

CITY ADMINISTRATOR

Position Title: City Administrator
Department: Administration
Department Head: City Administrator
Immediate Supervisor: City Council
Pay Range: 14 **FLSA Status:** Exempt

APPROVED: April 5, 2000

REVISED: May 13, 2015

REVISED

REVISED:

Purpose

Serves as top appointed official performing executive, administrative and professional work with overall responsibility to manage the City's operations and services. Oversees the operations of all City departments through supervision of department directors; participates in Council meetings and meetings of various boards, commissions and committees; executes Council directives and policies; initiates/oversees planning and budgeting activities; oversees ~~human resources and~~ personnel administration activities; and ensures compliance with applicable laws, rules and regulations. (The position's authority excludes administrative responsibility for ~~Rice Hospital and~~ Willmar Municipal Utilities.)

Organizational Relationships

Communicates with: *Internally* - All department directors and City employees, MUC staff, ~~Rice Hospital staff~~, the Mayor and council members, various board/commission/ committee members, and the City Attorney; *Externally* - County Administrator and officials, other city administrators, numerous state agencies, state legislators, League of Minnesota Cities staff, school district personnel, labor attorney, bond attorney, bond consultant and other contracted consultants, Convention and Visitors Bureau Director, County HRA Director, Chamber of Commerce President, numerous business and community organizations, media and City residents. Supervises with full authority: All City employees, directly or indirectly.

ESSENTIAL FUNCTIONS

Undertakes full complement of supervisory functions such as hiring, evaluating, rewarding, promoting, transferring, disciplining, coaching, and assigning/prioritizing work; recommends serious disciplinary action and removal of department directors to City Council.

Oversees city-wide compensation program, performance management program, and personnel policies; negotiates all collective bargaining agreements with assistance of contracted labor attorney and monitors/interprets agreements as needed.

Coordinates the preparation, submission and management of the City's annual budget.

Ensures all applicable laws, rules, regulations and ordinances are followed/enforced.

Oversees and monitors all City contracts, agreements and legal documents.

Attends regular and special meetings of the Council; attends meetings of various boards, commissions and committees as needed; and represents the City at various community meetings.

Make recommendations to the Council for adoption of ordinances and resolutions.

Develops, implements and enforces administrative policies and procedures.

CITY ADMINISTRATOR

~~ESSENTIAL FUNCTIONS~~ (continued)

Develops a variety of plans, programs and projects relating to infrastructure, other capital improvements, City growth; makes recommendations to the Council; and implements approved actions.

Oversees **Rice Hospital and** Willmar Municipal Utilities ownership issues.

Reviews, monitors, and participates in legislative issues impacting the City.

Supervises department directors through meetings/discussions; review status of projects, ongoing issues and problem solving; and coordinates work between departments and division as needed.

Communicates and coordinates activities with public and outside agencies: speaks to and participates in local service clubs and the Chamber of Commerce; communicates with county, school, and township personnel; prepares and present news releases and meets with media.

Attends workshops, seminars and other training to keep current on municipal affairs.

Receives and personally responds to complaints and concerns from City residents.

Other Duties and Responsibilities

Participates in professional organizations.

Performs other job-related duties as directed by the Council or apparent.

Required Knowledge, Skills, and Abilities

Thorough knowledge of the City's organizational structure and operations.

Thorough knowledge of the City's ordinances, charter and policies.

Considerable knowledge of public administration, municipal finances, human resources/ personnel administration, civil engineering, public works, wastewater treatment and economic development.

Skill in forecasting operating and capital needs and preparing/administering municipal budgets.

Skill in communicating with a wide variety of groups and individuals, verbally and in writing.

Skill in supervising subordinate personnel and fostering a team approach.

Skill in leadership, planning, and organization.

Ability to analyze complex data and prepare/present reports for decision making.

Ability to communicate and execute Council policies and directives.

Ability to establish and maintain effective work relationships with a wide variety of groups and individuals.

Ability to be flexible and adapt to changing situations/priorities.

Machines, tools and equipment used: computer and printer, phone, fax, copier, calculator, City and personal vehicles.

CITY ADMINISTRATOR

MINIMUM QUALIFICATIONS

Bachelor's degree in public administration, political science, finance, business administration or closely related field **and** ten or more years of management and supervisory experience in positions of similar complexity.

Preferred Qualifications

Master's degree in public administration **and** demonstrated knowledge of and ability to work with a number of municipal departments and entities.

Working Conditions

Work is performed in typical office environment with travel within/without the City to observe projects and attend meetings. Operates either a City or personal vehicle for regular transportation needs. Sits for extended periods of time. Noise in work place is usually quiet but may be exposed to louder noises at work sites. Uses near vision, ability to focus, sense of touch, and hearing. Uses fine and large motor movements at times.



Human Resource Director
City Office Building
333 SW 6th Street
Willmar, MN 56201
Main Number 320-235-4913
Fax Number 320-235-4917

CITY COUNCIL AGENDA REPORT

To: Mayor and City Council	Date: April 8, 2019
From: Samantha Beckman, Human Resource Director	Subject: Consideration of City Administrator Recruiting Firms

AGENDA ITEM: Consideration of City Administrator Recruiting Firms

INTRODUCTION/REQUEST: The City Council review and choose a Recruiting Firm to conduct our national City Administrator Search Process.

HISTORY: The current Administrator put in his 90 day notice on March 20, 2019.

CURRENT CIRCUMSTANCE: The current Administrator's last day is June 18, 2019 so we need to select a Recruiting Firm as soon as possible to begin the process.

RECOMMENDATION:

ISSUES: None

FINANCIAL IMPACT: Varies Depending on Selection

ALTERNATIVES:

1. Request Bids from additional/alternate Recruiting Firms

RECOMMENDED MOTION:

REVIEWED BY: Ike Holland, City Administrator

COUNCIL MEETING DATE: April 8, 2019 Regular Agenda Consent Agenda



March 27, 2019

Ms. Samantha Beckman
Director of Human Resources
City of Willmar
3336th St. SW
Willmar, MN 56201

Dear Ms. Beckman:

Thank you for the opportunity to provide you with a proposal for the City Administrator recruitment and selection process for the City of Willmar. 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.

Qualifications and Experience

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 in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 27 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- 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.
- Our state-of-the-art processes, including 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.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-seven consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 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.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
Local: 847.380.3240 Fax: 866.401.3100 GovHRUSA.com

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette, IL. 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.

GovHR has conducted more than 130 top Manager-level recruitments (City Manager, City Administrator, etc.) since its inception in 2009. A list of these recruitments is included with this proposal.

Consultant Assigned

GovHR Chief Executive Officer Joellen Cademartori or Senior Vice President Sarah McKee will be responsible for your recruitment and selection process, depending on their other commitments at the time the City is ready to begin the search. Their biographies are attached to this Proposal and their contact information is:

Joellen Cademartori
Chief Executive Officer
GovHR USA LLC
Telephone: 847-380-3238
JCademartori@GovHRusa.com

Sarah McKee
Senior Vice President
GovHR USA LLC
Telephone: (847) 867-5151
Smckee@govhrusa.com

Mr. Cademartori and Ms. McKee have conducted more than 100 executive and management level recruitments across the country. A complete list of GovHR's clients is available on our website at www.govhrusa.com

References

The following references can speak to the quality of service provided by GovHR:

Bloomington, IL (City Manager, 2018) - Joellen Earl

Nicole Albertson
Human Resources Director
109 E. Olive St.
Bloomington, IL 61701
309-434-2215
nalbertson@cityblm.org

Mamaroneck, NY (Village Manager, 2018) - Joellen Earl

Mayor Tom Murphy
123 Mamaroneck Ave.
Mamaroneck, NY 10543
914-777-7722
tmurphy@vomny.org

Shorewood, Illinois (Village Administrator, 2018) – Sarah McKee

Chief Aaron Klima
One Towne center Blvd.
Shorewood, IL 60404
815-725-2150
aklima@vil.shorewood.il.us

Woodbury, Minnesota (Engineering Director, 2018; Public Works Director, 2018; Parks and Rec Director, 2018) – Lee Szymborski

Angela Gorall, Assistant City Administrator
angela.gorall@woodburymn.gov
(651) 714-3573
MN8301 Valley Creek Road
Woodbury, MN 55125
(651) 714-3500

Scope of Work

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 City Administrator search. GovHR clients are informed of the progress of a 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.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Administrator. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and 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 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the City, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and 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 interviewed by video to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the City Administrator. We will ask follow up questions and probe specific areas. By utilizing video interviews, we will have an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City'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 that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains

the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.

- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of Willmar's facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

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.

Citizen Involvement in the Recruitment Process

GovHR has entered into an exclusive strategic partnership with Polco. Polco provides the tools for municipalities to collect citizens' views. Community responses are validated using the local voter database to verify the responses. Civic engagement is enhanced by using websites, widgets, and apps to meet the citizens where they are. Citizens become more active and informed participants in the process by voicing their views to municipal leaders and other citizens. Polco makes voicing opinions accessible, easy and convenient. It is an excellent tool that can be used to solicit input during the recruitment process and can

be used in the future for a wide variety of purposes related to civic engagement. This is an optional service. Pricing available upon request.

Leadership/Personality Assessments

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. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

One-Way Video Interviews

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded for an additional fee. The Board can then review these interviews at your convenience prior to make a decision on which candidates to invite for interview.

Optional 360° Evaluation

As a service to the City of Willmar, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Administrator at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City 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 USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of City officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the City; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	\$14,000
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc. 	4,500
Advertising: <ul style="list-style-type: none"> *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:	\$21,000**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/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.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and

complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Willmar beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 24 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 29 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% 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.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the Local Government Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have video interviewed them, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- 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 are committed to working with you until you find the candidate that is the best fit for your position.

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!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachments: Consultant Biographies\
List of top Manager Recruitments
Sample Brochure

ACCEPTED BY THE CITY OF WILLMAR, MINNESOTA

BY: _____

TITLE: _____

DATE: _____

CONSULTANT BIOGRAPHIES

Joellen Cademartori **Chief Executive Officer**

Joellen Cademartori is the Chief Executive Officer and Co-Owner of GovHR USA and has 30 years of cumulative experience working in the public sector as a municipal leader, and in human resources and management consulting. Joellen's exceptional communication style has enabled her to develop and maintain strong relationships with her peers, elected and appointed officials, and related local government partners. She has built a solid reputation as a skilled negotiator, who is both fair and impartial.

The ability to problem solve and think strategically are at the core of Joellen's strengths. She is a consensus builder and has the proven ability to work with conceptual ideas, develop and supervise scopes of work, and produce desired results for her clients. She is also skilled at working in challenged environments, with a strong record of success in helping clients to navigate tough executive recruitment and consulting projects.

The public sector human resources and management projects Joellen has worked on have earned her respect in local governments across the country. Due to her commitment and dedication to local government, she is known an industry leader in executive recruiting, interim staffing, in addition to human resources and management consulting work.

Throughout her career, Joellen has been privileged to serve on numerous local, state and national committees. A personal and professional highlight for her was being on the International City/County Management Association (ICMA) Executive Board as a representative from the Northeast Region. Joellen regularly speaks in front of groups, and writes about a variety of local government topics, which include generational diversity, succession planning, performance management, resume development and interviewing skills and techniques. She is dedicated to developing the next generation of managers and remains passionate about excellence in local government.

Professional Education, Training and Instruction

- Bachelor's degree in Economics, Worcester State College, Worcester, MA
- Master of Public Administration, Northeastern University in Boston, MA
- Senior Executive Institute, Leading, Educating and Developing (LEAD) Program, at the University of Virginia's Weldon Cooper Center for Public Service

Professional Development and Speaking Engagements

- Succession Planning for the Public Sector - IPELRA Training Session - 2017
- Putting Your Best Food Forward: Interview/Presentation Skills for Women - Women Leading Government Conference, Massachusetts - 2017
- Workforce for Tomorrow - IPELRA Annual Conference - 2016
- Hire Hard, Manage Easy - Iowa League of Cities Annual Conference - 2015
- Not Your Parents' Local Government: Diversity, Recruitment, and Retention in the 21st Century - NCCCMA Winter Conference - 2014
- Next-Gen Elected Officials: How Do They Change the Council Dynamics? - ICMA Annual Meeting - 2014
- Traveling to the Beat of a Different Drum: Workplace Strategies for a Multi-Generational Workforce, IPELRA Annual Conference - 2013
- New Approaches to Succession Planning - IGFOA Annual Conference - 2012
- New Service Delivery Models: 2012 and Beyond - IPELRA Annual Conference - 2011
- Preparing for Your Career in Local Government - Northern Illinois University - 2011

Memberships and Affiliations

- International City and County Management Association (ICMA), Current Member
- ICMA – Task Force on Deputy/Assistant Managers 2017-2018, Current Member
- ICMA - Task Force on Women in the Profession 2012 – 2014, Member
- ICMA - Conference Planning Committee 2010 – 2011, Chair
- ICMA - Conference Evaluation Committee 2005 – 2006, Member
- ICMA - Conference Planning Committee 2005 – 2006, Member
- ICMA - Governmental Affairs & Policy Committee 2003 - 2006
- ICMA Regional Vice President - ICMA Executive Board 2001 – 2003, Board Member
- ICMA Conference Planning Committee 2000 – 2001, Board Member
- ICMA Assistants Steering Committee 1994 – 1997
- Illinois City and County Management Association (ILCMA), Current Member
- North Carolina City and County Management Association 2004 –2007, Member
- Massachusetts Municipal Management Association (MMMA) 2000–2001, Member
- Massachusetts Municipal Personnel Association – 1990 – 2003, Member

Local Government Professional Background

24 Years of Local Government Leadership and Management

- | | |
|--|-----------|
| • Director of Administrative Services, Evanston, IL | 2009-2011 |
| • Director of Human Resources, Evanston, IL | 2007-2009 |
| • Assistant County Manager, Catawba County, NC | 2004-2007 |
| • Assistant Town Manager, Barnstable, MA | 2000-2003 |
| • Assistant Town Administrator, Yarmouth, MA | 1993-2000 |
| • Assistant Town Administrator, Northborough MA | 1992-1993 |
| • Acting Town Administrator, Northborough MA | 1991 |
| • Administrative Asst. to the Town Administrator, Northborough, MA | 1988-1990 |
| • Intern, Town of Holden | 1987 |

Sarah McKee **Senior Vice President**

Sarah McKee is a Senior Vice President with GovHR and has extensive experience as a local government manager and in non-profit management. She has conducted recruitments for a variety of positions including, City Manager/Administrator, Public Works Director, Fire Chief, Human Resource Director, Director of Development Services, Park and Recreation Director, Building Director, Bridge and Road Director, Court Services Director, 911 Center Director, Community and Economic Development Director and non-profit Executive Director in various states including Illinois, Indiana, North Carolina, South Carolina, Florida, Texas, Washington, Montana, West Virginia and Colorado. She has also been involved in studies related to organizational structure/development and strategic planning.

Sarah was a city manager in Johnstown, OH (5,500) and Rolling Meadows, IL (25,000). While managing in Johnstown, the community saw a 20 percent growth in residential and commercial and Sarah was instrumental in establishing their first comprehensive plan as well as a downtown revitalization plan. She was also expanded their industrial park after the park experienced maximum capacity. During her administration, she successfully acquired various grants for community park renovations and led the community through the Main Street application process.

During the recession of 2008, she led Rolling Meadows through a workforce reduction which also included an early incentive retirement program as well as a successful re-negotiation of police and fire contracts for additional cost savings to the City. Additionally, she developed a retention and expansion program for the community's commercial and industrial businesses and attracted additional employers to their corporate centers. During her tenure, she was influential in attracting several new businesses to the area including expansion of several large employers.

Sarah also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to being a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, she created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately \$1M dollars in landfill costs through the diversion of biosolids and yard waste.

Through ICMA's international program and their cooperation with USAID, Sarah was asked to assist the country of Bulgaria in developing their solid waste management program as they transitioned to the European Union. She spent over seven years developing their program and training their environmental experts as well as assisting in the development of their landfills and composting sites. In addition to Bulgaria, Sarah has also worked in Beirut, Lebanon in the development of the Economic Development plan.

Recently, Sarah expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award winning, large scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units as well as commercial (including a hospital campus) and retail spaces with 1500 acres of open spaces with 22 parks, soccer fields, dog parks, sport courts and play areas. The Association is charged with maintaining all streetscape, storm water systems including its use as irrigation in streetscapes and parks, management of 9 neighborhoods and 13 supplemental neighborhoods including z-Homes (zero based energy homes).

Professional Education, Training and Instruction, Memberships and Affiliations, Awards and Local Government Professional Background

Professional Education

- Master's degree in Public Administration with emphasis in Organizational Communications, Murray State University, KY
- Bachelor of Science degree in Business Administration with emphasis in management, Murray State University, KY

Training and Instruction

Sarah has spoken/presented at various conferences including ICMA's Women's luncheon, Illinois Government Finance Officers Association, Indiana Municipal Managers Association, Illinois City/County Management Association and various other entities related to municipal government. She also serves as a coach for ICMA.

