



July 31, 2023

Village of Kronenwetter, Wisconsin

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

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

Controller



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1. Cover letter

July 31, 2023

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

Baker Tilly US, LLP
30 East Seventh Street, Suite 3025
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bakertilly.com

Delivered electronically to bbirklabarge@kronenwetter.org

Dear Bobbi Jo:

This proposal marks the beginning of a valuable relationship we plan to build with the Village of Kronenwetter (the Village). Based on what we have learned from you in your request for proposal (RFP) process, we are confident we are the right fit to serve you in selecting your next Village Administrator with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your community. Our proposal meets your RFP requirements and describes our unique proposition to enhance and protect value while meeting your key objectives.

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

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

<p>The right firm</p> <p>Kronenwetter will benefit from the qualifications, technology tools and expansive resources of our top 10 accounting and advisory firm, delivered with personalized attention and responsive service</p>	<p>The right experience</p> <p>We are structured around specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your organization and targeted public sector executive recruitment experience will help you thrive now and as you evolve.</p>	<p>The right team</p> <p>Your handpicked team of Value Architects™ includes technical and industry-specialized team members who understand your organization's requirements, challenges and opportunities. You will receive a tailored recruitment approach designed to meet your needs and exceed your expectations.</p>	<p>The right value</p> <p>We provide high-quality service for a fair and reasonable fee. Our significant level of project team leader involvement translates into responsive, efficient recruitment and the ability to deliver value throughout the engagement.</p>
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- **Customized profile development:** Working with the members of the Village Board and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next Village Administrator. We strive to understand how the Village of Kronenwetter's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements. We collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach will effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Management/leadership assessment:** Relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each candidate we present to you. Results are "Real," "Impactful," and "Powerful." Furthermore, based on scientific data, these results can provide more profound insights into the candidate's management traits and leadership styles.
- **Recorded video interviews:** We ask selected candidates (semi-finalists) to complete a recorded, one-way video interview using questions developed from your "candidate profile," which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Online application management:** We use NeoGov as our online application system. It provides for efficient management of applications and allows us to communicate in real time with applicants, engaging and informing them of each step in the search process. Within this system, we can access, review and evaluate prior applicants or individuals who have expressed interest in similar positions. Generally, these individuals may not be actively seeking a job but may be open to "the right opportunity." This is another benefit and advantage we provide our clients, enabling us to access more passive job seekers.

This proposal meets all the requirements of the RFP, and the offer tendered by the proposal will remain in full force and effect until and may be accepted by the Village at any time prior to 90 days beyond the deadline for submittal. The proposal details our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the Village of Kronenwetter.

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

Very truly yours,

BAKER TILLY US, LLP



Anne Lewis, Managing Director

Authorized representative

+1 (703) 923 8214 | anne.lewis@bakertilly.com



Patty Heminover, Director

Engagement leader

+1 (651) 223 3058 | patty.heminover@bakertilly.com

2. Statement of minimum qualifications

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

Project contacts and locations

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

Aligning key engagement team members with your goals

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

1,700+ recruitments

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

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

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

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

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

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

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER

Engagement leadership



Patricia Heminover — Director

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

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

Consulting team



Art Davis — Director

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

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



Nancy Hetrick — Managing director

267 East Campbell Ave, Suite 200, Campbell, CA 95008
+1 (408) 385 3412 | nancy.hetrick@bakertilly.com

Nancy is an experienced facilitator with expertise in strategic planning, team building, and facilitating problem-solving and process improvement initiatives. In addition, she is skilled in performance management, succession planning, organizational and process improvement, and budget development. Nancy led the County of San Mateo's Outcome-Based Management program and has supported local government clients with designing and implementing performance measurement systems. Nancy is an excellent facilitator and trainer. She has developed curriculum, conducted training on various topics, and routinely facilitates priority-setting and teambuilding workshops for cities, counties, and non-profit boards. Nancy is certified to administer the Myers-Briggs Type Indicator assessment instrument. Since her return to Management Partners (now Baker Tilly) in 2006, she has led projects with local governments, including the Bay Area cities of Rohnert Park, Redwood City, San Carlos, Fairfax, Orinda, Merced, Martinez, San Jose and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey, and Santa Clara.

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER



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

205 North Michigan Avenue, 28th Floor, Chicago, IL 60601
+1 (312) 240.3401 | yolanda.howze@bakertilly.com

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources with the City of University City, Missouri and director of human resources with the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II with Gallagher’s Human Resources Compensation & Consulting practice. She was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda’s experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis and a Master of Arts in public administration and policy analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP. Her peers selected her as the 2015 Texas Municipal Human Resources Association (TMHRA) Human Resources Professional of the Year.



Anne Lewis — Managing director

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

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



Edward G. Williams, Ph.D. — Director

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

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

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER

City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

Supporting team



Karen Edwards, SHRM-CP — Recruitment analyst

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

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



Michelle Lopez — Manager

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

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



Diane Segulia — Recruitment analyst

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

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



Carrie Thompson — Recruitment analyst

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

Carrie is a recruitment analyst with Baker Tilly's executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes

2. STATEMENT OF MINIMUM QUALIFICATIONS

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR KRONENWETTER

essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

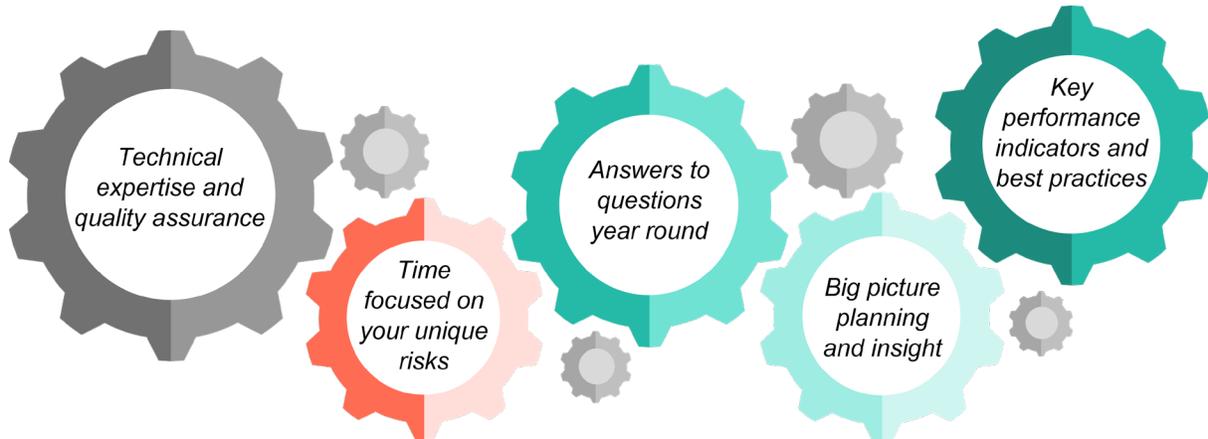
KRONENWETTER WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

