



February 2, 2024

Town of Munster, Indiana

Proposal to provide a responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next Town Manager



February 2, 2024

David Nellans, Town Council President
Wendy Mis, Clerk-Treasurer and
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Delivered electronically

Dear President Nellans and Ms. Mis:

This proposal marks the continuation of the valuable relationship Baker Tilly has built with the Town of Munster (the Town). Based on what we have learned from you, we are confident we are the right fit to serve you in selecting your next Town Manager with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your community. Our proposal describes our unique proposition to meet your key objectives.

We believe that our record of successfully placing qualified and accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options for selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top-level executives in similar roles set us apart. Additionally, we offer the following unique features:

The right firm

Munster will benefit from the qualifications, technology tools and expansive resources of our top 10 accounting and advisory firm, delivered with personalized attention and responsive service.

The right experience

We are structured around specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your organization, paired with targeted public sector executive recruitment experience, will help you thrive now and as you evolve.

The right team

Your handpicked team of Value Architects™ includes technical and industry-specialized team members who understand your organization's needs, challenges and opportunities. You will receive a tailored recruitment approach designed to meet your needs and exceed your expectations.

The right value

We provide high-quality service for a fair and reasonable fee. Our significant level of project team leader involvement translates into a responsive, efficient recruitment and the ability to deliver value throughout the engagement.

- **Customized profile development:** Working with the members of the Town Council and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next Town Manager. We strive to understand how the Town of Munster's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements. We collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach will effectively allow us to identify, attract and recruit highly qualified candidates for your review.

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- **Management/leadership assessment:** Relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify potential in each candidate we present to you. Results are “Real,” “Impactful,” and “Powerful.” Furthermore, based on scientific data, these results can provide more profound insights into the candidate’s management traits and leadership styles.
- **Recorded video interviews:** We ask selected candidates (semi-finalists) to complete a recorded, one-way video interview using questions developed from your “candidate profile,” which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Online application management:** We use NeoGov as our online application system. It provides for efficient management of applications and allows us to communicate in real time with applicants, engaging and informing them of each step in the search process. Within this system, we can access, review and evaluate prior applicants or individuals who have expressed interest in similar positions. Generally, these individuals may not be actively seeking a job but may be open to “the right opportunity.” This is another benefit and advantage we provide our clients, enabling us to access more passive job seekers.

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

As your Value Architects™, we are determined to support you in achieving your mission to identify your next Town Manager. Thank you for the opportunity to serve you. Our team is excited to earn your trust, and, as always, we look forward to discussing your questions and feedback.

Very truly yours,

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Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider Baker Tilly a leader among accounting and advisory firms.

Controller



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Executive summary

What makes Baker Tilly different from other firms? Our solution truly begins by listening to what the Town of Munster needs.

Understanding your needs to help achieve your objectives and mission

We understand the Town of Munster is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next Town Manager.

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies, and materials that present the Town of Munster as a thriving suburb that is and remains a high-quality community that exceeds the expectations of its residents and visitors. Additionally, we will highlight Munster as a premier community in Northwest Indiana and the Chicagoland Region in the 21st Century. This mature, family-friendly community remains strong as one of the most livable, attractive and prosperous towns in Northwest Indiana and the larger Chicagoland region for residents, businesses and visitors.

We recognize there is significant competition for experienced local government managers, leaders and executives today. For this reason, we collaborate with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. Successful recruitment often depends upon reaching successful executives who may not necessarily be searching for new employment opportunities or waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe these efforts are essential to ensuring that your Town Council receives and can select from many qualified candidates.

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

We take pride in our ability to provide your Town Council with comprehensive details and information about each candidate we present, expanding beyond applications, cover letters, and resumes to understand better, compare and contrast individual professional experience, leadership traits and the management style they would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also can provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning as you deem necessary or appropriate. Additionally, the lead consultant is available to the Town Council or its designee before, during and after each interview session and can facilitate your deliberations, employment offer, and negotiations with the individual you select as a finalist.

Our highly regarded executive recruitment process

State and local government clients like the Town of Munster are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs. The following table details how we plan to address your needs in a valuable way.

TASKS	PROCESS
1. Recruitment brochure development and advertising	<ul style="list-style-type: none"> We schedule and meet with the Town Council, appointed team members and key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.
2. Execution of recruitment strategy and identification of quality candidates	<ul style="list-style-type: none"> Using your approved profile, we develop a colorful, informative and appealing brochure. Then, we embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile. Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects we identify by building a detailed query into our searchable applicant database. Using our applicant tracking system, we communicate with all applicants about the process, established timelines and the next steps.
3. Screening of applications, review of semi-finalists and selection of finalists	<ul style="list-style-type: none"> Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process. We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile. Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 10 to 12 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses. We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process.
4. Background report checks, reference checks, social media presence, academic verifications	<ul style="list-style-type: none"> We secure authorization from each finalist to conduct a comprehensive background records check and reports. We obtain a list of up to 10 current or former supervisors, peers or direct reports from each finalist to contact as references. We provide a report summarizing all responses to our customized reference questionnaire. We verify academic credentials and professional certifications.

TASKS	PROCESS
	<ul style="list-style-type: none"> We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to the hiring of the finalists you interview. We provide a comprehensive reference check and report for each finalist.
5. Final interview process	<ul style="list-style-type: none"> Once you identify your finalists, we collaborate with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement.

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS
We strive to distinguish ourselves from peer organizations.

Why Baker Tilly is ideally suited to serve Munster

Baker Tilly has distinguished itself from public sector executive recruitment peers in many ways. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The Town of Munster deserves to collaborate with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications makes us the right fit to serve the Town — today and for years to come.

WHAT WE UNDERSTAND THE TOWN NEEDS	HOW WE WILL DELIVER
Carefully structured process supported by technology	<ul style="list-style-type: none"> Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates. Leverage the search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform. Efficient management of candidate information and providing the Town Council with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.
Public sector recruiting specialization and experience	<ul style="list-style-type: none"> Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. Successfully recruited more than 1,700 executive-level positions within cities, towns, counties, school districts and public and not-for-profit organizations since 2000.
Thorough candidate evaluation	<ul style="list-style-type: none"> Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the Town of its access to established managers and rising stars. Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.

WHAT WE UNDERSTAND THE TOWN NEEDS	HOW WE WILL DELIVER
Diversity in executive recruitment	<ul style="list-style-type: none"> Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.
Delivering value for the Town's budget	<ul style="list-style-type: none"> Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. Work closely to meet the Town's needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.
Triple Guarantee	<ul style="list-style-type: none"> Focus on assisting with your executive recruitment until you make an appointment. Guarantee your executive recruitment for 12 months against termination or resignation for any reason — or we will come back to fill your Town Manager position for no additional professional fee. Commitment not to directly solicit any candidates selected under this contract for another position while employed with your organization.
Transparency and confidentiality	<ul style="list-style-type: none"> No preconceived notions or expectations about the Town and prospective candidates. Work closely with the Town to make sure the process is transparent. Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.
Keeping the Town involved and minimizing disruption	<ul style="list-style-type: none"> Comprehensive process incorporates the active participation of the Town Council at key steps in the process. Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. Town staff can focus on their primary and assigned functions while Baker Tilly manages the search process.

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS

Munster will benefit from our understanding of best practices within the executive recruitment space.

Meeting your needs with our resources

Our firm has the reputation, resources and reach to address the challenges you face as a public sector organization — both now and in the future.

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions to public sector clients. Baker Tilly is passionate about enhancing and protecting our clients' impact, which is a collective effort by everyone across our firm. **Our public sector team maintains a separate practice group of approximately 350 team members devoted to serving clients like you.** The Town of Munster will receive an exceptional executive recruitment experience. Below are some key facts about our firm.



550+

administration
recruitments



1,700+

recruitments
since 2000



50+

office locations
across the U.S.



250+

workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

Munster will receive support and guidance from a respected firm that continues to grow.

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for enhancing and protecting our clients' impact.**

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will become more connected to our clients, our people, our communities and our profession.