Local Government Professional Background

Extensive experience as a local government manager and in non-profit management

- Executive Director, Issaquah Highlands Community Association, Issaquah, WA 2012-2014
- City Manager, Rolling Meadows, IL 2008-2010
- Village Manager, Johnstown, OH 2003-2008

- Public Works Director, Paducah, KY 1999-2003
- Solid Waste Superintendent/Fleet Superintendent, Paducah, KY 1994-1999

GovHR Top Manager Recruitments

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Alaska	Unalaska	City Manager	4,768	2017
		Seward	City Manager	2,693	2019
	Colorado	Eagle	Town Manager	6,739	2017
		Connecticut	Cheshire	Town Manager	29,261
	Enfield		Town Manager	45,246	2015
	Meriden		City Manager	60,838	2018
	Deleware	Newark	City Manager	33,398	2018
		Florida	Largo	Assistant City Manager	82,244
	Georgia		Decatur	Assistant City Manager	24,000
		Illinois	Algonquin	City Manager	24,000
	Village Manager			30,046	2012
	Arlington Heights		Village Manager	75,100	2014
	Bensenville		Village Manager	20,703	2015
	Bloomington		City Manager	78,005	2018
	Buffalo Grove		Village Manager	42,909	2010
	Carbondale		City Manager	25,092	2011
	Cary		Village Administrator	18,713	2011
	Clarendon Hills		Village Administrator	8,572	2014
			Village Manager	8,572	2010
	Crest Hill		City Administrator	20,837	2015
	Decatur		City Manager	76,178	2014
					73,814
	DeKalb		City Manager	44,862	2013
					43,849
	Dixon		City Manager	15,333	2015
			East Moline	City Administrator	21,300
	East Peoria		City Administrator	23,503	2016
			Effingham	City Administrator	12,384
					12,577
	Elmhurst		City Manager	43,300	2010
			Fox Lake	Village Administrator	10,550
	Freeport			City Manager	25,000
	Galesburg		City Manager	33,706	2010
			Glen Ellyn	Assistant Village Manager	27,000
				Village Manager	27,000
	Glencoe	Assistant Village Manager	8,723	2015	
		Village Manager	8,723	2013	
	Hanover Park	Village Manager	37,973	2012	
	Highland Park	City Manager	31,365	2011	
Hinsdale	Village Manager	16,816	2013		
Homer Glen	Village Manager	24,220	2011		
	Assistant Village Manager				
Homewood	(Virtual)	19,464	2017		
Inverness	Village Administrator	7,400	2013		
Joliet	City Manager	147,500	2013		
			2017		
Kenilworth	Village Manager	2,562	2012		

GovHR Top Manager Recruitments

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Illinois	La Grange	Assistant Village Manager (Virtual)	15,732	2017
City Management	Illinois	La Grange	Village Manager	15,732	2017
City Management	Illinois	Lake Bluff	Assistant to the Village Manager	5,700	2016
City Management	Illinois	Lake Forest	City Manager	19,375	2018
City Management	Illinois	Lake Villa	Village Administrator	8,774	2013
City Management	Illinois	Lake Zurich	Village Manager	19,631	2015
City Management	Illinois	Libertyville	Village Manager	20,431	2016
City Management	Illinois	Lincoln	City Administrator	14,500	2014
City Management	Illinois	Lincoln	City Administrator	14,500	2018
City Management	Illinois	Lincolnshire	Assistant Village Manager/Community Development Director	7,500	2016
City Management	Illinois	Lincolnshire	Village Manager	7,500	2012
City Management	Illinois	Lindenhurst	Village Administrator	14,468	2017
City Management	Illinois	Lombard	Village Manager	43,165	2013
City Management	Illinois	Marengo	City Administrator	7,614	2011
City Management	Illinois	Mettawa	Part-time Village Administrator	500	2010
City Management	Illinois	Mokena	Village Administrator	19,042	2015
City Management	Illinois	Moline	City Administrator	43,100	2017
City Management	Illinois	Monmouth	City Administrator	9,444	2014
City Management	Illinois	Morton Grove	Village Administrator	23,500	2011
City Management	Illinois	Mt. Prospect	Village Manager	54,771	2015
City Management	Illinois	New Lenox	Village Administrator	25,000	2011
City Management	Illinois	Normal	City Manager	54,264	2017
City Management	Illinois	Oak Brook	Village Manager	7,883	2014
City Management	Illinois	Orland Park	Village Manager	60,000	2016
City Management	Illinois	Pekin	City Manager	33,223	2016
City Management	Illinois	Princeton	City Manager	7,500	2011
City Management	Illinois	River Forest	Village Administrator	11,635	2010
City Management	Illinois	Rock Island	City Manager	39,684	2011
City Management	Illinois	Schiller Park	Village Manager	11,870	2015
City Management	Illinois	Shorewood	Village Administrator	17,495	2018
City Management	Illinois	Skokie	Village Manager	65,000	2013
City Management	Illinois	Tinley Park	Village Manager	58,000	2013
City Management	Illinois	Volo	Village Administrator	3,300	2013
City Management	Illinois	Washington	City Administrator	15,700	2015
City Management	Illinois	Wauconda	Village Administrator	13,603	2013
City Management	Illinois	Wauconda	Village Administrator	13,896	2017
City Management	Illinois	Woodridge	Village Administrator	32,971	2017
City Management	Illinois	Barrington	Village Manager	10,455	2018
City Management	Illinois	Willowbrook	Village Administrator	8,967	2019
City Management	Indiana	Munster	Town Manager	23,603	2014
City Management	Iowa	Bondurant	City Administrator	5,493	2017
City Management	Iowa	Burlington	City Manager	25,663	2011
City Management	Iowa	Newton	City Administrator	15,000	2016
City Management	Iowa	Washington	City Administrator	7,266	2011

GovHR Top Manager Recruitments

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Iowa	Webster City	City Manager	8,000	2016
City Management		West Liberty	City Manager	3,736	2013
City Management	Maryland	Greenbelt	City Manager	23,753	2016
City Management		Hagerstown	City Administrator	40,612	2015
City Management		Sykesville	Town Manager	3,941	2017
City Management	Massachusetts	Cambridge	City Manager	110,000	2016
City Management		Eastham	Town Administrator	4,956	2016
City Management		Provincetown	Town Manager	2,990	2015
City Management		Williamstown	Town Manager	8,400	2015
City Management	Michigan	Alpena	City Manager	10,410	2012
City Management		Caro	City Manager	4,208	2012
City Management		Delta Charter Township	Township Manager	32,400	2014
City Management		Hamtramck	City Manager	21,752	2017
City Management		Kalamazoo	City Manager	75,000	2013
City Management		Oakland Township	Township Manager	16,779	2013
City Management				19,132	2018
City Management		Rochester	City Manager	13,000	2015
City Management		Eastpointe	City Manager	32,442	2018
City Management		Troy	City Manager	83,181	2018
City Management		Albion	City Manager	8,337	2018
City Management		Adrian	City Administrator	20,676	2018
City Management		Ferndale	City Manager	20,428	2019
City Management	Minnesota	Woodbury	Assistant City Administrator	68,820	2017
City Management	Missouri	Ferguson	City Manager	21,111	2015
City Management		Maryland Heights	City Administrator	27,436	2015
City Management		Republic	City Administrator	15,590	2016
City Management		University City	City Manager	35,115	2017
City Management		Wildwood	City Administrator	35,517	2014
City Management		South Lyon	City Manager	11,327	2018
City Management	New Jersey	Waldwick	Borough Administrator	9,800	2015
City Management	New York	Mamaroneck	Village Manager	19,426	2018
City Management	North Carolina	Fayetteville	Assistant City Manager	208,000	2012
City Management					2017
City Management				210,000	2018
City Management	Ohio	Oberlin	City Manager	8,390	2016
City Management	Pennsylvania	Ferguson Township	Township Manager	18,300	2017
City Management		Mt. Lebanon	Municipal Manager	33,137	2015
City Management	Pennsylvania	South Fayette Township	Township Manager	14,416	2018
City Management	Rhode Island	North Kingston	Town Manager	26,326	2015
City Management	Texas	Burleson	City Manager	36,990	2011
City Management				43,960	2018
City Management		Garland	Assistant City Manager	233,206	2016
City Management	West Virginia	Morgantown	City Manager	31,000	2016
City Management	Wisconsin	Bellevue	Village Administrator	15,524	2017
City Management		Beloit	City Manager	36,966	2015
City Management			Finance & Administrative Services		
City Management			Director	36,966	2014
City Management		Brown Deer	Village Manager	12,061	2012
City Management		Burlington	City Administrator	10,511	2014

GovHR Top Manager Recruitments

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Wisconsin	Cedarburg	Town Administrator	11,475	2015
City Management	Wisconsin	Fon du Lac	City Manager	43,021	2012
City Management	Wisconsin	Fort Atkinson	City Manager	12,300	2012
City Management	Wisconsin	Glendale	City Administrator	12,920	2016
City Management	Wisconsin	Hartford	City Administrator	14,251	2015
City Management	Wisconsin	Hobart	Village Administrator	8,500	2016
City Management	Wisconsin	Janesville	City Manager	63,480	2013
City Management	Wisconsin	Lake Geneva	City Administrator	7,710	2015
City Management	Wisconsin	Lisbon	Town Administrator/Clerk	2,521	2014
City Management	Wisconsin	Oak Creek	City Administrator	34,626	2016
City Management	Wisconsin	Plymouth	Director of City Services	8,468	2010
City Management	Wisconsin	Prairie du Chien	City Administrator	5,900	2017
City Management	Wisconsin	Princeton	City Administrator	1,504	2010
City Management	Wisconsin	Racine	City Administrator	78,200	2016
		Richfield	Village Administrator	11,500	2009
		Rome	Town Administrator	2,720	2016
		Shorewood	Village Manager	13,331	2017
		Waukesha	City Administrator	71,000	2012
					2014
		West Bend	City Administrator	31,000	2016
		Whitewater	City Manager	14,300	2012
		Beloit (Town)	Town Administrator	7,083	2016
		Rhineland	City Administrator	7,800	2018

Executive Recruitment for

BLOOMINGTON, ILLINOIS

GovHR USA is pleased to announce the recruitment and selection process for the City Manager of Bloomington, Illinois. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply online by April 23, 2018 with cover letter, resume, salary history, and contact information for five professional references at www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3238.

Joellen C. Earl, CEO

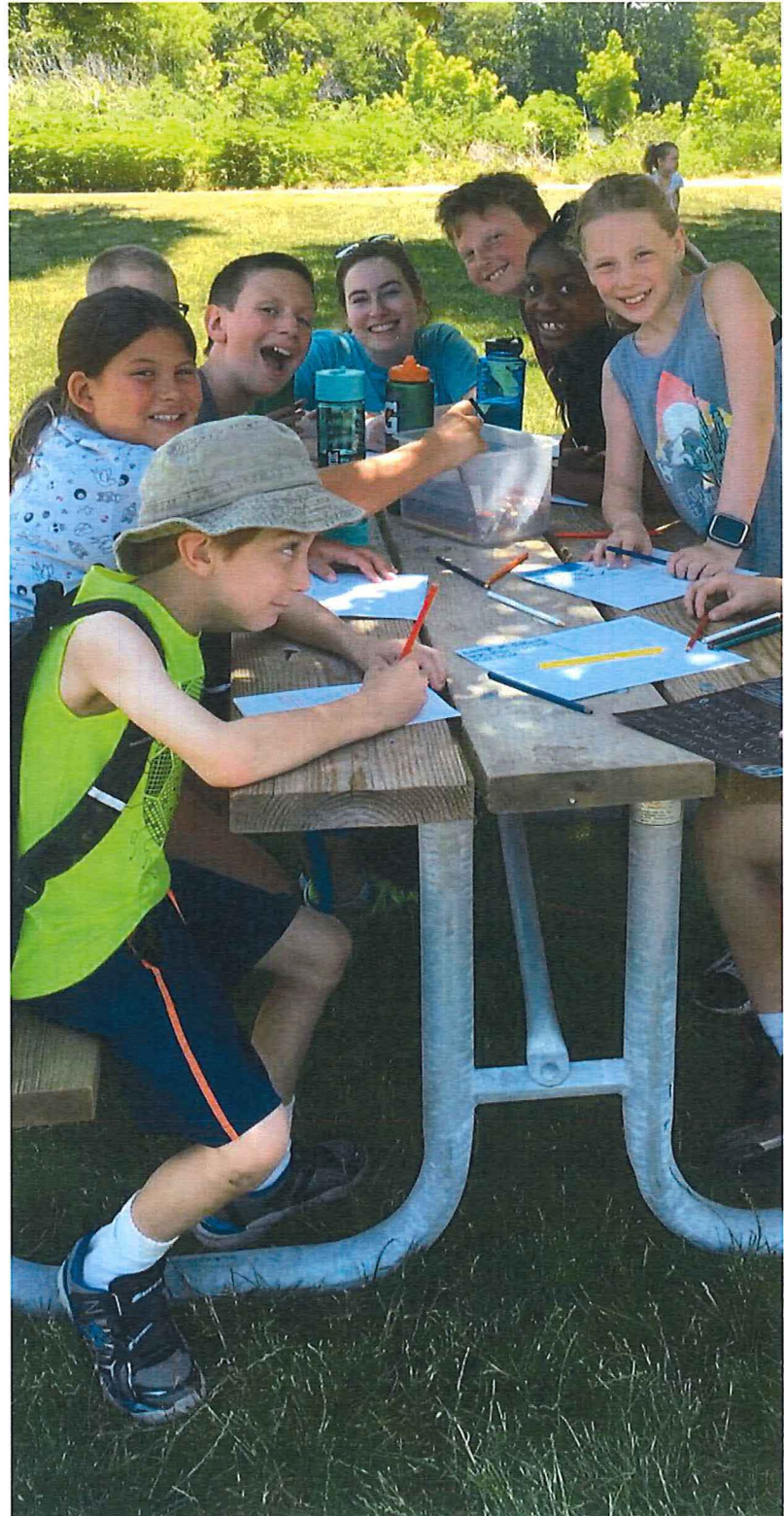
GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
847-380-3238

Formal Applications should
be submitted to:

www.govhrusa.com/current-positions/recruitment



CITY MANAGER



PROFESSIONAL ANNOUNCEMENT

City of Bloomington, Illinois, City Manager

Bloomington, IL (population 76,710) A vibrant community seeks an experienced professional to be in a key leadership position in its organization of 650 FTEs with a \$200 million annual budget. Bloomington is located in the heart of Central Illinois, approximately 125 miles southwest of Chicago, 155 miles northeast of St. Louis, and 64 miles northeast of Springfield. Bloomington is the County Seat of McLean County. The City is a home-rule municipality. The City Manager is appointed by and reports to the City Council. The City seeks candidates with a record of accomplishment in a full-service community. A Bachelor's Degree in public administration, business administration, or related field is required plus five years' experience as a City Manager or Assistant City manager. Master's degree in Public Administration or Business Administration, or related field is desired. Strong general management, economic development, fiscal and personnel management, leadership skills and a partnership-oriented, consensus building attitude is critical. Outstanding organizational skills, interpersonal communication skills and excellent writing skills are required. Residency is strongly preferred. The current salary range is \$125,773 to \$188,660 DOQ; however, the City Council will consider a salary of up to \$225,000 depending upon the qualifications and experience of the successful candidate. Candidates should apply online by April 23, 2018 with cover letter, resume, salary history, and contact information for five professional references at www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3238.

COMMUNITY BACKGROUND

The City of Bloomington, incorporated in 1856, is a home rule unit of government under the 1970 Illinois Constitution. The City of Bloomington is located in the heart of Central Illinois, approximately 125 miles southwest of Chicago, 155 miles northeast of St. Louis, and 64 miles northeast of Springfield, the State Capital. Bloomington is the County Seat of McLean County, the largest county in Illinois (approximately 762,240 acres). Bloomington (pop. 76,610) is a twin City with the Town of Normal (pop. 52,497). Interstates 39, 55 and 74 converge on Bloomington-Normal, as well as US Route 51 and State Route 9. The twin cities are also serviced by two major railroad lines and Amtrak, as well as air transportation at the Central Illinois Regional Airport, one of the fastest-growing airports in the country, which services commuter, corporate, and private aircraft.

History

Prior to the 1820s, the area of today's Bloomington was at the edge of a large grove enjoyed by the Kickapoo people before the first Euro-American settlers arrived in the early 1820s. Springing from the settlement of Keg Grove, later called Blooming Grove, Bloomington was named as county seat on December 25, 1830, when McLean County was created. When the County of McLean was incorporated, a county seat was established; however, the legislation stated the site of Bloomington would be located later. James Allin, who was one of the promoters of the new county, offered to donate 60 acres of his own land for the new town. His offer was accepted, and Bloomington was laid out. Its lots were sold at a big party on the 4th of July 1831. At this time there were few roads, but rich soils



brought new farmers who began commerce by conducting their business in the newly formed county. People came from all over to trade and do business at the town's center, known today as Downtown Bloomington, including Abraham Lincoln who was working as a lawyer in nearby Springfield. In 1856, the City of Bloomington incorporated.