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

Building trust and maximizing value with significant team member involvement

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

We are ready to serve you when you need us, where you need us and for as long as you need us. Whether it is an early-morning phone call or late-night email, we are here to give you peace of mind when it comes to executive recruitment. The graphic below details how we will build trust and maximize value with the Village of Kronenwetter.



COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™

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

3. References

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

Demonstrating successful relationships with similar clients

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

CITY OF WILLMAR, MINNESOTA

Name	Leslie Valiant	Title	City Administrator
Phone	+1 (320) 214-5160	Email	Lvaliant@willmarm.gov

CITY OF BELOIT, WISCONSIN

Name	Elizabeth Krueger	Title	City Attorney
Phone	+1 (608) 364-6623	Email	Kruegere@beloitwi.gov

LEAGUE OF MINNESOTA CITIES

Name	Donyelle Mikacevick	Title	HR Manager
Phone	+1 (651) 281-1201	Email	Dmikacevich@lmc.org

CITY OF ELGIN, ILLINOIS

Name	Rick Kozal	Title	City Manager
Phone	+1 (848) 931 -6633	Email	Kozal_R@cityofelgin.org

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

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

Providing similar services to clients

Following is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2020.

LIST OF RELEVANT PROJECTS: 2020 — PRESENT				
Year	Client	State	Project	Pop.
Current	Bemidji	MN	City Manager	14,570
Current	Canfield	OH	City Manager	7,605
Current	Fernley	NV	City Manager	22,343
Current	Freeport	ME	Town Manager	8,737
Current	Greenbelt	MD	City Manager	24,921
Current	Huber Heights	OH	City Manager	43,439
Current	Midland	TX	City Manager	132,520
Current	Perrysburg	OH	City Administrator	21,730
Current	West Fargo	ND	City Administrator	38,626
2023	Belle Meade	TN	City Manager	2,912
2023	Beloit	WI	City Manager	36,657
2023	Carrboro	NC	Assistant Town Manager	21,230
2023	Fargo	ND	City Administrator	121,889
2023	Highland Park	TX	Town Administrator	8,993
2023	Morehead City	NC	City Manager	9,556
2023	Portland	ME	City Manager	66,595
2023	Spartanburg	SC	Assistant City Manager	38,732
2023	Warrenton	VA	Town Manager	10,057
2023	Wyoming	MI	City Manager	76,501
2022	Apex	NC	Assistant Town Manager	58,780
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Branson	MO	City Administrator	10,000
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Evans	CO	City Manager	22,165
2022	Golden	CO	City Manager	20,399
2022	Harrisonburg	VA	City Manager	54,033
2022	Hastings	NE	City Administrator	25,152
2022	Hutchinson	KS	City Manager	40,006
2022	Joplin	MO	Assistant City Manager	50,386
2022	Kinston	NC	City Manager	20,083
2022	La Marque	TX	City Manager	16,627
2022	Minnetrista	MN	City Administrator	7,621

3. REFERENCES

LIST OF RELEVANT PROJECTS: 2020 — PRESENT

Year	Client	State	Project	Pop.
2022	Oak Hill	TN	City Manager	4,587
2022	Oakland	CA	Deputy City Admin	440,646
2022	Overland Park	KS	City Manager	191,278
2022	Plain City	OH	Village Administrator	4,065
2022	Port Arthur	TX	Assistant City Manager	53,937
2022	Salisbury	NC	City Manager	33,727
2022	Shorewood	MN	City Administrator	7,974
2022	Spicer	MN	City Administrator	1,188
2022	Staunton	VA	City Manager	25,750
2022	Westminster	CO	City Manager	116,317
2022	Willmar	MN	Asst City Administrator	19,628
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Admin/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager	192,294
2021	Greeley	CO	City Manager	105,888
2021	Huntington Beach	CA	Interim Admin Services Director	200,259
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Riverside	OH	City Manager	25,093
2021	Rockville	MD	Deputy City Manager	66,940
2021	Scotts Valley	CA	Interim City Manager	12,000
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Sidney	OH	City Manager	20,590
2021	Stonecrest	GA	City Clerk	54,202
2021	Windsor	CA	Interim Town Manager	27,447
2021	Woodlawn	OH	Village Manager	3,365
2020	Clayton	OH	City Manager	13,269
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Community Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317

3. REFERENCES

LIST OF RELEVANT PROJECTS: 2020 — PRESENT				
Year	Client	State	Project	Pop.
2020	Middletown	OH	City Manager	48,121
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	Springdale	OH	Assistant City Administrator	11,223
2020	St. Joseph	MO	City Manager	74,959

4. Organizational background

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

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions. We are passionate about enhancing and protecting our clients' value, which is a collective effort by everyone across our firm. The Village of Kronenwetter will receive an exceptional experience for your governance team and — ultimately — those you serve. Below are some key facts about our firm.



550+
administration
recruitments



1,700+
recruitments
since 2000



60+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

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

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 92 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



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

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

Providing our firm's current form of ownership

Baker Tilly is a limited liability partnership.

Considering changes in ownership structure

As part of our firm’s growth strategy, Baker Tilly continually seeks opportunities to acquire firms that closely fit our culture. We are currently considering various options; however, we have not finalized any specific information. Baker Tilly is not looking to be acquired by another firm.

We do not anticipate significant changes that would affect our commitment to Kronenwetter or our level of client service from either a firmwide perspective or from our local offices.