Project contacts and locations

AUTHORIZED REPRESENTATIVE	ENGAGEMENT TEAM LEADER
Anne Lewis, Managing Director 8219 Leesburg Pike, Suite 800 Tysons, VA 22182 +1 (703) 923 8214 anne.lewis@bakertilly.com	Patty Heminover, Director 30 East Seventh Street Suite 3025 St. Paul, MN 55101 +1 (651) 223 3058 patty.heminover@bakertilly.com

Public sector specialization

Baker Tilly has served local governments since our establishment more than 90 years ago. We are one of the few professional services firms with a state and local government practice dedicated entirely to serving governmental clients.

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for Munster? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive recruitment projects. The Town will collaborate with knowledgeable professionals who understand your challenges and provide innovative solutions to help you overcome them.



State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. State and local governments were among Baker Tilly's first customers. Recognizing this complexity and eager to serve as a true **Value Architect™** to the industry, Baker Tilly formalized its dedicated public sector specialization more than **60** years ago.

More than 350 Baker Tilly professionals — including nearly 30 partners and principals — focus directly on serving state and local governments, providing hundreds of thousands of client service hours annually to the public sector. **Our practice serves 4,000 state and local government entities nationwide**, including cities, towns, counties, municipalities, school districts, public utilities and transit organizations. Your team is ready to help you find solutions to the obstacles that stand between you and your goals.

Public sector: Experience that matters



SUPPORTING STATE AND LOCAL GOVERNMENTS WITH SPECIALIZED EXPERTISE

Munster will benefit from the insight Baker Tilly has gained from serving thousands of public sector clients across the United States.

Sharing a culture of values with the Town of Munster to serve as the foundation of our lasting relationship

Our core values infuse our culture and drive the way we plan to work with the Town of Munster. They are what we believe in and what we expect from each other. They guide our decisions, inspire our actions and impact how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. These core values are highlighted below.



SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

Munster and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.

Belonging is a core value at Baker Tilly. It is who we are rather than what we do. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality. Inclusiveness and belonging empower us to achieve better business results. Please refer to **Appendix A** for more information on our firm's commitment to diversity, inclusion and belonging.

Organizational management and human capital services

OUR COMBINED SERVICES INCLUDE:

- | | |
|------------------------------------|--|
| • Executive recruitment | • Process improvement |
| • Executive coaching | • Strategic and business planning |
| • Executive performance assessment | • Service sharing and service consolidation |
| • Organization assessments | • Management services |
| • Organization development | • Financial planning, budgeting and analysis |
| • Performance management | |

MEETING MUNSTER'S HUMAN CAPITAL NEEDS

Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.

Serving the Town of Munster effectively from anywhere

Baker Tilly goes to market by industry and service specialization, so we assign team members based on skill set and geographic location. Each team member selected to serve the Town will bring individual strengths that directly benefit your engagement. Based on our understanding of your needs, we can provide the best service by managing our relationship with the Town out of our St. Paul, MN area office based on a similar experience serving organizations like Munster.

Your engagement team has the technology tools to support the Town in meeting objectives from anywhere. None of this is new to our Baker Tilly professionals. We have led a borderless client service approach for many years and are adept at providing a seamless remote experience for all clients, whether they are down the street or on the other side of the country. Every Baker Tilly professional receives a laptop and remote access credentials to connect to our internal network resources from outside the office.

We leverage Microsoft Teams, our web conferencing software, to host remote meetings. It is almost as good as being in the same room and saves everyone time, cost and carbon footprint. This approach has been very successful for similar clients, and we will make sure it is successful for you.

The Baker Tilly executive recruitment team will work closely with the Town's designated point of contact to develop methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may require virtual or telephonic meetings or interviews. Notwithstanding, we will creatively collaborate with your organization to gather and provide you with critical information essential to your hiring decisions.



Proactive, ongoing dialogue: Frequent informal conversations, regular status meetings and periodic phone calls as questions arise help us to stay current with your needs and avoid last-minute surprises. As the engagement progresses, we will share findings, ideas and suggestions..



Accessibility and responsiveness, with access to a local office: Responsiveness is at the heart of our relationship, and your team members are committed to responding to most engagement requests within one business day.



Leveraging technology: Baker Tilly invests in innovation and technology tools to support real-time communication – both internally among Baker Tilly team members and with you as our client. Collaboration software tools such as Microsoft Teams allow for remote check-ins and the ability to work together anywhere, anytime and on any device.

Providing executive recruitment services

Our relationship-driven approach is led by an engagement team that delivers a cost-effective, quality engagement for Munster. We will deliver executive recruitment solutions that address the Town's underlying complexities and your unique opportunities.

The Baker Tilly executive recruitment process

Task 1: Kickoff, marketing, recruitment and outreach

Developing a comprehensive recruitment brochure that includes a profile of the ideal candidate is an essential first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the candidate's success in the Town Manager position. The recruitment brochure will also include a profile that captures the essence of the Town of Munster as a highly attractive venue for the successful candidate to live and work.

Your recruitment will be national and inclusive in nature, as we pursue a candidate pool of diverse, experienced and talented individuals.

To prepare the recruitment brochure, the engagement team leader will meet with the Town Council, Town staff and other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your Town Manager. We meet individually (or collectively, depending upon your preference) with members of the Town Council to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and expectations for the Town Manager.

Information from these meetings and our review of the job description and other Town documents is used to prepare a position and candidate profile. The Town will approve the completed profile before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates. [See example of a recruitment brochure in **Appendix B.**]

The project team will also work with the Town to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates.

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

PROVIDING EXECUTIVE RECRUITMENT SERVICES

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Position profile and recruitment brochure development	<ul style="list-style-type: none"> Baker Tilly meets with the Town to receive information regarding the Town's budgets, organizational charts, images, logos, etc. Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) 	2 weeks
Approve brochure, begin advertising and distribute marketing letter	<ul style="list-style-type: none"> Brochure sent to Town for final approval Begin advertising and distribution of recruitment brochure 	2 weeks

Task 2: Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of Town Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, potential candidates presented with the opportunity directly and in the proper manner may apply. We take pride in locating highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by creating a customized database utilizing our extensive, interactive applicant database for the Town Manager position. This will allow the Baker Tilly team to customize applicant flow and tracking, communicate with applicants and conduct database inquiries for candidates based on characteristics important to the Town, such as geographic location, particular experience, expertise and credentials.

While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the Town Manager position looks like to reach a consensus on the ideal candidate's desired leadership and management style. We ask the SMS to complete a 30-minute online questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership and management style attributes for this position, creating a framework for assessing candidate fit with the Town. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix C.**]

Each candidate submitting a resume is sent a timely acknowledgment by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and professionalism with 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 an interactive, searchable applicant database for recruitment of your Town Manager Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy 	4-5 weeks

- Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics

Task 3: Screening of applicants and recommendation of semi-finalists

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to 10 to 12 semifinalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

Another unique aspect of our recruitment process is using a web-based one-way video interview. Each finalist has limited time to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to start responding and up to three minutes to respond to each of about three questions. This tool allows our team to understand better each candidate's ability to "think quickly." The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide the Town Council and the designated staff with a link to review.

You will have access to our Applicant List, which will provide pertinent data for each applicant.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
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 • Most promising applicants are asked to complete candidate questionnaires and provide due diligence information • Media, internet and social media scan for information pertinent to future employment • Top candidates identified as semi-finalists • Semi-finalist report is prepared, including the brochure, applicant list, cover letter and resume of candidates to be considered • Baker Tilly and the Town Council review video interviews • Project team leader meets with the Town Council to review recommended semi-finalists • Town Council selects finalists for on-site interviews • Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed 	2-3 weeks

Task 4: Conducting background checks, reference checks and academic verifications

Once the Town Council has identified a list of "finalists," Baker Tilly begins conducting reference checks, background records checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant's qualifications, management style, leadership traits or characteristics and professional work performance.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:

• Consumer credit	• Bankruptcy
• City/county – criminal	• State district Superior Court – criminal
• City/county – civil litigation	• State district Superior Court – civil litigation
• Judgment/tax lien	• Federal district - criminal
• Motor vehicle driving record	• Federal district – civil litigation
• Educational verification	• Sex offender registry

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

Munster will receive a report that thoroughly verifies each finalist's background.

