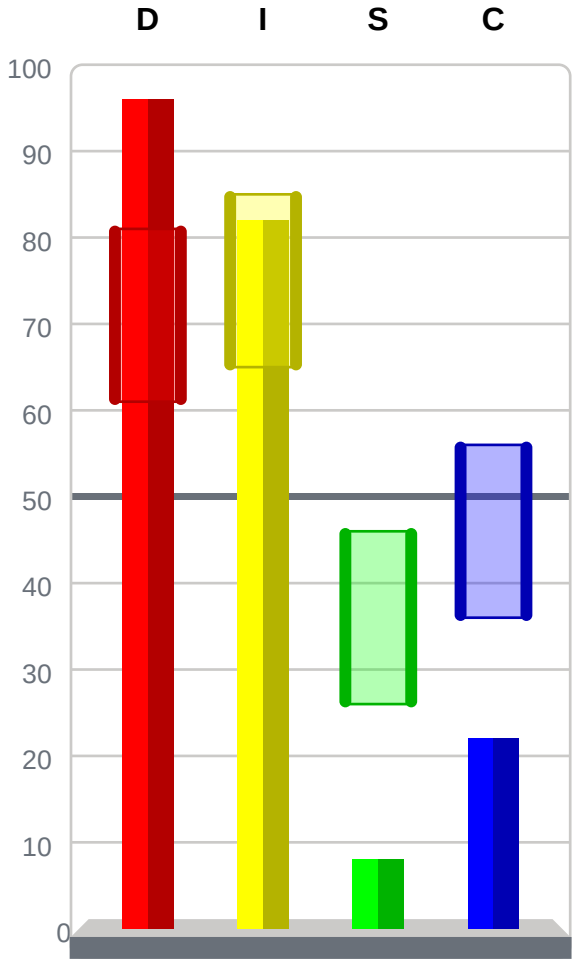
www.bakertilly.com

# Appendix II: sample excerpt of TTI report

TTI SUCCESS INSIGHTS®
DISCOVER • ENGAGE • ADVANCE • PERFORM

# 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.*




| | D | I | S | C |
|---|---|---|---|---|
| **Candidate Name** | **96** | **82** | **8** | **22** |
| **Job** | **71** | **75** | **36** | **46** |

Job Range (20 point range)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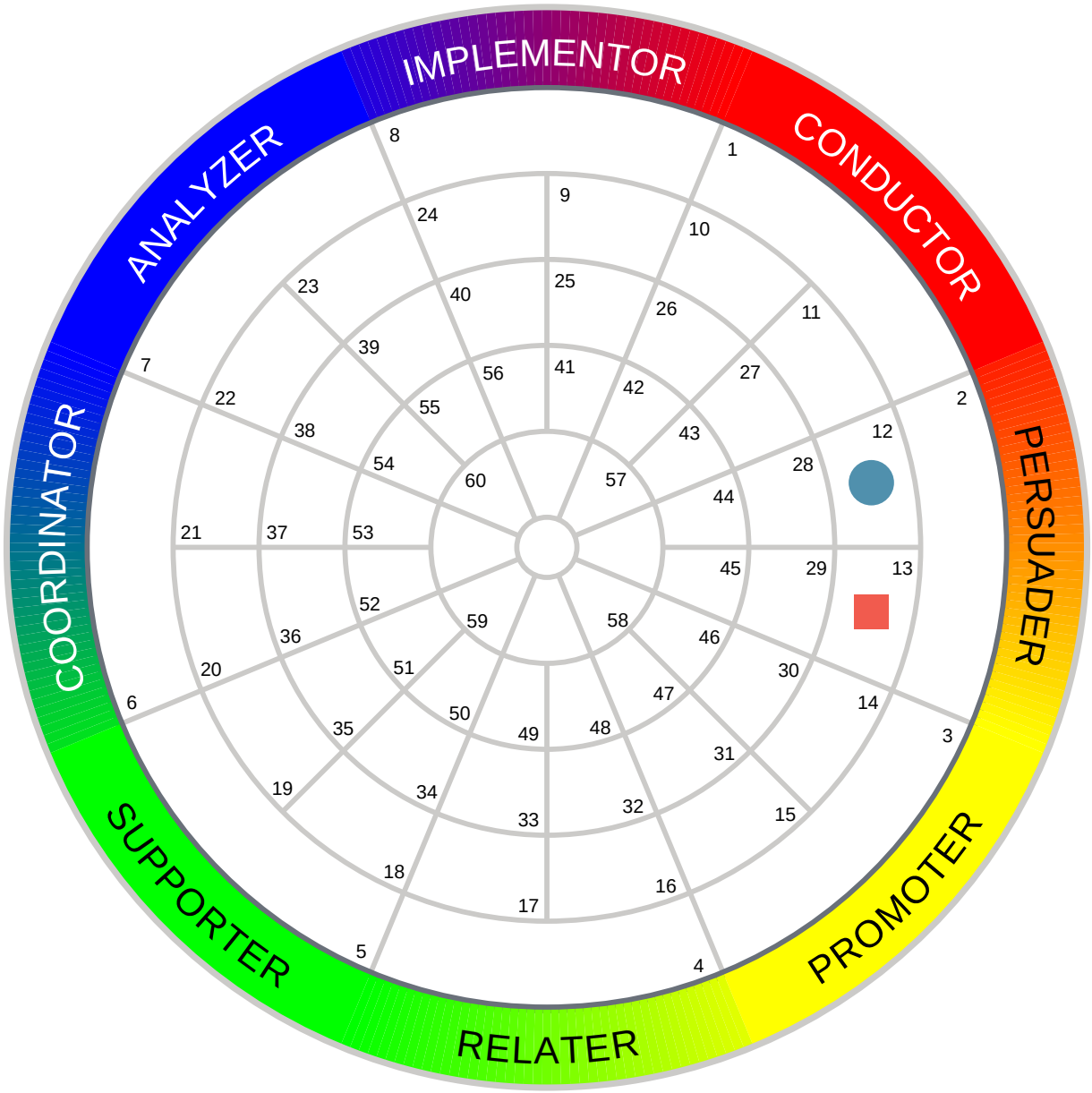
# The Success Insights® Wheel




Job - (13) PROMOTING PERSUADER

Candidate - (12) CONDUCTING PERSUADER

Candidate Name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# Comparison Analysis For Consulting and Coaching

| Job Competencies Hierarchy | Zone Range | Person |
|---|---|---|
| 1. Customer Focus | 91 — 100 | **50** |
| 2. Teamwork | 74 — 100 | **67** |
| 3. Interpersonal Skills | 72 — 92 | **73** |
| 4. Influencing Others | 86 — 100 | **68** |
| 5. Flexibility | 83 — 100 | **78** |
| 6. Creativity and Innovation | 66 — 84 | **62** |
| 7. Leadership | 75 — 93 | **85** |

| Primary Driving Forces Cluster | Zone Range | Person |
|---|---|---|
| 1. Collaborative | 35 — 57 | **6** |
| 2. Selfless | 40 — 62 | **61** |
| 3. Harmonious | 35 — 57 | **0** |
| 4. Receptive | 22 — 45 | **29** |

| Job Behavioral Hierarchy | Zone Range | Person |
|---|---|---|
| 1. Competitive | 73 — 100 | **90** |
| 2. Interaction | 60 — 84 | **90** |
| 3. Versatile | 54 — 74 | **100** |
| 4. Frequent Change | 52 — 72 | **92** |

Exact match
Fair compatibility
Good compatibility
Poor compatibility
Over-focused

Candidate Name


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