

A close-up photograph of two hands shaking, symbolizing agreement or partnership. The image is overlaid with a teal circular graphic. The hands are positioned in the center of the frame, with one hand slightly above the other. The background is blurred, showing what appears to be an office setting.

February 14, 2023

City of Buchanan, Michigan

Proposal to provide executive recruitment services



February 14, 2023

Patrick Swem, City Commissioner
City of Buchanan
302 N. Redbud Trail
Buchanan, MI 49107

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Dear Mr. Swem:

This proposal marks the continuation of the valuable relationship we have built with the City of Buchanan (the City). Based on what we have learned from you in our conversations, we are confident we are the right fit to serve you with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your citizens. Our proposal meets your RFP requirements and describes our unique proposition to enhance and protect value while meeting your key objectives:

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

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

<p>The right firm</p> <p>Buchanan will benefit from our best-of-both-worlds solution that pairs the technical qualifications, tools and expansive resources of the largest firms with the responsive service, personalized attention and proactive communication of smaller firms.</p>	<p>The right experience</p> <p>Our firm is structured around industry-specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your organization, paired with targeted experience, will help Buchanan thrive.</p>	<p>The right team</p> <p>Your team includes technical and industry-specialized team members who understand your organization requirements, challenges and opportunities. You will receive a tailored recruitment approach designed to meet your needs and exceed your expectations.</p>	<p>The right value</p> <p>We provide high-quality service for a fair and reasonable fee. Our significant level of project team leader involvement translates into a responsive, efficient recruitment and the ability to deliver value throughout the engagement.</p>
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- **Commitment to a successful recruitment is guaranteed:** Baker Tilly will be meticulous and responsive to you — the client — and with prospective applicants using an approach of *“doing whatever it takes to get the job done right!”* Please review our “Triple Guarantee” referenced in this proposal.
- **Focused strategy for success:** Baker Tilly will conduct a comprehensive, national search to identify exceptional candidates with a proven record of strong leadership and management. Baker Tilly recommends advertising and recruiting nationally, but will also focus on contacting city management professionals that are currently working in the Midwest and Upper Midwestern states, and the Great Lakes Region believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Michigan and this part of the country.
- **Talented and experienced recruitment consultants:** Baker Tilly’s recruitment team is outstanding! Baker Tilly has provided executive recruitment and human resources related services to local governments for more than 30 years. Our team has had tremendous success conducting recruitments throughout the country and we encourage you to contact our references. The professional experience

City of Buchanan, Michigan
February 14, 2023

of our consultants includes former city management, human resources management and school administration professionals. The result — a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits Buchanan with a more targeted and qualified pool of diverse candidates.

- **Video Interviews to screen semi-finalists:** Baker Tilly will use an online video interview process to assist the City Commission in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will assist the City Commission in screening candidates and could possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews.
- **Leadership assessment of finalists:** Baker Tilly will conduct a strengths assessment and management / leadership style testing, which some may refer to as “*personality and behavioral testing*.” This assessment is completed online by the finalists prior to interviews and determines if a candidate’s management style matches the profile created by the City in an effort to find the “ideal” candidate and determine whether each candidate is a good fit for Buchanan and the community.
- **Comprehensive vetting of finalists (includes social media search):** Baker Tilly’s multiple layered vetting process of screening candidates provides a qualified pool of individuals to consider with not only the skills and experience desired, but most importantly, a leadership and management style that best fits the City and community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review (*e.g., criminal, civil, credit and driving record, academic and employment verification, a Nexus search with a comprehensive report on each candidate’s media and on-line presence, and a comprehensive reference report on all finalists prior to interviews occurring* - **Note: Baker Tilly must conduct these background checks for the “Triple Guarantee” to remain in effect**).
- **Commitment to pursue a diverse pool of candidates:** Baker Tilly will take responsibility for ensuring diversity in our candidate pools. In your recruitment, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with the City of Buchanan.
- **Online application and communication system:** Baker Tilly utilizes a proprietary online application system exclusively licensed to facilitate talent management for our clients. The system has been designed to customize applicant flow and tracking, allowing for ease of communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired levels of experience and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that your next City Manager is a “great fit” for Buchanan and the community. Our professional background and many years of experience in recruiting local government managers will provide you with valuable insight into finding and selecting the best candidate.

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 City of Buchanan.

As your Value Architects™, we are determined to support you in achieving your mission to identify your next City 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,

BAKER TILLY US, LLP



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Contents

EXECUTIVE SUMMARY	1
MEETING YOUR NEEDS WITH OUR RESOURCES	5
PROVIDING EXECUTIVE RECRUITMENT SERVICES	8
YOUR VALUE ARCHITECTS™	14
VALUABLE PERSPECTIVES	20
VALUE FOR FEES	24
APPENDIX A: PRIORITIZING DIVERSITY, INCLUSION AND BELONGING FOR SUCCESS (DIBS)	26
APPENDIX B: SAMPLE BROCHURE	31
APPENDIX C: SAMPLE TTI REPORT	41
APPENDIX D: ENGAGEMENT TEAM MEMBER RESUMES	45



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 City of Buchanan needs.

Understanding your needs to help achieve your objectives and mission

We understand the City of Buchanan is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City 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 City of Buchanan as a great municipal organization that is and remains a high-quality community that exceeds the expectations of its residents and visitors.

We recognize that there is significant competition for experienced local government managers, leaders and executives today. For this reason, we collaborate with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities or who may be 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 that these efforts are essential to ensuring that your City Commission 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 City Commission with comprehensive details and information about each candidate we present; expanding beyond applications, cover letters and resumes to better understand, compare and contrast individual professional experience, leadership traits and the management style they would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also can provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning, as you deem necessary or appropriate. Additionally, the lead consultant is available to you, or your designee, before, during and after each interview session and can facilitate your deliberations and employment offer and negotiations with the individual you select as finalist.

Our highly regarded executive recruitment process

Our highly regarded executive recruitment process includes five major tasks:

TASKS	PROCESS
1. Recruitment brochure development and advertising	<ul style="list-style-type: none">We schedule and meet with the City Commission and/or 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.

TASKS	PROCESS
<p>2. Execution of recruitment strategy and identification of quality candidates</p>	<ul style="list-style-type: none"> Using the profile you approve, we develop a colorful, informative and appealing brochure, then 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 who 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 next steps in the process.
<p>3. Screening of applications, review of semi-finalists and selection of finalists</p>	<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 Questionnaire and Candidate Questionnaire, 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 proprietary one-way video interview portal. There, the candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant’s candidacy as it relates to your desired profile. Once we gather the responses from the items listed above, we prepare and provide you with an electronic (PDF) Semi-Finalists Report listing 10 to 15 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters and 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 us with additional information, including development needs, strengths, personality and behavior analysis. This tool provides us with information about each finalist, which we have found to be important to the selection process.
<p>4. Background report checks, reference checks, social media presence, academic verifications</p>	<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 ten current or former supervisors, peers or direct reports from each finalist to contact as references. We provide you with a report summarizing all responses to our customized reference questionnaire. We verify academic credentials and professional certifications. We conduct an exhaustive review of social and electronic media sites and other publications, to identify any information that may be relevant to the hiring of everyone you interview. We provide a comprehensive reference check and report for each finalist.
<p>5. Final interview process</p>	<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 Buchanan

