



NORTH BRANCH —Minnesota—

Kevin Schieber
Mayor

Robert Canada
Councilmember/Acting Mayor

Travis Miles
Councilmember

Kelly Neider
Councilmember

Peter Schaps
Councilmember

**CITY COUNCIL
WORKSESSION AGENDA
TUESDAY, JUNE 4, 2024 @ 3:00 PM
CITY HALL, 6408 ELM STREET, NORTH
BRANCH, MN 55056**

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. CITY ADMINISTRATOR EXECUTIVE SEARCH FIRM INTERVIEWS
 - a. 3:00 PM - South Central Service Cooperative
 - b. 4:00 PM - GMP Consultants
 - c. 5:00 PM - Baker Tilly
5. ADJOURNMENT

INFO
INFO
INFO

Since we do not have time to discuss every point presented, it may seem that decisions are preconceived. However, background information is provided to the City Council on each Agenda item in advance from Staff and appointed Commissions; and decisions are based on this information and past experiences. In addition some items may also have been discussed preliminarily at Council Work Sessions. If you are aware of information that has not been discussed, please raise your hand to be recognized. Comments that are pertinent are appreciated. Items requiring excessive time may be continued to another meeting.



EXECUTIVE SEARCH SERVICES

CITY OF NORTH BRANCH, MINNESOTA

Proposal By:

Mike Humpal, CEcD



www.mnscsc.org

Proposal For:

Human Resources



www.ci.north-branch.mn.us

South Central Service Cooperative (SCSC) appreciates the opportunity to present this proposal to the City of North Branch for Executive Search Services. SCSC's highly skilled staff has many years of collective experience in all aspects of local government.

GENERAL BACKGROUND

Since 1976, South Central Service Cooperative has been facilitating programs and services between local governments and school districts across south central Minnesota. We work with these entities in the nine-county region on projects or contracted services that help promote cooperation by pooling human and financial resources. We believe services are most efficient and cost effective when implemented at a regional level rather than a "one size fits all approach," which may occur when mandates are managed at the state and federal levels. Facilitating services regionally creates economies of scale and maintains a consistency in the process that positively affects local governments and school districts.

EXPERIENCED LEADERSHIP

Mike Humpal, CEcD, Manager of Local Government Solutions, will serve as team leader for the City of North Branch. Humpal has a bachelor's degree and master's degree in public administration, along with being a certified Economic Developer. Humpal has more than 30 years of local government experience, including 18 years as an Assistant City Administrator and City Administrator responsible for hiring senior management for the City of Fairmont. Humpal is assisted by SCSC team members: **Wendell Sande**, Director, Insurance Services Director, Advisory Services; **Hannah Keltgen**, Manager of Wellness and Marketing Communications; **Roberta Jensen**, Marketing Communications Specialist, **Crista Krosch**, Marketing Communications Support; **Jessica Maday**, Administrative Services Coordinator; and **Crystal Hanson**, Practitioner & Founder South Creek HR.

PROJECT SCOPE

- Meet with North Branch city staff and council to provide an overview of the search process.
- Meet with the mayor, city council, and staff to create a position profile, job description, and a set of goals for the City Administrator.
- Create a search calendar and timeline.
- Recruit candidates for the position.
- Facilitate both preliminary and final candidate screenings, and make recommendations for interview selections.
- Assist the city council with the interview process.
- Meet with city council to facilitate the decision on the new City Administrator and develop an Employment Agreement for the position as needed.
- Provide mentoring to the new City Administrator.

SERVICES

- SCSC will provide the city council with an overall strategy and recruitment process for the City Administrator.
- SCSC will develop a job announcement, position profile, and advertisement for the position with professional organizations whose focus is local government. SCSC staff will also reach out to individuals within the field to make them aware of the open position and search process.
- SCSC will promote the open position on select job placement sites (e.g., Association of Minnesota Counties, League of Minnesota Cities, Iowa and Wisconsin League of Cities, International City Managers Association, and National Association of Counties Recruitment Resources) and through social media (e.g., Facebook & LinkedIn).
- SCSC staff will complete a review of the applications, provide a leadership management assessment and PXT assessment, and complete reference checks and criminal background histories.
- SCSC will provide the city council with weekly updates on the status of the process and a general summary of each applicant's experience and background.
- SCSC will provide the city council a preliminary list of the top 10 applicants.
- SCSC will provide five candidates to the city council with the goal of interviewing the top four candidates. The fifth candidate will be an alternate in case one drops out. Each member of the council will receive a profile folder with all the pertinent information about the top four candidates to review in advance of the interviews.
- SCSC will arrange and attend a public meet and greet of the candidates allowing the city council, staff, and community members the opportunity to meet the candidates before the interview process begins.
- At the direction of the city council and in cooperation with the North Branch City Attorney, SCSC staff will present an employment agreement and negotiate with the chosen candidate.

PROPOSED TIME AND COST ALLOCATION

South Central Service Cooperative proposes to complete this executive search as outlined not to exceed \$15,500.00*. This fee includes:

Executive Search Time / Cost Allocation:

- Conduct the initial meeting with city council search committee
- Create an application packet and announcement documents
- Review and rank applications
- Provide search committee a short list of applicants
- Contact references for top five candidates
- Call or hold virtual meetings with top five candidates to perform management/leadership assessments
- Prepare and summarize support documents and conduct background checks
- Organize and attend a community/candidates Meet and Greet event
- Participate in interview-related meetings with the city council
- Prepare an offer letter including bullet points for terms of employment agreement as directed by the city council
- Negotiate the employment agreement, including all discussions with the city attorney and candidate
- Administrative and Marketing Communications staff time
- Travel costs

\$11,500.00

Additional Cost Allocations

- Arrange for a leadership-management assessment and PXT assessment
- Staff time contingency
- Background checks
- Publication and advertising
- Printed materials for council binders

\$ 4,000.00

TOTAL (to be invoiced at conclusion of search)

\$15,500.00

*Two-year Timeframe: if another executive search is required within two years, SCSC will complete the search at no additional fee.

PREVIOUS SEARCHES/ REFERENCES

For a listing of completed searches, see pages 5 & 6. Please feel free to contact the following regarding their experience working with SCSC on their recent executive searches:

- Rob Mason, City Administrator (Retired), City of East Gull Lake, MN / 218-828-9279
- David Braun, Mayor, City of Wells, MN / 507-327-9840
- Dawn Kratzke, Mayor, City of Gaylord, MN / 507-237-2338
- Daryl Glassmaker, Mayor, City of Byron, MN / 507-273-1680
- Joe Martin, County Administrator, Le Sueur County, MN / 507-357-8220

I look forward to speaking with you regarding the Executive Search for the City of North Branch. Please do not hesitate to contact me with questions or clarifications.

Respectfully,



Mike Humpal, CEcD
Manager, Local Government Solutions
South Central Service Cooperative

2075 Lookout Drive
North Mankato, MN 56003
Mobile: 507-236-7651
mhumpal@mnsccsc.org

RECENT SEARCHES



City of Oronoco, Minnesota



The City of
Blooming Prairie, Mn



(Multiple)

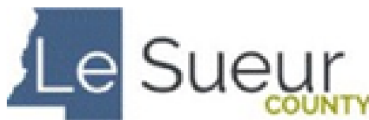
BYRON *Minnesota*
Where Neighbors Become Family. Welcome Home.



Hector, Minnesota



(Multiple)



City of
Mountain Lake



(Public Works)



(Multiple)



(Multiple)



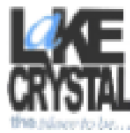
(Multiple)



INTERIM ADMINISTRATOR/ MANAGEMENT PLACEMENTS



City of Madison Lake
(Multiple)



City of
Mountain Lake 

MEET OUR TEAM



Mike Humpal
Manager

Manager of Local Government Solutions at South Central Service Cooperative. Mike Humpal holds a bachelor's degree in public administration from Northern Arizona University, and a master's degree in public administration from the University of Nebraska, and also received his Certified Economic Developer (CEcD). Humpal has more than 30 years of local government experience and served as a Community Economic Development Specialist for the Omaha Metropolitan Area Planning Agency. In addition, he served as City Administrator/Community Development Director for the City of Fairmont.

Founder and HR Practitioner of South Creek HR, a consulting firm specializing in developing leaders and providing Human Resources expertise to small and mid-sized businesses of all industries. Crystal Hanson has over 18 years of experience and holds a master's degree in human resources and industrial relations from the Carlson School of Management at the University of Minnesota. While Hanson's HR background runs deep, her professional passions include coaching leaders, building cohesive teams, digging into the pulse of organizations, and helping managers solve their own unique leadership challenges.



Crystal Hanson
HR Practitioner

MEET OUR TEAM



Wendell Sande

Director

Advisory Services Director at the SCSC, Wendell Sande oversees the provision of services to local government within the SCSC service area. Sande has a bachelor's degree in accounting from Minnesota State University-Mankato. He has worked in public accounting, the private industry, and has 40 years of experience in local government finance, economic development, and administration. He currently serves on the board of Southeastern Minnesota 504 Development Incorporated. In addition, Sande has a Certificate of Achievement in Local Government Finance from the Government Finance Officer Association.

Manager of Wellness and Marketing Communication, Hannah Keltgen has a bachelor's degree from Mankato State University, Mankato with over eight years of Human Resources experience working in the private sector and public-school systems. She is recognized as a results-oriented leader who strategically leverages her skills to drive motivation, retention, and talent acquisition initiatives. Keltgen is committed to empowering organizations to maximize the potential of their most valuable asset – their people. She is dedicated to helping individuals realize their full potential, encouraging them to bring their authentic selves to the workplace and contribute their best to the team.



Hannah Keltgen

Manager

DRAFT TIMELINE 5/13/24.

For the search for a new city administrator for North Branch, Minnesota

June 11 City finalizes search decision.

June 12 – 18-time frame Meet with search committee, staff, and city council.