Economic Environment

Bloomington was ranked #1 in the State of Illinois and #28 nationally on [Forbes](#) list of "The Best Small Places for Business and Careers." The economic strength of the Bloomington-Normal metropolitan area is well diversified with no single dominating industry, although there are many substantial medium-sized businesses and institutions. Diverse and stable employment sources include State Farm, Illinois State University, Illinois Wesleyan University, Country Insurance & Financial Services, BroMenn Medical Center, and OSF Saint Joseph Medical Center. Multiple mid-size and small companies have insulated the Bloomington-Normal economy from severe economic swings that other communities have experienced, and this has allowed the community to maintain steady, balanced growth. Bloomington is located in one of the most productive agricultural areas in the nation, but the economy is diverse and well-balanced. In addition to the major manufacturers and industries, there are two universities, two hospitals, a convention center, one indoor mall, one outdoor mall, and many banks and Savings & Loan Associations located in Bloomington-Normal. The City of Bloomington is one of the fastest-growing metropolitan areas in Illinois. New construction continues to enhance residential, industrial and commercial growth.

Education

The following higher education facilities are located in Bloomington or in close proximity: **Heartland Community College** was established in 1990 and classes were first offered in the fall of 1991. Since then, enrollment has grown to over 5,000 credit students and 12,000 non-credit students. HCC offers associate and transfer degrees and certifications in 50 different areas. **Illinois State University** was founded in 1857; ISU was the first public university in Illinois. With a 2017-2018 enrollment of 20,784, ISU has six colleges and offers a range of programs at the bachelor, master, and doctoral levels. **Illinois Wesleyan University** is a private university founded in 1850. IWU has a student enrollment of 1,771 undergraduates. Recognized as one of the nation's premier private residential liberal arts universities, IWU offers 80+ major, minors and programs. **Lincoln College** -

Normal is a private residential college, offering academic and vocational programs to 1,100 students. Accredited by the North Central Association, Lincoln offers associate degrees as well as bachelor's degrees in business management and liberal arts with a student/faculty ratio of 15:1.



Parks and Entertainment in McLean County

There are 44 parks in Bloomington, 19 in Normal and over 2,500 acres of regional parks in McLean County. In addition to parks, Bloomington-Normal boasts numerous entertainment venues including Grossinger Motors Arena, Bone/Braden Auditorium at ISU, Redbird Arena, the Bloomington Center for the Performing Arts, and more. For a complete listing of venues, events and shopping information, please visit the Bloomington-Normal Area Convention and Visitor's Bureau website: www.visitbn.org.

BLOOMINGTON CITY GOVERNMENT

The City of Bloomington operates under the Council-Manager form of government. The City is governed by a City Council elected on a non-partisan basis composed of nine Council members and a Mayor. The City Council is responsible to enact ordinances, resolutions, and regulations which govern the City, adopt the annual budget, as well as appoint members of various statutory and ordinance boards. The City Manager is responsible to carry out the policies and ordinances established by City Council, oversee the day-to-day operations of the City, and appoint the department heads of the City's departments. The Council is elected to four-year

Bloomington, Illinois

staggered terms, while the Mayor is elected to a four-year term. The Mayor is elected at large, the Council members by ward.

As a Home-Rule municipality, Illinois State Statutes allow Bloomington to have no legal debt limit, nor is the City required to seek referendum approval for the issuance of general obligation debt. Similarly, as a Home-Rule municipality, Bloomington is not subject to property tax caps imposed by the Illinois State Legislature.

City departments include Administration, Legal, Finance, Human Resources, Information Services, Police, Community Development, Fire, Public Works, Water, City Clerk, Finance, and Parks and Recreation. The current overall City budget is \$200 million and there are 650 FTEs.

There are eleven employee collective bargaining units in the City. Bargaining units include Fraternal Order of Police, International Association of Firefighters Local 49, AFSCME Local 699, Machinists, Laborers Local 362, which includes support staff, parking, inspectors, and library employees. Eighty-five percent of employees are in a bargaining unit.



ROLE OF THE CITY MANAGER

The City Manager is appointed by and serves under the direction of the City Council. The budget goals and policies are set by the Mayor and City Council. The City Manager is responsible for organizing and supervising City operations to attain required objectives and is held accountable for results. The City Manager supervises

directly or indirectly through Department Heads, all City employees and functions as the appointing authority in matters related to the selection, development and disciplining of City staff.

Though not inclusive, the essential responsibilities and principal duties for the position by direct action or through delegation to others include:

- Initiate and participate in studies to establish or revise City services and facilities to best meet the needs of the community and to improve the efficiency of City operations.
- Supervise the development of budget forecasts. Compile the annual budget requests for consideration by the Mayor and City Council. Develop proposals for funding through City funds and supplement grants and aid from other sources. Assist the Mayor and City Council in its budget deliberations and coordinate the publishing of the budget as approved by the Mayor and City Council.
- Advise and assist the Mayor and City Council in deliberations. Compile agendas and related background materials. Schedule hearings and meetings with individuals. Research information and data. Recommend policy and courses of action as requested.
- Participate in the organization and staffing of City departments. Initiate or evaluate proposals to reorganize staff and revise operational systems to reduce costs or improve services. Develop leadership skills in Department Directors, via education opportunities and assignments of responsibility.
- Supervise and participate in the selection, training and evaluation of staff. Supervise the administration of employee compensation and benefit programs.
- Coordinate City operations with those of other governmental agencies in the area. Participate in the negotiation and administration of mutual assistance agreements and contracts for the delivery of municipal services.
- Supervise and participate in the investigation and resolution of complaints regarding City services.

Issues, Challenges, and Opportunities

The following is a list of statements which embody some of the issues, challenges, and opportunities that City Officials think are important for the new City Manager to assist in addressing. They are not listed in order of priority or importance but are set forth to give candidates a sense of the type and scope of issues the City will be addressing.



- Bloomington has experienced significant growth over the past decades. However, the business landscape is changing. Thus, it will be important to maintain, enhance and promote ongoing and new economic development initiatives and programs for the City, both in the downtown area and in some outlying areas, especially in light of some significant employee reductions that are being planned by one of the City's largest employers. Focus on downtown revitalization and retail redevelopment of Eastland Mall, as well as other sites throughout the City, including the historic districts, will be necessary.
- The ideas and interests of the City Council are not always in harmony. Under the Council-Manager form of government, the City Manager must be able to provide guidance and support to the City Council as they weigh and deliberate policy matters. Further, the City Manager must be willing to serve as the barrier between the City staff and elected officials, which at times is necessary, to complete the work of the City. If needed, the City Manager may need to employ a direct style with the City Council, or with individual members, to ensure the decisions made and direction given reflect the wishes of the entire body.
- The City Council would like to have more streamlined meetings and better agenda management, so it will be important for the City Manager to work with the City Council to develop better and more efficient procedures for meetings.
- It is important to improve the working relationships with regional governmental partners, particularly the Town of Normal, state agencies, and local businesses to improve the City's reputation as a partner. The City Manager is a board member of the Bloomington-Normal Economic Development Council (BNEDC), the county-wide economic development organization.
- The contract with the management company at the City's arena will need to be renegotiated by the new City Manager. The venue construction and its management have been criticized in the past, so the outcome of the negotiations will be of significance for the City.
- The City is experiencing budget constraints and would like to reduce costs related to personnel. An analysis of the City organization to determine if it is possible to consolidate leadership and personnel to reduce the costs associated with salaries and benefits will need to be conducted. In addition, exploring areas of service or facility sharing/consolidation with neighboring units of government to share costs while maintaining or enhancing services may be beneficial to the community.
- The City Council is willing to make tough choices if they are provided with good information to make decisions. The next City Manager will work with staff to provide comprehensive information to the City Council including background information, pros and cons as they relate to different policy alternatives, and recommendations relative to the best courses of action for the City Council to consider.
- The City staff is competent and hardworking and willing to do what it takes to complete their work with the tools they have at their disposal. The City Manager will need to support the staff, promote educational opportunities and organizational efficiency while at the same time helping to find a work/life balance that is desired by the City staff.
- The City has a need to update technology to become more efficient and to enhance communications. A robust understanding of how technology can enhance municipal operations will be beneficial and the need to

find and allocate more resources to technology will be important to achieve the City's goals in this area.

- Infrastructure needs in the City are in need of attention and funding. A plan to fund improvements for facilities and other infrastructure is needed. The current need is \$400+ million with no funding mechanism.
- The City Manager must work with operating departments to ensure responsiveness to citizen concerns. It is important that the City Manager is visible and accessible to Department Heads and employees to address matters that arise in a timely and efficient manner.
- It is expected that the City Manager will participate in local activities and find ways to become an integral part of the community of Bloomington, work with the downtown and other community stakeholders on matters of importance affecting residents, visitors and students.
- The media in Bloomington are robust and involved. The City Manager must possess excellent skills at working with the media to help ensure the communications with the public are on point, comprehensive and balanced.
- The City of Bloomington is proud of its efforts to conduct its operations in an open and welcoming environment. The City Manager will ensure the continued transparency of governmental operations and decision making by working with the public and elected officials on providing open communications.



CANDIDATE QUALIFICATION CRITERIA

The following factors of education, experience, management style, and personal traits have been identified as "ideal" attributes for the City Manager to possess in order to function effectively in this position. The current salary range is \$125,773 to \$188,660 DOQ; however, the City Council will consider a salary of up to \$225,000 depending upon the qualifications and experience of the successful candidate.

Education and Experience

A Bachelor's Degree in public administration, business administration, or related field is required plus five years' experience as a City Manager or Assistant City manager. A Master's degree in Public Administration or Business Administration, or related field is desired.

Have a thorough understanding and the experience managing municipal operations in a full-service community. Posses the ability to lead a multi-faceted organization, with many stakeholders, and the leadership skills to set the strategic direction for City personnel and operations to support the policy directives of the City Council.

Considerable experience with economic development programming including major employer attraction, real estate development/reuse, brownfield redevelopment, and retail retention/attraction efforts. The position is tasked with final review and direction for incentive/development agreements; thus, hands-on economic development experience is highly desired.

Possess strong leadership skills to deal with a multitude of situations and personalities. Have the ability to vary style based on the situation but also be seen as a collaborator and consensus builder for the City.

Have the experience and willingness to provide the initiative and administrative leadership in assisting elected and appointed officials collectively to identify, analyze, and thoroughly deliberate and address public policy questions in a timely manner.

Be adept with technology and understand its applications in a municipal setting, across departments, and the importance of using the technological tools to gain efficiency in operations.

Have the experience to evaluate the City's organizational structure, staffing and operations, to find further efficiencies while at the same time maintaining a highly competent, responsive and productive workforce. Have a commitment to learning and staff development and the ability to continue to provide opportunities for learning while being mindful of fiscal restraints.

Have the demonstrated track record of creating a diverse workforce, one that closely represents the residents it serves.

Have strong fiscal management experience involving budgeting, financial forecasting, revenue enhancement, and capital improvement programming within a traditional, conservative fiscal environment—all toward ensuring continual provision of a high level of governmental services in a cost-effective manner.

Have knowledge of organizational and personnel management and experience working in a unionized environment, including collective bargaining, with a record of dealing firmly, fairly, and respectfully in labor/management activities; and possess ability to make tough personnel decisions. Understand the importance of succession planning to ensure the continuity of operations in the future and be able to work with staff to develop a comprehensive and meaningful plan.

Have the ability and experience to personally prepare and maintain records, written reports, correspondence and similar communications, and possess effective verbal communication and public speaking skills.

Have experience in intergovernmental relations and the ability to develop strong working relationships and personally interact with other jurisdictions and agencies in a constructive, cooperative, and mutually supportive manner, while representing the City's interests tactfully and firmly.



Management Style/ Personal Traits

Encourage and facilitate a working environment in which management, staff, and employees, as well as Council Members, are working together openly and harmoniously as a "team."

Share information equally among elected officials, submitting reports and information in a timely manner, presented in a concise format, including presentation of an array of alternatives as well as a specific recommended course of action when proposing matters for Council policy consideration and action.

Be able to make tough decisions and follow through on their implementation. Be able to say "no" when necessary, while keeping the City's interests in the forefront of decision making.

Have a clear vision of what needs to be achieved and the ability to clearly communicate this vision so that everyone in the organization understands what is needed in their roles.

Be articulate and an effective communicator, both orally and in writing, as well as one who possesses good listening skills; be approachable and available to elected officials, staff, residents, and other stakeholders.

Provide prompt, thorough, and fully responsive implementation and follow through on Council policy decisions, action, and direction. Be responsive to staff requests for information and/or direction so work can continue to flow in timely and efficient manner.

Possess a straightforward, personable, professional and businesslike style in dealing with others, representing the City in an honest and positive manner.

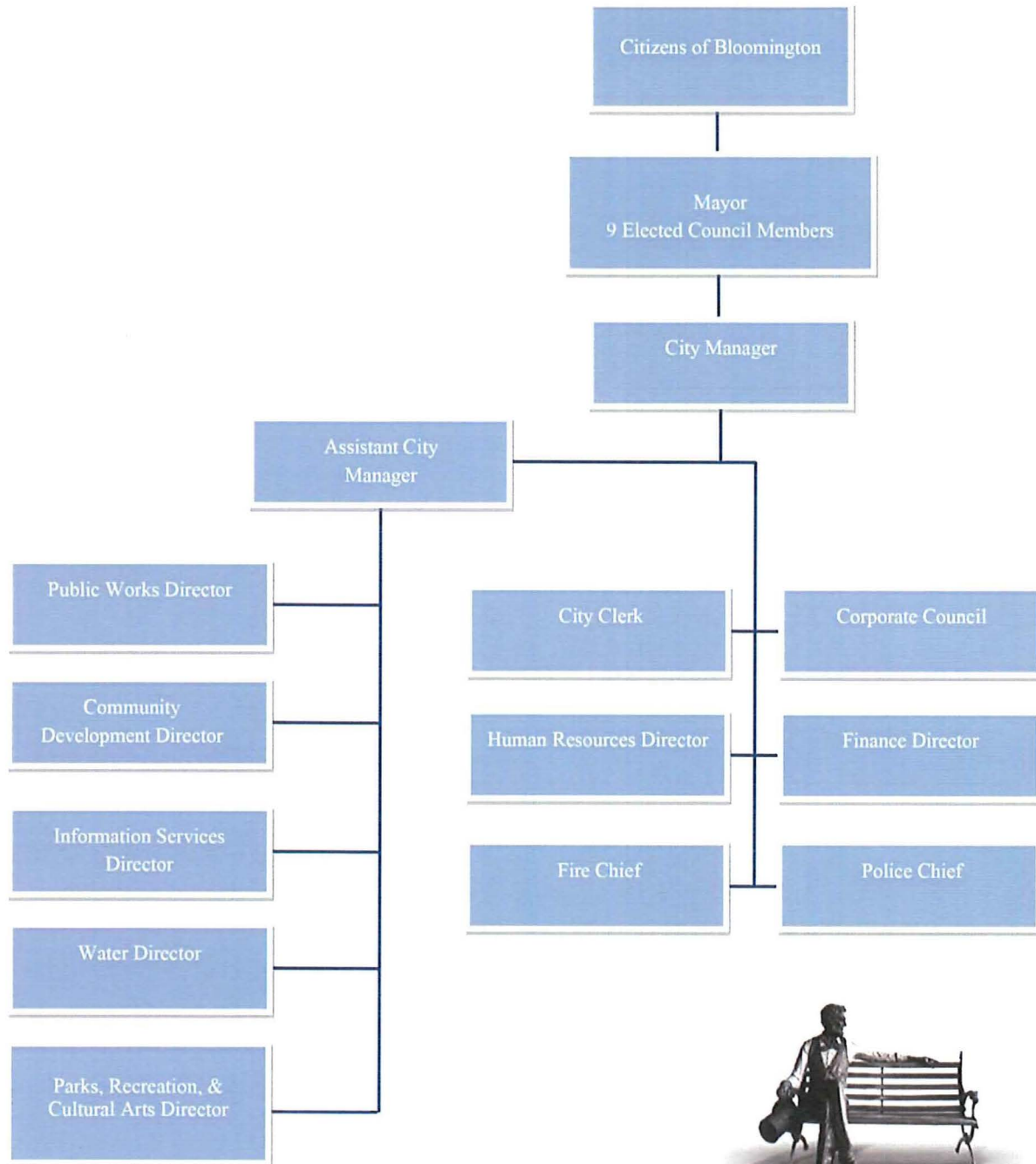
Feel comfortable in delegating authority and responsibility to appointed staff, while remaining accountable for implementation and appropriate follow up. Trust and empower staff to complete work in a timely and thorough manner.

Provide the initiative, vision, and leadership in assisting elected officials and residents to identify, analyze, and thoroughly deliberate and address public policy questions which are critical toward meeting both current and longer-range needs of the City; assist in maintaining a balance of viewpoints between demands of special interest groups and desires of residents.

Bloomington, Illinois

Be willing to devote time, energy, and support to meetings and activities occurring beyond normal office hours. Be willing to encourage and utilize outside resources and expertise available throughout the community.

Be willing to commit reasonable tenure to serving as City Manager and have the desire to become a resident of the City of Bloomington.