There are many ways Baker Tilly has distinguished itself from peers in public sector executive recruitment. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The City of Buchanan 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 make us the right fit to serve the City— today and for years to come.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
<p>Carefully structured process supported by technology</p>	<ul style="list-style-type: none"> • Comprehensive and seamless process refined by years of interaction with local government and not-for-profit employers and prospective candidates. • Leverage the search process with technology tools including video interview system, management/leadership style assessment analysis and online application platform. • Efficient management of candidate information and provide the City Commission with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.
<p>Public sector recruiting specialization and experience</p>	<ul style="list-style-type: none"> • Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. • Successful recruitment of more than 1,550 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
<p>Thorough candidate evaluation</p>	<ul style="list-style-type: none"> • Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the City of its access to established managers and rising stars. • Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.
<p>Diversity in executive recruitment</p>	<ul style="list-style-type: none"> • Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. • Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.
<p>Delivering value on the City’s budget</p>	<ul style="list-style-type: none"> • Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. • Work closely to meet the City’s needs and any unexpected circumstances that may arise during the course of your recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
Triple guarantee	<ul style="list-style-type: none"> • Focus on assisting with your executive recruitment until you make an appointment. • Guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill your City Manager position for no additional professional fee. • Commitment not to not 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 City and prospective candidates. • Work closely with the City 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 qualified applicants.
Keeping the City involved and minimizing disruption	<ul style="list-style-type: none"> • Comprehensive process incorporates the active participation of the City Commission 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 amounts of time or putting aside other pressing issues. • City staff can stay focused on their primary and assigned functions while Baker Tilly manages the search process.

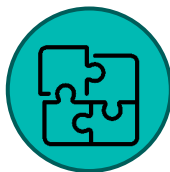
BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS
Buchanan will benefit from our understanding of best practices within the executive recruitment space.

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. We are passionate about enhancing and protecting our clients' value, which is a collective effort by everyone across our firm. The City of Buchanan will receive an exceptional experience for your governance team, and — ultimately — those you serve. Below are some key facts about our firm.



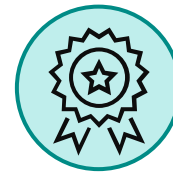
130+
administration
recruitments



1,550+
recruitments
since 2000



60+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

Buchanan will receive support and guidance from a respected firm that continues to grow — as evidenced by INSIDE Public Accounting naming Baker Tilly as the 10th largest accounting firm in the United States on their 2022 IPA Top 100 list.

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 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.



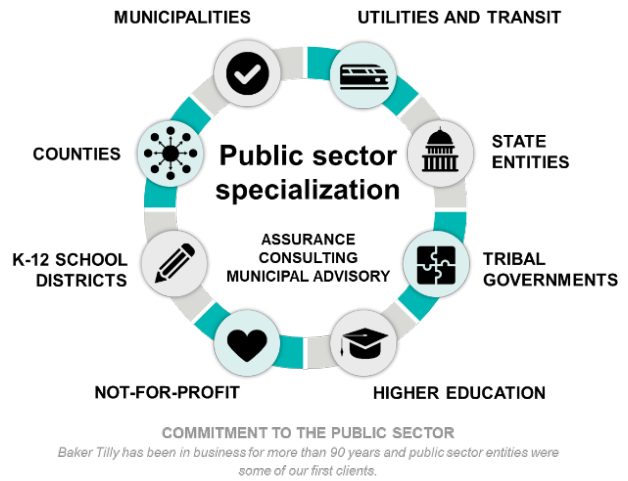
Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and 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' value.**

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

Public sector specialization

Baker Tilly has served local governments since our establishment 91 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 Buchanan? 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 City will be collaborating with knowledgeable professionals who understand the specific challenges you face 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. Recognizing this complexity, and eager to serve as a true **Value Architect™** to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 60 years ago.

More than 515 Baker Tilly professionals — including nearly 40 partners and principals — focus directly on serving state and local governments, providing hundreds of thousands of client service hours annually to the public sector. Nationwide, our practice serves more than 4,200 state and local government entities, including cities, 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.

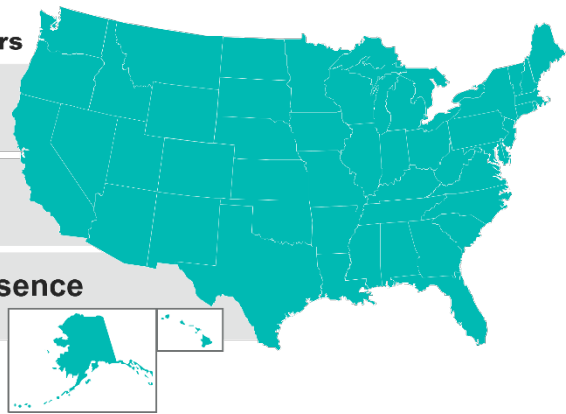
Public sector: experience that matters

4,200+
public sector clients

90+ years
industry experience

Coast-to-coast presence
Industry trainers and thought leaders

States where Baker Tilly has served public sector clients



Celebrating our recent combination with Management Partners

The fast pace of change in local government – from towns to cities to counties – is not slowing down. To continue serving and improving communities, local leaders need trusted consultants to help navigate change. Leading advisory CPA firm Baker Tilly answers by acquiring Management Partners, effective October 1, 2022.

This acquisition adds a unique and significant layer of experience to Baker Tilly’s robust public sector practice. These project team members are former local government leaders and managers stemming from all operational facets. They have nearly three decades of field-tested techniques and proven methodologies.



Additional organizational management and human capital services

PLANNING AND STRATEGY	MANAGING AND PERFORMANCE
<ul style="list-style-type: none"> • Position classification studies 	<ul style="list-style-type: none"> • Compensation and benefit systems
<ul style="list-style-type: none"> • Organizational improvement studies 	<ul style="list-style-type: none"> • Personnel policies
<ul style="list-style-type: none"> • Resource sharing 	<ul style="list-style-type: none"> • Career ladders
<ul style="list-style-type: none"> • Strategic workforce planning 	

MEETING BUCHANAN'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.

Project contacts and locations

AUTHORIZED REPRESENTATIVE	ENGAGEMENT TEAM LEADER
Anne Lewis, Director and Practice Leader 8219 Leesburg Pike, Suite 800 Tysons, VA 22182 +1 (703) 923 8214 anne.lewis@bakertilly.com	Art Davis, Director 5440 West 110 th Street, Suite 300 Overland Park, KS 66211 +1 (816) 868 7042 art.davis@bakertilly.com

Standing on our values

Our core values infuse our culture and drive the way we plan to work with Buchanan. They are what we believe and what we expect from each other. They guide our decisions, inspire our actions and gauge 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. Our core values are highlighted below.

				
BELONGING	COLLABORATION	INTEGRITY	PASSION	STEWARDSHIP
<p>We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.</p>	<p>We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.</p>	<p>We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.</p>	<p>We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.</p>	<p>We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.</p>

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

Buchanan 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.

For additional information on Baker Tilly's prioritization of Diversity, Inclusion and Belonging for Success (DIBS), please see **Appendix A**.