June 17 – July 8 Develop strategy, expectations, job description position announcement brochure, and other advertising documents.

July 8-10 approval of job expectations and position announcement and advertising information. I can work with city staff to approve this information. Voting by the council is not required.

July 12 Advertise position for thirty days.

July/August Review application packets as they come in, rate application packets based on set criteria. The City Council receives updates every 7 to 10 days with a summary of the number of applicants and a general summary of each applicant's education and experience.

August 12 Advertising for the position concludes.

Final Application review

August 20 Provide a summary of the top 10 applicants scoring highest based upon resume experience etc.

August 26 September 13 SCSC Zoom meeting with top candidates, PXT, leadership management assessment, Reference checks background checks.

September 16 – 20 timeframe City Council review top 5 candidate summaries/Schedule Interviews

September? The City Council receives Candidate packets for review.

Week of September 30 or October 7th Interviews

Day 1 candidates meet/interview with city staff and other groups as requested. Public meet and greet with the candidates, 5:00pm–6:30pm

Day 2 City council interviews candidates/deliberate and decides on a new City Administrator.

Two to Three days after interviews Negotiate employment agreement.

City Council vote on employment agreement and appoint new city administrator Next city council meeting.

Mid to late November or when available New City Administrator start date.



MAY 2024

City Administrator Recruitment Proposal

FOR THE CITY OF NORTH BRANCH, MN

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com



Proposal Title: GMP Consultants
City of North Branch
City Administrator Recruitment Proposal

Company: GMP Consultants
7041 Cascade Ave SE
Snoqualmie, WA 98065

Contact: Greg Prothman
President
206 714 9499
greg@gmphr.com

Submittal Date: May 6, 2024

May 6, 2024

Mr. Kevin Schieber
Mayor
City of North Branch
6408 Elem Street
North Branch, MN 55056

Dear Mayor Schieber,

Thank you for the opportunity to provide a proposal to assist the City of North Branch with the recruitment of its next City Administrator. We are well positioned to assist the City with this important recruitment as we have recently completed successful recruitments for the City of Oak Park Heights, City Administrator and the City of Brainard, City Administrator.

GMP MISSION AND VALUES

GMP Consultants Mission is to provide exceptional executive search, interim placements, and organizational consulting services to partner with our clients to provide the highest quality services to their residents.

GMP Consultants are all former public sector management practitioner who were selected not only because of their specific expertise in management but also because of their commitment to providing quality local government services and adherence to the ethics of the International City Managers Association.

Our focus as a Company is to first understand the values and vision of our local government clients and then source quality candidates who best fit with the community. GMP believes in the tenets of quality management such as good communication and teamwork, transparency, respect and community values as a foundation for providing excellent municipal services. Our consultants endeavor to model these behaviors with all clients with whom we partner with, and we believe this philosophy aligns well with the City of North Branch's Values and Vision of providing thier residents with an excellent quality of life

ABOUT GMP CONSULTANTS

GMP Consultants is a public sector executive search firm with a collective 225 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, management information systems, and finance.

Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 600 executives searches including 150 city/county management searches. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

Our Philosophy

Our business philosophy centers on the understanding that this is a "people" related industry. We have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe that attention to others' needs is the key to effective customer service.

Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants.

- **Service & Relationship** - Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** – With 12 former city managers from across the nation our consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.
- **Minnesota City Management Experience** - Our consultants are seasoned and successful Minnesota state city manager practitioners with long-term tenures and extensive experience in conducting national searches

Project Team Members

Jeff Weldon - Lead Project Consultant

Jeff served 29 years in municipal management in Minnesota and South Dakota including city administrator for Redwood Falls, MN; and assistant city administrator for Apple Valley, MN as well as city manager for Brookings and Yankton, SD. Jeff was also an adjunct instructor at South Dakota State University in Public Administration and State and Local Government. Jeff currently serves local government managers in Minnesota and South Dakota with career and professional development as a Senior Advisor for the state associations. Jeff holds a Bachelor's Degree from Minnesota State University and a Master's Degree from Hamline University. He was active with the Coalition of Greater Minnesota Cities, Minnesota City/County Management Association, South Dakota Municipal League, and the International City Management Association (ICMA). Jeff is a strong advocate for community involvement and has been involved with his church, the United Way, Rotary and Lions clubs, and the Chamber of Commerce. Jeff and his wife, Tracie, have two grown children and five grandchildren. His hobbies and spare time activities include camping, boating, fishing, golf, travel, woodworking, pencil sketching and reading presidential biographies and Civil War history.

Matt Fulton – Co Project Consultant

Matt brings over 30 years of local government leadership experience serving as a city manager in small (7,000 pop.) and large organizations (65,000 pop.) in Minnesota and Wisconsin. He has worked in suburban and full service environments as well as in fully developed and fast growing communities. During his career, Matt has had the opportunity to provide leadership at the local, state, national, and International levels, including serving as a Regional Vice President on the ICMA Executive Board of Directors, a member on the Minnesota League of Cities Board of Directors, and as President of the Minnesota City/County Management Association. He is recognized as an innovative and proactive professional, with a focus on strengthening civic engagement and assessing organizational and community performance. Over the past four years, he has served as Polco's VP for National Engagement, helping local governments build stronger engagement approaches and assessing performance, from the perspective of residents and community stakeholders. His continual engagement with community leaders across the country has helped him strengthen his already strong national network of talented local government professionals and organizational connections. Matt has a Master's degree in Public Administration from the University of Wisconsin and an undergraduate degree in urban planning from the University of Minnesota.

Kate Hansen – Recruitment Manager

Kate is a certified Project Management Professional (PMP) with a background in business, nonprofit, and fire administration. She has served as a Public Records Officer as well as a political campaign manager, and brings a distinguishing blend of attention to detail, creativity, and critical thinking. Kate holds a B.A. in Theatre from Chapman University with an emphasis on stage management.

Sarah Marsh – Content Designer

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two books honored by the National Council for the Social Studies.

Brenda Gabbittas - Candidate Manager

Brenda has over a decade of experience working with many communities around the globe in both public and private sectors. She leans on her experiences to build lasting relationships with everyone she works with while delivering unparalleled levels of service. Brenda holds a Bachelor's of Education in Early Childhood Development from Utah Valley University.

We believe our proven process provides a best practices approach to attracting high quality candidates and ensuring a good fit for your organization. As the leader in public sector executive search, we stand by our work by offering an **18-month guarantee** on your selection!

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or Greg@gmphr.com. I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,



Greg M. Prothman
President
GMP Consultants

GMP Consultants

City of North Branch

City Administrator Recruitment Proposal

METHODOLOGY & SCOPE OF WORK

GMP Consultants have conducted hundreds of successful executive searches refining our process along the way. We provide the workplan, but you are in charge. We customize every recruitment to meet your needs. We partner with you to find a highly qualified candidate who is the perfect "fit" for your organization, we promise!

Information Gathering & Recruitment Profile Development

Review and Finalize Search Process and Schedule

We'll meet with the City Council to review:

- The project scope of work and process
- Project schedule
- Identify the geographic scope of the recruitment
- Review the compensation package
- Identify key stakeholders
- Identify a staff contact in addition to the Mayor to ensure timely communication and information transfers

Profile Research and Stakeholder meetings

Our goal is to thoroughly understand your organization, current challenges, preferred qualifications as well as the timeline for this recruitment. We would ask to meet with:

- City Council members individually
- Management team
- Advisory Boards & Commission members
- Selected community members
- Municipal Partners (County, School District etc.)
- Business leaders including the Chamber of Commerce
- Other stakeholders as identified
- Review the current job duties and update as needed
- Review all relevant documents

City Administrator Job Description Update and Adoption

Based on information from interviews with the City Council and other stakeholders, we will facilitate the adoption of a City Administrator job description.

Develop, Review, and Approve a Detailed Recruitment Profile & Invitation

We'll create a detailed recruitment profile highlighting the strengths of your job opportunity. If requested, we will assist in reviewing the position compensation and will make recommendations that are consistent with comparable agencies and the market. Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- The Organization & Position
- The Ideal Candidate
- Challenges & Opportunities
- Compensation & Benefits
- Your social media (if applicable)

Strategic Marketing

Targeted Recruitments - Having 20 plus years of designing and implementing national recruitments, GMP Consultants will create and conduct a nationwide recruitment and candidate generation process, employing recruitment strategies designed to encourage competitive applicants from diverse backgrounds and experiences. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse.

We will develop a national advertising strategy placing ads in websites, job boards, periodicals, and social media such as LinkedIn.

- Intl. City Managers Association (ICMA)
- League of Minnesota Cities
- Minnesota City Managers Association
- Wisconsin League of Municipalities
- Iowa League of Cities
- Illinois Municipal League
- Michigan Municipal League
- League of Nebraska Municipalities
- Indiana Associations of Towns & Cities
- Wisconsin City Managers Association
- Iowa City Managers Association
- Illinois City Managers Association
- Michigan City Managers Association
- Indiana City Managers Association
- National Forum for Black Public Administrators
- The League of Women in Government
- Local Government Hispanic Network
- Careers in Government
- Government Jobs
- GMP Job Board
- GMP LinkedIn Site

Development of Candidate Database for Direct Mail Invitations - We will mail approximately 500 to 700 letters of invitation to city managers/administrators in the mid-western United States. We will also email an invitation to apply to over 4000 city managers & administrators across the nation.

Candidate Screening and Short List Presentation

Candidate Application Materials - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and professional references.

Selection & Interview of Semifinalists - We review all candidate application materials and identify the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

Search Work Session – We meet with you to review semifinalists (not to exceed 12). Prior to the meeting we send you each applicant's cover letter, resume, essay questions, the consultant semifinal interview notes, and candidate summary sheet. The City Council selects the finalist candidates and designs the final interviews.