S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

A PROPOSAL TO CONDUCT
EXECUTIVE RECRUITMENT SERVICES
FOR
CITY ADMINISTRATOR

ON BEHALF OF THE
CITY OF WILLMAR, MN

S. RENÉE NARLOCH, PRESIDENT
2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309
P 850.391.0000 | F 850.391.0002
info@srnsearch.com

723 West University Ave, Suite 110-296, Georgetown, TX 78626
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S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

April 3, 2019

Mayor Marv Calvin
and Members of the City Council
c/o Ms. Samantha Beckman
Human Resource Director
333 Southwest 6th Street
Willmar, MN 56201

Dear Mayor Calvin and Council Members:

We appreciate the opportunity to provide the City of Willmar with a proposal to conduct a search for the position of City Administrator. Our proposal includes an overview of our qualifications and costs related to our services.

With respect to this recruitment for the City of Willmar, you should know:

- ◆ S. Renée Narloch & Associates has extensive experience conducting quality searches that result in the placement of candidates ideally suited to clients' needs. S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch, President, served as the Senior Vice President of Recruitment for a national public sector consulting firm, responsible for recruitments in 40+ states. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide.
- ◆ S. Renée Narloch & Associates is currently conducting recruitments on behalf of the City of Washington, IL (City Administrator); City of Charlottesville, VA (City Manager); City of Fort Lauderdale, FL (Assistant City Manager); International Association of Campus Law Enforcement Administrators, MD (Executive Director); City of Dunedin, FL (City Clerk); GRTC Transit System, VA (CEO); and Consolidated Dispatch Agency (Tallahassee), FL (Director).
- ◆ Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as City of Washington, IL (City Administrator); City of Thomasville, GA (City Manager); City of Charlottesville, VA (City Manager); City of Oak Creek, WI (City Administrator); Town of Addison, TX (City Manager); City of Dallas, TX (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); City of Topeka, KS (City Manager); City of Virginia Beach, VA (Deputy City Manager; Deputy Director Human Services); Franklin County (Columbus), OH (County Administrator; Animal Care and Control Services Director); City of Wichita, KS (City Attorney/Director of Law; Director of Housing & Community Development);



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

Wake County, NC (County Manager); City of Coral Springs (City Manager; Deputy City Manager; Director of Economic Development; Finance Director); City of Fort Lauderdale, FL (City Manager; Building Official; City Attorney; Director of Sustainable Development); City of Dunedin, FL (City Manager; Finance Director); City of Tallahassee, FL (City Manager; Director of Human Resources & Workforce Development; Fire Chief; Director of Airport); Broward County, FL (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); Palm Beach County, FL (County Administrator; Director of Capital Improvements); Town of Palm Beach, FL (Town Manager); Town of Jupiter, FL (Town Manager); and many others.

- ◆ S. Renée Narloch & Associates has highly trained staff, a vast network of contacts and professional affiliations in public sector management, and a proven recruitment process tailored to our clients' needs which will result in a quality pool of candidates.

Thank you for your consideration. Please do not hesitate to contact us at 850.391.0000 should you have questions or need additional information.

Sincerely,

S. Renée Narloch, President

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ABOUT US

OUR UNDERSTANDING OF THE REQUESTED SERVICES

S. Renée Narloch & Associates is highly qualified to assist the City of Willmar in the recruitment of the new City Administrator. We have extensive experience providing recruitment services, ranging from the initial contact with candidates to the successful hiring and placement of candidates.

We are able to successfully manage all aspects of the recruitment process and will work closely with the City to protect the integrity of the recruitment and to ensure a successful outcome. The City can be assured we will place a high priority on this recruitment, and our dedicated staff will provide their full attention throughout the entire recruitment process. Our recruiters have serviced hundreds of public sector clients, and we understand the importance of an objective and thorough process.

PRIMARY CONTACT

S. Renée Narloch, President
2910 Kerry Forest Pkwy D4-242
Tallahassee, FL 32309
P: 850.391.0000 | F: 850.391.0002
Email: reeneen@srnsearch.com
Website: www.srnsearch.com

OUR FIRM HISTORY AND EXPERIENCE

S. Renée Narloch & Associates' recruiters are known throughout the industry as leading public sector recruiters by both clients and candidates. We have a reputation for conducting quality searches that result in the placement of candidates ideally suited to meet our clients' needs. We pride ourselves on our responsiveness to clients and candidates, and we assure the City of Willmar that the highest caliber of service will be provided throughout the recruitment process.

S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch served as the Senior Vice President of Recruitment for a national public sector consulting firm. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide. In addition, our firm is comprised of individuals who are highly trained and experienced in the recruitment of public sector executives. We have offices in Tallahassee, Florida, and Georgetown (Austin), Texas.

Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as City of Washington, IL (City Administrator); City of Thomasville, GA (City Manager); City of Charlottesville, VA (City Manager); City of Oak Creek, WI (City Administrator); Town of Addison, TX (City Manager); City of Dallas, TX (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); City of Topeka, KS (City Manager); City of Virginia Beach, VA (Deputy City Manager; Deputy Director Human Services); Franklin County (Columbus), OH (County Administrator; Animal Care and Control Services Director); City of Wichita, KS (City Attorney/Director of Law; Director of Housing & Community Development); Wake County, NC (County Manager); City of Coral Springs (City Manager; Deputy City Manager; Director of

Economic Development; Finance Director); City of Fort Lauderdale, FL (City Manager; Building Official; City Attorney; Director of Sustainable Development); City of Dunedin, FL (City Manager; Finance Director); City of Tallahassee, FL (City Manager; Director of Human Resources & Workforce Development; Fire Chief; Director of Airport); Broward County, FL (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); Palm Beach County, FL (County Administrator; Director of Capital Improvements); Town of Palm Beach, FL (Town Manager); Town of Jupiter, FL (Town Manager); and many others.

We maintain a database of potential candidates, and our vast network of contacts and resources will be invaluable in identifying outstanding candidates, including those who may not be currently looking for opportunities. Our experience, combined with our proven recruitment process, expansive network of contacts, and knowledge of outstanding candidates, will ensure the City of Willmar has a quality group of finalists from which to select the new City Administrator.

SMALL BUSINESS/MINORITY BUSINESS

S. Renée Narloch & Associates is, by federal and state guidelines, considered a small, woman-owned business based on the size of our firm, our annual business earnings, and the percentage of ownership held (100%) by a woman/minority.

STATEMENT OF PROFESSIONAL STANDARDS

S. Renée Narloch & Associates believes in sound and ethical business practices. We understand that confidence and respect are imperative to our success. Our services to clients and candidates involve relationships which depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood and do not engage in activities which violate antitrust laws.

Communication between us, our clients, and candidates are impartial and accurate, and we make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

OUR RECRUITMENT PROCESS

S. Renée Narloch & Associates' unique, client-driven approach to executive search will ensure that the City of Willmar has a pool of high-quality candidates from which to select the new City Administrator. Outlined below are the services we provide in our recruitment process.

DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City's requirements will be the foundation to a successful search. We will work directly with City staff and others involved in the process in order to learn as much as possible about what the organization expects of a new City Administrator. We can also meet with other key staff or community members to gather information. We want to learn about the values and culture of the organization, as well as understand the current issues, challenges, and opportunities that face the City of Willmar. We also want to be fully acquainted with the City's expectations regarding the knowledge, skills, and abilities sought in the ideal candidate, and we will work with your organization to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. As part of this process, we will provide an evaluation of the compensation and benefits of the City Administrator position. Based on these discussions, we will develop a profile that addresses the responsibilities, core competencies and professional characteristics and traits, education and training, operational and organizations issues, and other factors relevant to this position. The profile that we develop together at this stage will guide our recruitment efforts.

ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the City's needs, we will design an effective advertising campaign that is appropriate for the recruitment. We will focus on professional journals that are specifically suited to the City Administrator search, such as the ICMA Newsletter and League of Minnesota Cities, utilizing venues that will ensure a diverse pool of applicants, including qualified minority and women candidates. We will also utilize social media and will develop a professional recruitment brochure on the City's behalf that will discuss the community, organization, position, and compensation. Once completed, we will mail the brochure to an extensive audience, making them aware of the exciting opportunity with the City of Willmar.

RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database of thousands of candidates and our contacts in the field, we will conduct an aggressive outreach effort that includes making personal calls to prospective applicants in order to identify and recruit outstanding candidates, including qualified minority and women candidates. We realize that the best candidate is often not looking for a new job, and this is the person that we actively pursue to become a candidate. Aggressively marketing the City Administrator position to prospective candidates will be essential to the success of the search.

SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen all resumes and cover letters using the criteria established in our initial meetings to narrow the field of candidates.

PRELIMINARY INTERVIEWS

We will conduct preliminary interviews with the top 10 to 12 candidates in order to determine which candidates have the greatest potential to succeed in your organization. During the interviews, we will explore each candidate's background and experience as it pertains to the City Administrator position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills, and abilities. We will devote specific attention to determining the likelihood of the candidate's acceptance of the position if an offer of employment is made.

PUBLIC RECORDS SEARCH

Following the interviews, we will conduct a review of published articles that reference each candidate. Various sources will be consulted, including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers from the communities in which the candidates have worked. This brings to our attention any further detailed inquiries that we may need to make at this time.

RECOMMENDATIONS

Based on the information gathered through meetings with your organization and preliminary interviews with candidates, we will typically recommend three to five candidates for your consideration. We will prepare a report on each candidate that focuses on the results of our interviews and public record searches, to include detailed information pertaining to the candidates' professional experiences and accomplishments, strengths and potential gaps, and background information. We will make specific recommendations, but the final selection of those to be considered will be up to you.

FINAL INTERVIEWS

Our years of experience will be invaluable as we help you to develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel, or assessment center process. We will provide you with suggested interview questions and rating forms, and we will be present at the interviews to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, since the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

BACKGROUND CHECKS/DETAILED REFERENCE CHECKS

Based on final interviews, we will conduct credit, criminal, civil litigation, and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to provide the names of their supervisors, subordinates, and peers for the past several years. Additionally, we will make a point of speaking confidentially to individuals known to have insight into a candidate's abilities, but who may not be on his/her preferred list of contacts. At this stage in the recruitment, we will also verify candidates' educational backgrounds and any required certifications.

NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Our experience provides us with insight into current industry standards and expectations in negotiating contracts, and we will be available to advise you regarding current approaches to difficult issues such as housing and relocation. Working to secure the appointment of your chosen candidate, we will represent your interests and advise you regarding salary, benefits, and employment agreements. We have the expertise to turn a very sensitive aspect of the recruitment into one that is viewed positively by both you and the candidate.

COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment, we will provide the City with updates on the status of the search, and we will provide a schedule for actions and deliverables at the beginning of the process. We will also take care of all administrative details on your behalf. Candidates will receive personal correspondence advising them of their status at each critical point during the recruitment. In addition, we will respond to inquiries about the status of their candidacy within 24 hours. Every administrative detail will receive our attention.

THE TEAM

Our staff at S. Renée Narloch & Associates is comprised of a diverse group of individuals who have extensive experience in the recruitment of public sector executives. The team assigned to the City Administrator search will include Ms. Narloch, who will be the lead consultant, with assistance from Mr. Elliott Pervinich and Ms. Liana Velez Thompson.

S. RENÉE NARLOCH, PRESIDENT

Ms. Narloch is the President of S. Renée Narloch & Associates and the Director of our offices located in Tallahassee, Florida, and Georgetown (Austin), Texas. She is recognized as one of the nation's leading public sector recruiters. She has more than 25 years of experience conducting public sector recruitments and has participated in more than 400 searches nationwide. Prior to forming S. Renée Narloch & Associates, Ms. Narloch spent 10 years as the Senior Vice President of a public sector executive search firm with responsibilities for clients in 40 states from Texas northward to the East Coast. She also previously served as a Senior Recruiter with DMG and MAXIMUS with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic, and Mid-Western states. Ms. Narloch is considered an expert in public sector recruitment and is often a guest speaker at the national International City/County Management Association (ICMA) Conference. Ms. Narloch received her Bachelor of Science degree in Information Studies, summa cum laude, from Florida State University, Tallahassee, Florida.

ELLIOTT S. PERVINICH, VICE PRESIDENT

Mr. Pervinich is the Vice President of S. Renée Narloch & Associates offices located in Tallahassee, Florida and Georgetown (Austin), Texas. He concentrates on client outreach and business operations. Mr. Pervinich previously worked for a local city government in central Texas as a team building trainer and facilitator in corporate development, which has given him great insight into the needs of our clients. He has eight years of experience working in executive administration in both local government and the for-profit sectors. Mr. Pervinich received his Bachelor of Science degree in Recreation and Leisure Services Administration from Florida State University, Tallahassee, Florida.

LIANA VELEZ THOMPSON, SENIOR CONSULTANT

As a Senior Consultant with S. Renée Narloch & Associates, Ms. Thompson is responsible for research, candidate recruitment, screening, reference checks, and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search. Prior to joining S. Renée Narloch & Associates, Ms. Thompson spent several years in the field of special education. Ms. Thompson received her Bachelors of Arts degree, magna cum laude, and Master degree in Special Education from Florida State University, Tallahassee, Florida.

CLIENTS/REFERENCES

CLIENTS

S. Renée Narloch & Associates' recruiters have extensive experience, placing more than 400 public sector professionals. Below is a list of some of the clients for which Ms. Narloch has recruited in the last few years. For a complete client list, please contact us.

City of Washington, IL
City Administrator
City of Thomasville, GA
City Manager
City of Charlottesville, VA
City Manager
City of Oak Creek, WI
City Administrator
Town of Addison, TX
City Manager
City of Dallas, TX
Assistant Director of Transportation Operations;
Assistant Director of Water Utilities; City Manager;
Managing Director of Environmental Quality; Assistant
Director of Street Services (Maintenance)
City of Topeka, KS
City Manager
City of Virginia Beach, VA
Deputy City Manager; Deputy Director Human
Services
Franklin County, OH
County Administrator; Animal Care & Control Services
Director; Director of Job & Family Services
City of Wichita, KS
City Attorney/Director of Law; Director of Housing &
Community Development
Wake County, NC
County Manager
City of Coral Springs, FL
City Manager; Deputy City Manager; Director of
Economic Development; Director of Finance
City of Fort Lauderdale, FL
City Manager; Building Official; City Attorney;
Director of Sustainable Development
City of Dunedin, FL
City Manager; Finance Director
City of Tallahassee, FL
City Manager; Director of Human Resources &
Workforce Development; Fire Chief; and Director of
Airport
Broward County, FL
Assistant Director of Economic & Small Business
Development; County Attorney; Port Everglades Chief
Executive/Port Director; Port Everglades Director of
Business Development
Palm Beach County, FL
County Administrator; Director Capital Improvements
Town of Palm Beach, FL
Town Manager
Town of Jupiter, FL
Town Manager
City of Rye, NY
City Manager
Sedgwick County, KS
County Manager; Health Department Director;
Director of Human Resources
Sumter County, FL
Public Works Director; Fire Chief; Development
Services Director; Assistant Public Works Director
Engineer; Staff Engineer
Pasco County, FL
County Manager
Alachua County, FL
County Manager
City of Miami Beach, FL
City Manager
San Antonio Housing Authority (SAHA), TX
Director of Community Development Initiatives;
Development Services & Neighborhood Revitalization
Officer; Director of Human Resources & Employee
Development; Director of Information Technology;
Chief Operations Officer
Alexandria Redevelopment and Housing Authority
(ARHA), VA
Chief Executive Officer
Portsmouth Redevelopment & Housing Authority
(PRHA), VA
Executive Director
Housing Authority of the City of Tulsa, OK
President/CEO
Houston Housing Authority, Houston, TX
President/CEO
City of Arlington, TX
Deputy City Manager; Parks & Recreation Director
Florida Public Transportation Association (FPTA)
Executive Director
Housing Authority of the City of Austin (HACA), TX
Vice President/Chief Financial Officer; President/CEO
Lee County, FL
County Manager; County Attorney
City of West Palm Beach, FL
Director of Public Utilities; Director of Engineering
Services

REFERENCES

Clients and candidates provide the best testament of our ability to conduct quality searches. Listed below are a few clients for whom Ms. Narloch has conducted searches. The average tenure of placements is approximately five years.

CLIENT: City of Washington, IL
REFERENCE: Mr. Daniel Cobb, Ward IV Alderman
301 Walnut Street, Washington, IL 61571
(309) 208-1369; dcobb@ci.washington.il.us
POSITION: City Administrator

CLIENT: City of Thomasville, GA
REFERENCE: Ms. Kha McDonald, Assistant City Manager
111 Victoria Place, Thomasville, GA 31799
(229) 200-0294; Kha@thomasville.org
POSITION: City Manager

CLIENT: City of Tallahassee, FL
REFERENCE: Ms. Ellen Blair, Director, Human Resources & Workforce Development
300 South Adams Street, Tallahassee, FL 32301
(850) 891-8321; ellen.blair@talgov.com
POSITIONS: City Manager; Director of Human Resources & Workforce Development; Fire Chief; Director of Airport

CLIENT: Wake County (Raleigh), NC
REFERENCE: Ms. Angela Crawford, Human Resources Director
Wake County Government, Post Office Box 550, Raleigh, NC 27602
(919) 856-6104; Angela.Crawford@wakegov.com
POSITION: County Manager

COST PROPOSAL

PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the City of Willmar is \$17,450, plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including up to three (3) onsite visits. Expenses are estimated to not exceed \$7,450 and include items such as the cost of consultant travel, clerical support, placement of ads, newspaper searches, education verification, as well as credit, criminal, and civil checks. In addition, postage, photocopying, and telephone charges are included and will be allocated. Expenses related to the use of audio/video conferencing equipment by the City for interviews and candidates' travel for interviews are the responsibility of the City of Willmar.