Providing executive recruitment services

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

The Baker Tilly executive recruitment process

Task 1: Kickoff, marketing, recruitment and outreach

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

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

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

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profile will be approved by the City 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 City to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates.

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

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 City to receive information regarding the City’s budgets, organizational charts, images, logos, etc. • Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) 	2 weeks
Approve brochure, begin advertising and distribute marketing letter	<ul style="list-style-type: none"> • Brochure sent to City 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 City 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 our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

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

While recruitment is under way, the engagement team will work with a team of up to 10 subject matter specialists (SMS) who know what successful performance in the City Manager position looks like to reach consensus on the desired leadership and management style for the ideal candidate. We ask the SMS to complete a 30-minute, on-line 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 City. Later in the process, finalists for the position are asked to complete a companion questionnaire that allows us to match candidates’ competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix C.**]

Each candidate submitting a resume is sent a timely acknowledgement by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and professional manner in which they are treated during our recruitments.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none"> • Online data collection and profile development • Development of interactive, searchable applicant database for recruitment of your City Manager • Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics 	4-5 weeks

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 overall match to your desired profile. We will then narrow the list to a group of 10 to 15 semifinalists for review and to identify 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 on the basis of written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

Another unique aspect of our recruitment process is our use of a proprietary, web-based one-way video interview. Each finalist has a limited amount of 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 begin responding, and up to three minutes to respond to each of about three questions. This tool allows our team to develop a more comprehensive understanding of 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 City Commission and/or the designated staff with a link to review.

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

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<p>Applicant screening and recommendation of semi-finalists</p>	<ul style="list-style-type: none"> • Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database • Most promising applicants are asked to complete candidate questionnaires and provide due diligence information • Media, internet and social media scan for information pertinent to future employment • Top candidates identified as semi-finalists • Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered • Baker Tilly and the City Commission review video interviews • Project team leader meets with the City Commission to review recommended semi-finalists • City Commission selects finalists for on-site interviews • Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed 	<p>2-3 weeks</p>

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

Once the City Commission has identified a list of “finalists” Baker Tilly begins the process of 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

Buchanan will receive a report that includes a thorough verification of 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 are able to provide you with our Final Report.

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

Prior to the interviews we provide documentation on each of the finalists, 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 requested, we will assist the City Commission with the development of a compensation package and related employment considerations and the negotiation of an employment agreement.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Final Report prepared and delivered to the City	<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

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

Our strategy for recruitment of diverse candidates

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

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In every recruitment, we use our established networks to make direct and personal contacts with prospective minority and female candidates and will encourage them to consider Buchanan’s City Manager opportunity. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know that the Baker Tilly executive recruitment team will fairly consider each application based on qualifications and the established profile.

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

Triple guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with the hiring of a highly qualified City Manager who matches the profile we developed to this end. We further define success by the identification and presentation of an acceptable number of well-qualified applicants for the City Commission 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 conduct your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. In the event you are unable to 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 for you to consider until you select a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee 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 employ.

Co-developing a timeline to meet Buchanan’s deadlines

A typical timeline is 90-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. It is our intent 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.

Your time is valuable, and one significant way we will add value to Buchanan is by delivering our services on time.

PROJECT MILESTONE	DELIVERABLES
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> • Baker Tilly meets with City officials to develop candidate profile and recruitment brochure; City approves ad placement schedule and timeline • Baker Tilly sends draft recruitment brochure to the City • The City returns draft brochure (with edits) to Baker Tilly • Baker Tilly begins recruitment advertising and marketing • Online data collection and profile development
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> • Baker Tilly commences formal review of applications and the most promising candidates will be asked to complete questionnaires • Candidates complete recorded interview online • Baker Tilly completes formal review of applications and sends selected resumes to the City Commission for review • Candidates’ recorded interviews are presented • Baker Tilly meets with the City Commission and recommends semi-finalists; City Commission selects finalists for on-site interviews • Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> • Baker Tilly completes reference checks/background checks/academic verification on finalists
On-site Interviews with finalists	<ul style="list-style-type: none"> • Baker Tilly sends documentation for finalists to the City Commission • The City Commission conducts on-site interviews with finalists
Employment offer made / accepted	<ul style="list-style-type: none"> • The City Commission extends employment offer to the selected candidate

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS
Buchanan’s time is valuable. We will co-develop a timeline to provide the City’s executive recruitment services on time.

Your Value Architects™

Buchanan 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 City.

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 different disciplines that comprise the City of Buchanan 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 1,550 executive searches.

1,550+ recruitments

Your engagement team has conducted more than 1,550 successful recruitment projects since 2000.

The Baker Tilly engagement team will collaborate with the City Commission and others designated as your technical advisor. As such, we conduct our recruitment process in a clear, effective, efficient, transparent and professional manner 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 City 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. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering outstanding services and leading-edge results.

Your handpicked team of professionals offer a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, and this means a personal interest in the City of Buchanan 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 BUCHANAN

Engagement leadership**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 in other local government positions in Kansas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas as well as a Bachelor of Arts, political science and public administration from William Jewell College.

Consulting team**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 also South St. Paul Schools' director of human resources and finance, prior to 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, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota. She earned a Master of Education Administration from Minnesota State University.

**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' 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. Prior to joining Baker Tilly, Yolanda was a senior consultant II with Gallagher's Human Resources Compensation & Consulting practice where she was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis, as

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR BUCHANAN

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



Anne Lewis, Practice Leader | 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. Prior to joining Baker Tilly, Anne served as an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention & 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. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science as well as 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 various 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 in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, Educational Specialist degree in Higher Educational Administration, Master of Higher Education Administration, and Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in the Spanish language.

Supporting team



Karen Edwards, SHRM-CP, Recruitment Analyst

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

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR BUCHANAN



Michelle Lopez, Senior Recruitment Analyst

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

Michelle is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle plays a key role in ensuring that recruitment projects are completed in a thorough and timely manner. Her colleagues appreciate her customer service skills and determination to ensure that both 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. Michelle has an Associates in Arts degree and more than 10 years of experience as a key support staff member. Michelle has an Associates in Arts degree and more than 10 years of experience as a key support staff member. 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 to the team. 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 important documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

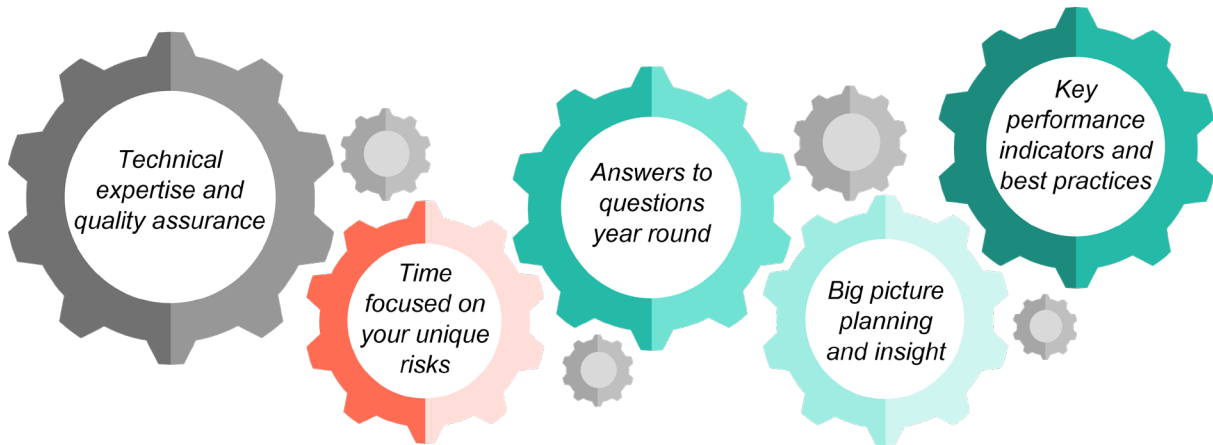
BUCHANAN WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

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

Building trust and maximizing value with significant involvement

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 and maximize value with the City.



COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™

Your engagement team will be deeply involved in the engagement to give them an in-depth working knowledge of your organization and processes to deliver value throughout the year.

Cultivating an engaging culture to offer a consistent team

You can expect to see the same engagement team members every year and avoid the time and cost commitments of onboarding a new team. We view our commitment to staff continuity as the cornerstone of building a lasting relationship with Buchanan.

Exceptional professionals thrive at Baker Tilly because we cultivate an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As a result, **we had our lowest firm turnover in a decade during fiscal year 2021**. We invite you to click on the video to the right to learn more about Baker Tilly's unique culture.



EMPHASIZING OUR CULTURE
What makes our firm special? The emphasis we put on our culture. We take care of our people so we can take care of our clients.

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

<p>Ranked as the 10th largest accounting and advisory firm in the U.S. according to INSIDE Public Accounting's 2022 Top 500 Firms list</p> 	<p>Recognized as one of America's Best Large Employers in 2021 and 2022 by Forbes</p>  	<p>Received 250+ culture awards and workplace recognitions firmwide</p>      <p>CENTRAL PENN BUSINESS JOURNAL LEHIGH VALLEY BUSINESS BEST PLACES to work in PA 2020</p> <p>PHILADELPHIA BUSINESS JOURNAL BPTW 2022 BEST PLACES TO WORK</p> <p>CRAIN'S CHICAGO BUSINESS BEST PLACES TO WORK</p> <p>BUSINESSNEWS Best Places to Work</p> <p>METROPOLITAN DETROIT'S BEST AND BRIGHTEST COMPANIES TO WORK FOR</p> <p>FORTUNE BEST WORKPLACES IN NEW YORK 2020</p> <p>FORTUNE BEST WORKPLACES FOR MILLENNIALS 2022</p> <p>TOP WORK PLACES 2020 journal sentinel</p>
<p>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</p> 	<p>For the seventh year in a row, Baker Tilly has been certified as a Great Place to Work®</p> 	

CULTIVATING AN ENGAGING CULTURE

Our commitment to attracting and retaining a top-quality workforce benefits Buchanan 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 Buchanan.

Demonstrating successful relationships with similar clients

Art Davis is the designated project leader for your City 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.

CITY OF GRAND RAPIDS, MICHIGAN (POPULATION 210,000)

Name	Anita Hitchcock	Title	City Attorney
Phone	+1 (616) 828 3775	Email	ahitchco@grand-rapids.mi.us
Services	Successful recruitments: Deputy City Manager (2022), City Manager (2018), Fire Chief (2016)		

CITY OF OVERLAND PARK, KANSAS (POPULATION 195,000)

Name	Curt Skoog	Title	Mayor
Phone	+1 (816) 679-0608	Email	curt.skoog@opkansas.org
Services	Successful recruitments: City Manager (2022) and Chief Information Officer (2019)		

CITY OF ROCKVILLE, MARYLAND (POPULATION 70,000)

Name	Rob DiSpirito	Title	City Manager
Phone	+1 (240) 314 8102	Email	rdispirito@rockvillemd.gov
Services	Successful recruitments: Deputy City Manager (2021), Deputy Economic Development Director, Rockville Economic Development Inc. (REDI) (2021), Police Chief (2018), Director of Economic Development & CEO, REDI (2018)		

LANCASTER COUNTY, SOUTH CAROLINA (POPULATION 105,000)

Name	Steve Harper	Title	Chair, County Council
Phone	+1 (803) 804 5325	Email	steveharper@lancastercountysc.net
Services	Successful recruitments: County Administrator (2021), Director of Development Services (2019) and Deputy County Administrator (2018)		

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

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

Providing similar services to clients

Below is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2018.

LIST OF RELEVANT PROJECTS: PRESENT — 2018				
Year	Client	St	Project	Population
Current	Portland	ME	City Manager	66,595
Current	Spartanburg	SC	Assistant City Manager	38,732
Current	Warrenton	VA	Town Manager	10,057
2023	Belle Meade	TN	City Manager	2,912
2023	Beloit	WI	City Manager	36,657
2023	Fargo	ND	City Administrator	121,889
2022	Apex	NC	Assistant Town Manager	58,780
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Branson	MO	City Administrator	10,000
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Evans	CO	City Manager	22,165
2022	Golden	CO	City Manager	20,399
2022	Harrisonburg	VA	City Manager	54,033
2022	Hastings	NE	City Administrator	25,152
2022	Hutchinson	KS	City Administrator	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	Minnetrissa	MN	City Administrator	7,621
2022	North Kansas City	MO	City Administrator	4,477
2022	Oak Hill	TN	City Manager	4,587
2022	Overland Park	KS	City Manager	191,278
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	Willmar	MN	Assistant City Administrator	19,628
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733

LIST OF RELEVANT PROJECTS: PRESENT — 2018

Year	Client	St	Project	Population
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager	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	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Stonecrest	GA	City Clerk	54,202
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Comm Eco Dev Dir	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434

LIST OF RELEVANT PROJECTS: PRESENT — 2018

Year	Client	St	Project	Population
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Administrator/Public Utilities GM	3,453
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859

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 Buchanan's mission.

Delivering a professional fee estimate for the City of Buchanan

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 Buchanan's mission

We are excited about the opportunity to work with Buchanan and have prepared the below fee estimate to meet the City's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-on 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 for travel 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 City for any unpaid portion of the fee.

Feel free to direct all questions regarding the professional fee and project-related expenses to Art Davis via email at art.davis@bakertilly.com or via phone at +1 (816) 868 7042.

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 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

* BAKER TILLY MAY CONSIDER A PROFESSIONAL FEE REDUCTION OF 10% if the City of Buchanan is provided additional recruitments during the subsequent 12-month period.

OPTIONAL SERVICES FOR CONSIDERATION	FEE
<p>At your request, Baker Tilly can conduct a web-based community survey to help your organization identify key issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.</p>	\$2,000
<p>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 Buchanan at an hourly rate of \$300, plus expenses for additional work specifically requested by your organization that is outside of the scope of this project or as described in the proposed scope. Prior to beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required prior to commencing any additional services.</p>	\$300 per hour plus expenses

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES











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

Negotiations

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

Supporting Buchanan with our value-for-fees approach

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

 <p>A team that works with a similar client base and is ready to lead a smooth and beneficial transition</p>	 <p>Frequent check-ins and timely responses to your inquiries</p>	 <p>Controlled costs through a service approach designed for your organization; no surprise billing or add-on charges</p>	 <p>Knowledge retention through a commitment to staff continuity</p>	 <p>Proactive ideas and industry insight shared year-round via complimentary articles, toolkits, webinars, e-books, alerts, whitepapers and newsletters</p>
 <p>Support from the full breadth and depth of Baker Tilly's resources across the U.S. and around the world</p>	 <p>Practical, flexible and collaborative approach designed for your unique needs</p>	 <p>Full range of service solutions to grow with your needs</p>	 <p>Use of innovative technology and software tools to support real-time communication, efficiencies and compliance</p>	 <p>High level of experienced partner and manager involvement for a big-picture perspective</p>

COMMITMENT TO VALUE FOR FEES

Buchanan 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 and Belonging for Success (DIBS)

At Baker Tilly, DIBS is who we are rather than what we do. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. When our contributions reflect our individual best, we achieve better results for Buchanan.