Celebrating our recent combination with Management Partners

In October 2022, Management Partners combined with Baker Tilly US, LLP (Baker Tilly) to create a premier public sector consulting practice. The fast pace of change in local government – from towns to cities to counties – is not slowing down. To continue serving and improving communities, local leaders need trusted consultants to help navigate change. This combination adds a unique and significant layer of experience to Baker Tilly’s robust public sector practice. Our project team members are former local government leaders and managers stemming from all operational facets. They have nearly three decades of field-tested techniques and proven methodologies.



Sharing a culture of values with the Village of Kronenwetter to serve as the foundation of our lasting relationship

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

 <p>BELONGING</p> <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>COLLABORATION</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>INTEGRITY</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>PASSION</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>STEWARDSHIP</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>
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SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

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

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

Why Baker Tilly is ideally suited to serve Kronenwetter

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

WHAT WE UNDERSTAND THE VILLAGE NEEDS	HOW WE WILL DELIVER
<p>Carefully structured process supported by technology</p>	<ul style="list-style-type: none"> • Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates. • Leverage the search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform. • Efficient management of candidate information and providing the Village Board with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.
<p>Public sector recruiting specialization and experience</p>	<ul style="list-style-type: none"> • Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. • Successfully recruited more than 1,700 executive-level positions within villages, counties, school districts and public and not-for-profit organizations since 2000.
<p>Thorough candidate evaluation</p>	<ul style="list-style-type: none"> • Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the Village of its access to established managers and rising stars. • Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.
<p>Diversity in executive recruitment</p>	<ul style="list-style-type: none"> • Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. • Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.
<p>Delivering value on the Village’s budget</p>	<ul style="list-style-type: none"> • Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. • Work closely to meet the Village’s needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.

4. ORGANIZATIONAL BACKGROUND

WHAT WE UNDERSTAND THE VILLAGE NEEDS	HOW WE WILL DELIVER
Triple Guarantee	<ul style="list-style-type: none"> • Focus on assisting with your executive recruitment until you make an appointment. • Guarantee your executive recruitment for 12 months against termination or resignation for any reason — or we will come back to fill your Village Administrator position for no additional professional fee. • Commitment not to directly solicit any candidates selected under this contract for another position while employed with your organization.
Transparency and confidentiality	<ul style="list-style-type: none"> • No preconceived notions or expectations about the Village and prospective candidates. • Work closely with the Village to make sure the process is transparent. • Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.
Keeping the Village involved and minimizing disruption	<ul style="list-style-type: none"> • Comprehensive process incorporates the active participation of the Village Board at key steps in the process. • Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. • Village staff can focus on their primary and assigned functions while Baker Tilly manages the search process.

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS

The Village of Kronenwetter will benefit from our understanding of best practices within the executive recruitment space.

5. Fee proposal

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

Public sector specialization

Baker Tilly has served local governments since our establishment more than 92 years ago. We are one of the few professional services firms with a state and local government practice dedicated entirely to serving governmental clients.

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



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

More than 350 Baker Tilly professionals — including nearly 30 partners and principals — focus directly on serving state and local governments, providing hundreds of thousands of client service hours annually to the public sector.

Our practice serves nearly 4,000 state and local government entities nationwide, including villages, counties, municipalities, school districts, public utilities and transit organizations. Your team is ready to help you solve the obstacles between you and your goals.

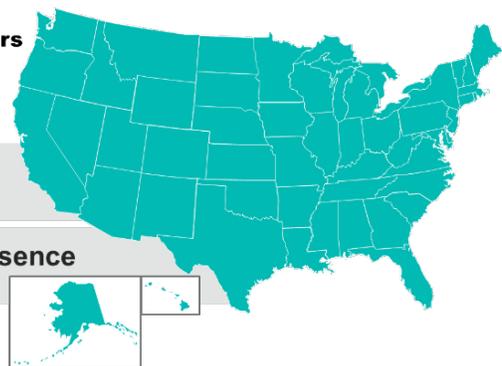
Public sector: experience that matters

nearly **4,000** public sector clients

90+ years industry experience

Coast-to-coast presence Industry trainers and thought leaders

States where Baker Tilly has served public sector clients



Organizational management and human capital services

OUR COMBINED SERVICES INCLUDE:		
<ul style="list-style-type: none"> Classification and compensation 	<ul style="list-style-type: none"> Organizational assessments 	<ul style="list-style-type: none"> Organization development
<ul style="list-style-type: none"> Executive recruitment 	<ul style="list-style-type: none"> Executive coaching 	<ul style="list-style-type: none"> Succession planning
<ul style="list-style-type: none"> Performance management 	<ul style="list-style-type: none"> Management services 	<ul style="list-style-type: none"> Process improvement
<ul style="list-style-type: none"> Strategic and business planning 	<ul style="list-style-type: none"> Financial planning, budgeting and analysis 	<ul style="list-style-type: none"> Service sharing and service consolidation
<ul style="list-style-type: none"> Performance assessment 	<ul style="list-style-type: none"> Internal audit 	

MEETING KRONENWETTER'S HUMAN CAPITAL NEEDS

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

Our highly regarded executive recruitment process

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

TASKS	PROCESS
1. Recruitment brochure development and advertising	<ul style="list-style-type: none"> We schedule and meet with members of the Village Board and key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations. Then we will use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.
2. Execution of recruitment strategy and identification of quality candidates	<ul style="list-style-type: none"> Using your approved profile, we develop a colorful, informative and appealing brochure. Then, we embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile. Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects we identify by building a detailed query into our searchable applicant database. Using our applicant tracking system, we communicate with all applicants about the process, established timelines and the next steps.
3. Screening of applications, review of semi-finalists and selection of finalists	<ul style="list-style-type: none"> Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires. At the same time, the project team conducts a comprehensive web and social media scan to elicit information relevant to employment and the continuation in our process. We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile. Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 10 to 15 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses.

TASKS	PROCESS
	<ul style="list-style-type: none"> We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process.
<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 10 current or former supervisors, peers or direct reports from each finalist to contact as references. We provide a report summarizing all responses to our customized reference questionnaire. We verify academic credentials and professional certifications. We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to hiring the finalists you interview. We provide a comprehensive reference check and report for each finalist.
<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.

Understanding your needs to help achieve your objectives and mission

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

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications most important to your organization for this recruitment.

