



City of Racine, Wisconsin

Proposal to provide executive recruitment services

December 9, 2020

 **bakertilly**
now, for tomorrow.

December 9, 2020

Ms. Kathleen Fischer
Interim City Administrator
City of Racine
730 Washington Avenue
Racine, Wisconsin 53403

Dear Ms. Fischer:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to the City of Racine to help you identify your next Wastewater Utility Director and Water Utilities Director. We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidates who have the traits, skills, experience and overall competence you desire for your organization.

We know that you have options when it comes to selecting an executive recruitment firm. However, we believe that our unique approach, highly regarded customer service, record of success, our experience and overall ability to identify, recruit and place top-level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** essential to our outreach, marketing & recruitment process
- **Proprietary management/leadership assessment reports**
- **Link to one-way semifinalists' video interview responses to position specific questions**
- **Proprietary online application & document management tool**

This proposal details about our approach, expertise, references and pricing for these executive recruitments. The Baker Tilly team would consider it a professional privilege to provide these services to the City of Racine.

Very truly yours,

BAKER TILLY US, LLP



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1. General information

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the City as we seek to become your Value Architect™.

Within Baker Tilly, our executive recruitment team consists of 10 recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the Racine organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and personal touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2015, our combined consultant team has conducted more than 500 executive searches.

The Baker Tilly project team will collaborate with you and/or designated staff as your technical advisor. As such, we conduct our recruitment processes in a clear, effective, efficient, transparent and professional manner consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; *“our agenda is your agenda.”* Our objective is to generate a reasonable list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next Wastewater Utility Director and Water Utilities Director.

We have structured the Baker Tilly project team to draw upon our 60-plus years of collective service to the public sector and to leverage Baker Tilly’s experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering outstanding services and leading-edge products.

Project contacts and locations

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2. Understanding and approach

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

Our understanding of Racine's needs

We understand the City is looking for timely, effective, efficient, responsive, well-managed and thorough search processes to recruit and identify highly qualified candidates for you to identify the City's next Wastewater Utility Director and Water Utilities Director.

Baker Tilly public sector executive recruiters will work with your or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for these recruitments. The information we gather helps us customize executive recruitment marketing, recruitment and outreach strategies and materials to present the City of Racine as a diverse community where residents enjoy sports recreation, cultural attractions and a thriving lakefront and downtown area. Additionally, we present your organization as a progressive, full-service, municipal organization that provides public safety, public works, public health, development services, water and wastewater utilities, library, parks, recreation and cultural services with a \$227 million dollar budget and a workforce of more than 732 employees.

We recognize that there is significant competition for experienced local government managers, leaders and executives today. For this reason, we work with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities or who may be waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe that these efforts are essential to ensuring that you receive and are able to select from a large number of qualified candidates.

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

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

Proposed solution to meet Racine's needs

Dr. Edward Williams and Anne Lewis, project co-team leaders, will conduct your recruitments. Our highly regarded executive recruitment processes include five major tasks:

- 1. Recruitment brochure development and advertising**
 - We schedule and meet with your appointed management team members and/or key stakeholders, as instructed, to understand your leadership vision, strategic directions and candidate expectations, then use the information we gather to develop candidate profiles, 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 the profile you approve, we develop colorful, informative and very appealing brochures, then embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profiles.
 - Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects who we identify by building a detailed query into our searchable applicant database.
 - Using our proprietary applicant tracking system, we communicate with all applicants about the process, our established timelines and next steps in the process.
- 3. Screening of applications, recommendation of semi-finalists and selection of finalists**
 - Once we identify those applicants who most closely matches your desired profiles, we assign them several tasks including our Due Diligence Questionnaire and our Candidate Questionnaire, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and individual continuation in our process.
 - We also provide selected applicants with a link that will take them to our proprietary one-way video interview portal. There, the candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy as it relates to your desired profiles.
 - Once we gather the responses from the items listed above, we prepare and provide you with electronic (pdf) Semi-Finalists Reports listing 10 to 15 applicants who best appear to meet your desired profiles. These reports include a list of all applicants and copies of resumes, cover letters and Due Diligence Questionnaire responses.
 - We then ask you to identify a smaller group of four or five, and one alternate, who we label as finalists. We then ask this smaller group (finalists) to complete our management and leadership style assessment, which provides us with additional information, including development needs, strengths, personality and behavior analysis. This tool provides us with additional information about each finalist, which we have found to be important to the selection process.
- 4. Background report checks (criminal, civil, credit, courts, driving record, etc.), reference checks, social media presence and academic verifications**
 - We secure authorization from each finalist to conduct a comprehensive background check and reports
 - We secure a list of up to 10 (current or former supervisors, peers or direct reports) from each finalist then contact references
 - We provide you with a report summarizing all responses to our customized reference questionnaire
 - We verify academic credentials and professional certifications