Final Interviews and Selection

Design and Preparation of Final Interviews - We help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We tailor the process to fit your needs and prepare all the candidate materials for the interviews.

Reference & Background Checks - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

Candidate Travel - We help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements.

Final Interviews & Selection - The City Council (and advisory panels if used) interview finalists. We facilitate a debrief with all panel participants. After the debrief, we facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research. Our consultants have extensive experience in facilitating city councils and helping them come to consensus.

Candidate Appointment - We facilitate potential contract elements with the City Council. Once your top candidate has been selected, we will assist as needed with the job offer, contract negotiations, and employment agreement.

Commitment to Diversity, Equity and Inclusion

Local government serves all community members regardless of ethnicity, gender, race, background, or economy. We see firsthand how diversity and inclusion in the workforce enhances and enriches local governments' capacity to better understand, communicate, and serve all residents of their communities. GMP is proud of its record of providing our clients with diverse candidate pools. GMP's is committed to sourcing and actively seeking out diverse candidate pools leading to selections in senior level public sector positions.

RECRUITMENT SCHEDULE

Recruitments take approximately 90 days to complete, anticipate the project beginning the week of June 17th.

Kickoff Meeting	Week 1	North Branch & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Weeks 3 - 7	GMP: Post online ads; send direct mailing
First Review	Week 8 -9	GMP: Conduct preliminary interviews with most promising candidates
Work Session	Week 10	GMP & North Branch: Meet to review semifinalists and choose finalist candidates
Final Interview Preparation	Week 11-12	GMP: Conduct background & reference checks, complete final Interviews schedule, coordinate travel with candidates
Final Interviews	Week 12	North Branch: Hosts finalist interviews North Branch: Makes hiring selection

BUDGET & DELIVERABLES

The fee for conducting a City Administrator recruitment is \$15,000. The professional fee covers all consultant and staff time required to conduct the recruitment. Expenses are additional. Professional fees are billed in three equal installments:

First Installment - \$5000

Project kick off meeting
Information gathering & recruitment profile development
Job Description Review
Strategic marketing completed

Second Installment - \$5000

Semifinal interviews completed
Candidate presentation work session completed

Third Installment - \$5000

Candidate selection & acceptance

The City will be responsible for reimbursing expenses incurred on the City's behalf which are billed monthly. Expenses include:

- Websites, job boards and other advertising (est. \$1,600 - 1,900 est.)
- Direct mail announcements (est. \$1,400 - 1,900 est.)
- Consultant travel: Hotel, Mileage at IRS rate and \$65 per hour
- Background checks (est. \$225 per candidate)

Any additional work requested by the City beyond the scope of the proposal is billed at \$185 per hour. The City has the right to cancel the search at any time, the only responsibility would be the fees and expenses incurred prior to cancellation.

GUARANTEE & WARRANTY

Should the selected candidate leave the employment of the City within the first 18 months of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.

PROFESSIONAL REFERENCES

City of Blaine, MN pop. 70,000

Michelle Wolfe, City Manager
mwolfe@blainemn.gov
763 785 6121
Finance Director – just completed

Gunnison County, CO pop. 17,000+

Matthew Birnie, County Manager
MBirnie@gunnisoncounty.org
970-641-3061
County Manager
Asst. County Manager

City of Oak Park Heights, MN pop. 4,692

Mary McComber, Mayor
marymcomber@aol.com
(651) 351-7879
City Administrator - just completed

City of Belgrade, MT pop. 11,075

Neil Cardwell, City Manager
ncardwell@cityofbelgrade.net
406-388-3760
City Manager
Assistant City Manager – recently completed

CURRENT SEARCHES BY GMP CONSULTANTS

In progress Recruitments

City of Moab, UT

City Manager

City of Shady Grove, OR

City Administrator

City of Brainard, MN

Utilities Director

Greys Harbor County, WA

County Administrator

City of Scappoose, OR

City Manager

Crook County, OR

County Manager

Recently Completed

City of Brainard, MN

City Administrator

City of Oak Park Heights, MN

City Administrator

City of Blaine, MN

Finance Director

City of Belgrade, MT

Assistant City Manager

City of Canby, OR

City Administrator

City of Cottage Grove, OR

City Manager

City of Kennewick, WA

City Manager

Completed in the last 12 months

Gunnison County, CO

Assistant County Manager

City of Livingston, MT

City Manager

City of Lacey, WA

City Manager

City of Tumwater, WA

City Administrator

City of Sammamish, WA

City Manager

Lewis County, WA

County Manager

City of Pasco, WA

City Manager

All Management Recruitments by GMP Consultants & Managers

County of Los Alamos, NM

County Administrator

City of Spearfish, SD

City Administrator

City & Borough of Sitka, AK

Municipal Administrator

City & County of Broomfield, CO

Deputy City and County Manager

City of Astoria, OR

City Manager (2)

City of Arlington, WA

City Administrator

City of Polson, MT

City Manager

City of Bainbridge Island, WA

City Administrator

City of Bandon, OR

City Manager

City of Battle Ground, WA

City Manager (2)

City of Belgrade, MT

City Manager (2)

City of Louisville, CO

City Manager

City of Bothell, WA

Deputy City Manager

Assistant City Manager

City of Casper, WY

City Manager

Colorado Springs, CO

Assistant City Manager

Summit County, UT

County Manager

City of Chehalis, WA

City Manager (2)

City of Hailey, ID

City Administrator

City of Chelan, WA

City Administrator (3)

City of Rawlins, WY

City Manager

City of Clyde Hill, WA

City Administrator

City of Coburg, OR

City Administrator

City of College Place, WA

City Administrator

Town of West Yellowstone, MT

Town Manager (2)

City of Coquille, OR

City Manager

City of Covington, WA

City Manager

City of Damascus, OR

City Manager

City of Minot, ND

City Manager (2)

City of Sheridan, WY

City Administrator

City of DuPont, WA

City Administrator

City of Whitefish, MT

City Manager

City of Duvall, WA

City Administrator

Gunnison County, CO

County Manager

Assistant County Manager

City of Edgewood, WA

City Manager (2)

City of Ellensburg, WA

City Manager

City of Emeryville, CA

City Manager

City & Borough of Wrangell, AK

Borough Manager

City of Fife, WA

City Manager

City of Riverton, WY

City Administrator

City of Thorne Bay, AK

City Administrator

City of Gillette, WY

City Administrator

Inyo County, CA

Assistant/Deputy County
Administrator
County Administrative Office

City of Fircrest, WA

City Manager (2)

City of Connell, WA

City Administrator (2)

Town of Friday Harbor

City Administrator

City of Gig Harbor, WA

City Administrator

City of Gladstone, OR

City Administrator

City of Hermiston, OR

City Manager

City of Hood River, OR

City Manager

City of Issaquah, WA

City Administrator
Deputy City Administrator

City of Kelso, WA

City Manager

City of Carnation, WA

City Manager (2)

City of Kenmore, WA

City Manager (2)

City of Ketchum, ID

City Administrator

City of Lacey, WA

City Manager (2)

City of Lake Forest Park, WA

City Administrator (3)

City of Lake Oswego, OR

City Manager

City of Lake Stevens, WA

City Administrator

City of Lakewood, WA

City Manager
Assistant City Manager

City of Leavenworth, WA

City Administrator (2)

City of Lebanon, OR

City Manager

City of Lewiston, ID

City Manager

City of Livingston, MT

City Manager

City of Lincoln City, OR

City Manager

City of Longview, WA

City Manager

City of Lynden, WA

City Administrator

City of McMinnville, OR

City Manager

City of Mill Creek, WA

City Manager

City of Milwaukie, OR

City Manager

City of Newcastle, WA

City Manager (2)

City of McMinnville, OR

City Manager

City of Monroe, WA

City Administrator

City of Moses Lake, WA

City Manager (2)

City of Mountlake Terrace, WA

City Manager (3)

City of Mt. Angel, OR

City Manager

City of Mukilteo, WA

City Administrator
Management Services Director

City of Newcastle, WA

City Manager (2)

City of Normandy Park, WA

City Manager

City of Ontario, OR

City Manager

City of Othello, WA

City Administrator

City of Pasco, WA

City Manager (2)
Deputy City Manager

City of Port Angeles, WA

City Manager

City of Port Townsend, WA

City Manager

City of Post Falls, ID

City Administrator

City of Prosser, WA

City Administrator

City of South Lake Tahoe, CA

City Manager

City of Puyallup, WA

City Manager

City of Renton, WA

Chief Administrative Officer

City of Ridgefield, WA

City Manager

City of Bingen, WA

City Administrator

City of Sammamish, WA

City Manager (2)

City of Scappoose, OR

City Manager

City of Drain, OR

City Administrator

City of Canby, OR

City Administrator

City of Shelton, WA

City Administrator
Management Assistant

City of Shoreline, WA

City Manager (2)
Deputy City Manager

City of Spokane Valley, WA

City Manager
Deputy City Manager

City of Stanwood, WA

City Administrator

City of Stevenson, WA

City Administrator

City of Sultan, WA

City Administrator

City of Sun Valley, ID

City Administrator

City of Burns, OR

City Manager

City of Sunnyside, WA

City Manager

City of Toledo, OR

City Manager

City of Troutdale, OR

City Manager

City of Tumwater

City Administrator

City of Umatilla, OR

City Manager
Police Chief

City of Vancouver, WA

Assistant City Manager

City of Waldport, OR

City Manager

City of Walla Walla, WA

City Manager

City of West Linn, OR

City Manager

City of White Salmon, WA

City Administrator

City of Wood Village, OR

City Manager

City of Woodburn, OR

City Administrator

City of Woodinville, WA

City Manager

City of Woodland, WA

City Administrator

City of Yachats, OR

City Manager

City of Yakima, WA

City Manager

Assistant City Manager

City of Yelm, WA

City Administrator

Blaine County, ID

County Administrator

Clackamas County, OR

County Administrator

Clatsop County, OR

County Manager (2)

Curry County, OR

County Administrator

Deschutes County, OR

Fair & Expo Director

County Administrator

Eagle County, CO

County Manager

Franklin County, WA

County Administrator

Hood River County, OR

County Administrator

Island County, WA

County Administrator

Jefferson County, WA

Central Services Director

Lane County, OR

County Administrator

Lewis County, WA

County Manager

Mason County, WA

County Administrator

Mono County, CA

County Administrative Officer

Assistant County Administrative

Officer

San Juan County, WA

County Manager

Snohomish County, WA

Executive Director (2)

Thurston County, WA

Assistant Chief Administrative Officer

Town of Friday Harbor, WA

Town Administrator

WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

(Attached). Additional samples available at gmphr.com. Copyright © 2024 by GMP Consultants, . All rights reserved.