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

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

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

The Baker Tilly executive recruitment process

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

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

Task 1: Kickoff, marketing, recruitment and outreach

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

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

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

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

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

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

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

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

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

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

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

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none"> Online data collection and profile development Development of an interactive, searchable applicant database for the recruitment of your Village Administrator Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy 	4-5 weeks

	<ul style="list-style-type: none"> Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics 	
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Task 3: Screening of applicants and recommendation of semi-finalists

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to 10 to 15 semifinalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews, and recorded and one-way video interviews.

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

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

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

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

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

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:	
• Consumer credit	• Bankruptcy
• City/county – criminal	• State district Superior Court – criminal
• City/county – civil litigation	• State district Superior Court – civil litigation
• Judgment/tax lien	• Federal district - criminal
• Motor vehicle driving record	• Federal district – civil litigation
• Educational verification	• Sex offender registry

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

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

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

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

Task 5: Final interview process

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

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

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

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

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

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between Kronenwetter’s elected officials and the new Village Administrator. We offer the following fee-based supplementary services to encourage growth and positive change.

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

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

Recruiting a diverse candidate pool for the Village of Kronenwetter

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

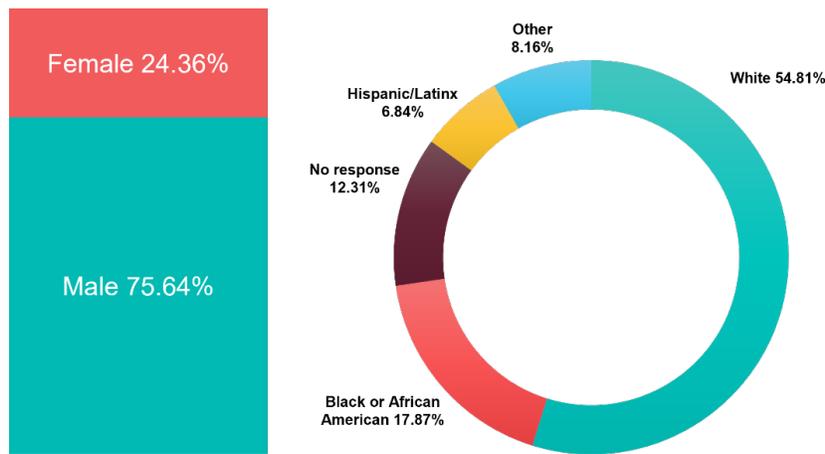
Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA’s National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established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

As a leader in the executive recruitment industry, we take positive actions to prevent and remedy any discriminatory effects of business and employment practices.

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

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

This past year, 88% of our applicants provided their race, and 87% shared their gender during the recruiting process. We saw a 1.97% increase in the number of Hispanic/Latinx applicants we presented to clients and a 2.28% increase in female applicants over the same timeframe in 2021. The demographic breakdown of 704 candidates presented was as follows:



DIVERSITY IN RECRUITMENT

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

Triple Guarantee

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

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

1. First, we commit to conducting your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until you select a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason), we will repeat the executive search at no additional professional fee

but will include project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.

3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains in your employment.

Co-developing a timeline to meet Kronenwetter’s deadlines

A typical timeline is 90-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. For this proposal, target dates are to be determined. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement. The following is an example of a timeline for an executive recruitment process.

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

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS

The Village of Kronenwetter’s time is valuable. We will co-develop a timeline to provide the Village’s executive recruitment services on time.

Delivering a professional fee estimate for the Village of Kronenwetter

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

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

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

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

PROPOSED SERVICES	FEES
Phase I	
Task 1 — Candidate profile development/advertising/marketing	\$6,190
Task 2 — Identify quality candidates	\$4,390
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists	\$6,280
Task 4 — Reference checks, background checks and academic verifications	\$3,500
Phase III	
Task 5 — Final process/on-site interviews with finalists	\$6,590
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$26,950

OPTIONAL SERVICES FOR CONSIDERATION	FEE
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.	\$1,650
On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Kronenwetter at an hourly rate of \$300 plus expenses for additional work requested explicitly by your organization outside this project’s scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.	\$300 per hour plus expenses

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES

The Village of Kronenwetter may benefit from the additional services we offer. All additional services will be billed with the express consent and agreement with the Village.

Negotiations

The proposed fees are guaranteed for the term of any resulting contract.

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

Supporting Kronenwetter with our value-for-fees approach

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

 <p>A team that works with a similar client base and is ready to lead a smooth recruitment</p>	 <p>Frequent check-ins and timely responses to your inquiries</p>	 <p>Controlled costs through a service approach designed for your organization</p>	 <p>Knowledge retention through a commitment to staff continuity</p>
 <p>High level of experienced manager involvement for a successful recruitment</p>	 <p>Practical, flexible and collaborative approach designed for your unique needs</p>	 <p>Full range of service solutions to grow with your needs</p>	 <p>Use of innovative technology and software tools to support real-time communication and efficiencies</p>

COMMITMENT TO VALUE FOR FEES

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

Appendix A: Engagement team member resumes

DIRECTOR

Patricia Heminover

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



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Education

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

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

Master of Education, administration
Minnesota State University – Mankato

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

DIRECTOR

Art Davis

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



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Education

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

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

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

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- More than 15 years of experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

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

MANAGING DIRECTOR

Nancy Hetrick

Nancy Hetrick is a managing director with Baker Tilly's public sector advisory practice.



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Education

Bachelor of Arts in political science, public administration concentration
California State University, Chico

Nancy is an experienced facilitator with expertise in strategic planning, team building and facilitating problem-solving and process improvement initiatives. In addition, she is skilled in performance management, succession planning, organizational and process improvement, and budget development.

Nancy led the County of San Mateo's Outcome-Based Management program and has supported local government clients with designing and implementing performance measurement systems. Nancy is an excellent facilitator and trainer. She has developed a curriculum, conducted training on various topics, and routinely facilitates priority-setting and team building workshops for cities, counties and not-for-profit boards.

Since 2006, she has led projects with local governments, including the Bay Area cities of Rohnert Park, Redwood City, San Carlos, Fairfax, Orinda, Merced, Martinez, San Jose and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey and Santa Clara.