Prioritizing Diversity, Inclusion and Belonging for Success (DIBS)

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.



**MEET SHANE LLOYD,
DIBS STRATEGY LEADER**
*In his role as Head of
Diversity, Inclusion and
Belonging at Baker Tilly,
Shane oversees our
company's DIBS initiatives
and serves on influential
national diversity and
inclusion boards.*

Throughout our firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences, including Shane Lloyd, who joined Baker Tilly as our [DIBS strategy](#) leader in 2021. Shane was named to the Washington Business Journal's 2022 "40 under 40," a prestigious list that recognizes individuals with impressive careers who demonstrate a strong commitment to philanthropy and community building.

Shane was also selected as Program Chair to The Conference Board's Diversity, Equity and Inclusion (DEI) Strategists Council I, where he will strategize on key topics and trends to educate and connect other senior DEI leaders in the corporate space. Read more about the council [here](#).

We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities. [Watch this video](#) to learn more about the ways Baker Tilly celebrates diversity, inclusion and belonging and values the contributions of every team member across our firm.

DIBS steering committee

Baker Tilly's national DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging.

A 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 signature initiatives described below and on the following pages.



**WE EMBED DIBS INTO ALL
ASPECTS OF OUR BUSINESS**
*From how we recruit, develop and
promote team members, to the
way we serve clients and treat
each other. Day in, day out.*



Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered and supports our advocacy of advancing women in business. It also helps us share knowledge gained with clients and creates a workforce that reflects our client base.

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. Diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. Our SOAR strategy rests on four key pillars: talent acquisition, advancement, education and awareness, and recognition.

NexGen: joining workforce generations



Today, four generations coexist in the workplace – baby boomers, Gen X, millennials and Gen Z – and each brings unique viewpoints influenced by events and experiences in their lifetime. 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. Key components of NexGen's vision involve discovering how different generations can build rewarding professional relationships that are mutually beneficial. NexGen amplifies the voices of our firm's next generation of professionals, providing leadership and growth opportunities along the way.

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. This effort includes involvement, support, understanding and acceptance from colleagues across our firm.

Racial Equity Action Plan (ACTION) and focus on social justice



Our firm developed an ACTION plan to support our strategic goal of increasing the retention of team members of color and to create positive change in our communities and our profession. As initial steps in our plan, we convened our DIBS steering committee and formed a racial equity advisory group consisting of a diverse group of team members. We then worked closely with a highly respected consulting firm to assess the current state of our workplace as it relates to diversity, inclusion and racial equity. We used their recommendations to refine our DIBS strategic plan and inform the next steps in our journey.

Baker Tilly team members continue to take the time to have difficult conversations and reflect deeply. Colleagues shared stories of how racism and discrimination affect their daily lives – stories they did not feel comfortable sharing before. Others gained new insight into their own unconscious biases and the steps needed to overcome them. We are committed to continuing on this learning journey and achieving tangible results together.

Baker Tilly Foundation support for racial justice advocacy



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation's board of directors, with input from our team members, selected key racial justice organizations as recipients of direct financial support from our firm with a commitment to match team member donations. Additionally, our local SOAR committees support social justice causes across the United States through event sponsorship, fundraising initiatives and volunteer engagement.

Baker Tilly backs Human Rights Campaign initiatives and national associations for accountants of color

In May 2022, Baker Tilly signed on to the Human Rights Campaign's [Business Statement Opposing Anti-LGBTQ State Legislation and Business Coalition for Equality Act](#), taking a stand against legislation that would attempt to exclude LGBTQ+ people from full participation in daily life and promoting workplace equality.

Baker Tilly is also expanding our connections and alignment with key professional organizations. We are a Platinum Sponsor of the 2022 National Association of Black Accountants (NABA) National Convention and a participant in conferences for the Ascend Pan-Asian professional network and the Association of Latino Professionals in Finance and Accounting (ALPFA).

Tone from the top: CEO Action for Diversity & Inclusion

CEO **ACT!ON** FOR DIVERSITY & INCLUSION

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#), a steering committee of CEOs focused on making diversity and inclusion a business priority. CEO Action for Diversity & Inclusion is the most extensive alliance of business leaders openly committed to sharing successful diversity initiatives and lessons learned. **As a member, Baker Tilly pledges to:**

- Make our workplace a safe place to have open conversations about diversity and inclusion
- Implement and expand unconscious bias education
- Share best, and unsuccessful, practices
- Create and share strategic inclusion and diversity plans with our board of partners



BAKER TILLY RECOGNIZED WITH PERFECT SCORE ON CORPORATE EQUALITY INDEX

The Human Rights Campaign awarded Baker Tilly 100 points out of 100 on the 2022 Corporate Equality Index (CEI), an industry-standard measure created to evaluate corporate policies, practices and benefits that support LGBTQ+ team members.

As evidence of our commitment to DIBS, examples of public recognition received in recent years are listed below.

PUBLIC RECOGNITION AND AWARDS FROM INDEPENDENT PUBLICATIONS FOR OUR DIBS EFFORTS

Named to the [Forbes Best Employers for Diversity 2022](#) list

Winner of the 2022 [Human Rights Campaign Foundation's Best Places to Work](#)

Ranked #7 in the [2023 Vault Accounting 25](#), receiving special recognition for improving our diversity scores in every area, including categories for women, racial/ethnic diversity, LGBTQ+ and overall diversity ranking

[Business Wire](#) and [Inside Public Accounting](#) articles on Shane Lloyd's appointment as Baker Tilly's Head of Diversity, Inclusion and Belonging

[Podcast with Shane Lloyd](#) on diversity

Host of 2020 "[Diversity Well Beyond the Theory: The 'how' in recruitment, retention and inclusion](#)" event in Tysons, Virginia

Recognition as 2018 [Corporate Partner of the Year](#) by the National Association of Black Accountants (NABA) Metropolitan Washington, D.C. Chapter

Winner of Corp! Magazine's "[Salute to Diversity](#)" Award

Journal of Accountancy article featuring Baker Tilly's diversity initiatives: "[The business case for diversity and inclusion at CPA firms](#)"

Pennsylvania Institute of Certified Public Accountants (PICPA) article by a Baker Tilly team member discussing her experience with diversity at our firm: "[CPA Now - My Experience with a Diversity Initiative](#)"

Twin Cities Business article highlighting Baker Tilly's commitment to our GROW initiative: "[All In: Hiring Women Executives](#)"



We do not view diversity, inclusion and belonging as a program or something we “have to do.” We genuinely believe this is who we are. This includes the way we recruit, how we develop and promote team members, how we serve clients and how we treat each other. This is not easy to do. It is much easier to roll out a program as “evidence” of our commitment. However, we are not interested in scratching the surface. We want to effect change for the long run — in our firm and in our profession.