CITY ADMINISTRATOR

CITY OF OAK PARK HEIGHTS, MN



Why Apply?

This is a great opportunity to join a well-tenured and established City Council and staff team in continuing to build a community recognized for its excellent quality of life and amenities. The position is available due to the retirement of its long-term City Administrator who is leaving a solid department head team, a positive and trusted organizational culture, very positive financial conditions, and strong City Council/Staff relations. Given its suburban environment, the next City Administrator will have great opportunities for continuing to build on the strength of the organization and to further develop and strengthen collaborative relationships with other community and governmental entities.



Welcome to **OAK PARK HEIGHTS**

Oak Park Heights, Minnesota is a vibrant community nestled alongside the scenic St. Croix River in Washington County, just east of the bustling Twin Cities metropolitan area. Residents appreciate the charming small-town atmosphere, convenient amenities, abundant opportunities for outdoor recreation, and easy access to the big city offerings of nearby Minneapolis and St. Paul.

This city of 4,750 residents increases to a daytime population of 20,000 as Oak Park Heights is home to large commercial areas that includes major retailers such as Wal-Mart, Menards, and Lowes. Over 2,000 students attend the highly rated local Stillwater Area High School. The State of Minnesota Correctional Facility is located in Oak Park Heights and houses over 460 prisoners.

The City takes pride in the park and recreational facilities available for residents and visitors. There are over 100 acres of designated park space comprised of five municipal park facilities, including ice rinks and warming houses, softball and baseball fields, picnic shelters, tennis courts, and playgrounds. For the past 36 years, the City has been awarded the "Tree City USA" award for its local commitment to community trees and forests.

Winding alongside the city is the St. Croix River—the state border between Minnesota and Wisconsin—and one of only eight waterways originally designated as a "National Wild and Scenic River" by the federal government in 1968. Widely considered one of the best canoeing rivers in the nation, the St. Croix offers ample opportunities for boating, kayaking, fishing, or enjoying a scenic paddleboat ride.

Oak Park Heights boasts a strong sense of community. The City hosts an annual "Party in the Park" that provides an opportunity for residents to get to know Councilmembers, City Staff, and local businesses. Councilmembers serve hot dogs and snow cones while community members enjoy bouncy houses, face painting, music, games, and prizes. In addition to this event, now in its 27th year, the City has hosted a popular Summer Park Program for over 15 years.





THE CITY OF OAK PARK HEIGHTS

The City of Oak Park Heights was incorporated as a village in 1938 and became a City by State Statute in 1972. The City operates under a “Plan A, Council-Administrator” form of government, consisting of a Mayor and a four-member Council. The Mayor and Council are elected at large on a non-partisan basis for four-year terms.

The Council is responsible for adopting policies affecting City affairs, approving the annual budget, enacting ordinances and resolutions, and providing policy direction for City departments and activities. The City Council currently serves as the Economic Development Authority. The City has a Planning Commission and a Parks Commission.

The City serves a population of 4,750 with a 2023 total General Fund budget of \$6.8 million and a team of 22 FTEs. Departments include Administration, Police, Finance, and Public Works. The community is financially strong with an AA2 Bond rating and is two years away from being debt free. It has a very stable staff history and a combination of municipal and privately contracted public services.



THE CITY ADMINISTRATOR

Reporting to the City Council, the City Administrator performs top-level supervisory, administrative, and professional work to plan and direct the administration of City functions as established by the City Council to ensure efficient municipal services and development in line with the Council goals and objectives. This requires coordinating activities and functions, creating proper procedures and processes for exchanging information and reaching decisions, and flexibility in reacting to the needs and desires of others.

The City Administrator supervises the management and coordination of all departments and consultants including Administration, Police, Public Works, Finance, Legal, Fire Protection, and Planning and Engineering consultants. Direct reports are the Assistant City Administrator/Clerk, Finance Director, Police Chief, Public Works Director, Building Official, and Administrative Assistant. This position is also responsible for overseeing community development-related duties.

**FULL-TIME
EMPLOYEES**
22

2023 BUDGET
\$6.8 million

AREA
3.4 square
miles

POPULATION
4,750

BOND RATING
AA2



THE IDEAL CANDIDATE

View job
description
[here](#)

- Demonstrated leadership skills.
- Integrity and honesty beyond reproach.
- A confident and self-assured demeanor that will engender trust with Council and staff.
- A good communicator who is responsive to councilmembers, the community, and the city staff; and who actively listens and follows up to resolve issues.
- Balances the responsibilities of managing day to day operations with representing the City's interests through engagement with external community, state, and national associations and organizations.
- A collaborative and proactive management style when addressing community and organizational issues and needs.
- Values and supports the overall needs of staff and the organization.
- A communication style and approach that demonstrates strong listening skills and an appreciation and respect for opposing viewpoints.
- Ensures regular communication throughout the organization in a way that keeps the Council and staff informed.
- Fiscally responsible with an understanding of financial management needs.
- Navigates the needs and dynamics of the City Council with a uniform approach, a positive attitude, and as a resource.
- Solutions-oriented and will respond to issues and inquiries in a positive way.
- Strong facilitation skills that support and enable opportunities to reach consensus, especially on difficult issues.
- Strong knowledge and experience with planning and zoning issues.



EDUCATION & EXPERIENCE

- Bachelor's degree in public administration or closely related field. (Master's preferred).
- Five years of experience in broad areas of managing public organizations that contributed to a knowledge base and an ability to employ management, budgeting, planning and program techniques in daily operation of a similarly complex entity.
- Ability to communicate effectively, orally and in written form.
- Ability to develop and maintain positive and effective working relationships with the city council, city commissions, city personnel, and the general public.

Or any equivalent combination of education and experience that provides the applicant with the knowledge, skills, and abilities to perform the job.

OPPORTUNITIES & CHALLENGES

- The Xcel Energy – Allen S. King Coal-Fired Power Plant is scheduled to close in 2028, which will significantly impact the community's tax revenues. This closure will require proactive planning with multiple jurisdictions to transition the 170-acre site into a new type of land use that meets community expectations.
- An implementation plan is needed for the use of \$2.1 million in state bonding intended for extending city-owned water and sewer utilities to the Xcel Energy – Allen S. King Coal-Fired Power Plant site.
- The City is intending to construct a third municipal well in 2025. This project will include the need for filtration of PFAS.
- Washington County is leading a project related to the extension of 58th Street. This project requires an awareness of the long-term financial and development impacts for the community and strong leadership in guiding the negotiations.
- The City currently has a 10-year Joint Volunteer Fire Service agreement with the City of Bayport. There is an ongoing effort to reevaluate the contractual relationship and possible need for paid firefighters.
- The Finance Director will be retiring in the near future and will require a recruitment effort that reflects future departmental needs.
- The City Administrator will have the opportunity to consider the long-term staffing needs of the organization that will ensure its continued stability into the future.
- There is a desire to build stronger and more positive relationships with Washington County and adjacent communities in finding ways to collaborate around areas of common interest.



COMPENSATION & BENEFITS

The City of Oak Park Heights is offering an annual salary range of \$135,000 to \$155,000 for this position, dependent upon experience and qualifications, along with a comprehensive benefits package.

RESOURCES

[City of Oak Park Heights](#)

[2023 City Budget](#)

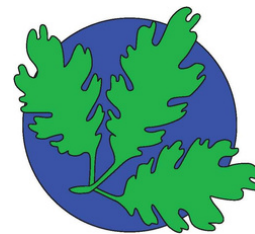
[City Planning and Zoning Docs](#)

[2018 City Comprehensive Plan](#)

[Metropolitan Council – Community Data](#)

[Greater Stillwater Area Chamber of Commerce](#)

[Stillwater/Oak Park Heights Convention & Visitors Bureau \(CVB\)](#)



TO APPLY

Apply Online: gmphr.com

First Review: **August 7, 2023**

More Info: Matt Fulton, GMP Consultants
mfulton@gmphr.com / (651) 242-2422



BRAINERD CITY ADMINISTRATOR

Dear Colleague,

GMP Consultants is assisting the **City of Brainerd**, MN in finding a **City Administrator**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Greg M. Prothman, GMP Consultants
greg@gmphr.com / 206-714-9499



WHY APPLY?

A city for all seasons, Brainerd, Minnesota offers an opportunity for an entrepreneurial and innovative city administrator to lead a team of exceptional and talented staff in one of Minnesota's most desirable outdoor recreational and tourism meccas.

Working with an established and forward-thinking City Council, the City Administrator will lead an exceptional organization in this full-service city known for an exceptional quality of life with diverse amenities in the heart of northern Minnesota's lake country.

The City has a strong and stable financial condition with a diverse economy and an ambitious vision for the future. The next City Administrator will have the opportunity to build upon previous strengths and succeed through collaborative partnerships to take this community to the next level.