CANDIDATE TRAVEL

With respect to candidate travel for interviews, we typically ask candidates to make their travel arrangements and advise them the City will reimburse them directly for reasonable airfare, hotel, and auto expenses, if allowed. We advise candidates what is standard and customary in the industry, as well as the City's expectations and parameters regarding travel. Our experience has been that candidates use discretion and stay within reasonable limits both in pricing and scheduling.

PAYMENT

We will invoice the City of Willmar monthly for professional fees and expenses for services incurred as of the date of the invoice. We expect payment of invoice within 30 days of receipt by the City. Typically, this results in three monthly invoices of 30% of professional fees and expenses, with a final invoice for the remaining ten percent of professional fees due upon the selection of the finalist.

GUARANTEE

We guarantee that, should the selected candidate be terminated for cause within the first year of employment, we will conduct the search again at no cost (with the exception of expenses) to the City. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision.

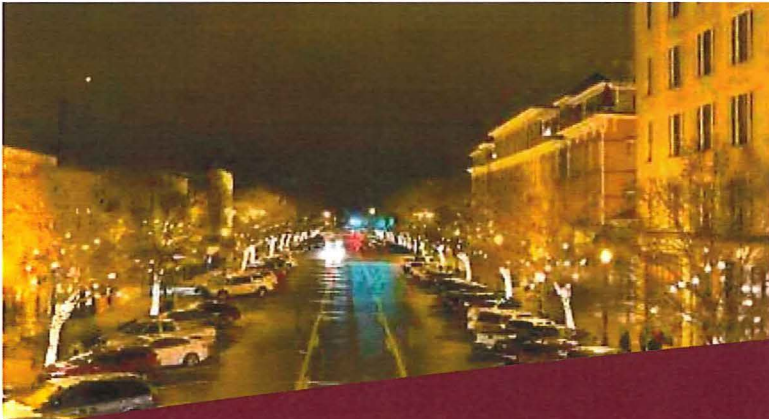
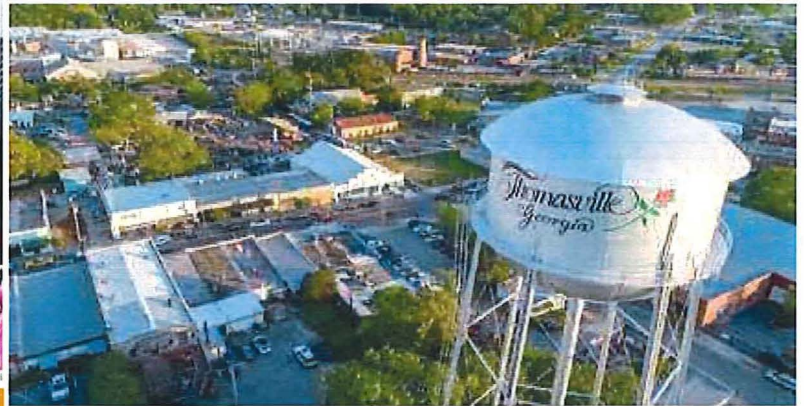
SCHEDULE

We are available to begin the search for the City Administrator immediately, and our current workload is such that we can ensure the City will receive our full attention throughout the entire recruitment process. We will be prepared to make our recommendation regarding finalists within 75 to 90 days from the start of the search. A standard recruitment can typically be completed in less than 16 weeks and follows an approach and schedule similar to the one below:

WEEK	TASK:
1	Conduct meeting with the Mayor, Council Members, and staff involved in the process
2	Develop recruitment brochure and advertisements
3	City reviews recruitment brochure and advertisements
4	Recruitment brochure printed and advertisements placed
5	Active recruitment of candidates begins
9	Closing date
10	Screen resumes
11-12	Recruiter interviews top candidates
12-13	Public records search
14	Review recommendations with the Mayor, Council Members, and staff involved in the process
15	Candidates interview with the City, follow-up interviews, and consultant reference/background checks
16	Candidate selected



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT



CITY OF THOMASVILLE, GA

INVITES YOUR INTEREST IN THE POSITION OF
CITY MANAGER

THE COMMUNITY

The City of Thomasville is located in southwest Georgia approximately 35 miles north of Tallahassee, Florida. The land area is 15.06 square miles with an estimated 19,000 residents.

Thomas County was formed in 1825 by legislation introduced by Thomas J. Johnson, owner-builder of Pebble Hill Plantation. One year later, on December 22, 1826, a location was established for the new county seat, Thomasville. The city and county are believed to have been named for Major General Jett Thomas, a member of the State Militia during the war of 1812.

Without a railroad until 1861, Thomas County residents became largely self-sufficient. Agriculture was diversified and business methods were modernized. With the advent of the Civil War, Thomasville played an important role in the Confederate cause by supplying goods and men. The war itself touched the county only briefly when Federal prisoners were sent to Thomasville from Andersonville in late 1864.

As the terminus for the railroad, Thomasville was accessible from the north and, during the late 1800s, became known as the "Winter Resort of the South." In the beginning of this era, Northerners and other visitors came to Thomasville for their health, breathing the pine-scented air as a curative for pulmonary ailments. They were soon joined by friends to enjoy hunting, fishing, and an active social life, including golf, horse racing, and bicycling. Thomasville came to represent the best of Southern hospitality with the lavishness of a resort lifestyle.

Thomasville's luxurious hotels regularly hosted America's wealthiest families as their guests. Once discovered that it cost less to purchase land than rent hotel rooms, these wealthy families bought property and built grand Victorian mansions and plantation homes. Many of these plantations are still owned by the families who built them and are visited year-round. Many of the "winter cottages" built during the 1880s have been restored through efforts of Thomasville Landmarks Inc., and Thomasville citizens. Plantations,



museums and historic homes are located throughout Thomasville and offer glimpses into the grand Victorian era.

Although the grand hotel era ended with the extension of the railroad into southern Florida, Thomasville and Thomas County have continued the area's long-standing tradition of cultural and economic diversity. There is a rich heritage in Thomas County, and the community works hard to preserve its history and tradition.

Today's Thomasville is a tourism destination with an award-winning downtown, historic buildings and events such as the Victorian Christmas. The City works to preserve the community's heritage while continuing to progress and achieve big-city ideals. The City's new amphitheater, creative district and sponsored events offer something for everyone.

THE ORGANIZATION

The City is governed by a five-member City Council comprised of the Mayor and four City Councilmembers. The City Council is responsible for setting priorities and setting policies to enhance and maintain an enviable quality of life. The City Manager is appointed by the City Council.

The City is a full-service agency and includes general government functions such as Administration, Economic Development and Communications, Facilities and Public Works, Country Oaks Golf Course, Thomasville Municipal Airport, Main Street, Tourism, Financial Services, Human Resources, Public Safety, Regulatory, Technical Services, Information Technology and Utilities (Electric, Water, Natural Gas, Sewer, and broadband utilities). The City has 450 employees in general government and utilities with an annual operating budget of \$123 million and a capital budget of \$14 million. With no property tax, the City relies on enterprise funds to support city operations and community services. The City has an A/Stable bond rating from Standard and Poor's.

The City's business model includes proactive strategic

planning, benchmarking with other leading organizations, performance measurements, and customer focus to provide the best goods and services to citizens. Programs and procedures are designed and redesigned based on citizen surveys and focus groups, which help to identify the community's needs and priorities. Volunteer boards and committees play a key role in City operations.

Over the past 20+ years, the City has had two long-term city managers. While the City Charter specifies that the City Manager and the Utilities Superintendent are separate positions which report to the City Council, these previous two city managers served in a dual role of City Manager and Utilities Superintendent. It is anticipated that the new City Manager will have general oversight for utilities with general management of that operation being executed by the Utilities Superintendent who will report to the City Manager in the same capacity as other Direct Reports such as Police Chief, Fire Chief, Chief Financial Officer, etc.

THE POSITION

The City Manager serves as the chief executive officer and provides general leadership, direction, guidance and management in a collaborative environment. In addition to managing the operation of general government and essential services (public works, police and fire rescue) for the City, the City Manager also manages the Utilities Superintendent and thereby assumes responsibility for the management and administration of all City utility services, including water, sewer, electric, natural gas, sanitation, and CNS/Telecom.

Responsibilities of the City Manager may include:

- Provides direct management over Police, Fire, Public Works, Engineering, Financial Services, Human Resources, Building, Planning, Airport, Landfill, Customer Service and Utilities Operations.
- Works with department heads to develop, plan and implement goals and objectives.
- Develops and manages rates against service cost and budgets.
- Oversees Capital Improvement Projects for the City.
- Ensures that laws and ordinances of the City are enforced.
- Attends all meetings of the City Council.



- Recommends to the City Council for adoption such matters as deemed necessary and expedient.
- Prepares and submits to the City Council an annual operating budget and capital budget of all departments of the City, setting forth the probable needed expenditures and estimated revenue for such year.
- Keeps the City Council advised as to the financial condition and needs of the City.
- Supervises and directs the conduct of all officers and employees.
- Supervises the performance of all contracts for all work done for the City.
- As personnel manager, he/she appoints, discharges and fixes the salaries of employees in all departments and divisions.
- Performs additional duties as required.

The City Manager must have exceptional leadership skills along with a collaborative, team-oriented management style. Must be a visionary leader with a sound business acumen, who is approachable, apolitical, and a person of integrity. Must be accessible and responsive to citizens via involvement with community activities, board memberships and civic engagements.

The ideal candidate must have excellent communication skills including public speaking, and should have knowledge and experience in developing and negotiating contracts and agreements. Must be highly organized and a self-initiator with considerable independent judgment.

Requirements include a Bachelor's degree in Public or Business Administration or closely related field; a Master's degree is preferred. Candidates should have at least ten (10) years of progressively responsible executive management level experience in public/municipal administration, five (5) of which should be in a city manager or deputy/assistant city manager capacity; a comparable amount of education, training and experience may be substituted for the minimum requirements, if determined the job duties can be performed. Candidates should also have experience in strategic planning, performance measurements, budgeting, community engagement, economic development, and public utilities.



TO APPLY

If interested in this outstanding opportunity, please visit our website at www.srnsearch.com and apply online. Position is open until filled.

Résumés will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references; references will be contacted only following candidate consent. Final interviews will be held with the City Council. Candidates will be advised of the status of the recruitment following the selection of the City Manager.

Questions regarding recruitment may be directed to:

Ms. S. Renée Narloch, President

S. Renée Narloch & Associates

info@srnsearch.com | 850.391.0000

www.srnsearch.com

COMPENSATION

The salary range is open, dependent upon qualifications. The starting salary will be based upon the knowledge and experience of the individual selected. The City offers an attractive benefits package.

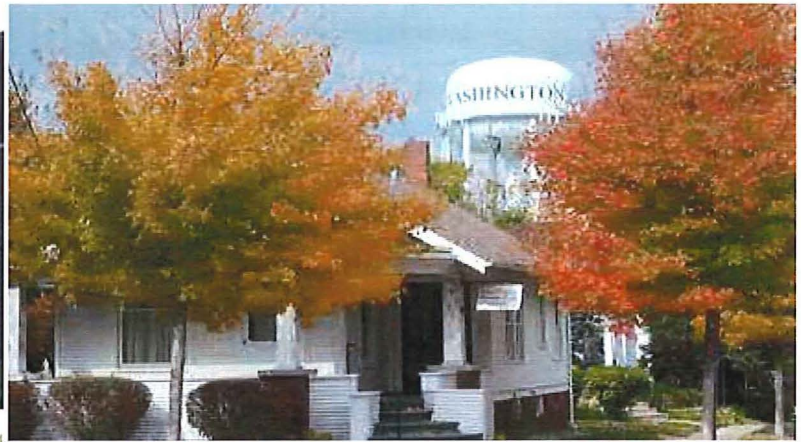
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S. RENÉE NARLOCH
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PROFESSIONAL EXECUTIVE RECRUITMENT



CITY OF WASHINGTON, IL
INVITES YOUR INTEREST IN THE POSITION OF
CITY ADMINISTRATOR

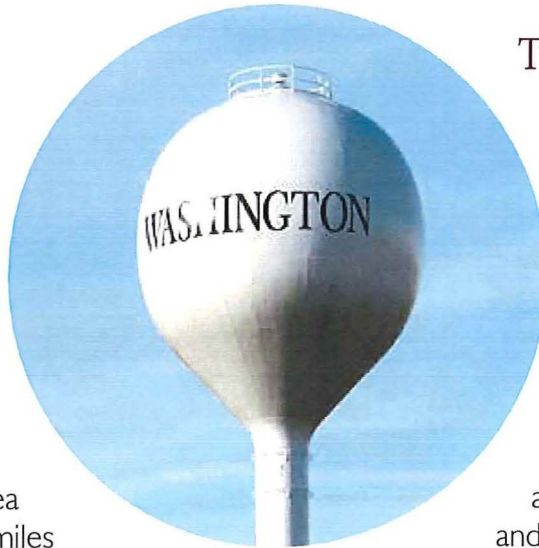
THE COMMUNITY

Established in 1825, the City of Washington is a home rule community located in central Illinois just eight miles east of Peoria, the "River City" of Illinois, and 35 miles west of Bloomington/Normal. Located about two hours away from and midway between Chicago and St. Louis, the City has a land area of approximately eight square miles with an estimated population of 16,000, but it is part of a 125 square mile trade area of close to 50,000 in population.

A historical and quaint community, the City of Washington has a small-town feel with a real sense of community. The City has received recognition and numerous awards for its exceptional quality of life supported by excellent schools, safe neighborhoods, a variety of parks and recreational offerings, and a resident population motivated by community involvement and volunteerism. Of note are its historical downtown square, service-oriented businesses, and family-friendly amenities.

From 2000 to 2010, the City experienced a 40% population growth. In November 2013, the City took a direct hit by a unique and unseasonable tornado which affected nearly 1,100 structures and destroyed close to 600 homes. Through its resiliency, dedication, and support, the community rebuilt almost every structure and home. Its current population is an increase of nearly 1,500 residents, compared to the pre-storm population.

The downtown area features an attractive town square with shops, cafés, and offices surrounding a central fountain, all dating back to the community's origins. The Five Points Washington, a \$20 million community complex which features recreational, fitness, and aquatic facilities, as well as a library, banquet hall, and performing arts centers, is a draw for residents and visitors throughout the Central Illinois region and beyond.



THE ORGANIZATION

The Mayor-Council with City Administrator form of government has been in place since 1972. The City is governed by a nine-member Board of Aldermen comprised of the Mayor and eight Council members. The citizens of Washington elect the Mayor and City Council; City Treasurer; and City Clerk. The Mayor and Council hire the City Attorney (currently outside counsel); Budget Officer; and City Collector, as well as appointing Advisory Boards and Standing Committees. The City Council is responsible for setting priorities and policies to enhance and maintain an excellent quality of life for residents. The City Administrator is appointed by the Mayor and confirmed by a majority vote of the City Council.

The City is a full-service agency and provides Public Safety (Police), Public Works (streets, water, and wastewater), Planning and Development, and Administrative Support services. Fire and EMS services are provided by the Washington Volunteer Fire Department and Rescue Squad, Inc. Library and parks services are offered through separate districts. The City has 65 full-time equivalent employees and an annual combined operating budget of \$24 million. The City has an "A2" rating by Moody's Investor Services.

THE POSITION

The City Administrator serves as the chief administrative officer and provides general leadership, direction, guidance and management of the City Departments, as well as working closely with Advisory Boards and Standing Committees appointed by the Council.

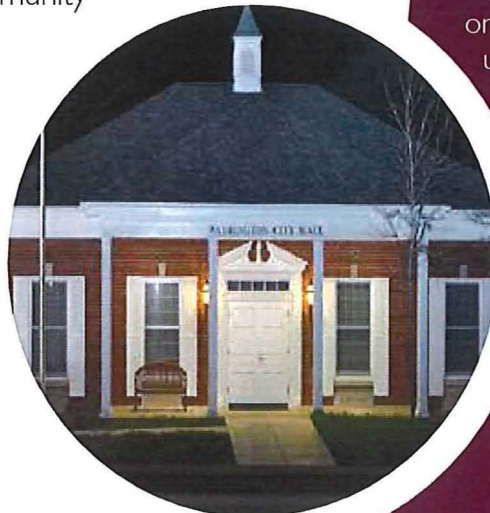
Responsibilities of the City Administrator include:

- Provides management oversight for City Departments;

- Works with department heads to develop, plan and implement goals and objectives;
- Oversees Capital Improvement Projects for the City;
- Ensures that laws and ordinances of the City are enforced;
- Attends all meetings of the City Council;
- Recommends to the City Council for adoption such matters as deemed necessary and expedient;
- Prepares and submits to the City Council an annual operating budget and capital budget of all departments of the City, setting forth the probable needed expenditures and estimated revenue for such year;
- Keeps the City Council advised as to the financial condition and needs of the City;
- Supervises and directs the conduct of all employees;
- Supervises the performance of all contracts for all work done for the City general government;
- As personnel manager, he/she appoints, discharges and fixes the salaries of employees in all departments and divisions of the general government; and,
- Performs additional duties as required.