Baker Tilly CEO, Alan Whitman



Appendix B: Sample brochure



CITY MANAGER

CITY OF WYOMING, MICHIGAN

First Review of Applications: March 8, 2023



PUBLIC SECTOR EXECUTIVE RECRUITMENT

THE COMMUNITY

The City of Wyoming, Michigan (pop.76,574), located in Kent County, is the second most populated community in the Grand Rapids metropolitan region of 1.1 million and offers a high quality of life to its residents and the surrounding communities. The City Council's vision for Wyoming is "a diverse, strong, and authentic community where all individuals have the opportunity to thrive." The city is located only 20 minutes from the award-winning Gerald R. Ford International Airport, 30 miles from beautiful Lake Michigan, and approximately two and a half hours from Detroit and Chicago.

The region boasts award-winning cultural and family activities such as the Gerald R. Ford Presidential Museum, art and children's museums, symphony, ballet, theater, and opera, the DeVos Convention Center and Performance Hall, the Van Andel Arena, the John Ball Zoo, an AHL hockey team and High-A baseball team, 18 colleges and universities, farmers markets, breweries, restaurants, shopping, parks, hiking and biking trails, beaches, and camping.

Wyoming has a growing population and is currently Michigan's 14th largest community and western Michigan's fourth largest industrial tax base, with a good mix of industrial, commercial, and residential property.

Through the creation of the Wyoming [re]Imagined Master Plan, the city aims to improve the quality of life for Wyoming's residents by articulating a cohesive vision and directing future growth and the allocation of resources in a strategic and equitable manner. Additionally, the proposed Wyoming City Center will reestablish 28th Street as a destination that creates a sense of place while supporting local businesses, providing additional housing, and bringing new jobs to the community through private development. As an active business community, the Wyoming-Kentwood Chamber of Commerce is an important part of developing business relationships in the area.

Wyoming has grown to have a diverse cultural base. Within the city are six public school districts, several parochial and charter schools, and a variety of faith-based communities. Amenities within the City of Wyoming include a YMCA, the University of Michigan Health-West hospital and health system, as well as many satellite centers for other highly respected regional health systems.



THE COMMUNITY

The city provides vibrant and engaging options for recreation and entertainment, including many bikeway trails, along with 21 city parks on 655 acres, with access to the 1,400-acre Millennium Park near city borders. Metro Cruise and Concerts in the Park are two community events that are enjoyed by residents and bring visitors and business opportunities to the community. In addition to its parks, the city has a Senior Center that is an area mecca for community activities, particularly those focusing on older adults. A branch of the Kent District Library, a 17-district public library system, of which the city was a founding member, occupies an eclectically designed city building.

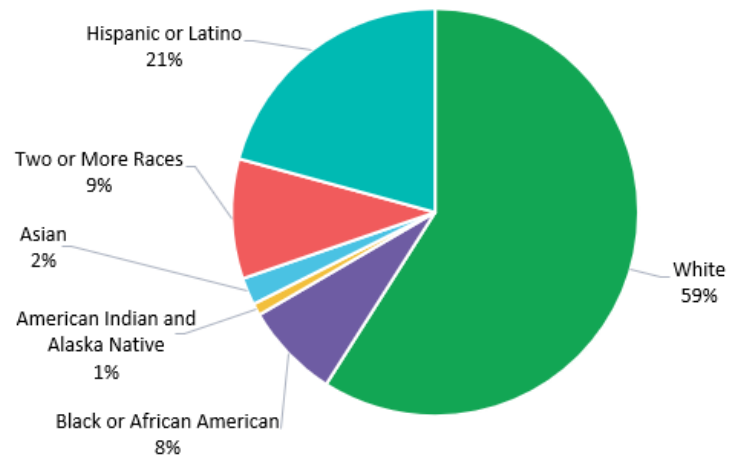
All this can be found in a region that is proud, independent, and growing. To learn more about the city, please visit the website at: <https://www.wyomingmi.gov/>.



The City at a Glance

Population:	76,749
FY 2022-23 budget:	\$113,797,409
Credit rating:	A+ by S&P
Full-time employees:	370
Part-time employees:	170
Geographic area:	24.5 sq. miles
Miles of roads:	275
Utility plants:	2 (water and wastewater)
Public transit routes:	21
Park land:	21 city parks on 655 acres
Recreation programs:	300 (varies annually)

Demographics of the City



U.S. Census 2021: <https://www.census.gov/quickfacts/wyomingcitymichigan>

Mission

Our mission at the City of Wyoming is simple: community, safety, stewardship.

Vision

A diverse, strong, and authentic community where all individuals have the opportunity to thrive.

THE ORGANIZATION

The city has a council-manager form of government. The Mayor and three Council members are elected on a non-partisan ballot by the city at-large, and three Council members are elected by wards. The City Council adopts city ordinances, appoints members to boards and commissions, and approves the annual city budget. The City Council appoints the city manager, city clerk, comptroller, and city attorney. The city manager serves as the city's chief administrative officer. Except for the purpose of inquiries, the City Council addresses administrative services through the city manager. The Mayor has additional responsibilities as the official head of the city, representing the city at various government functions on a local, state, and national basis.

The city provides the following services as authorized by charter: public safety (fire and police), highways and streets, water and wastewater systems, public improvements, planning and zoning, courts, elections, and general administration services. City departments include the city manager's office, human resources, finance, purchasing, assessing, treasury, information technology, city clerk, parks and recreation, community and economic development (planning, inspections, economic development, CDBG), public safety (police and fire), city attorney's office, public works (public service, traffic, engineering, fleet services), and utilities (wastewater and drinking water treatment plants). The city is also a co-employer for the 62-A District Court and the Wyoming Housing Commission.

The city currently employs approximately 370 full-time and 170 part-time employees who pursue the city's mission of "community, safety, stewardship" each day in service to the residents of the City of Wyoming. Full-time employees are represented by one of five bargaining units (Administrative and Supervisory Employees Association, City Employees Union, Firefighters Association, Police Officers Labor Council Wyoming Division, and Police Officers Labor Council Wyoming Command Division). The city also employs 23 full-time at-will employees who have individual employment agreements.

The city's fiscal year is July 1 to June 30, and the FY2023 budget is comprised of 23 funds and \$113.7M in expenditures, not including the pension, OPEB, or self-insurance funds. The budget and CAFR are available on the finance department page of the city's website at <https://www.wyomingmi.gov>.

Wyoming is renowned for its strong infrastructure system, including roads and utilities. The utility department is comprised of award-winning drinking water and wastewater treatment facilities and systems which continue to innovate and implement improvements. Wyoming's drinking water treatment facility provides water to over 240,000 people in 12 communities.

The department of public safety: police division has received the internationally respected Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation and serves residents with a philosophy of community-oriented policing, and partnerships with schools, businesses, and local, state, and federal police agencies. Wyoming's police department was reaccredited by CALEA in 2022. Of the nearly 18,000 law enforcement agencies nationwide, our department is one of only 770 agencies to receive this accreditation and only one of 12 in Michigan.