THE IDEAL CANDIDATE

- Has strong leadership abilities and effective communication skills.
- Lives by the values of honesty, integrity, professionalism, transparency, accountability, and ethical behavior.
- Utilizes staff to research assignments to make sound recommendations and implement Council's decisions to completion. Accepts direction and assignments from Council.
- A visionary leader that can anticipate situations and react accordingly; helps Council and staff identify, define, and shape a vision for improvements.
- Keeps Council thoroughly informed on critical issues, programs, and activities.
- Makes decisions that are thoughtful, pragmatic, thorough, decisive, and defensible.
- Effectively delegates responsibility to staff without micromanaging. Supports staff needing assistance and encourages staff to take charge of, and responsibility for, their work while ensuring accountability.
- Supervises staff in teamwork/collaborative fashion emphasizing high performance government to ensure service delivery is effective, efficient, and professional. Challenges staff to be entrepreneurial, innovative, and creative. Leads by example, trusts staff and supports them in the face of criticism.
- Focuses on organizational performance and achieving results by effectively navigating the organization. Promotes community-based partnerships to achieve results.
- Helps the council by facilitating information management and policy development to resolve issues through comprehensive, pragmatic, and data-driven recommendations.



THE CITY OF BRAINERD

Located roughly 60 miles north of St. Cloud and 120 miles north of the Twin Cities, Brainerd is a vibrant community nestled in the heart of Minnesota's lake country. With 14,679 residents, Brainerd is one of the largest cities in Crow Wing County and serves as the county seat and regional hub.

Incorporated in 1881, the City of Brainerd is governed by a Mayor and a seven-member City Council elected to four-year terms. The City's 2022 Operating Revenue for all funds was \$53.1 million. Staffing includes a team of 125 FTEs and 40 paid on-call positions for the Fire Department. The City has seven collective bargaining units and an S&P credit rating of AA-.

Departments include Finance, Public Works, Human Resources, IT/GIS, Community Development, Fire, Police, and Public Utilities. Advisory boards and commissions include Public Utilities, Planning, Airport, Parks, Transit, Economic Development Authority, and Housing & Redevelopment. The City enjoys a strong partnership with the Brainerd Lakes Economic Development Corporation to aggressively promote and develop all aspects of economic development.

COMPENSATION

The City of Brainerd is offering an annual hiring salary range of \$120,120 to \$138,132 for 2023 depending upon experience and qualifications. The full salary range is \$120,120 to \$150,155. The City also offers a Performance based pay opportunity up to \$162,157 based on merit.

LEARN MORE

Visit: gmphr.com

First Review Date: **December 31, 2023**

More Information: Jeff Weldon, GMP Consultants
jweldon@gmphr.com / (320) 557-8006





May 21, 2024

City of North Branch

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

May 21, 2024

Jason Ziemer, Interim City Administrator
City of North Branch
P.O. Box 910
North Branch, MN 55056

Baker Tilly US, LLP
30 East Seventh Street Suite 3025
St. Paul, MN 55101
T: +1 (651) 223 3000
F: +1 (651) 223 3046
bakertilly.com

Delivered electronically jason@ci.north-branch.mn.us

Dear Mr. Ziemer;

This proposal marks the continuation of our valuable relationship with the City of North Branch (the City). Based on what we have learned from you, we are confident we are the right fit to serve you in selecting your next City 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 meet your key objectives.

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

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

The right firm

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

The right experience

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

The right team

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

The right value

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

- **Customized profile development:** Working with the members of the City Council and designated staff, we develop a customized candidate profile based on the required, desired, and preferred qualifications, traits, and attributes you seek in the individual you interview or hire for your next City Administrator. We strive to understand how the City of North Branch'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.

City of North Branch, Minnesota
May 21, 2024

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

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

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

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Patty Heminover, Director

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

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

Controller



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Executive summary

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

Understanding your needs to help achieve your objectives and mission

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

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies, and materials that present the City of North Branch as a thriving municipal organization that is and remains a high-quality community that exceeds the expectations of its residents and visitors. Additionally, we will highlight the City as a family-friendly community with outstanding schools, natural and recreational amenities, well-maintained infrastructure, vibrant business districts and neighborhoods, and provides residents with an excellent quality of life and opportunities for all.

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

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

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

Our highly regarded executive recruitment process

State and local government clients like the City of North Branch 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	We schedule and meet with the City of North Branch's City Council, appointed management team members and/or key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.
2. Execution of recruitment strategy and identification of quality candidates	- 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	- Once we identify those applicants who most closely match your desired profile, we assign them several tasks, including our due diligence and candidate questionnaires, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process. - We also provide selected applicants with a link that will take them to our one-way video interview portal. The candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy related to your desired profile. - Once we gather the responses from the items listed above, we prepare and provide an electronic (PDF) Semi-Finalists Report listing 10 to 12 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters, due diligence and candidate questionnaire responses. - We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides additional information, including development needs, strengths, personality and behavior analysis. This tool provides information about each finalist, which we have found essential to the selection process.
4. Background report checks, reference checks, social media presence, academic verifications	- We secure authorization from each finalist to conduct a comprehensive background records check and reports. - We obtain a list of up to 10 current or former supervisors, peers or direct reports from each finalist to contact as references. - We provide a report summarizing all responses to our customized reference questionnaire. - We verify academic credentials and professional certifications.

TASKS	PROCESS
	- We conduct an exhaustive review of social and electronic media sites and other publications to identify any information relevant to the hiring of the finalists you interview. - We provide a comprehensive reference check and report for each finalist.
5. Final interview process	Once you identify your finalists, we collaborate with your designated staff to design, prepare, and provide technical support to ensure a smooth, effective, and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement.

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS

We strive to distinguish ourselves from peer organizations.

Why Baker Tilly is ideally suited to serve North Branch

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 City of North Branch 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 City — today and for years to come.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
Carefully structured process supported by technology	- 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 City Council with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.
Public sector recruiting specialization and experience	- Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. - Successfully recruited more than 1,700 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
Thorough candidate evaluation	- Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the City of its access to established managers and rising stars. - Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
Diversity in executive recruitment	- Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. - Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA) and their Corporate Advisory Council, the Local Government Hispanic Network and other organizations.
Delivering value for the City's budget	- Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference, and academic verification checks, and up to three on-site visits. - Work closely to meet the City's needs and any unexpected circumstances that may arise during your recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.
Triple Guarantee	- 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 City 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	- No preconceived notions or expectations about the City and prospective candidates. - Work closely with the City to make sure the process is transparent. - Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.
Keeping the City involved and minimizing disruption	- Comprehensive process incorporates the active participation of the City Council at key steps in the process. - Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. - City 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

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

Meeting your needs with our resources

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

Offering our resources: Baker Tilly at a glance

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



550+

administration
recruitments



1,700+

recruitments
since 2000



50+

office locations
across the U.S.



250+

workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

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

Celebrating more than 90 years serving our valued clients

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



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

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

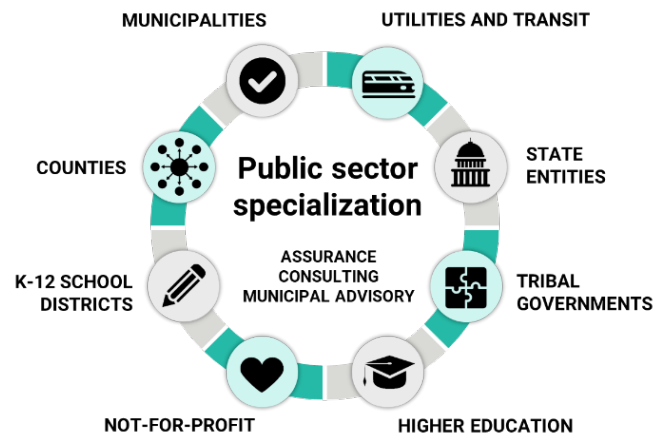
Project contacts and locations

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

Public sector specialization

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

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



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

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

Public sector: Experience that matters



SUPPORTING STATE AND LOCAL GOVERNMENTS WITH SPECIALIZED EXPERTISE

North Branch will benefit from Baker Tilly's insight from serving thousands of public sector clients across the United States.

Sharing a culture of values with the City of North Branch 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 City of North Branch. 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.

 BELONGING 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.	 COLLABORATION We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.	 INTEGRITY We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.	 PASSION 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.	 STEWARDSHIP We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.
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SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

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

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

Organizational management and human capital services

OUR COMBINED SERVICES INCLUDE:

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

MEETING NORTH BRANCH'S HUMAN CAPITAL NEEDS

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

Serving the City of North Branch effectively from anywhere

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

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

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

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



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



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



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

Providing executive recruitment services

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

The Baker Tilly executive recruitment process

Task 1: Kickoff, marketing, recruitment and outreach

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 City Administrator position. The recruitment brochure will also include a profile that captures the essence of the City of North Branch as a highly attractive venue for the successful candidate to live and work.

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

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

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

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

If required, our team will place ads in relevant professional publications, websites and local print media and coordinate with City staff to include information about the search on the City'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 City'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 City Administrator position further.