Specific experience

- Local government professional with more than 25 years of local government and consulting experience
- Completed hundreds of consulting engagements for local government clients, including in the areas of strategic planning, organization design, workforce and succession planning, performance management, and all forms of teambuilding
- Seasoned facilitator with expertise in team building, strategic planning and governance engagements for both appointed and elected teams
- Oversaw budget and administrative activities of the criminal justice departments and led San Mateo County's Outcome-Based Management program on behalf of County leadership
- Certified in administering the Myers-Briggs Type Indicator (MBTI), DiSC, and other assessment tools

Industry involvement

- Municipal Management Association of Northern California (MMANC)
- Cal-ICMA, Talent Development Team

DIRECTOR

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

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



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Education

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

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

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

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

MANAGING DIRECTOR

Anne Lewis

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



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Education

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

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

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

DIRECTOR

Edward G. Williams, Ph.D.

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



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Education

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

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

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

Languages

English
Spanish

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

Specific experience

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

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



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Education

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

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

Specific experience

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

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

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



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Education

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

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

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

Specific experience

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

RECRUITMENT ANALYST

Diane Segulia

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



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Education

University of Minnesota – partial credits (Minneapolis, Minnesota)

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

Specific experience

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

RECRUITMENT ANALYST

Carrie Thompson

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



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Education

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

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

Specific experience

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

Community involvement

- Mission trip volunteer with Herndon United Methodist Church

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

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



**MEET SHANE LLOYD,
DIBS STRATEGY LEADER**

In his role as head of diversity, inclusion, belonging and societal impact at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.

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

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

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

Growth and Retention of Women (GROW)



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

Supporting Opportunity, Advancement and Recognition (SOAR)



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

NexGen: Joining workforce generations



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

PRIDE team member network



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

Baker Tilly Foundation



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



Appendix C: Sample brochure



Beloit
WISCONSIN



CITY MANAGER

CITY OF BELOIT, WISCONSIN

First Review of Applications: November 11, 2022



PUBLIC SECTOR EXECUTIVE RECRUITMENT

BELOIT COMMUNITY

The Beloit community prides itself on its diversity, heritage, resiliency, and entrepreneurial spirit. Located along the Wisconsin-Illinois border, this transforming community is developing quickly and presents significant opportunities for the future. The City of Beloit serves as the Gateway to Wisconsin, located near Interstates 39/90 and Interstate 43. Beloit is strategically located for convenient access to much of the upper Midwest and the major metropolitan areas located in this region of the country. The City's diverse population estimate is 36,162; however, the Greater Beloit market area is home to 110,000 residents. The City is especially proud of its recreational amenities, including its beautiful riverfront, providing recreational and special event facilities, biking and hiking paths, and other amenities actively used on a year-round basis.

The City Center has undergone a complete transformation in the last decade and includes a charming downtown with tree-lined streets serving the pre-20th century commercial buildings, the internationally renowned Beloit College and beautiful, historic residential neighborhoods. Newer neighborhoods provide modern housing amenities in all price ranges, from entry level to high-end, custom-built homes. Beloit combines the qualities of metropolitan living with the charm and neighborliness of a small town.

The junction of two interstate highways in Beloit provides excellent transportation to the area, connecting the community to Milwaukee, Madison, Rockford and Chicago – all within a short drive. Because of its excellent geographic location, Beloit has enjoyed a history of supporting manufacturing, warehousing, and distribution centers for many major corporations.



395
FTEs



36,162
Population

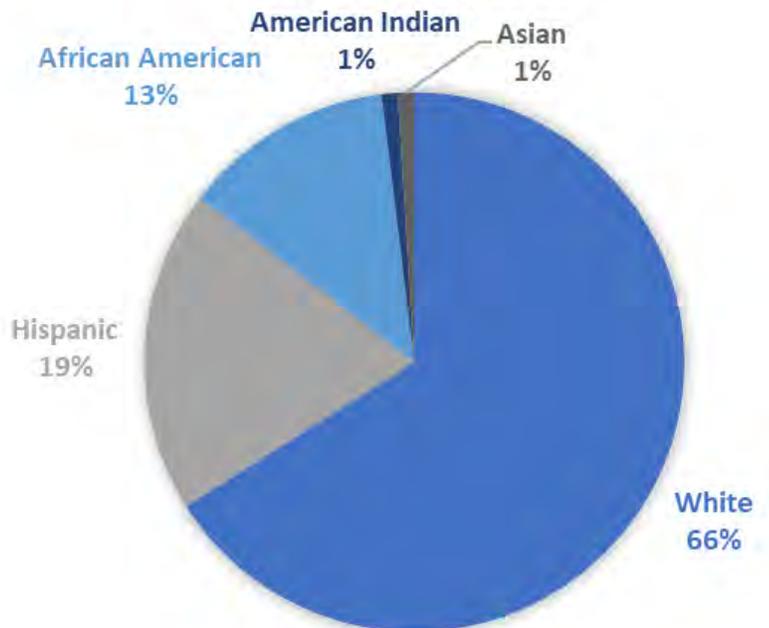


AA-
Standard & Poor's
Credit Rating



\$149M
City Budget—
All Funds

DEMOGRAPHICS



THE MUNICIPAL ORGANIZATION

The City of Beloit, founded in 1836 and incorporated as a city in 1856, has operated under the statutory form of Council-Manager government since 1929. The City Council is the policy-making body of the City and consists of seven members who are elected on a non-partisan basis for two-year overlapping terms of office. A Council President, who serves as the Chair of the Council, is selected from among the Council by its Members. The City Manager is considered by statute to be the CEO of the municipal corporation. The Manager is appointed by the Council as a whole and is responsible for the overall supervision and administration of the City government.

The City of Beloit provides comprehensive municipal services, which includes full-time police and fire protection including emergency medical services; the construction and maintenance of City streets; refuse collection and disposal; community planning and development; economic development; a complete parks and recreation program; and public library. The City operates as municipal enterprises a golf course; cemeteries; the sewer, water and storm water utilities; mass transit; and public housing. Natural gas and electricity are provided by Alliant Energy.

The City enjoys a strong financial position with an AA- credit rating by Standard and Poor's reflecting its growing economy and healthy operating reserves. The City of Beloit has adopted a 2022 all-funds operating budget of \$149 million (operating - \$83.2 million, capital - \$52.2 million, internal services funds – \$13.6 million).