The City Administrator must have exceptional leadership skills and a collaborative, team-oriented management style. Must be a visionary who can help guide the City through growth-related issues while remaining apolitical. The City Administrator must be trustworthy, approachable, accessible, and responsive to citizens, stakeholders, elected officials, and staff, as well as being involved with community activities and civic engagements.

The ideal candidate will have excellent communication and interpersonal skills. Should have knowledge and experience in developing and negotiating contracts and agreements. Must be highly organized and a self-initiator able to exercise considerable independent judgment.



Requirements include a Bachelor's degree in Public or Business Administration or a closely related field; a Master's degree is preferred. Candidates should have at least five (5) years of progressively responsible executive management level experience, preferably in public/municipal administration as a city administrator manager or in a deputy/assistant city manager capacity. Experience in strategic planning, performance measurements, budgeting, human resources, community engagement, and economic development is sought. Residency within the City is required within a reasonable time after appointment.

COMPENSATION

The salary range is open, dependent upon qualifications. The starting salary will be based on the knowledge and experience of the individual selected. The City offers an attractive benefits package.

TO APPLY

If interested in this outstanding opportunity, please visit our website at www.srnsearch.com and apply online. First review of résumés will take place on January 14, 2019. Position is open until filled.

Résumés will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references; references will be

contacted only following candidate consent. Final interviews will be held with the City of Washington. Candidates will be advised of the status of the recruitment following the selection of the City Administrator.

Questions regarding recruitment may be directed to:

Ms. S. Renée Narloch, President
S. Renée Narloch & Associates
info@srnsearch.com
850.391.0000
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Executive Recruitment Services
City of Willmar, Minnesota

April 4, 2019



now joined with
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP
380 Jackson Street, Suite 300
St. Paul, MN 55101
651.223.3000
651.223.3046
bakertilly.com

April 4, 2019

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

Dear Ms. Beckman:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to submit our proposal for executive recruitment services for the City of Willmar's next City Administrator. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Willmar.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate; Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Baker Tilly to facilitate talent management. The system has been designed by Baker Tilly to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

The proposal document will provide you the details about our approach, expertise, client 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,

Chuck Rohre
Firm Director
P: 214.608.7477
Email: chuck.rohre@bakertilly.com

Sharon Klumpp
Director
P: 651.223.3053
Email: sharon.klumpp@bakertilly.com

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This document contains confidential material that is proprietary to Baker Tilly Virchow Krause, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly's capabilities.



1. General information

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country — and internationally. As a member of Baker Tilly International, the world's 10th largest accountancy and business advisory network, we are able to extend our reach through trusted relationships with firms located across the country and throughout the world.

Baker Tilly was founded in 1931 with one central objective: to use our industry specialization to help our clients improve their businesses. 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.



Key facts about Baker Tilly:

- Headquartered in Chicago and employing more than 1,400 throughout the Midwest
- Provides a wide range of accounting, tax, assurance and consulting services by more than 3,500 total staff members, including approximately 330 partners
- Ranked among the 15 largest accounting firms in the U.S.
- Serving clients with industry-focused teams

In early 2019, Baker Tilly expanded its public sector practice, joining with Springsted Incorporated (Springsted) and H.J. Umbaugh and Associates, Certified Public Accountants, LLP (Umbaugh). This combination has created one of the largest municipal advisory firms in the nation.

As an independent advisory firm, Springsted provided high quality, independent financial and management advisory services to public and non-profit organizations for 60 years making it one of the largest and longest established independent public sector advisory firms in the U.S. Springsted's staff has been advising clients in executive recruitment for more than 30 years. The combination of Baker Tilly's and Springsted's professional consulting teams has created a strong, experienced staff with direct experience in managing and leading local city and county governments. Our combined team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Baker Tilly's public sector executive search services assist a wide variety of public and not-for-profit organizations across the country. Our executive search team has a team 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 cities 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 the City's expectations. In the past five years, our combined consultant team has conducted nearly 450 executive recruitments.

The Baker Tilly Recruitment Project Team will partner with the Mayor, City Council and 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. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the Baker Tilly Recruitment Project Team to draw upon our 50-plus years of service to the public sector and to leverage Baker Tilly's experience and capacity to find the most qualified candidates.

Our Understanding of City's Needs

The City of Willmar is looking for a timely, well-managed and thorough search process to recruit and identify highly qualified candidates for its City Administrator position.

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

There is significant competition for experienced local government managers today. We work with you to develop a recruitment strategy that includes advertising and personalized, customer outreach. A successful recruitment often depends upon the ability to reach out to successful managers who are not necessarily seeking new employment to inform them of and encourage them to apply for the position. These efforts are critical to ensuring that the City receives a good candidate pool.

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

We take pride in our ability to provide the City Council with complete information about the candidates, expanding beyond their resumes to understand their experience, the leadership and management style they will bring to your community and their motivation for seeking this position. We assist you in structuring the interview process; we are present throughout the interviews and available to facilitate your deliberations and negotiations with the top candidate.

Proposed Solution to Meet City's Needs

The search will be conducted out of our St. Paul office. Sharon Klumpp will serve as the Recruitment Project Team Leader. Our proven process includes five major tasks:

1. **Recruitment brochure development and advertising**
 - Meetings with the City's leadership and key stakeholders to understand the City's needs as well as its strategic directions and expectations
2. **Execution of recruitment strategy and identification of quality candidates**
 - Aggressive recruitment and direct contact with prospective candidates
 - Interactive searchable applicant database
 - Utilization of an applicant tracking system
3. **Screening of applications, recommendation of semi-finalists and selection of finalists**
 - Candidate questionnaires provide in-depth information
 - Due diligence questions and review of candidate's web and internet presence
 - Management/leadership style and strengths assessment (personality and behavior analysis) to determine if there is a fit with the approved management/leadership profile established by the Mayor and City Council in order to identify the ideal candidate
 - Video interview responses provided by each semi-finalist candidate
 - Semi-finalists booklet of the top candidates
 - Selection of 3 – 5 finalists by the Mayor and City Council
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**
 - Interview design, coordination, attendance and support
 - Employment offer - assistance and feedback

Why Baker Tilly is Ideally Suited to Serve City

There are many reasons Baker Tilly has distinguished itself from its 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 school districts, cities and counties. The Baker Tilly team has recruited and placed more than 1,500 executive-level positions within cities, counties, school districts and public and non-profit organizations.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist you and your organization in building a great team. We want your organization to hire us again based on the success we achieve after 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 and 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 Recruitment Project Team Leader, the project coordination 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 your organization'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 on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate's leadership / management style and ability to respond extemporaneously to video questions.
- **We offer a "Triple Guarantee" that commits our company to your organization's success.**
 - We remain focused to assist with your executive recruitment until you make an appointment!
 - We guarantee your executive recruitment for 24 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 the City

Selecting Baker Tilly to conduct your executive recruitment provides the City of Willmar with the following benefits:

- **Comprehensive and Structured Process** – Our process is 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 City 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 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 City Administrator 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 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 elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search 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 search 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.

2. Response to scope of work

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

1. 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 the 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 have 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 Recruitment 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 position. 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, strategic priorities and to identify expectations for the City Administrator. [See example of a recruitment brochure in Appendix I.]

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 profiles will be approved by the Mayor and City Council before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment 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. Additionally, Baker Tilly has a highly-accessed website that has a special location attracting many 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 position. The position is also promoted widely through LinkedIn.

Advertisements for the City Administrator position could be placed with:

- International City/County Management Association
- League of Minnesota Cities and municipal associations throughout the Upper Midwest
- Minnesota City/County Management Association and similar associations in neighboring states
- Association of Minnesota Counties
- Careers in Government (careersingovernment.com)
- University alumni groups

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> - Onsite interview with the City. - Baker Tilly will receive information regarding the City's budgets, organizational charts, images, logos, etc. - Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> - Brochure sent to the City for final approval. - Commence advertising and distribution of recruitment brochure. 	2 Weeks

2. 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 an appropriate 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.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

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.	<ul style="list-style-type: none"> - Online data collection and profile development. - Development of interactive searchable applicant database for recruitment of the City Administrator. - Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy. - Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	4 – 5 Weeks

3. Screening of applicants and recommendation of semi-finalists

In Task III the Recruitment Project Team, under the direction of Sharon Klumpp, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

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 the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments 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.	<ul style="list-style-type: none"> - Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database. - Baker Tilly develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. - Top 10-15 candidates identified as semi-finalists. - Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. 	2 -3 Weeks

	<ul style="list-style-type: none"> - Baker Tilly and the City review and rate video interviews. - Baker Tilly sends links to City to review the aggregate responses and ratings. - Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council selects finalists for on-site interviews. - Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed 	
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4. 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.

For the background checks, Baker Tilly will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten 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 Council for on-site interviews with finalists.	<ul style="list-style-type: none"> - Baker Tilly confirms interviews with candidates. - Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> - Baker Tilly completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

5. Final interview process

Upon completion of Task IV, we will work with the City Council to develop the final interview process, which may include a tour and meetings with the City’s leadership team. 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 Recruitment 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, if the City requests the service, 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.	<ul style="list-style-type: none"> - 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.	<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. 	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 decision. - 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.

Timeline

Below is an estimated Timeline for the executive recruitment process. 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.

City of Willmar, MN Executive Recruitment		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of April 15, 2019. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> - Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. - Baker Tilly sends draft recruitment brochure to the City. - The City returns draft recruitment brochure (with edits) to Baker Tilly. - Baker Tilly commences executive recruitment advertising and marketing. - Online data collection and profile development. 	April 17 – June 1
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> - Baker Tilly commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. - Baker Tilly completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Candidates' recorded interviews are also presented. - Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. - Baker Tilly meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	June 3 – 18
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul style="list-style-type: none"> - Baker Tilly completes reference checks/background checks/ academic verification on finalists. 	By July 12
On-site Interviews with finalists.	<ul style="list-style-type: none"> - Baker Tilly sends documentation for finalists to the City. - The City conducts on-site interviews with finalists. 	Week of July 8 or 15
Employment offer made / accepted.	<ul style="list-style-type: none"> - The City extends employment offer to selected candidate. 	Week of July 19 or 26

3. Proposed costs

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

The all-inclusive professional fee includes the cost of professional services by the Recruitment 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 Sharon Klumpp, Director at Sharon.Klumpp@bakertilly.com or via phone at 651.223.3053.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 Identify Quality Candidates	
Phase II	Task 3 Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$22,750

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 make a 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 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for 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.

4. Firm experience

References

Recruitment Project Team Leader Sharon Klumpp was designated as the project lead for each client reference listed below. Feel free to contact any of the individuals listed below to verify the quality of work we provide to each client as part of these recently completed executive recruitment projects.

Becker County, MN			
Name	Nancy Grabanski	Title	Human Resource Director
Phone	218-846-7309	Email	nigraba@co.becker.mn.us
Services	Selection of County Administrator		
City of Moorhead, MN			
Name	Jill Wenger	Title	Human Resources Director
Phone	218-299-5304	Email	jill.wenger@ci.moorhead.mn.us
Services	Selection of City Manager		
City of Burnsville, MN			
Name	Jill Hansen	Title	Human Resources Director
Phone	952-895-4471	Email	Jill.Hansen@burnsvillemn.gov
Services	Selection of City Manager		
City of Big Lake, MN			
Name	Mike Wallen	Title	Mayor
Phone	763-286-3842	Email	mwallen@biglakemn.org
Services	Selection of City Administrator		

Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871

Firm experience

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2014	Irving	TX	City Manager	238,289
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Brooklyn Center	MN	Deputy City Manager	30,712
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
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

Firm experience

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2016	Mooreville	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	Norwalk	IA	City Manager	9,639
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
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	12,050
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
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	Dallas	TX	City Secretary	1,258,000
2018	Grand Rapids	MI	City Manager	192,294
2018	Greenville	SC	City Manager	61,397
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	Moorhead	MN	Assistant City Manager	39,398
2018	Mora	MN	City Administrator	3,453
2018	Salina	KS	City Manager	47,867
2018	Shawnee	KS	City Manager	64,323

Firm experience

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2018	York	PA	Business Administrator	43,859
2019	Norman	OK	City Manager	122,843
2019	Park City	KS	City Administrator	7,499
Current	Hobbs	NM	City Manager	37,764

5. Recruitment Project Team

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

This project team represents experienced professionals who will be working on this project. 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.

Recruitment Project Team Leader

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sharon.klumpp@bakertilly.com

Mr. Chuck Rohre, Executive Vice President

Direct Phone: (214) 466-2436

Email: chuck.rohre@bakertilly.com

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: art.davis@bakertilly.com

Ms. Patricia Heminover, Senior Vice President

Direct Phone: (651) 223-3058

Email: patty.heminover@bakertilly.com

Mr. Steve Miner, Vice President

Direct Phone: (804) 562-2383

Email: steve.miner@bakertilly.com

Ms. Michelle Lopez, Project Coordinator

Direct Phone: (651) 223-3041

Email: michelle.lopez@bakertilly.com

Sharon G. Klumpp
Director



Sharon Klumpp is a Director with Baker Tilly's executive recruitment practice. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as

Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

Education

University of Kansas, Lawrence, Kansas
Master of Public Administration

Miami University, Oxford, Ohio
Bachelor of Arts in Political Science

Professional Affiliations

- International City/County Management Association
- International Public Management Association for Human Resources

Charles A. (Chuck) Rohre
Firm Director



Chuck Rohre is a Firm Director with Baker Tilly's executive recruitment practice. Based in Dallas, he is responsible for managing and conducting executive recruitment engagements for the firm to insure 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. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career,

Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states. He has led over 350 recruitment engagements in 24 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. The clients range from as small as 2,500 to as large as 1,300,000 in population. He has also conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment

Education

Bachelor of Science in Career Development
Abilene Christian University – Dallas

Master's Degree, Human Relations and Management
Abilene Christian University – Dallas

Certifications

Certified Behavior Analyst, TTI, Inc.

Advanced management, adjunct faculty and advisory board
Institute for Law Enforcement Administration

LEEDS Course
Federal Bureau of Investigation – Quantico

Veteran of the United States Army, serving in the United States and the Republic of Vietnam

Arthur (Art) Davis *Director*



Arthur (Art) Davis is a Director with Baker Tilly's executive recruitment practice. Prior to joining SJW, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served 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. One of his responsibilities during his tenure at the Civic

Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee's Summit, Missouri, a city recognized as the "fastest growing" city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was 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.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Education

Bachelor of Arts, Political Science and Public Administration
William Jewell College – Liberty

Master of Public Administration
University of Kansas – Lawrence

Patricia (Patty) Heminover
Director



Patty Heminover is a Director with Baker Tilly's executive recruitment practice. She has 19 years of public education experience. Prior to joining S|W she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also 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.

Education

Minnesota State University, Mankato, Minnesota
Master of Education, Administration

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

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

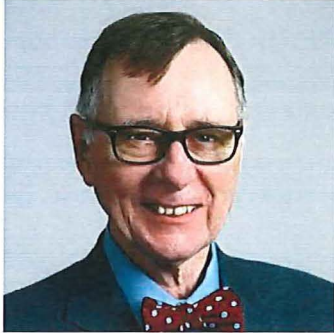
Professional Affiliations

- Minnesota Association of School Administrators
- American Association of School Administrators
- Minnesota Association of School Business Officials
- 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

Certifications

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

Steve Miner, J.D./Ed. D.
Director



Steve is a Director with Baker Tilly's executive recruitment practice. Based in Richmond, he specializes in pay and classification and organizational analysis. With a lengthy background in public management and law, as well as human development, Mr. Miner helps create sustainable organizational performance improvements through proper integration of pay and performance structures and processes with appropriate accountability to – and policy management by – the locality's elected body.

Steve began his public service as a County Attorney in Virginia, afterwards transitioning to management of various Virginia localities, including service as Deputy CAO and HR Director for Prince George County, Virginia, as CAO for Lee, Culpeper and Accomack Counties, as well as Acting Manager for Orange County, Virginia. These are mostly mid-sized counties with operating budgets today ranging from approximately \$75 - 150 million each. In each county, he did extensive structuring and restructuring with both new and existing departments to better achieve organizational needs, goals and financial situations. He has designed and implemented performance management systems from the ground up, including overseeing the development of routine dialogue on goal setting and achievement, as well as resource allocation between manager and staff.

Areas of Expertise

- Executive Recruitment
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment
- Executive Performance Review
- Organizational Performance
- Strategic Workforce Planning

Education

Bachelor of Arts, History
The University of Virginia's College – Wise

Juris Doctorate
Cumberland School of Law, Samford University – Birmingham

Doctor of Education in Human Resources
The George Washington University
Graduate School of Education and Human Development – Washington, D.C.

Michelle Lopez
Coordinator



Ms. Michelle Lopez is with Baker Tilly's executive recruitment practice. She provides assistance in the organizational management of executive recruitments. Her responsibilities include conducting research, organizing work flow, coordinating information and resources, and assisting candidates and clients throughout all phases of an executive recruitment.