PROVIDING EXECUTIVE RECRUITMENT SERVICES

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Position profile and recruitment brochure development	- Baker Tilly meets with the City to receive information regarding the City's budgets, organizational charts, images, logos, etc. - Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)	2 weeks
Approve brochure, begin advertising and distribute marketing letter	- Brochure sent to City for final approval - Begin advertising and distribution of recruitment brochure	2 weeks

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

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City 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 City 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 City, 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 City 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 City. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in **Appendix C.**]

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

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Execution of recruitment strategy and candidate outreach	- Online data collection and profile development - Development of an interactive, searchable applicant database for recruitment of your City Administrator - Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy	4-5 weeks

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

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

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

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

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

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Applicant screening and recommendation of semi-finalists	• 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 City Council review video interviews • Project team leader meets with the City Council to review recommended semi-finalists • City Council selects finalists for on-site interviews • Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed	2-3 weeks

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

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

PROVIDING EXECUTIVE RECRUITMENT SERVICES

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:

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

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

North Branch 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 City for on-site interviews with finalists	Baker Tilly confirms interviews with candidates	1-2 days
Background checks, reference checks and academic verifications	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 City Council and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with the department heads and the opportunity for a meet and greet with community members and individual tours of the City. 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 City Council develop a compensation package and related employment considerations and negotiate an employment agreement.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Final Report prepared and delivered to the City	Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions	1 day

PROVIDING EXECUTIVE RECRUITMENT SERVICES

On-site interviews with finalists	• Interviews are scheduled • The recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested	1-2 days
Offer made/accepted	• If requested, Baker Tilly participates in candidate employment agreement negotiations • Baker Tilly notifies candidates of the decision • Baker Tilly confirms the final process; close out items with the City of North Branch	1-2 days

Providing optional post-placement activities

A successful executive search creates an opportunity to solidify the leadership bond between North Branch's elected officials and the new City 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 City Administrator and the City Council to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.
Executive coaching	Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new manager.
Performance evaluation plan	An annual performance review process led by a third-party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the council/manager relationship.
Management system review	A structured review of the organization's management system identifies ways to increase efficiency and effectiveness. It is especially helpful for new city 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 City of North Branch

Baker Tilly's recruiting strategy for North Branch 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 City 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 a wide range of backgrounds, including those traditionally underrepresented in public sector hiring, and encourage them to consider North Branch's opportunity. Based on our performance record, prospective candidates trust that the Baker Tilly executive recruitment team will fairly consider each application based on their qualifications and the established profile.

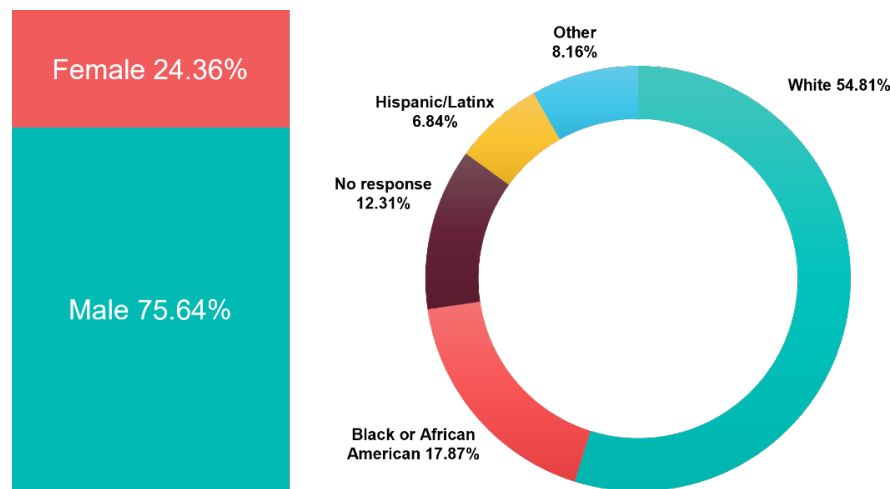
PROVIDING EXECUTIVE RECRUITMENT SERVICES

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

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

- Advertising job postings that are inclusive and free from bias, using gender-neutral language and avoiding language that could discourage some populations from applying
- Reaching out to a wide range of communities and organizations and using various recruiting channels to help expand the slate of candidates
- Providing a welcoming and inclusive workplace culture within your city 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 2022. 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 City 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 City Council to interview.

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

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

PROVIDING EXECUTIVE RECRUITMENT SERVICES

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

Co-developing a timeline to meet North Branch's deadlines

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

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

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET YOUR REQUIREMENTS

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

Your Value Architects™

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

Aligning key engagement team members with your goals

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the City of North Branch 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 City Council and others designated as your technical advisor. As such, we conduct our recruitment process effectively, efficiently, transparently and professionally, consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; “our agenda is your agenda.” Our objective is to generate a list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next City 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 offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, which means a personal interest in the City of North Branch from some of our most experienced team members.

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR NORTH BRANCH

Engagement leadership**Patricia Heminover — Director**

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

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

Consulting team**Art Davis — Director**

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

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

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

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

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR NORTH BRANCH

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 and visitor's bureau executive director. She was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science and a Bachelor of Science from Shenandoah University.



Edward G. Williams, Ph.D. — Director

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

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in Spanish.

Supporting team



Karen Edwards, SHRM-CP — Senior recruitment analyst

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

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR NORTH BRANCH

	human resource management from Western Governors University and is a Society for Human Resources certified professional.
	Michelle Lopez — Manager +1 (651) 223 3061 michelle.lopez@bakertilly.com Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than ten years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in organizational leadership.
	Diane Segulia — Recruitment analyst +1 (651) 223 3094 diane.segulia@bakertilly.com Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high-quality work. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.
	Carrie Thompson — Recruitment analyst +1 (703) 923 8040 carrie.thompson@bakertilly.com Carrie is a recruitment analyst with Baker Tilly's executive recruitment practice group. She has more than four years of experience in recruiting coordination, including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes essential documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carrie earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

NORTH BRANCH WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

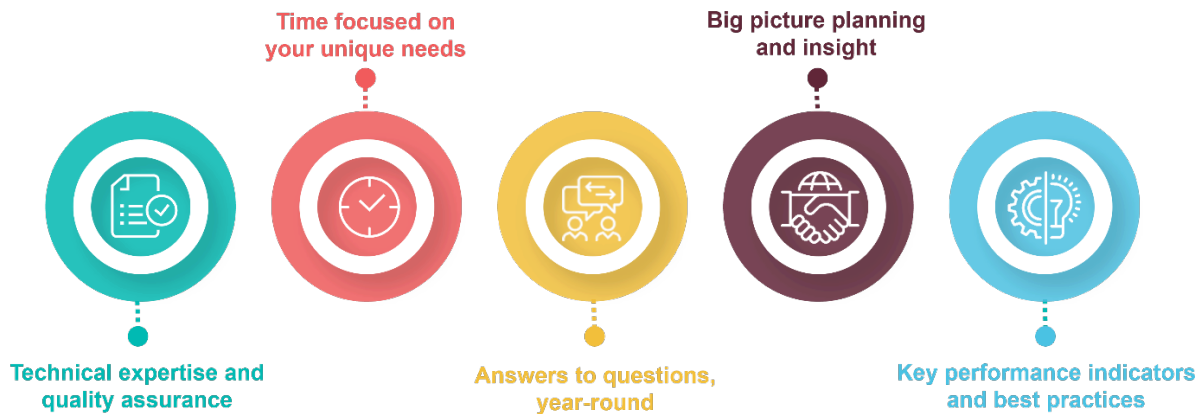
All engagement team members are committed to North Branch's success. Their public sector experience and service expertise translates into tangible results for the City.

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

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

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

The graphic below details how we will build trust with North Branch.



COLLABORATING WITH YOU AS YOUR TRUSTED TEAM

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

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

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

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

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

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



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



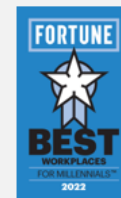
Recognized as **one of America's Best Large Employers** in 2021 and 2022 by Forbes



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



Received **250+** culture awards and workplace recognitions firmwide



CULTIVATING AN ENGAGING CULTURE

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

Valuable perspectives

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

Demonstrating successful relationships with similar clients

Patty Heminover is the designated project leader for your City 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.

LEAGUE OF MINNESOTA CITIES			
Name	Donyelle Mikacevich	Title	HR Manager
Phone	+1 (651) 281 1202	Email	dmikacevich@lmc.org
Services	Recruitment of Executive Director, HR Director, and Deputy Administrator		

CITY OF BEMIDJI, MINNESOTA			
Name	Jorge Prince	Title	Mayor
Phone	+1 (218) 407 7312	Email	Jorge.prince@ci.bemidji.mn.us
Services	Recruitment of City Manager		

CITY OF COLUMBIA HEIGHTS MINNESOTA			
Name	Kelli Wick	Title	HR Director
Phone	+1 (763) -706-3608	Email	kwick@columbiaheightsmn.gov
Services	Recruitment of City Manager & Police Chief		

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

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

Providing similar services to clients

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

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

LIST OF RELEVANT PROJECTS: PRESENT — 2019

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

LIST OF RELEVANT PROJECTS: PRESENT — 2019

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

Value for fees

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

Delivering a professional fee estimate for the City of North Branch

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

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

PROPOSED SERVICES	
Phase I	
Task 1 — Candidate profile development/advertising/marketing	
Task 2 — Identify quality candidates	
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists to the client	
Task 4 — Reference checks, background checks and academic verifications	
Phase III	
Task 5 — Final process/on-site interviews with finalists	
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$26,000
OPTIONAL SERVICES FOR CONSIDERATION	
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify critical issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which	\$1,650

your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.