2. Understanding and approach

- We conduct an exhaustive review of social and electronic media sites and other publications, including blogs, to identify any information that may be germane to the hiring of each individual you interview
- Comprehensive references check and report

5. Final interview process

- Once you identify your finalists, and working with your designated staff, we design, prepare and provide technical support to ensure smooth, effective and efficient interview processes, which may include the scheduling and support for virtual interviews. Then, if you desire, we work with your selected finalists and your designated staff to finalize employment agreements.

Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team will work closely with the Racine designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensuring 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.

When the time arrives for you to interview candidates, we will respect and comply with the guidelines established and recommended by local, state or federal, public health or medical professionals, including social distancing and related guidelines or protocols.

Baker Tilly has successfully organized and directed several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Edward and Anne are able to provide corresponding on-site support and assistance, if requested.

Remote work

For Baker Tilly, the safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. As of this writing, our firm is directing all professionals work remotely. Because Racine expects and deserves tailored, personalized service, we recognize that this policy may cause concern. **Please understand that we are prepared to deliver an exceptional service experience remotely if necessary.**

The City's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and the City are not able to meet in person, we have web conferencing software – including Zoom, WebEx and Microsoft Teams – to quickly set up online meetings.

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for the City and Baker Tilly to come together, share files, assign tasks, and track activity in a secure environment. Using Huddle as a central hub of activity means we all spend less time organizing documents, chasing approvals and searching through email – and more time achieving tangible results. The platform also enables real-time communication, meaning the status of your engagement will always be available. We also recently began using Microsoft Teams, which facilitates easier communication and project management.



The Baker Tilly executive recruitment process

Task I: kickoff, marketing, recruitment and outreach

Our comprehensive recruitment process begins with the development of a complete marketing and recruitment brochure, which includes specific details, outlined in the candidate profile, which we consider the most important first step in your recruitment process. The candidate profile includes important details such as required and desired education, professional certification, professional experience, leadership traits and attributes, management style and related personal characteristics. These qualifications may serve as predictive indicators of the success of your next Wastewater Utility Director and Water Utilities Director. The recruitment brochures will also include key information about your city, community and information that captures and conveys the essence of your organization.

To launch the project, the project team co-leaders will meet (on-site or virtually as allowed by established social distancing and stay at home regulations) with you or your or designee to discuss your desired and required qualifications. During this meeting, we also gather information on your strategic initiatives, goals and objectives, organizational culture, reporting structures and similar information. Additionally, we attempt to understand the overall scope and responsibilities of your next Wastewater Utility Director and Water Utilities Director, including individual and organizational goals. We also attempt to understand the key issues, challenges and opportunities your Wastewater Utility Director and Water Utilities Director will face. Additionally, we gather information about the total reward (compensation and benefits) you offer for each position. [See example of a recruitment brochure in [Appendix I.](#)]

Once we gather all necessary information, we prepare draft recruitment brochures for your review and approval. We then update the brochures or make your suggested edits or revisions, then launch our executive searches. As you can see, the candidate profiles are central to our strategy and outreach.

Advertisements could be placed with:

- International City/County Management Association
- American Public Works Assoc. (Work Zone)
- Water and Wastewater Jobs
- Careers in Government (careersingovernment.com)
- LinkedIn
- American Water Works Association (AWWA)
- League of Wisconsin Municipalities

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

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Task II: execution of recruitment strategy and identification of quality candidates

The Baker Tilly project team co-leaders, utilizing the information gathered during Task I of our process, also works with you or the designated staff to develop broad and far-reaching marketing and advertising campaigns. We believe that this step enhances our ability to reach, notify and invite potential candidates from a talented and diverse pool of professionals. Our team will also advertise this vacancy in relevant and appropriate national professional publications, membership organizations and known recruitment websites. We further believe that the highly trafficked Baker Tilly website, which includes an exclusive location dedicated to highlight your vacancies, also encourages potential candidates to consider these opportunities.