Before joining the Baker Tilly team, Michelle was the Client Development Specialist for Baker Tilly's Municipal Finance and Public Education Client Representatives where she handled marketing, research and client outreach. Michelle has over ten years of experience supporting multiple departments, including human resources at Target Headquarters in Minneapolis and University of Minnesota Fairview.

Education

Associate in Arts, Liberal Arts
Minneapolis Community College – Minneapolis

Appendix I: Sample Brochure



BECKER COUNTY, MINNESOTA IS SEEKING A COUNTY ADMINISTRATOR

THE COMMUNITY

Becker County, with an estimated population of 34,098, is located on U.S. Highway 10 in West Central Minnesota, 45 miles east of the Fargo/Moorhead metropolitan area. The County encompasses 1,440 square miles and stretches 30 miles north to south and 48 miles east to west.

Situated in one of Minnesota's most beautiful and versatile recreation areas, Becker County has over 400 lakes, abundant streams, and forests and trails that draw visitors year-round to enjoy a variety of outdoor recreational opportunities. It is the only Minnesota county that provides a habitat where all of the Minnesota state symbols can be found: loons, pink and white lady slippers, wild rice, Norway Pines, blueberries and eagles.

Within Becker County, there are 37 townships and seven cities, including the county seat of Detroit Lakes, which is the largest city with a population of 9,216. A portion of the White Earth Indian Reservation is located in the northern part of the County.

Becker County is primarily served by seven school districts: Detroit Lakes Public Schools, Pine Point School, Ulen-Hitterdal Public School, Lake Park-Audubon Schools, Frazee-Vergas Public Schools, Menahga Public Schools and Waubun-Ogema-White Earth School District. Healthcare services are provided by Essential Health St. Mary's Hospital in Detroit Lakes. The hospital provides services that include a birthing center, medical clinic, 24-hour emergency room, and home health services.

Established by legislative action in 1858, Becker County was named for Brigadier General George Loomis Becker of St. Paul. Becker was one of three men elected as members of Congress when Minnesota became a state. Minnesota could only send two members to Congress, so General Becker stayed in Minnesota with the promise that the next county would be named after him.

THE COUNTY

Becker County is served by five commissioners elected from individual districts to serve four-year, staggered terms. The County Board of Commissioners selects a Chair and Vice Chair annually and governs all County affairs through the establishment of policies, priorities, and goals including the adoption of an annual budget and tax levy. The County is organized into subcommittees that study and work on a variety of policy issues before bringing recommendations to the full Board for consideration.

Becker County has four elected officials: County Attorney, County Auditor/Treasurer, Recorder and Sheriff. These officials are elected to four-year terms. The Board appoints a County Administrator who is responsible for overseeing day-to-day operations of those departments that are not headed by an elected official.

Becker County is a full service county providing a wide-range of important functions including: Assessor, Attorney, Auditor Treasurer, Emergency Management, Engineer/County Highway, Environmental Services, Extension, Housing & Economic Development, Human Services, Motor Vehicle, Natural Resource Management, Parks & Recreation, Planning & Zoning, Recorder, Sheriff, Sunnyside Care Center, Transit and Veteran Services. County departments work closely with the Soil & Water Conservation District (SWCD). Becker County Court administration and probation services are under the supervision of the State of Minnesota.

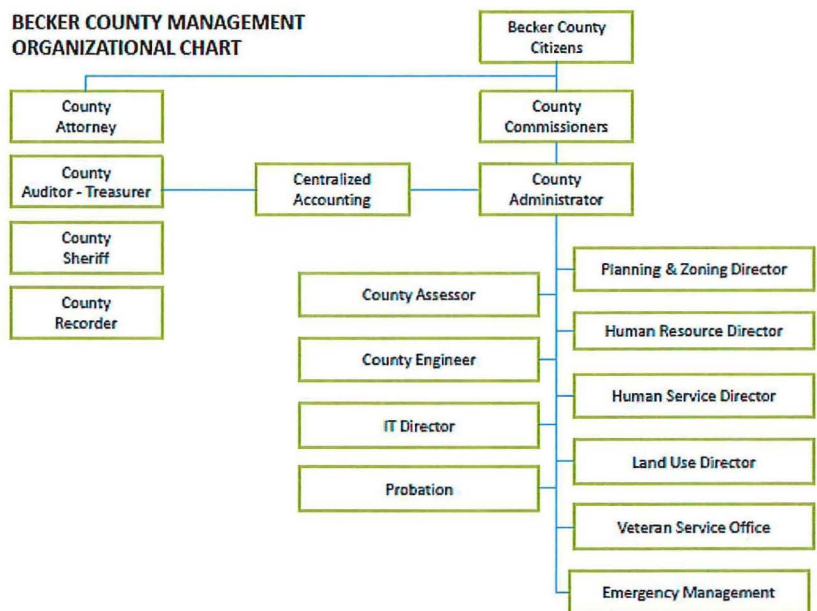
Becker County has a staff of 303 FTEs (full-time equivalents) and estimated 2018 all-funds expenditures of \$52,453,042. The County receives \$.005 of a local option sales tax that annually provides \$2 million for infrastructure projects.

THE POSITION

The County Administrator directs and coordinates the day to day business of the county government in accordance with policies and goals as determined by the County Board. The position exercises wide latitude for independent judgment and decision-making under broad policy guidance and direction from the County Board and supervises nine department heads.

Responsibilities of the County Administrator include:

- Establish and maintain effective working relationships with County elected officials, employees, other units of government, civic and community groups, and the general public,
- Provide overall direction, coordination and evaluation of all programs and functions of government under the jurisdiction of the County Board,
- Manage and oversee implementation of County Board ordinances, regulations, resolutions, and policies,
- Provide the County Board with information to support its decision-making role, prepare agendas and provide reports with options and recommendations on matters coming before the County Board,
- Oversee the County's financial system by directing, preparing, monitoring, and developing operating and capital budgets, and establishing short- and long-range goals for funding sources,
- Promote positive employee relations and create a team environment of open communication, problem solving and a shared awareness of County goals, objectives and current events, and
- Serve as the County Board's liaison with state and federal legislators and make recommendations to the County Board on the status of relevant pending legislation.



Desired Capabilities

- Executes position responsibilities with a strong sense of ethics, integrity and accountability; earns the trust and credibility of others,
- Projects energy, enthusiasm and a positive attitude; has a good sense of humor,
- Gets results by effectively working through others; demonstrates appreciation for employees and their work,
- Communicates clearly and transparently; ensures that all Commissioners receive the same information at the same time,
- Strong financial acumen; provides a financial analysis and considers long-range fiscal implications in presenting recommendations to the Board,
- Skilled team leader with experience getting the County organization on the same page,
- Objective and neutral, navigates effectively among Commissioners' diverse opinions without being political,
- Respects and implements County Board decisions,
- Provides a customer service focus; consistently encourages the organization to find ways to improve services,
- Helps department heads be effective in their areas; gives them the latitude to manage assigned operations and holds them accountable for results, and
- Accessible and approachable to the general public.

PROFESSIONAL OPPORTUNITIES

Financial stability. The County Board looks to the County Administrator to maintain fiscal sustainability by projecting long term revenues and expenditures and identifying potential revenue sources. The County Administrator will work with department heads to develop financial analyses and recommendations and provide information for policy and operational decisions.

Capital projects. The County recently completed the construction of a new jail facility. The County Administrator will work with the County Board and affected department heads to determine the priority and timing of ongoing and future projects, such as the highway building and expansion of the city-county airport.

Balanced leadership. The County Administrator will provide leadership and direction in prioritizing and implementing the County Board goals and balancing daily responsibilities with long-term planning.

Strengthening the team. County department heads have a team focus and regularly seek each other's assistance and advice. The County Administrator will build on the existing team to encourage new efficiencies, creative ideas, and integration and coordination of internal and external County services.

Intergovernmental relations. The County Administrator will support and coordinate activities with township, city, school district, tribal government, and state entities including District Court, Probation/Parole, Extension and others. The County Administrator will also engage in discussions about collaboration and partnerships where appropriate.

Effective communication. The County Administrator will identify ways to expand internal and external communications to ensure transparency and to build understanding of issues being discussed and policy decisions made by the County Board.



EDUCATION AND EXPERIENCE

The County Administrator position requires a Bachelor's degree in public administration or a related field, Master's degree preferred, and four years of administration experience, preferably in County government administration. Qualified candidates will demonstrate strong organizational planning skills, a working knowledge of County finances and budget processes, and management and supervisory experience. Candidates must have familiarity with leadership development, team building, labor relations, human resources, and intergovernmental collaboration and demonstrate excellent interpersonal, communications and presentation skills.

COMPENSATION AND BENEFITS

Salary for the County Administrator position is negotiable up to \$124,095, depending on qualifications and experience. Becker County offers a wide range of competitive benefits, including a cafeteria plan consisting of three health plans (including an HSA option), dental, vision, life insurance and flexible spending accounts. The County's monthly contribution rate for 2019 is \$1,278 with the option of cash in lieu of up to \$658.

APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting <https://springsted-waters.recruitmenthome.com/postings/2151>. This position is open until filled; first review of resumes occurs on November 20. 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 candidates' consent. For more information, please contact Sharon Klumpp at sklumpp@springsted.com or by calling 651-223-3053 (office).

Visit <http://www.co.becker.mn.us/> for more information about Becker County.

Becker County is an Equal Opportunity Employer.



380 Jackson Street
Suite 300
Saint Paul, MN 55101

Phone: 651-223-3000
Fax: 651-223-3002



Executive Recruitment Services
City of Willmar, Minnesota

April 4, 2019



now joined with
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP
380 Jackson Street, Suite300
St. Paul, MN 55101
651.223.3000
651.223.3046
bakertilly.com

April 4, 2019

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

Dear Ms. Beckman:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to submit our proposal for executive recruitment services for the City of Willmar's next City Administrator. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Willmar.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate; Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Baker Tilly to facilitate talent management. The system has been designed by Baker Tilly to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

The proposal document will provide you the details about our approach, expertise, client 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,

Chuck Rohre
Firm Director
P: 214.608.7477
Email: chuck.rohre@bakertilly.com

Sharon Klumpp
Director
P: 651.223.3053
Email: sharon.klumpp@bakertilly.com

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This document contains confidential material that is proprietary to Baker Tilly Virchow Krause, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly's capabilities.



1. General information

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country — and internationally. As a member of Baker Tilly International, the world's 10th largest accountancy and business advisory network, we are able to extend our reach through trusted relationships with firms located across the country and throughout the world.

Baker Tilly was founded in 1931 with one central objective: to use our industry specialization to help our clients improve their businesses. 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.



Key facts about Baker Tilly:

- Headquartered in Chicago and employing more than 1,400 throughout the Midwest
- Provides a wide range of accounting, tax, assurance and consulting services by more than 3,500 total staff members, including approximately 330 partners
- Ranked among the 15 largest accounting firms in the U.S.
- Serving clients with industry-focused teams

In early 2019, Baker Tilly expanded its public sector practice, joining with Springsted Incorporated (Springsted) and H.J. Umbaugh and Associates, Certified Public Accountants, LLP (Umbaugh). This combination has created one of the largest municipal advisory firms in the nation.

As an independent advisory firm, Springsted provided high quality, independent financial and management advisory services to public and non-profit organizations for 60 years making it one of the largest and longest established independent public sector advisory firms in the U.S. Springsted's staff has been advising clients in executive recruitment for more than 30 years. The combination of Baker Tilly's and Springsted's professional consulting teams has created a strong, experienced staff with direct experience in managing and leading local city and county governments. Our combined team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Baker Tilly's public sector executive search services assist a wide variety of public and not-for-profit organizations across the country. Our executive search team has a team 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 cities 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 the City's expectations. In the past five years, our combined consultant team has conducted nearly 450 executive recruitments.

The Baker Tilly Recruitment Project Team will partner with the Mayor, City Council and 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. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the Baker Tilly Recruitment Project Team to draw upon our 50-plus years of service to the public sector and to leverage Baker Tilly's experience and capacity to find the most qualified candidates.

Our Understanding of City's Needs

The City of Willmar is looking for a timely, well-managed and thorough search process to recruit and identify highly qualified candidates for its City Administrator position.

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

There is significant competition for experienced local government managers today. We work with you to develop a recruitment strategy that includes advertising and personalized, customer outreach. A successful recruitment often depends upon the ability to reach out to successful managers who are not necessarily seeking new employment to inform them of and encourage them to apply for the position. These efforts are critical to ensuring that the City receives a good candidate pool.

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

We take pride in our ability to provide the City Council with complete information about the candidates, expanding beyond their resumes to understand their experience, the leadership and management style they will bring to your community and their motivation for seeking this position. We assist you in structuring the interview process; we are present throughout the interviews and available to facilitate your deliberations and negotiations with the top candidate.

Proposed Solution to Meet City's Needs

The search will be conducted out of our St. Paul office. Sharon Klumpp will serve as the Recruitment Project Team Leader. Our proven process includes five major tasks:

1. **Recruitment brochure development and advertising**
 - Meetings with the City's leadership and key stakeholders to understand the City's needs as well as its strategic directions and expectations
2. **Execution of recruitment strategy and identification of quality candidates**
 - Aggressive recruitment and direct contact with prospective candidates
 - Interactive searchable applicant database
 - Utilization of an applicant tracking system
3. **Screening of applications, recommendation of semi-finalists and selection of finalists**
 - Candidate questionnaires provide in-depth information
 - Due diligence questions and review of candidate's web and internet presence
 - Management/leadership style and strengths assessment (personality and behavior analysis) to determine if there is a fit with the approved management/leadership profile established by the Mayor and City Council in order to identify the ideal candidate
 - Video interview responses provided by each semi-finalist candidate
 - Semi-finalists booklet of the top candidates
 - Selection of 3 – 5 finalists by the Mayor and City Council
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**
 - Interview design, coordination, attendance and support
 - Employment offer - assistance and feedback

Why Baker Tilly is Ideally Suited to Serve City

There are many reasons Baker Tilly has distinguished itself from its 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 school districts, cities and counties. The Baker Tilly team has recruited and placed more than 1,500 executive-level positions within cities, counties, school districts and public and non-profit organizations.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist you and your organization in building a great team. We want your organization to hire us again based on the success we achieve after 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 and 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 Recruitment Project Team Leader, the project coordination 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 your organization'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 on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate's leadership / management style and ability to respond extemporaneously to video questions.
- **We offer a "Triple Guarantee" that commits our company to your organization's success.**
 - We remain focused to assist with your executive recruitment until you make an appointment!
 - We guarantee your executive recruitment for 24 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 the City

Selecting Baker Tilly to conduct your executive recruitment provides the City of Willmar with the following benefits:

- **Comprehensive and Structured Process** – Our process is 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 City 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 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 City Administrator 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 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 elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search 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 search 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.

2. Response to scope of work

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

1. 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 the 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 have 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 Recruitment 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 position. 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, strategic priorities and to identify expectations for the City Administrator. [See example of a recruitment brochure in Appendix I.]

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 profiles will be approved by the Mayor and City Council before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to candidates.

The Recruitment 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. Additionally, Baker Tilly has a highly-accessed website that has a special location attracting many 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 position. The position is also promoted widely through LinkedIn.

Advertisements for the City Administrator position could be placed with:

- International City/County Management Association
- League of Minnesota Cities and municipal associations throughout the Upper Midwest
- Minnesota City/County Management Association and similar associations in neighboring states
- Association of Minnesota Counties
- Careers in Government (careersingovernment.com)
- University alumni groups

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> - Onsite interview with the City. - Baker Tilly will receive information regarding the City's budgets, organizational charts, images, logos, etc. - Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> - Brochure sent to the City for final approval. - Commence advertising and distribution of recruitment brochure. 	2 Weeks

2. 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 an appropriate 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.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

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.	<ul style="list-style-type: none"> - Online data collection and profile development. - Development of interactive searchable applicant database for recruitment of the City Administrator. - Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy. - Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	4 – 5 Weeks

3. Screening of applicants and recommendation of semi-finalists

In Task III the Recruitment Project Team, under the direction of Sharon Klumpp, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

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 the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments 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.	<ul style="list-style-type: none"> - Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database. - Baker Tilly develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. - Top 10-15 candidates identified as semi-finalists. - Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. 	2 -3 Weeks

	<ul style="list-style-type: none"> - Baker Tilly and the City review and rate video interviews. - Baker Tilly sends links to City to review the aggregate responses and ratings. - Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council selects finalists for on-site interviews. - Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed 	
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4. 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.

For the background checks, Baker Tilly will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten 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 Council for on-site interviews with finalists.	<ul style="list-style-type: none"> - Baker Tilly confirms interviews with candidates. - Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> - Baker Tilly completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

5. Final interview process

Upon completion of Task IV, we will work with the City Council to develop the final interview process, which may include a tour and meetings with the City’s leadership team. 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 Recruitment 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, if the City requests the service, 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.	<ul style="list-style-type: none"> - 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.	<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. 	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 decision. - 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.

Timeline

Below is an estimated Timeline for the executive recruitment process. 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.