City services are provided by approximately 350 full-time employees in the following departments: City Manager, Fire, Police, Library, Public Works, Community Development, Economic Development, Finance and Administrative Services, Information Technology, Human Resources, and City Attorney.

MISSION STATEMENT

The City of Beloit's mission is to provide outstanding public service.



CORE ORGANIZATIONAL VALUES

- B – Be Safe:** Safety comes first. We each play a role in the health, safety and welfare of the public at large and must act in ways that enhance our own personal safety, the safety of our co-workers and those we serve.
- E – Ethical Behavior:** We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other. We do what we say we are going to do.
- L – Leadership:** Is developed and shared throughout the organization with an emphasis on continuous improvement.
- O – Outstanding Public Service:** We are committed to providing outstanding services to our diverse public and internal customers.
- I – Inclusion of Diverse People and Ideas, Creating a Sense of Belonging:** We respect the unique contributions of our fellow employees, residents, groups, and organizations throughout the community by seeking out their opinions, talents, and needs.
- T – Teamwork to Creatively Solve Problems:** We are a team of diverse employees, working internally across departments and divisions, as well as externally with our many stakeholders to creatively solve problems.

NEIGHBORHOOD AND CULTURAL AMENITIES

The community is home to beautiful parks, numerous cultural opportunities, and caring neighborhoods. Beloit has over 900 acres of scenic parks which provide ample areas for active and passive recreation. Nearly 200 civic, youth, music, art, garden, professional service, social, veteran, and fraternal organizations bring enrichment to all who join. The City is also home to a Chamber orchestra and a Civic Theater that are both very popular. Each year, Beloit hosts an international film festival that lasts for two weeks and brings in visitors from all over the world. An active YMCA facility as well as a Boys and Girls Club offer a variety of recreational and educational opportunities. Beloit has a strong faith community with over 70 churches representing 26 denominations.

Numerous attractions and venues which draw visitors and enhance the quality of life for residents in the community include the Welty Environmental Center, Krueger-Haskell Golf Course, Beloit College Poetry Garden, the restored Beckman Mill, Logan Museum of Anthropology, the Beloit Historical Societies' Lincoln Center Museum and the Hanchett-Bartlett Homestead.

A brand-new Minor League ballpark was opened in 2021, offering an enhanced fan experience for baseball fans in Beloit and beyond. Home of the Beloit Sky Carp Minor League baseball team, the ABC Supply Stadium offers state-of-the-art amenities while serving as a multi-purpose, year-round event center in downtown Beloit.

Beloit's riverfront park system includes vibrant community spaces for all and extends through downtown Beloit along the east bank of the Rock River. Riverside Park hosts concerts every Friday evening in the summer months, cultural festivals, and events for children and families, including paddleboat rentals and a canoe/kayak launch. Beloit has the second largest Farmer's Market in the state of Wisconsin with more than 5,000 people attending every Saturday morning in the late spring through the early fall.

The City's robust Public Library is a source of community pride. A part of a repurposed, aging shopping mall, the Library represents the best of Beloit's renaissance with a state-of-the-art facility that is enjoyed by residents and visitors of all ages. The Library has partnered with Blackhawk Technical College to provide several educational spaces, as well as a heavily utilized community spaces which have become a gathering place for community organizations.



BELOIT'S BUSINESS COMMUNITY

The City's economy is diverse and very active. Greater Beloit is the home of numerous industrial firms, several corporate headquarters, and many retail establishments.

- Beloit is also home to the worldwide headquarters of the Hendricks Companies including ABC Supply, Hendricks Holdings and Hendricks Commercial Properties, an involved and dedicated corporate resident.
- Other major employers in the Greater Beloit area include the Amazon, Beloit Health System, School District of Beloit, Birds Eye, Taylor Company, Frito-Lay, Amazon, Beloit College, Kerry America, Fairbanks Morse Defense, Kettle Foods, and Hormel Foods.
- Downtown Beloit is the historical, economic, cultural and social center of the community. Located north of the confluence of the Rock River and Turtle Creek, the downtown is anchored by a core of historic buildings and the redeveloped Ironworks office and industrial campus.
- The City's 450-acre Gateway Business Park located along Interstate 39/90, holds numerous manufacturing, industrial and office campuses. The business park also includes office, multi-family and single family uses. The Gateway Business Park is currently home to G5 Brewing Company, NorthStar Medical Radioisotopes, Pratt Industries, Amazon, Staples, Chicago Fittings, and Kettle Foods.
- Final approval for a Ho-Chunk Casino in Beloit was granted by the federal government in May 2022. The Ho-Chunk Nation owns 32 acres of land in Beloit and construction is expected to start in 2023. The complex will include one of the largest casinos in the state, as well as a 300-room hotel, 45,000 square feet of meeting and convention space, and a waterpark.

EDUCATIONAL OPPORTUNITIES

The City is served by Beloit School District which serves nearly 6,000 students with six elementary schools, four intermediate schools, and one high school. The Lincoln Academy, a new tuition-free public charter school, serves students in grades 4K through 12. The Lincoln Academy specializes in project-based and experiential learning models by providing career exploration and real opportunities and choices for graduates. Beloit Turner School District covers portions of the City of Beloit and has an elementary school, intermediate school, and a high school. The City is also served by a few private schools.

The City is also the host community to Beloit College, located just a block from Downtown Beloit. Beloit College is a private liberal arts college chartered in 1846. Today, Beloit College, with an enrollment of 1,300 students from 43 states and 39 countries, enjoys a national reputation for excellence. From its 40-acre wooded campus, the College serves as a cultural center for the community, offering a wide variety of theatre productions, lectures, concerts, and art exhibitions. Beloit College is one of the oldest institutions of higher learning in the state of Wisconsin and provides innovative educational programs for community residents of all ages as well as undergraduate degrees in 50 fields of study. Blackhawk Technical College has class offerings in Beloit as well as a main campus located between Beloit and Janesville. Blackhawk Technical College provides technical training to Rock County area students as well as current workers and designs customized training for area employers.



THE POSITION

The City Manager has full appointing and oversight authority for the operation of the various City divisions and departments and has the responsibility of carrying out policies adopted by the Council. The leadership team is comprised of the City Attorney/Deputy City Manager, Community Development Director, Economic Development Director, Finance and Administrative Services Director, Fire Chief, Human Resources Director, Information Technology Director, Police Chief, and Public Works Director.