To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews and the time we can provide you with our Final Report.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Design final process with the Town for on-site interviews with finalists	<ul style="list-style-type: none">• Baker Tilly confirms interviews with candidates	1-2 days
Background checks, reference checks and academic verifications	<ul style="list-style-type: none">• Baker Tilly completes background records checks, reference checks and academic verifications of finalists	2-3 weeks

Task 5: Final interview process

Upon completing Task 4, we will work with your Town Council and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with the department heads and the opportunity for a meet and greet with community members and individual tours of the Town. We work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Before the interviews, we provide documentation on each finalist, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The engagement team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If asked, we will help the Town Council develop a compensation package and related employment considerations and negotiate an employment agreement.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Final Report prepared and delivered to the Town	<ul style="list-style-type: none">• Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions	1 day

PROVIDING EXECUTIVE RECRUITMENT SERVICES

On-site interviews with finalists	<ul style="list-style-type: none">• Interviews are scheduled• The recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested	1-2 days
Offer made/accepted	<ul style="list-style-type: none">• If requested, Baker Tilly participates in candidate employment agreement negotiations• Baker Tilly notifies candidates of the decision• Baker Tilly confirms the final process; close out items with the Town of Munster	1-2 days

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Munster's elected officials and the new Town Manager. We offer the following fee-based supplementary services to encourage growth and positive change.

SUPPLEMENTARY POST-PLACEMENT SERVICES	
Six-month check-in	A facilitated session allows the new Town Manager and the Town Council to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.
Executive coaching	Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new manager.
Performance evaluation plan	An annual performance review process led by a third-party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the council/manager relationship.
Management system review	A structured review of the organization's management system identifies ways to increase efficiency and effectiveness. It is especially helpful for new town managers because it provides an objective agenda for improvement.

We are happy to discuss these services with you and prepare a proposal for any desired services.

Recruiting a diverse candidate pool for the Town of Munster

Baker Tilly's recruiting strategy for Munster reflects our firm's core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we start collaborating with you to find the right candidate for your Town Manager position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.

Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA's National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established networks to find candidates from a wide range of backgrounds, including those traditionally underrepresented in public sector hiring, and encourage them to consider Munster's opportunity. Based on our performance record, prospective candidates trust that the Baker Tilly executive recruitment team will fairly consider each application based on their qualifications and the established profile.

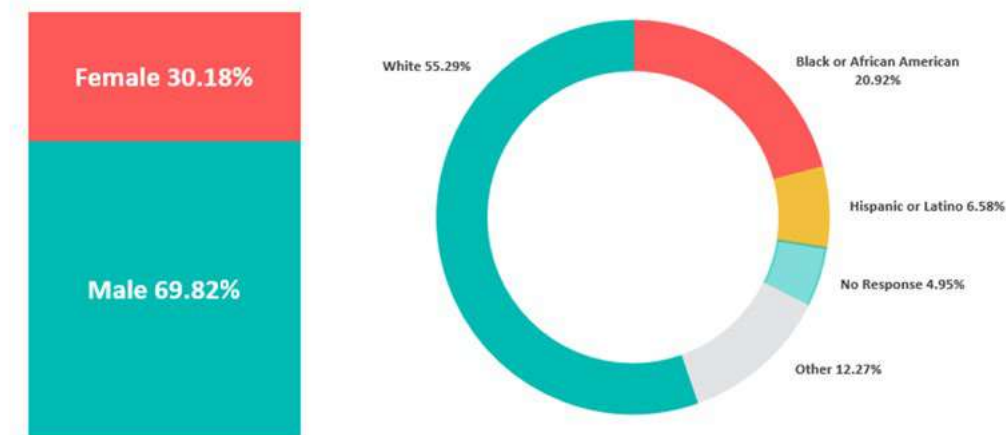
PROVIDING EXECUTIVE RECRUITMENT SERVICES

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, sexual orientation or any other legally protected status. As a leader in the executive recruitment industry, we take positive actions to prevent and remedy any discriminatory effects of business and employment practices.

Recruiting for diversity requires intentional and proactive efforts. These include:

- Advertising job postings that are inclusive and free from bias, using gender-neutral language and avoiding language that could discourage some populations from applying
- Reaching out to a wide range of communities and organizations and using various recruiting channels to help expand the slate of candidates
- Providing a welcoming and inclusive workplace culture within your town to attract and retain diverse talent

This past year, 95% of our applicants provided their race, and 98% shared their gender during the recruiting process. We saw a 3.05% increase in the number of Black/African American applicants, a 4.11% increase in the category of other races, and a 5.82% increase in female applicants over the same timeframe in 2022. The demographic breakdown of 852 candidates presented to our clients was as follows:



DIVERSITY IN RECRUITMENT

As evidenced by positive trends in our applicant diversity data, we are committed to broadening the candidate pool for your position by reaching out to a wide range of communities, organizations and prospective candidates.

Triple Guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with hiring a highly qualified Town Manager who matches the profile we developed to this end. We further define success by identifying and presenting a sufficient number of well-qualified applicants for the Town Council to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a trifold, industry-leading triple guarantee.

1. First, we commit to conducting your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until you select a finalist.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee but will include project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains in your employment.

Co-developing a timeline to meet Munster's deadlines

A typical timeline is 100-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. For this proposal, target dates are to be determined. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement. The following is an example of a timeline for an executive recruitment process.

EXECUTIVE RECRUITMENT PROCESS BREAKDOWN																			
Project task	Month 1				Month 2				Month 3				Month 4						
1. Profile development, advertising and candidate outreach	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
2. Applicant screening and assessment and recommendation of semi-finalists	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
3. Comprehensive background checks, academic verifications and reference checks completed for finalists	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
4. On-site Interviews with finalists	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
5. Employment offer made/accepted	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS

Munster's time is valuable. We will co-develop a timeline to provide the Town's executive recruitment services on time.

Your Value Architects™

Munster will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team's executive recruitment experience and service knowledge translates into tangible results for the Town.

Aligning key engagement team members with your goals

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the Town of Munster organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2000, our combined consultant team has conducted more than 1,700 executive searches.

1,700+ recruitments

Your engagement team has conducted more than 1,700 successful recruitment projects since 2000.

The Baker Tilly engagement team will collaborate with the Town Council and others designated as your technical advisor. As such, we conduct our recruitment process effectively, efficiently, transparently and professionally, consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; “our agenda is your agenda.” Our objective is to generate a list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next Town Manager.

We have structured the Baker Tilly engagement team to draw upon our 90-plus years of collective service to the public sector and to leverage Baker Tilly's experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, which means a personal interest in the Town of Munster from some of our most experienced team members.

Engagement team members are introduced on the following pages, and complete resumes are available in **Appendix D**.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR MUNSTER

Engagement leadership**Patricia Heminover — Director**

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101
 +1 (651) 223 3058 | patty.heminover@bakertilly.com

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements, and successfully overseeing conflict resolution. Patty was South St. Paul Schools' director of human resources and finance before serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award and technology leadership awards and helped establish Minnesota's first K-12 International Baccalaureate School District. She earned a Master of Education Administration from Minnesota State University.

Consulting team**Art Davis — Director**

5440 West 110th Street, Suite 300, Overland Park, KS 66211
 +1 (816) 868 7042 | art.davis@bakertilly.com

Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and other local government positions in Kansas and Texas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas and a Bachelor of Arts in political science and public administration from William Jewell College.

**Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP — Director**

205 North Michigan Avenue, 28th Floor, Chicago, IL 60601
 +1 (312) 240 3401 | yolanda.howze@bakertilly.com

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources with the City of University City, Missouri and director of human resources with the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II with Gallagher's Human Resources Compensation & Consulting practice. She was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR MUNSTER

dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis and a Master of Arts in public administration and policy analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP. Her peers selected her as the 2015 Texas Municipal Human Resources Association (TMHRA) Human Resources Professional of the Year.