On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits to your organization by the project team leader. Baker Tilly will bill North Branch 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

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

Negotiations

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

Supporting the City of North Branch with our value-for-fees approach

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



COMMITMENT TO VALUE FOR FEES

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

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

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



**MEET SHANE LLOYD,
DIBS STRATEGY LEADER**

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

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

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

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

DIBS communities and signature initiatives

Activate team member network



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

Growth and Retention of Women (GROW)



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

NexGen: Joining workforce generations



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

PRIDE team member network



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

Supporting Opportunity, Advancement and Recognition (SOAR)

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

Baker Tilly Foundation

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

Appendix B: Sample brochure



CITY MANAGER

CITY OF BEMIDJI, MINNESOTA

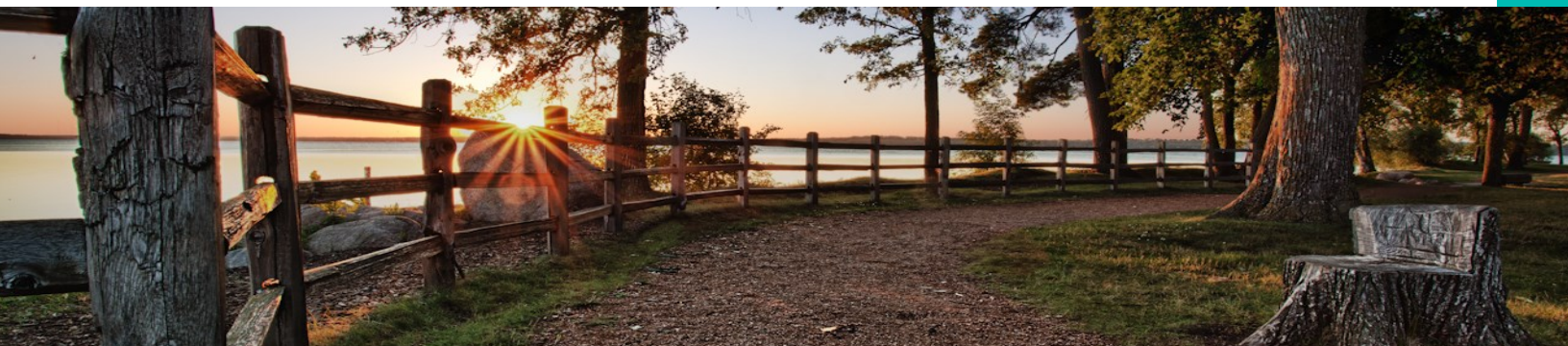
First Review of Applications: August 17, 2023

THE COMMUNITY

Bemidji (est. pop. 15,575), located in northern Minnesota, is a captivating city that seamlessly blends natural beauty, cultural richness, and a warm community spirit. Bemidji, a regional center and the county seat for Beltrami County, services a nearby population of nearly 50,000 people. Nestled on the shores of Lake Bemidji, the City offers stunning views of pristine lakes, lush forests, and serene landscapes. It is famous for being the home of the iconic statues of Paul Bunyan and Babe the Blue Ox, which stand tall as symbols of the region's logging history. Bemidji offers an abundance of outdoor activities. Whether it's fishing in the crystal-clear waters of Lake Bemidji, exploring the numerous hiking trails in the nearby state parks, or enjoying a leisurely boat ride, nature lovers will find themselves in paradise. Bemidji also embraces a vibrant artisan community, where boundless creativity flourishes within galleries, along downtown streets, and during captivating showcase events held throughout the year. The City's downtown area is a charming mix of boutiques, art galleries, and restaurants, providing a vibrant cultural scene. Additionally, Bemidji is renowned for its deep-rooted Native American heritage and is centrally located amongst three of Minnesota's largest Anishinaabe nations: Leech Lake Band of Ojibwe, Red Lake Nation, and White Earth Nation.

Bemidji is home to a well-regarded school district and charter schools that provides quality education to its students. The Bemidji Area Schools (ISD 31) serves the City and surrounding areas and is committed to providing a nurturing and inclusive learning environment where students can thrive academically, socially, and emotionally. Bemidji schools offer a wide array of academic opportunities, including advanced placement (AP) courses, college readiness programs, and career and technical education options. Students can explore various interests and talents through extracurricular activities such as sports teams, clubs, music, arts, and theater programs. The district also emphasizes the importance of community involvement, encouraging students to participate in service-learning projects and community service initiatives. In addition to its exceptional K-12 education, Bemidji is proud to house the distinguished Bemidji State University, the sole university in Northwest Minnesota, and Northwest Technical College. These esteemed post-secondary institutions serve as foundational pillars for the city, offering valuable opportunities for higher education and career advancement.

Bemidji offers a warm and welcoming community, highlighting Minnesota's natural beauty and small-town charm. With a tight-knit community, friendly residents, and vibrant downtown area, it fosters a strong sense of belonging. Bemidji's supportive environment and celebration of its unique identity make it an appealing place to call home.



THE ORGANIZATION

The City of Bemidji is a Home Rule Charter City with a Council-Manager Plan. The City Council, elected by the residents, serves as the legislative body, establishing policies, ordinances, and approves budgets. The City Manager, appointed by the City Council, is the head of the administrative branch and is responsible for the administration of all City affairs.

The City employs a total of 129 full-time equivalent employees, of which approximately 100 are represented by labor unions. Additionally, there are approximately 150 part-time and seasonal employees. The City holds an A1 Moody's credit rating, and has a 2023 annual budget of \$63 million.

Click [here](#) to view Bemidji's organizational chart.

THE POSITION

The City Manager, receiving direction from the City Council, acts as the chief administrative officer for the City; directs, manages and evaluates City operations, services and staff according to established ordinances, policies, and procedures of the Council, City Charter and Minnesota law; advises the City Council on sound public policy and staffing to ensure the effective and timely delivery of City services; and ensures laws, ordinances, and resolutions of the City are enforced.

The successful City Manager candidate provides leadership and direction in the development of short and long range plans; gathers, interprets, and prepares data for studies, reports, and recommendations; and coordinates department activities with other departments and agencies as needed.

Responsibilities include:

- Manages and supervises all departments, agencies, and offices of the City to achieve goals within available resources; plans and organizes workloads and staff assignments; trains, motivates, and evaluates assigned staff; reviews progress and directs changes as needed.
- Continually evaluates results being achieved as the basis for counsel, guidance, and recommendations to the Council relative to level of services, projecting fiscal needs, bonding requirements, etc.; establishes organizational and planning priorities with the Council to achieve established objectives; manages the City for not only fiscal soundness, but also for long term economic and environmental impacts on the community.
- Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Issues written and oral instructions; assigns duties and examines work for exactness, neatness, and conformance to policies and procedures.
- Approves all hiring, promotion, salary adjustments, changes to organizational structure, dismissals, promotions, demotions, performance evaluations and suspension of more than 30 days; oversees personnel actions taken by department heads; serves as final internal decision-maker on employee grievances.
- Negotiates all City union contracts and terms of employment for employees.
- Sees that all laws and ordinances are faithfully enforced.
- Oversees the planning, preparing, recommending and administering of the annual City budget.
- Attends meetings of the Council and fully informs and advises them on all significant matters and important activities and developments that they will need to know to perform effectively as City Council members, including but not limited to informing and advising them on policies, government affairs, financial conditions and needs of the City.
- Represents the City in contacts with persons, agencies, adjoining townships, local business groups, and businesses relative to various City matters, including development and provision of services, handling of resident concerns, etc.; delegates liaison responsibility for such matters to key personnel as appropriate; maintains good public relations with the citizens of the community; works collaboratively with other public agencies, cities, counties, tribes, school districts, etc., and participates in community associations and events.
- Responsible authority for all City contracts, formal disputes/lawsuit strategy evaluations, negotiating City property and facility transactions, policy decisions, leases, easements, and permits.
- Maintains personal integrity and ethical work practices that will set and maintain the standards of conduct for all City personnel.

DESIRED CAPABILITIES

The next City Manager must possess a unique blend of skills and qualities to effectively lead and govern the City. From conflict resolution and communication to visionary leadership and execution of plans, the desired capabilities are multifaceted. This individual must be a collaborative consensus builder, fostering cooperation among department directors and staff while promoting open communication and transparency. They should bring their analysis and judgment to the City Council, respectfully challenging the status quo and offering bold new ideas that align with the City's values. With experience in administering organizations of complexity, a keen understanding of community development, and a balanced approach to financial responsibility, the next City Manager will play a pivotal role in shaping Bemidji's future while respecting its past successes. The desired capabilities of the next City Manager are as follows:

Consensus building: The City Manager should be a consensus builder, capable of bringing together diverse perspectives and facilitating decision-making processes. This skill is important for maintaining a cohesive and productive work environment.

Communication and cooperation: The City Manager should excel in communication, developing relationships, and fostering open and transparent communication channels with all stakeholders at the local, state, tribal, and federal level. Collaboration, cooperation, and solid intergovernmental relationships with all stakeholders are essential for successful governance.

Experienced and open: The City Manager should have relevant experience in managing similar organizations, but they should also be open and willing to listen and learn from the existing staff and community.

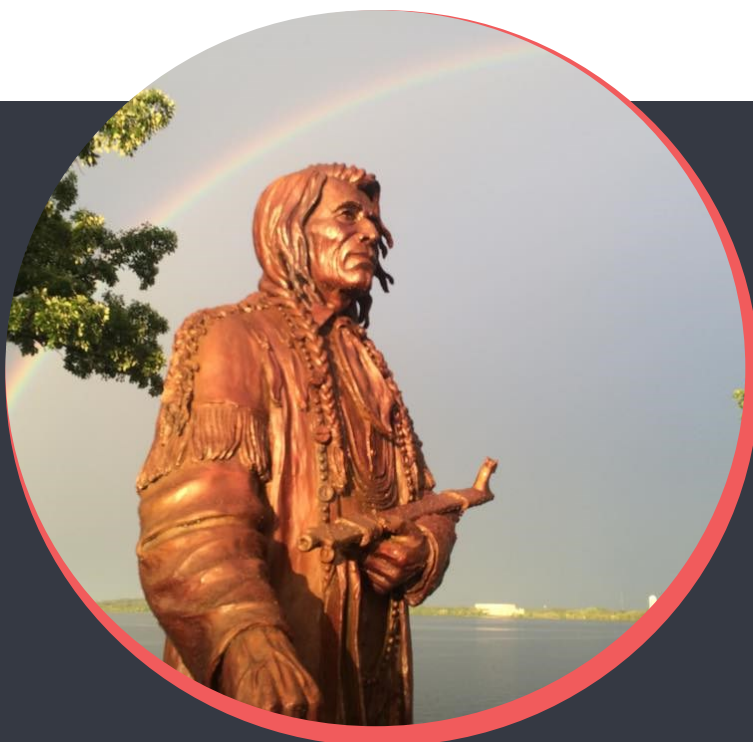
Understanding of community development: The City Manager should understand land development and the ability to prioritize ideas based on timing, financial feasibility, and impact on the City. They should also build relationships with external agencies providing services to the City and stakeholders invested in the City's prosperity.