Management and Leadership Traits:

- Functions as the face of the City; is involved in community events and makes connections with local businesses and industries; appreciates and celebrates the diversity of the community.
- Engages with staff and builds one-on-one relationships; has a strong ability to inspire, motivate, and instill confidence and pride in staff and leadership.
- Proven and successful visionary leader who upholds City values, leads by example, and inspires respect and trust.
- Strategic and innovative thinker who is approachable and responsive to all stakeholders; brings creative ideas to the table and presents complete information so City Council can make informed decisions; provides realistic expectations.
- Good fiscal steward that fosters and promotes a culture of accountability and transparency.
- Diplomatic, apolitical, open-minded, innovative, forward thinker, and a professional who embraces input and can build consensus on even contentious issues. Be honest, trustworthy, warm, and responsive, able to build rapport with anyone.
- Visionary that works collaboratively with internal and external stakeholders to promote new business development, economic development and redevelopment.
- Embraces the community, the region and the regional partners with a genuine desire to engage and where appropriate work with residents, businesses, neighboring governmental units, the education community, and not for profit organizations.
- Possesses complete integrity that exemplifies professional and personal characteristics of impeccable behavior which meet the highest ethical standards.



LEADERSHIP OPPORTUNITIES

Community Engagement—The next City Manager is expected to be the “Face” of the City both externally and internally. They will need to have a high comfort of social engagement coupled with experience in developing effective multi-faceted outreach, engagement, and social media programs to connect the City, its programs and services, its employees, its residents, and stakeholders.

Communication—The next City Manager is expected to provide engaging and transparent information to staff, residents and stakeholders using inclusive modern and strategic methods.

Community and Economic Development—The City of Beloit is currently pursuing several economic development projects that will complement the historic nature and character of the community. The next City Manager will collaborate with a host of community stakeholders committed to working with minimum bureaucracy.

Housing—Beloit is experiencing a housing issue similar to many other markets across Wisconsin that is causing a shortage of homes in all price ranges. The next City Manager will work to find systematic approaches to address these issues including affordable housing.

Marketing and Community Image— Beloit has an image, and that image to the outside world may be very different to what the community knows to be true. The City Manager will help develop a strategic plan to enhance and promote the City’s image and to highlight the many successes Beloit has achieved.

Recruitment and Retention— As with any service-driven organization in the current work environment, the ability to attract and retain excellent talent is an ongoing challenge. The next City Manager will work with the staff to improve employees’ work-life balance. The City leaders would like to see greater diversity among the organization’s staff, reflective of the city’s demographics.

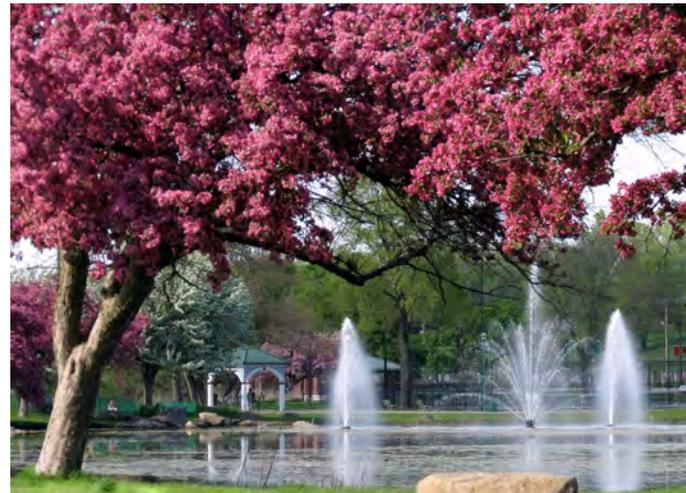
EDUCATION AND EXPERIENCE

The ideal candidate will have a Bachelor’s degree in public administration, public policy, planning or related field; a Master’s degree is highly desirable. The candidate must have a minimum of 7 or more years of progressive leadership/ management experience in a similarly complex community with the ability to show competence in key operational areas of city government including finance, budgeting, public safety, public works, and economic development. An International City Manager Association Credentialed Manager and / or Local Government Executive Institute education is highly preferred.

COMPENSATION AND BENEFITS

The City of Beloit is offering an attractive hiring salary range of \$170,000 to \$185,000, commensurate with experience and qualifications. The City of Beloit offers an excellent benefits package including 90% medical / dental premiums paid by the City, car allowance, cell phone, holidays, sick, vacation, and participation in the Wisconsin Retirement System, which is administered by the State. Residency within the City is expected and relocation assistance is negotiable.

The City seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQIA+ individuals, people with disabilities, and veterans to apply.



APPLICATION AND SELECTION PROCESS

We invite qualified professionals to submit a cover letter and resume by visiting our website at:

[GovernmentJobs.com/Careers/BakerTilly](https://www.governmentjobs.com/careers/bakertilly)

This position is open until filled; however, a first review of resumes will occur on **November 11 2022**. Following this date, applications will be screened against criteria outlined in this brochure. The City will consider offering an interview to those candidates named as Finalists, with reference, background, and academic verification checks conducted after receiving candidates' permission. The City will reimburse expenses for in-person interviews. For more information, please contact:

Patty Heminover

Patty.Heminover@Bakertilly.com

(651) 968 7841

Yolanda Howze

Yolanda.Howze@Bakertilly.com

(312) 240-3401

The City of Beloit is an Affirmative Action/Equal Employment Opportunity Employer. To learn more about the City of Beloit, please visit their website at: <https://www.beloitwi.gov/>