Carol Jacobs — Managing Director

18500 Von Karman Ave, 10th Floor, Irvine, CA 92612
+1 (949) 809 5588 | carol.jacobs@bakertilly.com

Carol is a managing director with Baker Tilly. She has held a wide range of roles across local government and consulting, including multiple stints as a city manager, and served most recently as assistant city manager of the City of Newport Beach, California. In that role, she had responsibility for functions as varied as fire, library, harbor, information technology, utilities and homelessness, with service as interim finance director and harbormaster. Carol also served as city manager for the Southern California cities of Eastvale and Stanton; as interim city manager for the City of Grand Terrace, California; and in a series of roles with increasing responsibility for the City of Costa Mesa, California. Carol's consulting experience includes managing a financial solutions practice area that served local governments, with responsibility for managing client needs, preparing financial studies, and conducting management and organizational reviews.



Anne Lewis — Managing director

8219 Leesburg Pike, Suite 800, Tysons, VA 22182
+1 (703) 923 8214 | anne.lewis@bakertilly.com

Anne leads Baker Tilly's public sector executive recruitment team. Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science and a Bachelor of Science from Shenandoah University.



Edward G. Williams, Ph.D. — Director

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (214) 842 6478 | edward.williams@bakertilly.com

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR MUNSTER

in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

Supporting team



Karen Edwards, SHRM-CP — Senior recruitment analyst

+1 (813) 915-5616 | karen.edwards@bakertilly.com

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements. She has more than 30 years of experience in human resources, administrative positions and customer service. Karen earned a Bachelor of Science in business administration - human resource management from Western Governors University and is a Society for Human Resources certified professional.



Michelle Lopez — Manager

+1 (651) 223 3061 | michelle.lopez@bakertilly.com

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than ten years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in organizational leadership.



Diane Segulia — Recruitment analyst

+1 (651) 223 3094 | diane.segulia@bakertilly.com

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high-quality work. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.



Carrie Thompson — Recruitment analyst

+1 (703) 923 8040 | carrie.thompson@bakertilly.com

Carrie is a recruitment analyst with Baker Tilly's executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR MUNSTER

Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

MUNSTER WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

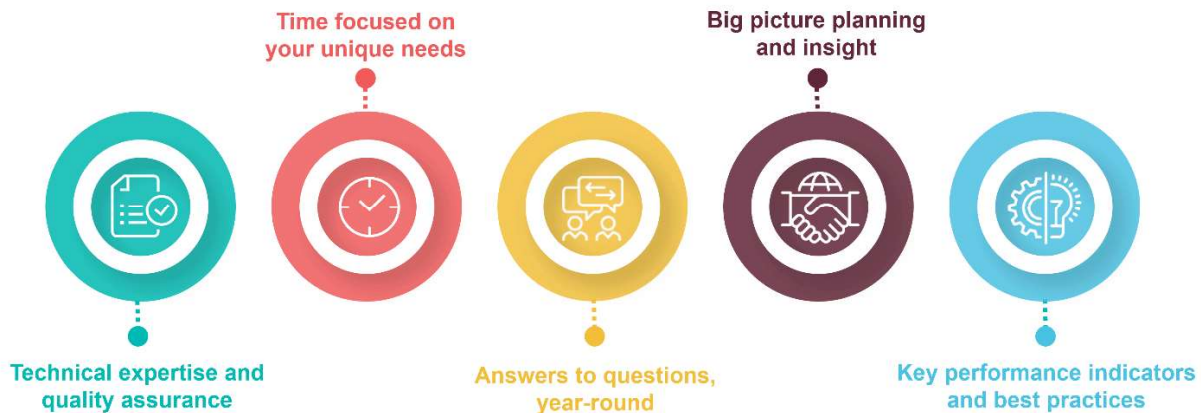
All engagement team members are committed to Munster's success. Their public sector experience and service expertise translates into tangible results for the Town.

Building trust with our client-focused approach to staffing to demonstrate how important you are to our firm

The Town of Munster will benefit from our unique approach to staffing, which emphasizes significant engagement leadership involvement throughout the entire engagement process. Unlike other firms, Baker Tilly provides our top staff and most experienced team members to serve your organization. You can expect an open line of communication with and access to your senior team leaders year-round. This promotes an efficient, effective engagement.

We will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

The graphic below details how we will build trust with Munster.



COLLABORATING WITH YOU AS YOUR TRUSTED TEAM

Your engagement team will be deeply involved in the engagement and develop an in-depth working knowledge of Munster and processes to deliver value throughout our relationship.

Cultivating an engaging culture to offer a consistent public sector team that will serve you for many years

We view our commitment to staff continuity as the cornerstone of building a lasting relationship with Munster. You can expect to see the same engagement team members for additional recruitment services in the future.

Exceptional professionals thrive at Baker Tilly because we foster an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As evidence of our team member-focused culture, Baker Tilly proudly presents a variety of recognitions and awards.

EVIDENCE OF OUR TEAM MEMBER-FOCUSED CULTURE AND COMMITMENT TO EXCELLENCE

Baker Tilly was included in **People Magazine's 2022 Companies That Care list**, which recognizes companies who put their employees and communities first



Ranked as a **top 10 accounting and advisory firm for workplace prestige and quality** on Vault Accounting's Accounting 50 list; **culture** is the number one reason that team members join our ranks and stay at our firm



Recognized as **one of America's Best Large Employers** in 2021 and 2022 by Forbes



Baker Tilly has again been certified as one of the **Best Workplaces in Consulting and Professional Services** – one of only 25 companies recognized on this list



Received 250+ culture awards and workplace recognitions firmwide



CULTIVATING AN ENGAGING CULTURE

Our commitment to attracting and retaining a top-quality workforce benefits Munster through engaged team members and staff continuity.

Valuable perspectives

We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Munster.

Demonstrating successful relationships with similar clients

Patty Heminover is the designated project leader for your Town Manager executive search. We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly and to verify the quality of work we have consistently delivered to each client as part of these recently completed executive recruitment projects. Each client will offer a unique perspective as you consider your own needs.

LEAGUE OF MINNESOTA CITIES			
Name	Donyelle Mikacevich	Title	HR Manager
Phone	+1 (651) 281-1202	Email	Dmikacevich@lmc.org
Services	Three executive searches		

CITY OF BEMIDJI			
Name	Jorge Prince	Title	Mayor
Phone	+1(218) 407-7312	Email	Jorge.prince@ci.bemidji.mn.us
Services	City manager search		

CITY OF WEST FARGO			
Name	Sarah Gasevic	Title	HR Director
Phone	+1 (701) 515-5363	Email	Sarah.gasevic@westfargond.gov
Services	City administrator search		

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

At Baker Tilly, relationships matter. Our Value Architects™ have a record of successfully enhancing and protecting similar clients' impact — resulting in experience-based insights for Munster.

Providing similar services to clients

Below is a list of relevant public sector executive recruitments delivered by the Baker Tilly team.