THE CITY MANAGER POSITION

Appointed by the City Council, the city manager functions as the chief administrative officer of the city, administers the policies and decisions made by Council, and oversees the day-to-day operations of the city government. The city manager coordinates the official business of the organization and prepares, submits, and administers the council-approved annual budget and capital improvement programs.

The City of Wyoming works in a highly collaborative civic environment which requires close communication and cooperation with partnering stakeholders. Some of the external partnerships include the Kent County Dispatch Authority, The Grand Valley Metro Council, Urban Managers and Mayors group (Metro 6), Grand Valley Regional Biosolids Authority, the Rapid public transit system, and the Kent County Waste-to-Energy Board.

The current city manager has served the city for over 26 years, 22 of them as city manager, and will be retiring in February 2023. The city manager reports to the City Council and supervises 12 executive-level positions. The city manager ensures compliance with laws and ordinances and is expected to attend all regular Council meetings with the right to take part in discussions and make recommendations. The city manager keeps the Council advised as to the city's financial condition along with any future needs of the organization. Currently, the charter offices of comptroller and city manager are combined by ordinance.





DESIRED ATTRIBUTES

The City of Wyoming is seeking a visionary, open-minded, approachable leader with a proven track record of managing a multi-faceted, high-performing organization. This leader will:

- Be approachable, open to listening to divergent perspectives, and willing to explore innovative ideas and partnerships.
- Have the conviction to make unpopular recommendations and facilitate dialogue on complex issues being considered by the City Council.
- Possess the necessary listening and communication skills, emotional intelligence, and political aptitude to anticipate and address City Council, staff, and community concerns.
- Possess the highest ethical standards and integrity and be adept at building and maintaining trusting relationships while balancing competing values and championing the public good.
- Be someone who works, leads, and manages in a collaborative manner and can work with Council members, staff, civic leaders, residents, and the business community to identify and implement strategic goals.
- Be an effective team builder focused on continuing the city's successful efforts in employee leadership development and succession planning. Skills in organizational development and building a strong leadership team are equally important. Experience in conflict resolution and working effectively with employee labor groups will also be an advantage.
- Possess experience in municipal finance and budgeting, with an ability to lead and manage a multi-faceted full-service organization.
- Have a record of success working on economic development projects and be knowledgeable about planning and development, land use, and housing. The city manager will be expected to effectively negotiate on behalf of the city with developers, neighborhood groups, and other governmental and nonprofit agencies.
- Preferably have experience working for a similar sized municipal or county organization or an organization of similar complexity in an executive and management capacity.
- Be comfortable in articulating policy discussions relating to issues of equity, diversity, and human relations – and possess the confidence and facilitation skills to bring a variety of diverse groups of people together.

LEADERSHIP OPPORTUNITIES & PRIORITIES

The city manager will provide dynamic organizational leadership, working with the executive leadership team to respond to the City Council, residents, businesses, and employees. During the first 12 to 18 months, the next city manager will be asked to address the following priorities:

Strategic Planning—Facilitate and implement strategic planning and goal setting with the City Council to provide greater clarity of vision, priorities, and goals based on the city’s current strengths, weaknesses, and opportunities.

Community and Economic Development—Assess, define, and forecast the city’s economic development goals, challenges, and benchmarks including innovative approaches, policies, and programs to improve the city’s long-term economic vitality.

Organizational Development—Assess current organizational structures to identify opportunities to enhance and improve organizational culture, efficiency, and effectiveness. This includes reviewing and pursuing methodologies focused on enhancing employee retention and recruitment and using best practices focused on improving organizational excellence.

Budget and Future Revenue Enhancement / Sustainability—Assess short and long-term financial trending of all revenue and expenditure sources and related policies and make recommendations of possible realignment to policies, cost recovery models and measurement systems to improve long-term sustainability, transparency, and alignment with strategic goals.

Enhanced Communications Strategies—Maintain existing strengths and continue to improve relations with the county, school districts, businesses, community organizations, municipal employees, and city council by reaching out to communicate issues of mutual interest in a transparent and sustained way. Work to fully develop and expand Wyoming’s overall communications strategy, including exploration of a city-centric mobile app. Complete and roll out the city’s updated branding strategy project.

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

City Center Project—The City of Wyoming has started the first phase of the engineering work for the \$55 million City Center project located on 28th Street near City Hall to create a “sense of place” and provide a gathering space for the community. The city manager will be responsible for project oversight including funding, contracting, and property acquisition.

Site 36—Since the 2009 closing of the former GM metal stamping plant, Wyoming worked cooperatively with myriad private and public parties for demolition, environmental remediation, and redevelopment of a 90-acre site. A city-owned community marketplace on 5 acres of the site is anticipated to be part of the redevelopment. \$90 to \$125 million of industrial development on the remainder of the site will result in hundreds of new jobs and an expanded tax base.

Water Transmission Main—The city is constructing a third water transmission main from Lake Michigan, to continue to serve the growing population of Wyoming and the 11 other communities served by the distribution system. The city manager will work with departments and stakeholders to provide financing and direction on the project.



EDUCATION AND EXPERIENCE

The ideal candidate will possess a bachelor's degree in public administration, business, finance, or a related field and a minimum of 10 years of closely related professional experience, including 5 years of progressively responsible experience as a city manager, assistant city manager, or department director. A graduate degree in public administration and 5 years of progressively responsible experience in an organization of comparable size or of similar service delivery complexity is preferred. The selected candidate will possess significant experience in municipal finance, budgeting, and economic development and have a strong grasp of land use and planning and zoning concepts. Any equivalent combination of education and experience that provides the required knowledge, skills, and abilities will be considered. Having a Michigan driver's license, or the ability to obtain one, is required. The future city manager will be strongly encouraged to reside within Wyoming city limits.

COMPENSATION AND BENEFITS

The City of Wyoming offers a market-competitive salary range from **\$175,000 to \$215,000**, depending on the selected candidate's qualifications and experience. The City of Wyoming provides an excellent benefits package which includes paid vacation, sick and holiday leave, and a full range of insurance benefits. The city contributes 8% to a Defined Contribution Plan, 4% of the average of the participants wages to a Post-Employment Health Plan (PEHP), a comprehensive health insurance plan (PPO) administered by Priority Health, dental insurance, vision insurance, life insurance, longevity pay, and an employee assistance program. Vehicle use, relocation reimbursement, and a performance bonus will be negotiated on a case-by-case basis.



APPLICATION AND SELECTION PROCESS

We invite qualified professionals to apply by visiting the link below:

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

This position is open until filled; first review of candidates will take place on **Wednesday, March 8, 2023**.

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 virtual or in-person interviews. 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 a criminal, civil, driving, and credit checks, academic verification, and to contact references. Pursuant to state or local laws governing access to public records, all information submitted and associated with an individual's applications, including resumes and cover letters, may be subject to public disclosure.

For more information, please contact Art.Davis@Bakertilly.com or call (816) 868-7042.

To learn more about the City of Wyoming, please see their website at <https://www.wyomingmi.gov/>

The City of Wyoming is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce.