Wells Fargo Place

30 East 7th Street, Suite 3025 | St. Paul, MN | 55101 | [bakertilly.com](https://www.bakertilly.com)



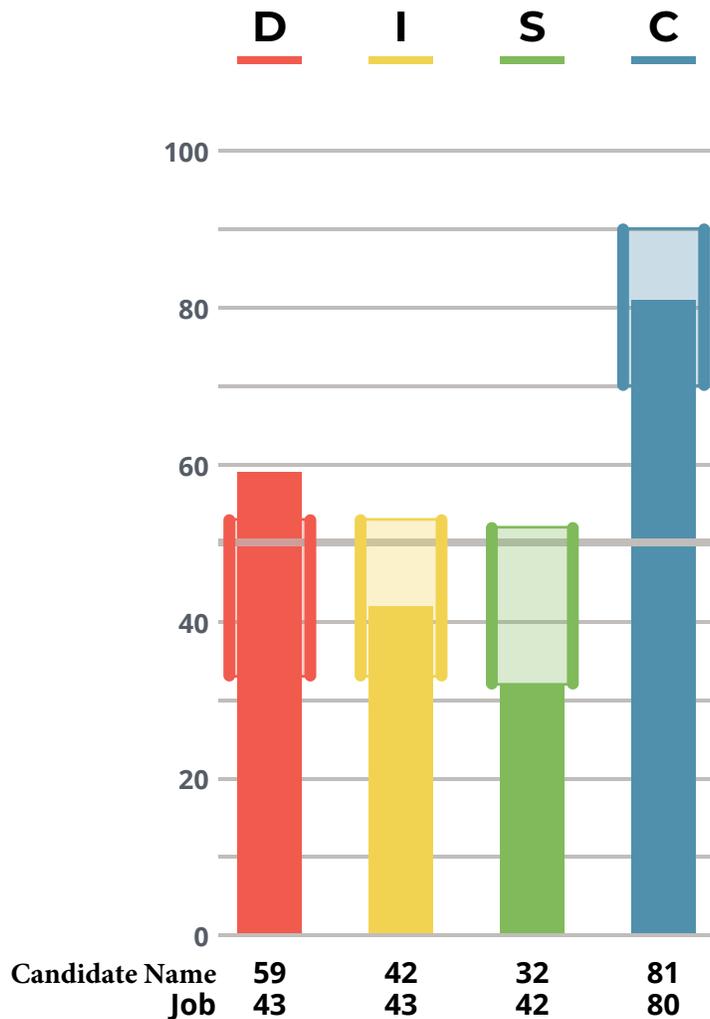
Appendix D: Sample TTI report

Workplace Behaviors®



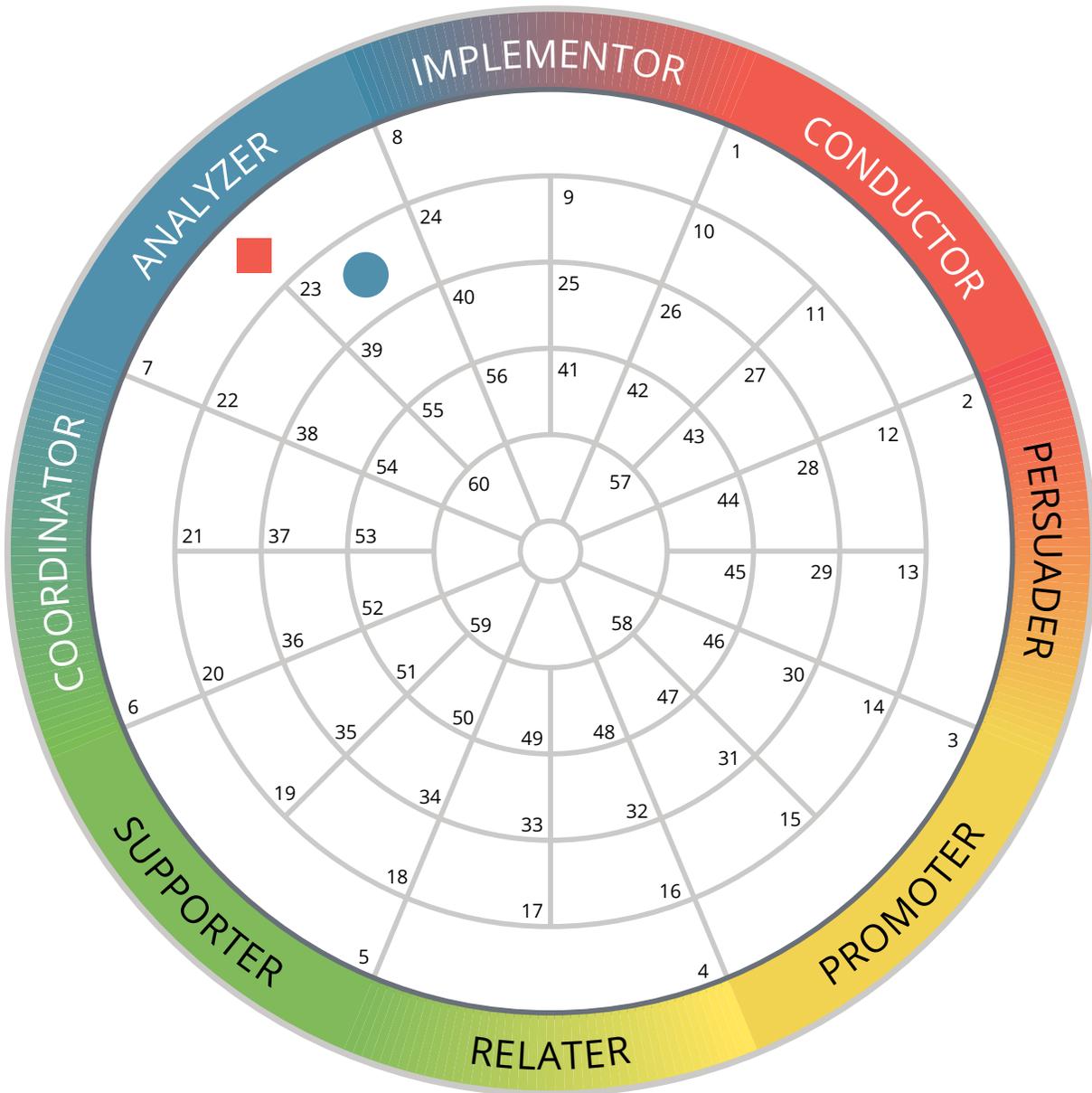
Candidate Name

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



 Job Range (20 point range)

The Success Insights® Wheel



■ Job - (7) ANALYZER

● Candidate Name - (23) IMPLEMENTING ANALYZER

Comparison Analysis

For Consulting And Coaching



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

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

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

 Exact match
  Fair compatibility
  Good compatibility
  Poor compatibility
  Over-focused