LIST OF RELEVANT PROJECTS: PRESENT — 2019				
Year	Client	State	Project	Pop.
Current	Carrboro	NC	Town Clerk	21,230
Current	Carrboro	NC	Town Manager	21,230
Current	Columbia Heights	MN	City Manager	21,961
Current	Denton	TX	City Secretary	136,195
Current	Lexington	VA	City Manager	7,400
Current	Manassas	VA	City Manager	42,668
Current	Marceline	MO	City Manager	2,123
2023	Belle Meade	TN	City Manager	2,912
2023	Beloit	WI	City Manager	36,657
2023	Bemidji	MN	City Manager	14,570
2023	Carrboro	NC	Assistant Town Manager	21,230
2023	Corpus Christi	TX	Assistant City Manager	323,733
2023	Fargo	ND	City Administrator	121,889
2023	Fernley	NV	City Manager	22,343
2023	Freeport	ME	Town Manager	8,737
2023	Greenbelt	MD	City Manager	24,921
2023	Highland Park	TX	Town Administrator	8,993
2023	Huber Heights	OH	City Manager	43,439
2023	Midland	TX	City Manager	132,520
2023	Morehead City	NC	City Manager	9,556
2023	Perrysburg	OH	City Administrator	21,730
2023	Portland	ME	City Manager	66,595
2023	Spartanburg	SC	Assistant City Manager	38,732
2023	Warrenton	VA	Town Manager	10,057
2023	West Fargo	ND	City Administrator	38,626
2023	Wyoming	MI	City Manager	76,501
2022	Apex	NC	Assistant Town Manager	58,780
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Branson	MO	City Administrator	10,000
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Evans	CO	City Manager	22,165
2022	Golden	CO	City Manager	20,399

LIST OF RELEVANT PROJECTS: PRESENT — 2019

Year	Client	State	Project	Pop.
2022	Harrisonburg	VA	City Manager	54,033
2022	Hastings	NE	City Administrator	25,152
2022	Hutchinson	KS	City Manager	40,006
2022	Joplin	MO	Assistant City Manager	50,386
2022	Kinston	NC	City Manager	20,083
2022	La Marque	TX	City Manager	16,627
2022	Minnetrasta	MN	City Administrator	7,621
2022	Oak Hill	TN	City Manager	4,587
2022	Oakland	CA	Deputy City Administrators	440,646
2022	Overland Park	KS	City Manager	191,278
2022	Plain City	OH	Village Administrator	4,065
2022	Port Arthur	TX	Assistant City Manager	53,937
2022	Salisbury	NC	City Manager	33,727
2022	Shorewood	MN	City Administrator	7,974
2022	Spicer	MN	City Administrator	1,188
2022	Staunton	VA	City Manager	25,750
2022	Westminster	CO	City Manager	116,317
2022	Willmar	MN	Assistant City Admin/City Operations Director	19,628
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager (limited)	192,294
2021	Greeley	CO	City Manager	105,888
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Riverside	OH	City Manager	25,093
2021	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Sidney	OH	City Manager	20,590
2021	Stonecrest	GA	City Clerk	54,202
2021	Woodlawn	OH	Village Manager	3,365
2020	Clayton	OH	City Manager	13,269
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239

LIST OF RELEVANT PROJECTS: PRESENT — 2019

Year	Client	State	Project	Pop.
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Community Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Middletown	OH	City Manager	48,121
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	Springdale	OH	Assistant City Administrator	11,223
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Forest Park	OH	City Manager	18,723
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Minerva	OH	Village Administrator	3,640
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Santa Fe	NM	City Manager	83,776
2019	Willmar	MN	City Administrator	19,628

Value for fees

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving the Town of Munster's mission.

Delivering a professional fee estimate for the Town of Munster

We are excited about the opportunity to work with Munster and have prepared the below fee estimate to meet the Town's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-ons or startup charges.

The all-inclusive professional fee includes the cost of professional services by the engagement team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates' travel expenses to client location for on-site interviews. Clients generally manage these matters directly with the finalists.

Baker Tilly will bill for this engagement in four installments: 30% upon execution of this agreement, 30% at Phase I, 30% at Phase II, and 10% upon acceptance of an employment offer by the finalist. The fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice the Town for any unpaid portion of the fee.

Feel free to direct all questions regarding the professional fee and project-related expenses to Patty Heminover via email at patty.heminover@bakertilly.com or via phone at +1 (651) 223 3058.

PROPOSED SERVICES	
Phase I	
Task 1 — Candidate profile development/advertising/marketing	
Task 2 — Identify quality candidates	
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists to the client	
Task 4 — Reference checks, background checks and academic verifications	
Phase III	
Task 5 — Final process/on-site interviews with finalists	
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$26,950
OPTIONAL SERVICES FOR CONSIDERATION	
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you	\$1,650

launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.

On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Munster at an hourly rate of \$300, plus expenses for additional work requested explicitly by your organization outside this project's scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.

\$300 per hour plus expenses

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES

Munster may benefit from the additional services we offer. No additional services will be billed without the express consent and agreement with the Town.

Negotiations

If selected, we will provide the Town of Munster with our standard engagement terms. Should the Town wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

Supporting the Town of Munster with our value-for-fees approach

We will provide the highest quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.



COMMITMENT TO VALUE FOR FEES

Munster can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

Appendix A: Prioritizing diversity, inclusion, belonging and societal impact (DIBS)

Prioritizing diversity, inclusion, belonging and societal impact (DIBS)



MEET SHANE LLOYD,
DIBS STRATEGY LEADER

In his role as chief diversity officer at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.

At Baker Tilly, DIBS is who we are rather than simply what we do. We celebrate and value the identities, perspectives and contributions of every person. As we empower our team members to grow and bring their talents to the table, we discover opportunities to achieve better results for Munster. We hire people who bring new perspectives and experiences, including our Chief Diversity Officer, Shane Lloyd, who joined Baker Tilly as DIBS strategy leader in 2021.

Baker Tilly's DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. This cross-section of leaders across our firm oversees our strategy — from inclusion-related communications to accountability measures for our key diversity goals and coordination of our DIBS ecosystem.

Our new, ambitious goals center around our structural pillars of diversity, inclusion, belonging and societal impact — embedding this work ever more deeply into the day-to-day workings of our business. Our DIBS ecosystem includes an array of groups, initiatives and deep networks of committed team members. [Learn more here.](#)

DIBS communities and signature initiatives

Activate team member network



Our core value of belonging reflects our commitment to creating a diverse and inclusive workplace for everyone. Bolstering this core value is Activate, our newest team member network. Activate's mission is to unite and empower team members who are neurodiverse or have physical disabilities to reach their full potential and contribute to a more accessible workplace.

Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions and enhances the retention of women at all firm levels.

NexGen: Joining workforce generations



With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future.

PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace.

Supporting Opportunity, Advancement and Recognition (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Within SOAR, our team member-led Black, Latinx and Asian American and Pacific Islander (AAPI) communities provide spaces for conversation, relationship-building and engagement.

Baker Tilly Foundation



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation supports causes within key pillars, including human services organizations that advance well-being, equity and inclusion.

Appendix B: Sample brochure



CITY MANAGER

HARRISONBURG, VIRGINIA



PUBLIC SECTOR EXECUTIVE RECRUITMENT



THE COMMUNITY

Nestled between the picturesque Alleghenies and Blue Ridge mountains as the avowed Capital of the Shenandoah Valley, the City of Harrisonburg stands proudly as an award-winning innovator among municipalities; as a home for both aspiring college graduates and those new to America alike; and as a community dedicated to embodying the vision of creating *A City For All*, where differences are embraced, celebrated, and accommodated.

Harrisonburg is an independent city located in the beautiful central Shenandoah Valley region of Virginia. The City is located along the Interstate 81 corridor and only a two-hour drive to Washington, D.C., and Richmond, Virginia. With a population of 51,800, Harrisonburg is the largest city in the Shenandoah Valley and the second largest on the I-81 corridor in Virginia. Harrisonburg serves as the county seat for Rockingham County, which speaks to the close collaboration between the two independent governments that share in the provision of some services. Known as “The Friendly City”, Harrisonburg is a melting pot for ethnic diversity, with more than 1,900 refugees resettled into the City and more than 60 different languages spoken within the Harrisonburg City Public Schools. The City continues efforts to create a Language Access Plan, which has already brought interpretation services to City Council and Planning Commission meetings, and many materials provided by the City to residents are translated into multiple languages.

Vibrant, modern, and diverse, Harrisonburg boasts a happening atmosphere infused with a serious passion for local food and libations, cutting-edge arts and culture, and the historic roots that anchor it to the famous Shenandoah Valley landscape. One of the best hubs for outdoor recreation, Harrisonburg is within a 30-minute drive of Shenandoah National Park and George Washington National Forest and is designated an Appalachian Trail Community. Harrisonburg has an extensive park system, boasting 12 parks and an award-winning municipal golf course. Harrisonburg has been a Bronze Level Bicycle Friendly Community since 2011 and continues to expand its bicycle and pedestrian facilities.