City of Willmar, MN Executive Recruitment		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of April 15, 2019. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> - Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. - Baker Tilly sends draft recruitment brochure to the City. - The City returns draft recruitment brochure (with edits) to Baker Tilly. - Baker Tilly commences executive recruitment advertising and marketing. - Online data collection and profile development. 	April 17 – June 1
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> - Baker Tilly commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. - Baker Tilly completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Candidates' recorded interviews are also presented. - Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. - Baker Tilly meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	June 3 – 18
Comprehensive background check, academic verifications, and reference checks completed for finalists.	<ul style="list-style-type: none"> - Baker Tilly completes reference checks/background checks/ academic verification on finalists. 	By July 12
On-site Interviews with finalists.	<ul style="list-style-type: none"> - Baker Tilly sends documentation for finalists to the City. - The City conducts on-site interviews with finalists. 	Week of July 8 or 15
Employment offer made / accepted.	<ul style="list-style-type: none"> - The City extends employment offer to selected candidate. 	Week of July 19 or 26

3. Proposed costs

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

The all-inclusive professional fee includes the cost of professional services by the Recruitment 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 Sharon Klumpp, Director at Sharon.Klumpp@bakertilly.com or via phone at 651.223.3053.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 Identify Quality Candidates	
Phase II	Task 3 Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$22,750

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 make a 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 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for 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.

4. Firm experience

References

Recruitment Project Team Leader Sharon Klumpp was designated as the project lead for each client reference listed below. Feel free to contact any of the individuals listed below to verify the quality of work we provide to each client as part of these recently completed executive recruitment projects.

Becker County, MN			
Name	Nancy Grabanski	Title	Human Resource Director
Phone	218-846-7309	Email	nigraba@co.becker.mn.us
Services	Selection of County Administrator		
City of Moorhead, MN			
Name	Jill Wenger	Title	Human Resources Director
Phone	218-299-5304	Email	jill.wenger@ci.moorhead.mn.us
Services	Selection of City Manager		
City of Burnsville, MN			
Name	Jill Hansen	Title	Human Resources Director
Phone	952-895-4471	Email	Jill.Hansen@burnsvillemn.gov
Services	Selection of City Manager		
City of Big Lake, MN			
Name	Mike Wallen	Title	Mayor
Phone	763-286-3842	Email	mwallen@biglakemn.org
Services	Selection of City Administrator		

Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871

Firm experience

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2014	Irving	TX	City Manager	238,289
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Brooklyn Center	MN	Deputy City Manager	30,712
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
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

Firm experience

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2016	Mooreville	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	Norwalk	IA	City Manager	9,639
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
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	12,050
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
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	Dallas	TX	City Secretary	1,258,000
2018	Grand Rapids	MI	City Manager	192,294
2018	Greenville	SC	City Manager	61,397
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	Moorhead	MN	Assistant City Manager	39,398
2018	Mora	MN	City Administrator	3,453
2018	Salina	KS	City Manager	47,867
2018	Shawnee	KS	City Manager	64,323

Firm experience

List of Relevant Executive Recruitments: 2014 to Present				
Year	Client	State	Recruitment	Population
2018	York	PA	Business Administrator	43,859
2019	Norman	OK	City Manager	122,843
2019	Park City	KS	City Administrator	7,499
Current	Hobbs	NM	City Manager	37,764

5. Recruitment Project Team

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

This project team represents experienced professionals who will be working on this project. 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.

Recruitment Project Team Leader

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sharon.klumpp@bakertilly.com

Mr. Chuck Rohre, Executive Vice President

Direct Phone: (214) 466-2436

Email: chuck.rohre@bakertilly.com

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: art.davis@bakertilly.com

Ms. Patricia Heminover, Senior Vice President

Direct Phone: (651) 223-3058

Email: patty.heminover@bakertilly.com

Mr. Steve Miner, Vice President

Direct Phone: (804) 562-2383

Email: steve.miner@bakertilly.com

Ms. Michelle Lopez, Project Coordinator

Direct Phone: (651) 223-3041

Email: michelle.lopez@bakertilly.com

Sharon G. Klumpp
Director



Sharon Klumpp is a Director with Baker Tilly's executive recruitment practice. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as

Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

Education

University of Kansas, Lawrence, Kansas
Master of Public Administration

Miami University, Oxford, Ohio
Bachelor of Arts in Political Science

Professional Affiliations

- International City/County Management Association
- International Public Management Association for Human Resources

Charles A. (Chuck) Rohre
Firm Director



Chuck Rohre is a Firm Director with Baker Tilly's executive recruitment practice. Based in Dallas, he is responsible for managing and conducting executive recruitment engagements for the firm to insure 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. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career,

Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states. He has led over 350 recruitment engagements in 24 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. The clients range from as small as 2,500 to as large as 1,300,000 in population. He has also conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment

Education

Bachelor of Science in Career Development
Abilene Christian University – Dallas

Master's Degree, Human Relations and Management
Abilene Christian University – Dallas

Certifications

Certified Behavior Analyst, TTI, Inc.

Advanced management, adjunct faculty and advisory board
Institute for Law Enforcement Administration

LEEDS Course
Federal Bureau of Investigation – Quantico

Veteran of the United States Army, serving in the United States and the Republic of Vietnam

Arthur (Art) Davis
Director



Arthur (Art) Davis is a Director with Baker Tilly's executive recruitment practice. Prior to joining SJW, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served 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. One of his responsibilities during his tenure at the Civic

Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee's Summit, Missouri, a city recognized as the "fastest growing" city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was 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.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Education

Bachelor of Arts, Political Science and Public Administration
William Jewell College – Liberty

Master of Public Administration
University of Kansas – Lawrence

Patricia (Patty) Heminover
Director



Patty Heminover is a Director with Baker Tilly's executive recruitment practice. She has 19 years of public education experience. Prior to joining S|W she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also 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.

Education

Minnesota State University, Mankato, Minnesota
Master of Education, Administration

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

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

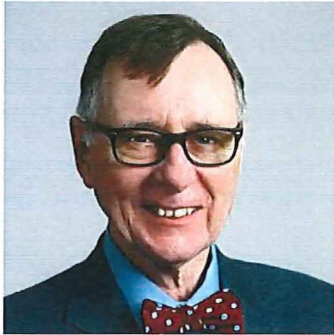
Professional Affiliations

- Minnesota Association of School Administrators
- American Association of School Administrators
- Minnesota Association of School Business Officials
- 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

Certifications

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

Steve Miner, J.D./Ed. D.
Director



Steve is a Director with Baker Tilly's executive recruitment practice. Based in Richmond, he specializes in pay and classification and organizational analysis. With a lengthy background in public management and law, as well as human development, Mr. Miner helps create sustainable organizational performance improvements through proper integration of pay and performance structures and processes with appropriate accountability to – and policy management by – the locality's elected body.

Steve began his public service as a County Attorney in Virginia, afterwards transitioning to management of various Virginia localities, including service as Deputy CAO and HR Director for Prince George County, Virginia, as CAO for Lee, Culpeper and Accomack Counties, as well as Acting Manager for Orange County, Virginia. These are mostly mid-sized counties with operating budgets today ranging from approximately \$75 - 150 million each. In each county, he did extensive structuring and restructuring with both new and existing departments to better achieve organizational needs, goals and financial situations. He has designed and implemented performance management systems from the ground up, including overseeing the development of routine dialogue on goal setting and achievement, as well as resource allocation between manager and staff.

Areas of Expertise

- Executive Recruitment
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment
- Executive Performance Review
- Organizational Performance
- Strategic Workforce Planning

Education

Bachelor of Arts, History
The University of Virginia's College – Wise

Juris Doctorate
Cumberland School of Law, Samford University – Birmingham

Doctor of Education in Human Resources
The George Washington University
Graduate School of Education and Human Development – Washington, D.C.

Michelle Lopez
Coordinator



Ms. Michelle Lopez is with Baker Tilly's executive recruitment practice. She provides assistance in the organizational management of executive recruitments. Her responsibilities include conducting research, organizing work flow, coordinating information and resources, and assisting candidates and clients throughout all phases of an executive recruitment.

Before joining the Baker Tilly team, Michelle was the Client Development Specialist for Baker Tilly's Municipal Finance and Public Education Client Representatives where she handled marketing, research and client outreach. Michelle has over ten years of experience supporting multiple departments, including human resources at Target Headquarters in Minneapolis and University of Minnesota Fairview.

Education

Associate in Arts, Liberal Arts
Minneapolis Community College – Minneapolis

Appendix I: Sample Brochure



BECKER COUNTY, MINNESOTA IS SEEKING A COUNTY ADMINISTRATOR

THE COMMUNITY

Becker County, with an estimated population of 34,098, is located on U.S. Highway 10 in West Central Minnesota, 45 miles east of the Fargo/Moorhead metropolitan area. The County encompasses 1,440 square miles and stretches 30 miles north to south and 48 miles east to west.

Situated in one of Minnesota's most beautiful and versatile recreation areas, Becker County has over 400 lakes, abundant streams, and forests and trails that draw visitors year-round to enjoy a variety of outdoor recreational opportunities. It is the only Minnesota county that provides a habitat where all of the Minnesota state symbols can be found: loons, pink and white lady slippers, wild rice, Norway Pines, blueberries and eagles.

Within Becker County, there are 37 townships and seven cities, including the county seat of Detroit Lakes, which is the largest city with a population of 9,216. A portion of the White Earth Indian Reservation is located in the northern part of the County.

Becker County is primarily served by seven school districts: Detroit Lakes Public Schools, Pine Point School, Ulen-Hitterdal Public School, Lake Park-Audubon Schools, Frazee-Vergas Public Schools, Menahga Public Schools and Waubun-Ogema-White Earth School District. Healthcare services are provided by Essential Health St. Mary's Hospital in Detroit Lakes. The hospital provides services that include a birthing center, medical clinic, 24-hour emergency room, and home health services.

Established by legislative action in 1858, Becker County was named for Brigadier General George Loomis Becker of St. Paul. Becker was one of three men elected as members of Congress when Minnesota became a state. Minnesota could only send two members to Congress, so General Becker stayed in Minnesota with the promise that the next county would be named after him.

THE COUNTY

Becker County is served by five commissioners elected from individual districts to serve four-year, staggered terms. The County Board of Commissioners selects a Chair and Vice Chair annually and governs all County affairs through the establishment of policies, priorities, and goals including the adoption of an annual budget and tax levy. The County is organized into subcommittees that study and work on a variety of policy issues before bringing recommendations to the full Board for consideration.

Becker County has four elected officials: County Attorney, County Auditor/Treasurer, Recorder and Sheriff. These officials are elected to four-year terms. The Board appoints a County Administrator who is responsible for overseeing day-to-day operations of those departments that are not headed by an elected official.

Becker County is a full service county providing a wide-range of important functions including: Assessor, Attorney, Auditor Treasurer, Emergency Management, Engineer/County Highway, Environmental Services, Extension, Housing & Economic Development, Human Services, Motor Vehicle, Natural Resource Management, Parks & Recreation, Planning & Zoning, Recorder, Sheriff, Sunnyside Care Center, Transit and Veteran Services. County departments work closely with the Soil & Water Conservation District (SWCD). Becker County Court administration and probation services are under the supervision of the State of Minnesota.

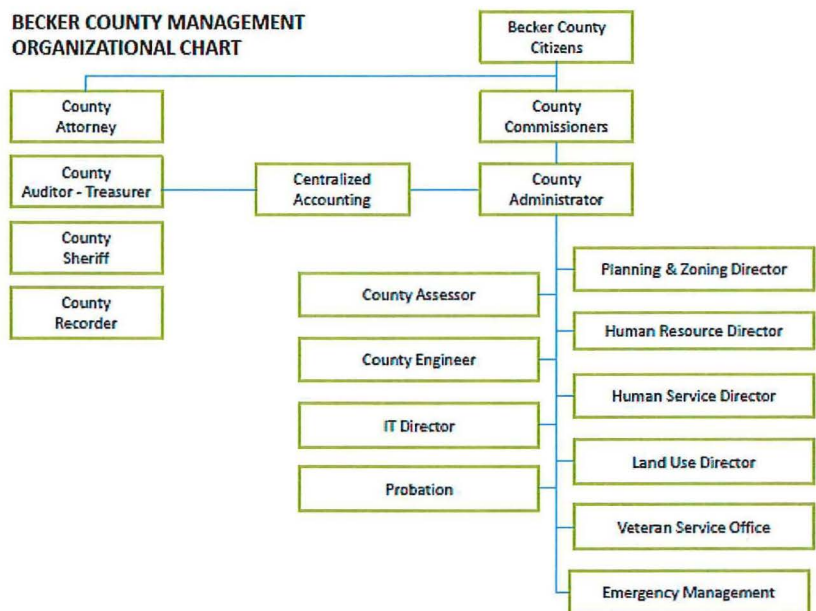
Becker County has a staff of 303 FTEs (full-time equivalents) and estimated 2018 all-funds expenditures of \$52,453,042. The County receives \$.005 of a local option sales tax that annually provides \$2 million for infrastructure projects.

THE POSITION

The County Administrator directs and coordinates the day to day business of the county government in accordance with policies and goals as determined by the County Board. The position exercises wide latitude for independent judgment and decision-making under broad policy guidance and direction from the County Board and supervises nine department heads.

Responsibilities of the County Administrator include:

- Establish and maintain effective working relationships with County elected officials, employees, other units of government, civic and community groups, and the general public,
- Provide overall direction, coordination and evaluation of all programs and functions of government under the jurisdiction of the County Board,
- Manage and oversee implementation of County Board ordinances, regulations, resolutions, and policies,
- Provide the County Board with information to support its decision-making role, prepare agendas and provide reports with options and recommendations on matters coming before the County Board,
- Oversee the County's financial system by directing, preparing, monitoring, and developing operating and capital budgets, and establishing short- and long-range goals for funding sources,
- Promote positive employee relations and create a team environment of open communication, problem solving and a shared awareness of County goals, objectives and current events, and
- Serve as the County Board's liaison with state and federal legislators and make recommendations to the County Board on the status of relevant pending legislation.



Desired Capabilities

- Executes position responsibilities with a strong sense of ethics, integrity and accountability; earns the trust and credibility of others,
- Projects energy, enthusiasm and a positive attitude; has a good sense of humor,
- Gets results by effectively working through others; demonstrates appreciation for employees and their work,
- Communicates clearly and transparently; ensures that all Commissioners receive the same information at the same time,
- Strong financial acumen; provides a financial analysis and considers long-range fiscal implications in presenting recommendations to the Board,
- Skilled team leader with experience getting the County organization on the same page,
- Objective and neutral, navigates effectively among Commissioners' diverse opinions without being political,
- Respects and implements County Board decisions,
- Provides a customer service focus; consistently encourages the organization to find ways to improve services,
- Helps department heads be effective in their areas; gives them the latitude to manage assigned operations and holds them accountable for results, and
- Accessible and approachable to the general public.

PROFESSIONAL OPPORTUNITIES

Financial stability. The County Board looks to the County Administrator to maintain fiscal sustainability by projecting long term revenues and expenditures and identifying potential revenue sources. The County Administrator will work with department heads to develop financial analyses and recommendations and provide information for policy and operational decisions.

Capital projects. The County recently completed the construction of a new jail facility. The County Administrator will work with the County Board and affected department heads to determine the priority and timing of ongoing and future projects, such as the highway building and expansion of the city-county airport.

Balanced leadership. The County Administrator will provide leadership and direction in prioritizing and implementing the County Board goals and balancing daily responsibilities with long-term planning.

Strengthening the team. County department heads have a team focus and regularly seek each other's assistance and advice. The County Administrator will build on the existing team to encourage new efficiencies, creative ideas, and integration and coordination of internal and external County services.

Intergovernmental relations. The County Administrator will support and coordinate activities with township, city, school district, tribal government, and state entities including District Court, Probation/Parole, Extension and others. The County Administrator will also engage in discussions about collaboration and partnerships where appropriate.

Effective communication. The County Administrator will identify ways to expand internal and external communications to ensure transparency and to build understanding of issues being discussed and policy decisions made by the County Board.



EDUCATION AND EXPERIENCE

The County Administrator position requires a Bachelor's degree in public administration or a related field, Master's degree preferred, and four years of administration experience, preferably in County government administration. Qualified candidates will demonstrate strong organizational planning skills, a working knowledge of County finances and budget processes, and management and supervisory experience. Candidates must have familiarity with leadership development, team building, labor relations, human resources, and intergovernmental collaboration and demonstrate excellent interpersonal, communications and presentation skills.

COMPENSATION AND BENEFITS

Salary for the County Administrator position is negotiable up to \$124,095, depending on qualifications and experience. Becker County offers a wide range of competitive benefits, including a cafeteria plan consisting of three health plans (including an HSA option), dental, vision, life insurance and flexible spending accounts. The County's monthly contribution rate for 2019 is \$1,278 with the option of cash in lieu of up to \$658.

APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting <https://springsted-waters.recruitmenthome.com/postings/2151>. This position is open until filled; first review of resumes occurs on November 20. 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 candidates' consent. For more information, please contact Sharon Klumpp at sklumpp@springsted.com or by calling 651-223-3053 (office).

Visit <http://www.co.becker.mn.us/> for more information about Becker County.

Becker County is an Equal Opportunity Employer.



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