Financial responsibility: The City Manager shall be responsible for formulating and implementing comprehensive strategies aimed at fostering the expansion of the City's tax base, fostering job creation, and generating sustainable new revenue streams. Additionally, the City Manager will actively explore avenues to enhance the City's capacity to effectively address its capital improvement needs.

Visionary and innovative: The City Manager shall be a leader that models behavior appropriate for an increasingly diverse organization and population and is self-motivated to seek out and implement innovative programs and services that recognizes the importance of the arts, education, diversity and inclusion, culture, and recreation opportunities for all community demographics.

Building trust: The City Manager shall establish trust and credibility with the City Council, staff, and the community; listening, communicating information, and managing expectations will be important activities. Building trust will enable the City Manager to help everyone see the big picture and establish shared goals.

Promote equity, diversity, and inclusion: The City Manager will be dedicated to fostering a city that embraces equity, diversity, and inclusion in all aspects of governance and community life; addressing disparities and cultivating an environment where every citizen can thrive, knowing they are valued and respected.



EDUCATION AND EXPERIENCE

The successful candidate will hold a bachelor's degree from an accredited college or university in public administration, business administration, management, or related field, and have eight (8) years of progressive local government leadership experience, including at least five (5) years of which was at a management level. A master's degree and experience as a city manager/administrator or assistant city manager/administrator is preferred.



COMPENSATION AND BENEFITS

The starting salary for this position will be \$141,000 to \$179,000 depending on qualifications and experience. Additionally, the City of Bemidji offers a comprehensive benefit package.

APPLICATION 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, first review of resumes occurs on August 17, 2023.

Following the first review date, all applications will be evaluated against the posted qualifications, and invitations may be extended to submit additional information, including references, and a formal interview to a select few.

For more information, please contact:

Patty Heminover at **patty.heminover@bakertilly.com** or 651-968-7841.

For more information about Bemidji, visit: **www.ci.bemidji.mn.us** and **www.visitbemidji.com**.

The City of Bemidji is committed to the policy of affirmative action/equal employment opportunity in recruitment, hiring, career advancement and all other personnel practices. All information provided will be treated confidentially to the extent allowed by law and will be used only to determine your qualifications for the position.



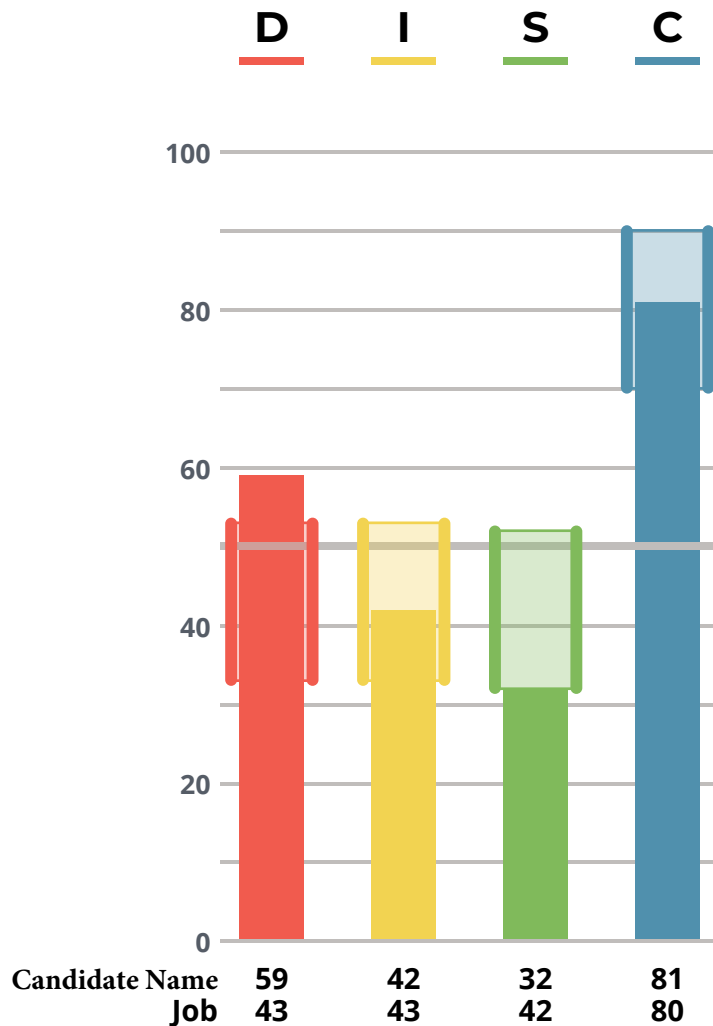
Appendix C: Sample TTI report

Workplace Behaviors®



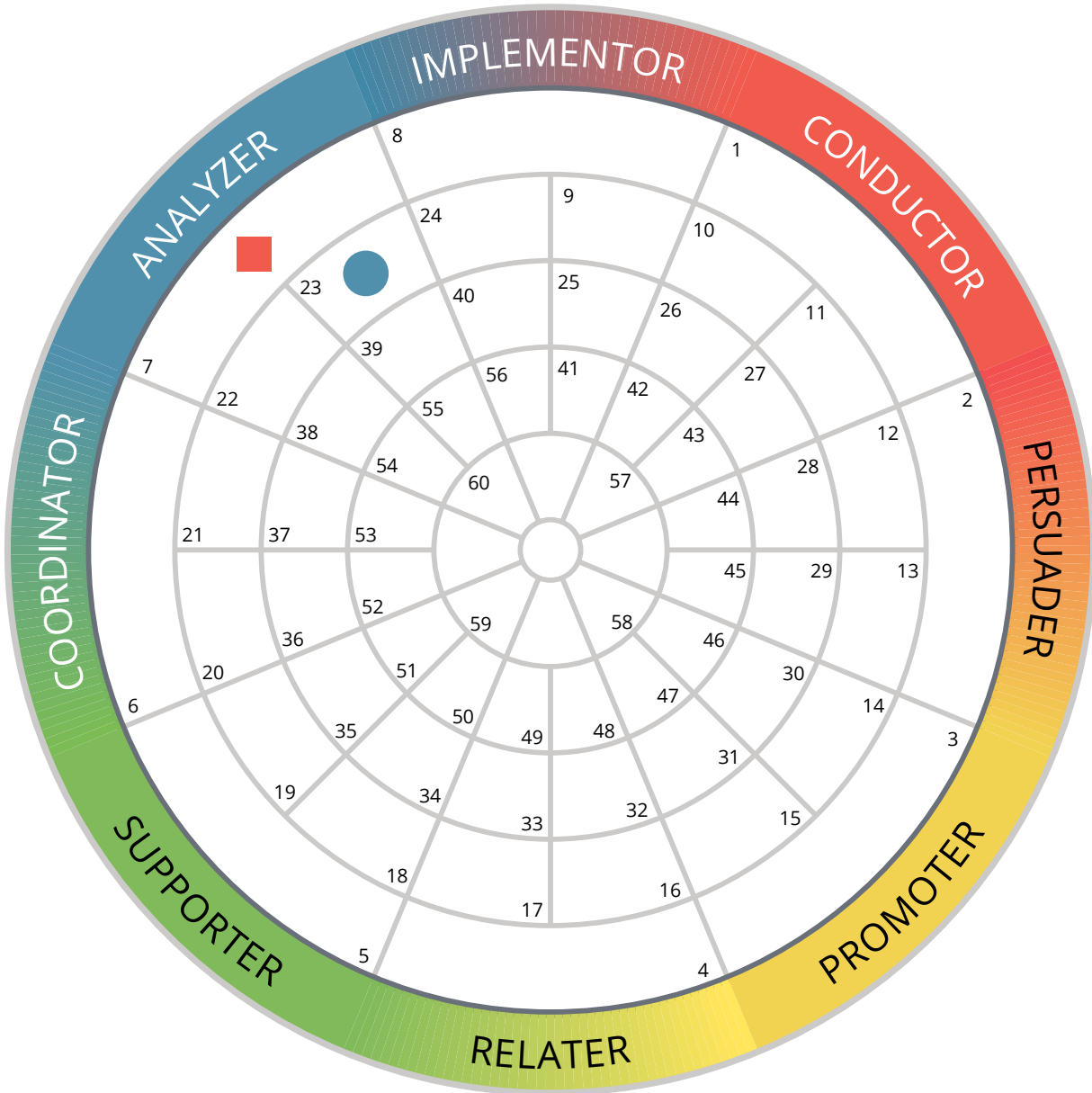
Candidate Name

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



Job Range (20 point range)

The Success Insights® Wheel



■ Job - (7) ANALYZER

● Candidate Name - (23) IMPLEMENTING ANALYZER

Comparison Analysis

For Consulting And Coaching



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

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

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

 Exact match

 Fair compatibility

 Good compatibility

 Poor compatibility

 Over-focused

Candidate Name

Appendix D: Engagement team member resumes

DIRECTOR

Patricia Heminover

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



Baker Tilly US, LLP

30 E Seventh St
Suite 3025
St. Paul, MN 55101
United States

T: +1 (651) 223 3058

patty.heminover@bakertilly.com

bakertilly.com

Education

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

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

Master of Education, administration
Minnesota State University – Mankato

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

DIRECTOR

Art Davis

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



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Education

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

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

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

Specific experience

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

Industry involvement

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

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

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



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Education

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

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

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

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

MANAGING DIRECTOR

Anne Lewis

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



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Education

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

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

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

DIRECTOR**Edward G. Williams, Ph.D.**

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

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Education

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

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

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

Languages

English
Spanish

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

Specific experience

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

SENIOR RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

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



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Education

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

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

Specific experience

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

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

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



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Education

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

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

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

Specific experience

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

RECRUITMENT ANALYST

Diane Segulia

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



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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