As a university town, Harrisonburg enjoys all the amenities of a big city combined with the ease, recreation, and charm of a small city. Harrisonburg is home to James Madison University, a public research institution of higher education, recognized as the most innovative university in the South by U.S. News & World Report, with a student population of more than 22,000 graduate and undergraduate students; and Eastern Mennonite University, a private institution of higher education affiliated with Mennonite Church USA and Forbes Best Return on Investment, serving more than 2,000 undergraduate, graduate, and seminary level students. Additionally, the Harrisonburg City Public Schools deliver Pre-K, early learning, elementary, middle, and high school education.

To learn more about the City of Harrisonburg, visit www.harrisonburgva.gov or www.visitharrisonburgva.com.

THE ORGANIZATION

The City of Harrisonburg has a Council-Manager form of government. Residents elect five council members at-large for four-year staggered terms. The City Council appoints a City Manager, who serves as the chief administrative officer responsible for implementing council policies and priorities, directing business and administrative procedures, and appointing departmental officials and certain other City employees. The City Council also appoints a City Attorney and City Clerk.

Additionally, the City has two Constitutional Officers/Offices, the Commissioner of Revenue and Treasurer.

The City of Harrisonburg is a full-service municipal organization that delivers effective, efficient, and responsive police and fire protection, sanitation services, construction and maintenance of streets and bridges, water and sewer services, public transportation, community development, parks and recreational activities, and cultural events. Additionally, Harrisonburg is a well-established High-Performance Organization that allows department directors to focus on and address management and leadership issues that continuously improve service delivery to the community.

The City of Harrisonburg and Rockingham County jointly provide court and jail facilities, as well as services of the Sheriff, Commonwealth's Attorney, and Clerk of the Circuit Court. Additionally, Harrisonburg delivers social services through the Harrisonburg-Rockingham Social Services District, a separate legal entity jointly governed with the County, and emergency communications services through the Harrisonburg-Rockingham Emergency Communications Center (HRECC), a separate legal entity and joint venture between the City and the County. The City is the fiscal agent for HRECC, but the City and the County fund an equal share of HRECC's operations.

The City Council appoints the boards of two separate legal entities: the Harrisonburg Electric Commission and the Harrisonburg Redevelopment and Housing Authority. The City Council appoints members to numerous advisory boards and commissions, including the Environmental Performance Standards Advisory Committee, Parks and Recreation Advisory Committee, Planning Commission, Stormwater Advisory Committee, and the Transportation Safety and Advisory Commission.

THE CITY AT A GLANCE

◆ Bond Rating:	AA+
◆ City Budget:	\$294.9 million
◆ FTEs:	786
◆ Executive Leadership Team:	17
◆ City Manager Budget:	\$770,654



The City Council first created in 2019 and then updated in 2021 a statement capturing what it envisions as the ideal state of the City by 2039. The vision serves as a guiding document for the City Council and the Executive Leadership Team. The Executive Leadership Team develops a three-year work plan with the purpose of advancing the 2039 vision.

THE VISION

“We are the capital of the Shenandoah Valley.

We provide a quality urban living option for everyone who wants to reside here.

Our diverse population thrives in a welcoming city where all are valued as friends and neighbors.

Our inclusiveness is our strength and reflects the true spirit of our city.

The pillars of our multicultural, multi-ethnic, and multi-generational city consist of a robust economy and a vibrant education epicenter, along with a broad range of amenities that enrich life.

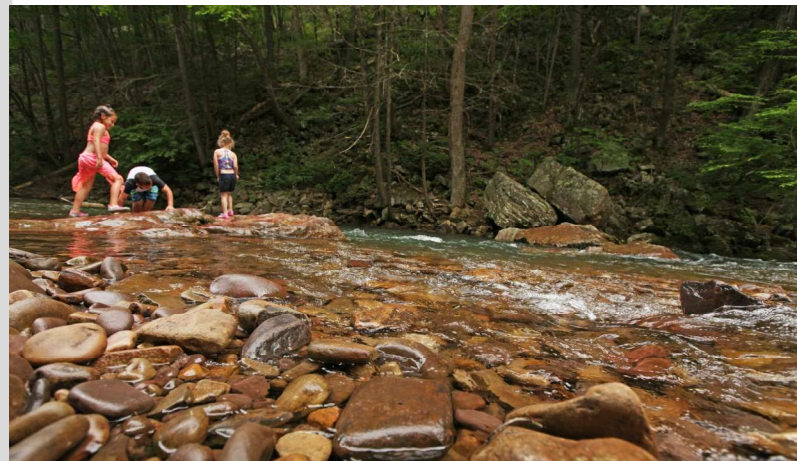
This is made possible by the fiscally sound planning of our staff and elected leaders.”

FUTURE FOCUS

- A City for All
- Economic Development: Goals, Gains, & Growth
- A Thriving Educational Epicenter
- Available Housing for All
- Community Resiliency and the Natural Environment
- Distinctive, Reliable Delivery of High-Quality Services
- Fiscal Responsibility & Planning

VALUES

- Progressive Innovation – We transform service delivery by seeking out and implementing new ideas and improvement opportunities.
- Winning Teamwork – We succeed by collaborating, actively participating, and putting the accomplishments of team goals before our own personal goals.
- Trusted Service – We demonstrate to our customers through our actions that we are friendly, dependable, and strive to understand their needs.
- Productive Communication – We are highly effective due to willing and respectful exchange of ideas, opinions, and information.
- Valued Employees – We celebrate each other for positive contributions and professionalism in public service.



THE CITY MANAGER

The City Manager serves as the chief executive officer and administrative head of the City government and as such, is responsible to the City Council for the overall daily operations, service delivery, and administration of all City affairs. The City Manager reports to the City Council and directly supervises 17 executive-level positions, all members of the Executive Leadership Team (ELT), including a Deputy City Manager and an Assistant to the City Manager. Additionally, the City Manager ensures adherence to and compliance with laws, including City Council ordinances; attends all regular meetings of the Council, with the right to take part in the discussions, and make recommendations, but having no vote; recommends measures that are expedient and necessary to the Council; and prepares, presents, and manages the City's annual budget. The City Manager also keeps the Council fully advised as to the financial condition and future needs of the organization. As an active member of this highly engaged community, the City Manager sits on the following boards and commissions:

- Middle River Regional Jail Board of Directors
- Harrisonburg/Rockingham Regional Sewer Authority
- City/County Liaison Committee
- Community Criminal Justice Board
- Harrisonburg/Rockingham Metropolitan Planning Organization
- Shenandoah Valley Juvenile Detention Home Board of Directors Administrative Board
- Harrisonburg-Rockingham Emergency Communications Center Administrative Board
- Harrisonburg-Rockingham Social Services District
- City/School Board Liaison Committee
- City/James Madison University Liaison Committee
- City/Eastern Mennonite University Liaison Committee

VIRGINIA
IS FOR
LOVERS
Virginia.org

Court Square



OPPORTUNITIES FOR THE NEW CITY MANAGER

The new City Manager will have the opportunity to lead and implement many existing and new projects and initiatives, including the following:

- Lead a highly skilled and well-established Executive Leadership Team.
- Continue the implementation of the priorities tied to the City Council 2039 Vision, which outlines what Harrisonburg will be in 2039.
- Implement the Comprehensive Housing Assessment & Market Study, the Downtown Parking Study, the Environmental Action Plan, and the Downtown 2040 Master Plan.
- Continue the Comprehensive Zoning & Subdivision Code Amendment.
- Continue the Classification & Compensation Study.
- Join ongoing conversations surrounding affordable housing, environmental sustainability, homelessness, equity and inclusion, economic development, employee recruitment and retention, American Rescue Plan Act funding planning and execution, etc.
- Continuously improve and enhance City services to support community members impacted by the pandemic.
- Lead efforts to prepare the organization for post-pandemic projects, programs, and initiatives.