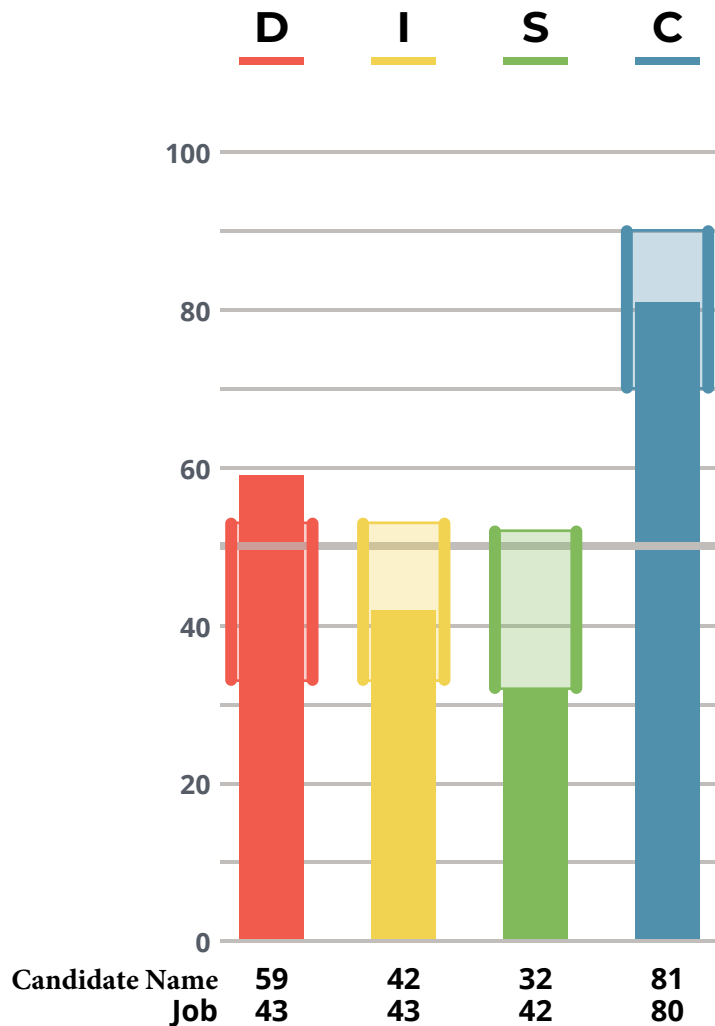
Appendix C: Sample TTI report


Workplace Behaviors®



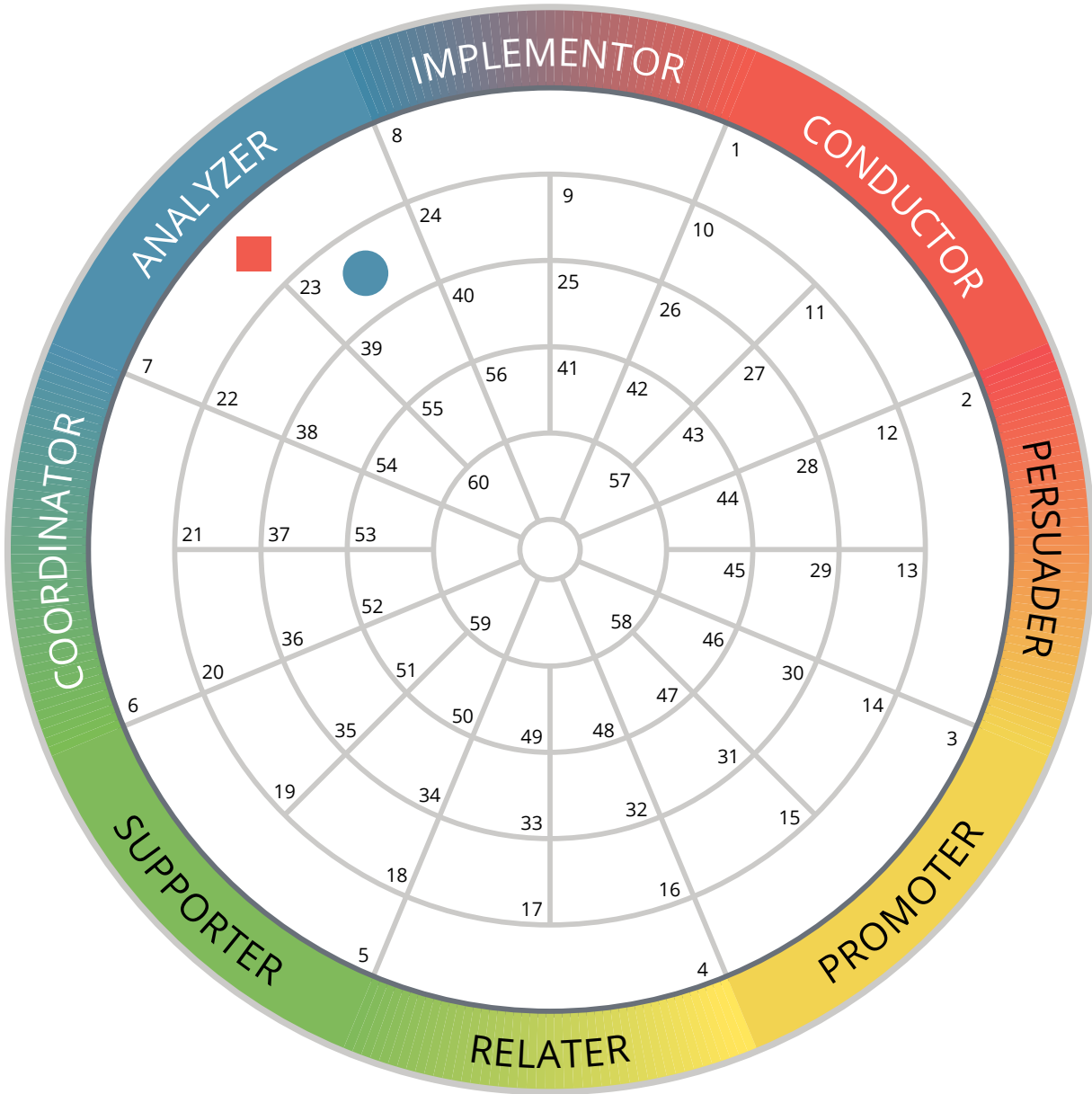
Candidate Name

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

Appendix D: Engagement team member resumes

DIRECTOR

Art Davis

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



Baker Tilly US, LLP

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Suite 300
Overland Park, KS 66211
United States

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art.davis@bakertilly.com

bakertilly.com

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
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

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

DIRECTOR

Patricia Heminover

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



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St. Paul, MN 55101
United States

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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, 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

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) 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)

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)

Prior to joining Baker Tilly, Anne served as an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention 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)
 - Task force on recruitment guidelines handbook
 - Task force on women in the profession
 - Task force on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of executive board
- Virginia women leading government

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 various disciplines including, state and local government, community and educational institutions.

Specific experience

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

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



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Education

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

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

Specific experience

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

MANAGER

Michelle Lopez

Michelle Lopez, a senior recruitment analyst 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 (currently pursuing)
Colorado State University – Global
Campus

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

Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Diane Segulia

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



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Education

University of Minnesota – partial
credits (Minneapolis, Minnesota)

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

Specific experience

- More than 10 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 important 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