DESIRED CAPABILITIES

The City Council desires to select a highly skilled, experienced, and accomplished leader who is personable and able to inspire trust while effectively, efficiently, and responsibly managing the day-to-day operations of a high-performance organization. This individual must offer a verifiable record of accomplishments leading a complex, multi-faceted organization; champion excellence, transparency, and inclusiveness; and have a willingness to be visible and engaged in the community. This individual will bring a marked level of integrity, political astuteness, good judgement, and compassion; and have the ability to say “no” when necessary. Council further expects that the new city manager will embrace, respect, and champion the organization’s existing values and traditions, while working with internal and external stakeholders to move the organization toward its established vision for the future. Additionally, the new city manager will be a creative professional who embraces technology, champions professional development, encourages innovation, and is able to remain neutral and objective even in politically charged situations.

EDUCATION AND EXPERIENCE

A bachelor’s degree from an accredited college or university in Business Administration, Public Administration, or a closely related field, and a minimum of ten years professional experience, five of which shall be at the department director, assistant city manager, deputy city manager, or similar level of leadership responsibilities required. A master’s degree in Business Administration, Public Administration, or a closely related field, International City Manager Association Credentialed Manager, and Local Government Executive Institute education highly desired/preferred. Pursuant to the City Charter, the City Manager shall reside within the City.

COMPENSATION AND BENEFITS

The City of Harrisonburg offers a generous, market-competitive salary in the hiring range of \$190,000-\$200,000; a \$1,000 monthly vehicle allowance; City-issued mobile telephone; a Surface Pro, iPad, or other comparable technology; and an office desktop and/or laptop personal computer. The City may consider contribution to a deferred compensation account, as the City participates in Mission Square 457 Deferred Compensation (formerly ICMA-RC). Additionally, the City offers medical, dental, and vision insurance; short-term disability insurance; flexible benefits spending accounts; basic life insurance; retirement with the Virginia Retirement System; paid leave; employee assistance program; and tuition assistance. Other benefits include professional membership dues associated with International City/County Management Association, Virginia Local Government Management Association, Virginia Emergency Management Association, Virginia Municipal League, and National League of Cities, and payment for business-related travel and expenses for meetings, conferences, education, etc.



APPLICATION AND SELECTION PROCESS

We invite qualified professionals to click the link below, visit the Baker Tilly Application Portal, review the desired traits, attributes, and characteristics, apply, and allow us the privilege of reviewing credentials and considering qualifications for this outstanding career opportunity.

<https://www.governmentjobs.com/careers/bakertilly>

Application review will begin on **Friday, April 15, 2022**. Following the first review date, the lead consultant will evaluate all applications against the posted qualifications and may invite a select number of applicants to complete additional assignments or participate in a virtual and/or in-person interview process. This announcement will remain posted, and we will continue to accept applications until the City extends an offer to one finalist. Our process requires the expressed authorization by an applicant to conduct criminal background report check, credit check, academic verification, and contact references. Pursuant to state or local laws governing access to public records, all information submitted and associated with an individual's application, including resumes and cover letters, may be subject to public disclosure.

For more information, please contact Edward.Williams@bakertilly.com or call 214.842.6478.

The City of Harrisonburg is an Equal Opportunity Employer



5440 West 110th Street, Suite 300 | Overland Park, KS 66211 | 651-223-3000
<https://bakertilly.recruitmenthome.com/>

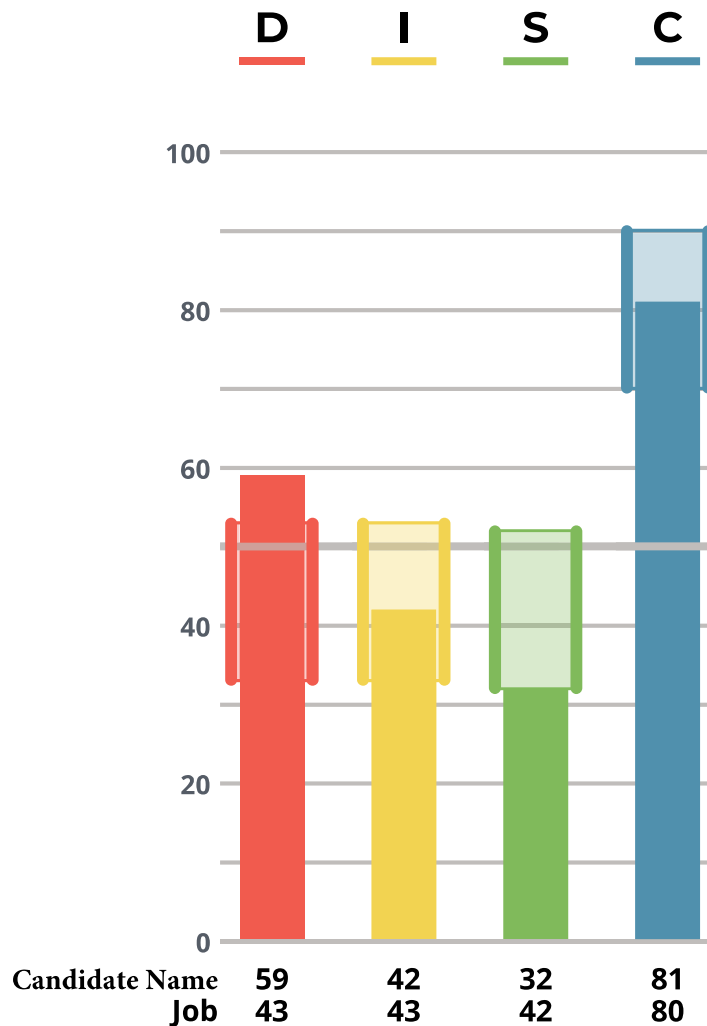
Appendix C: Sample TTI report

Workplace Behaviors®



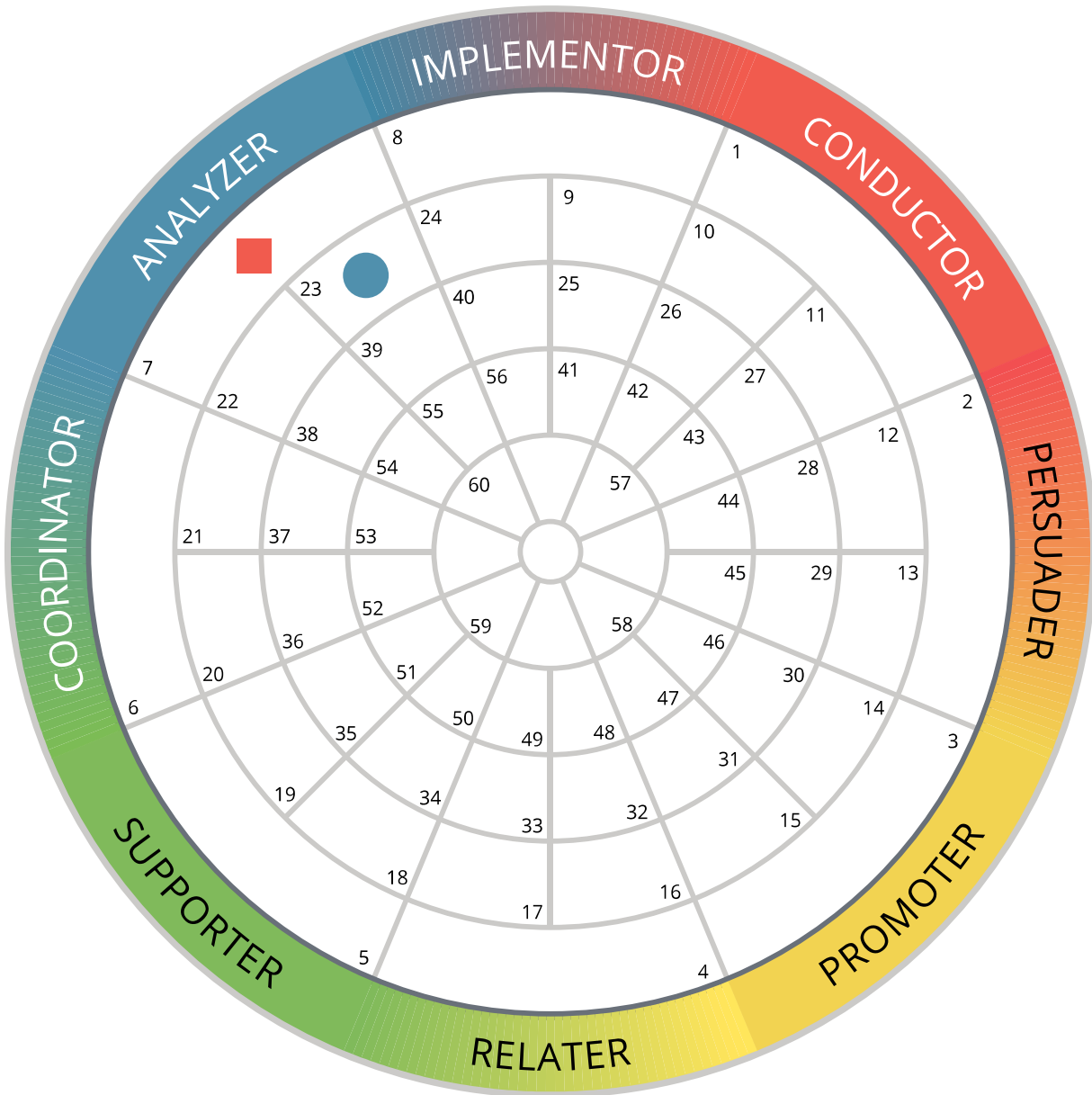
Candidate Name

The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



Job Range (20 point range)

The Success Insights® Wheel



Job - (7) ANALYZER

Candidate Name - (23) IMPLEMENTING ANALYZER

Comparison Analysis

For Consulting And Coaching



Job Competencies Hierarchy	Zone Range		Person	
1. Time and Priority Management	79	— 100	62	
2. Self Starting	87	— 100	61	
3. Decision Making	94	— 100	88	
4. Personal Accountability	85	— 100	58	
5. Diplomacy	72	— 100	66	
6. Teamwork	74	— 100	67	
7. Project Management	82	— 100	69	

Primary Driving Forces Cluster	Zone Range		Person	
1. Collaborative	58	— 100	46	
2. Harmonious	36	— 58	24	
3. Altruistic	35	— 59	21	
4. Structured	36	— 58	46	

Job Behavioral Hierarchy	Zone Range		Person	
1. Organized Workplace	81	— 100	85	
2. Analysis	54	— 80	80	
3. Persistence	62	— 80	65	
4. Following Policy	61	— 80	70	

Exact match
 Fair compatibility
 Good compatibility
 Poor compatibility
 Over-focused

Candidate Name

Appendix D: Engagement team member resumes

DIRECTOR

Patricia Heminover

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



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patty.heminover@bakertilly.com

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Education

Bachelor of Science, consumer science, business administration
Minnesota State University – Mankato

Mini MBA program, human resources management
University of Saint Thomas (Saint Paul, Minnesota)

Master of Education, administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Before joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, and director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, member
- State Negotiators Association, Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

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

DIRECTOR

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion for improving local government and creating great communities for over 30 years.



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Education

Bachelor of Arts in political science
and public administration
William Jewell College
(Liberty, Missouri)

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

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- More than 18 years of experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

DIRECTOR

Yolanda Howze, M.P.A., IPMA-SCP, SPHR, SHRM-SCP

Yolanda Howze, a director with Baker Tilly, brings more than 25 years of public sector experience, including 20 years as a multifaceted and competent human resources leader.

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Education

Dual Bachelor of Arts in
psychology and organizational
leadership
Maryville University
(St. Louis, Missouri)

Master of Arts in public
administration and policy analysis
Southern Illinois University
Edwardsville (SIUE)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience, primarily in municipal government.

Having worked in the public sector for more than 25 years, Yolanda is passionate about her craft and being of service to others, which, in addition to her employment experience, she has demonstrated through professional conference presentations/speaking events and serving on local and regional boards and committees including IPMA-HR, as well as other community involvement.

Specific experience

- Human capital professional and administrator executive
- Executive recruitment, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management

Industry involvement

- International Public Management Association - Human Resources (IPMA-HR)
- Society for Human Resource Management (SHRM)
- Texas Municipal Human Resources Association (TMHRA)
- IPMA-HR Texas Chapter, (former) Conference Program Committee
- IPMA-HR Central Region, (former) vice president ('10)
- IPMA-HR Central Region, (former) former Secretary-treasurer ('09-'10)
- IPMA-HR Greater St. Louis Chapter, (former) president

Continuing professional education

- International Public Management Association-Human Resources (IPMA-HR)
- IPMA-HR Greater St. Louis Chapter
- Human Resources Certification Institute (HRCI)
- Society for Human Resources (SHRM) certified **professional**

MANAGING DIRECTOR

Anne Lewis

Anne Lewis leads Baker Tilly's public sector executive recruitment team and brings nearly 20 years of local management experience.



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Education

Bachelor of Science, business
administration and management
Shenandoah University
(Winchester, Virginia)

Master of Science, organizational
leadership and public
administration
Shenandoah University
(Winchester, Virginia)

Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Taskforce on recruitment guidelines handbook
 - Taskforce on women in the profession
 - Taskforce on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of the executive board
- Virginia Women Leading Government
- National Public Employer Labor Relations Association (NPELRA)

Community involvement

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

DIRECTOR

Edward G. Williams, Ph.D.

Edward Williams brings character, competence and expertise to every project.



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Education

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

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

Ph.D., Educational Leadership
and Policy Analysis
University of Missouri
(Kansas City, Missouri)

Languages

English
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

SENIOR RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

Karen Edwards, a senior recruitment analyst with Baker Tilly, has been with the firm since 2021.



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Education

Bachelor of Science in business
administration - human resource
management
Western Governors University

Karen is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements.

Specific experience

- More than 30 years of experience in human resources, administrative positions and customer service
- Proficient in analyzing data, creating and implementing standard operating procedures and preparing presentations and reports
- Adept at identifying inefficiencies to enhance organizational performance and streamlining office operations
- History of success adapting in dynamic environments to effectively manage multiple projects simultaneously

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

Michelle Lopez, a manager at Baker Tilly, has been with the firm since 2017.



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Education

Associate in Arts, liberal arts
Minneapolis Community College
(Minneapolis, Minnesota)

Bachelor of Science, project
management (in progress)
Colorado State University – Global
Campus

Michelle assists in the organizational management of the executive recruitment process. Her primary focus is to ensure that the recruitment process runs smoothly from start to finish by collaborating closely with internal team members, clients and candidates. Michelle is responsible for coordinating the recruitment process workflow, establishing timelines and monitoring progress. She is also responsible for managing communication channels, ensuring that everyone involved is informed of critical developments and updates.

Specific experience

- More than ten years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Diane Segulia

Diane Segulia, a recruitment analyst at Baker Tilly, has been with the firm since 2015.



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bakertilly.com

Education

University of Minnesota – partial
credits (Minneapolis, Minnesota)

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources and collaborating with candidates and clients through all phases of an executive recruitment.

Specific experience

- More than ten years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Carrie Thompson

Carrie Thompson, a recruitment analyst with Baker Tilly, has been with the firm since 2021.



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Education

Bachelor of Arts in communication
with a concentration in media
production and criticism
George Mason University

Carrie facilitates smooth sailing during the recruitment process. She runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

Specific experience

- More than 15 years of customer service experience for multiple industries
- More than four years of experience in recruiting coordination, including interview scheduling and candidate communication
- Expertise in marketing and position advertising via LinkedIn
- Reference and extensive background checks for potential candidates

Community involvement

- Mission trip volunteer with Herndon United Methodist Church