Our exhaustive marketing, recruitment and outreach campaigns can include a national, state, regional or local scope, as you direct. Another important and essential factor that sets us apart from the competition, is our ability to customize queries and search our extensive database of former applicants or former candidates in prior searches over the years. Many of the individuals in our database have manifested interest in specific opportunities, organization size or geographic location and we view this as an additional opportunity to identify a larger pool of potentially great applicants for your positions.

We believe that often times, well-qualified candidates are not actively seeking new employment opportunities. In fact, most may not be actively reviewing job postings or even responding to advertised announcements. However, when we present potential applicants with key information about an exciting search, many times they will review, consider and apply for the right opportunity, especially if presented by a trusted, experienced firm or a member of their network. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

We supplement our outreach by querying our highly customizable database, which includes information on recent and past applicants for similar positions. This provides the Baker Tilly team with the ability to customize applicant flow and tracking, and communicate inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of our process, the project team will work with you or your designee to reach consensus on the leadership traits and management style you desire your next Wastewater Utility Director and Water Utilities Director will bring to your organization. Additionally, we identify the qualifications, experience and education you desire and/or require. We then use our proven strategies to identify other key competencies and work values that many organizations would typically associate with individual success in similar positions nationwide.

To ensure the overall effectiveness and timeliness of our communications, we send an acknowledgement to each applicant and provide them with our estimated search schedule for each recruitment. We maintain open, essential and productive communications with all applicants throughout the recruitment processes. This includes updates, progress and individual status in each search process at every step. We take pride in the many complimentary comments candidates provide regarding our high level and quality of communications. Furthermore, applicants frequently applaud the professional manner in which our team handles their inquiries and information during and after each recruitment.

2. Understanding and approach

Project Milestone	Deliverables	Timeline
Execution of recruitment strategies and candidate outreach	<ul style="list-style-type: none"> – Online data collection and profile development – Development of interactive, searchable applicant databases for recruitments of the Wastewater Utility Director and Water Utilities Director – Baker Tilly performs direct outreach to prospective candidates identified in recruitment strategies – Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics 	4-5 Weeks

Task III: screening of applicants and recommendation of semi-finalists

During Task III, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine overall match to your desired profiles. Additionally, this measure helps us review the overall accuracy and efficiency of our classification and review process. We then narrow the list to a group of 10 to 15 semifinalists for review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider.

Another unique aspect of our recruitment process is our use of our proprietary, web based one-way video interview. Each finalist has a limited number of minutes to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. The finalist then has 30 seconds to respond. This tool allows our team to develop a more comprehensive understanding of each candidate's ability to "think quickly." The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide you or the designated staff with a link to review.

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> – Baker Tilly compares applications to the approved candidate profiles, 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-Final Reports are prepared, including the brochures, master applicant lists, cover letters and resumes of candidates to be considered – Baker Tilly and the City review and rate video interviews – Baker Tilly sends links to City to review the aggregate responses and ratings – Project team co-leaders meet with City to review recommended semi-finalists – City selects finalists for on-site interviews – Finalists complete candidate management style assessments, responses are reviewed and interview questions are developed 	2-3 Weeks

Task IV: conducting background checks, reference checks and academic verifications

Once you have identified a list of “Finalists” Baker Tilly begins the process of conducting reference checks, background report checks and academic verifications. We then prepare Confidential Reference Reports to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

Background checks will include information from the following areas:	
Consumer credit	Bankruptcy
City/county – criminal	State district Superior Court – criminal
City/county – civil litigation	State district Superior Court – civil
Judgment/tax lien	Federal district - criminal
Motor vehicle driving record	Federal district – civil litigation
Educational verification	Sex offender registry

To ensure the overall quality standards of our process, we require a minimum of 10 business days between the time you identify finalists for individual interviews, (onsite or virtual) and the time we are able to provide you with our Final Report which includes all information gathered throughout the process.

Project Milestone	Deliverables	Timeline
Design final process with City for on-site interviews with finalists	<ul style="list-style-type: none"> – Baker Tilly confirms interviews with candidates – Travel logistics are scheduled for candidates 	1-2 Days
Background checks, reference checks and academic verification	<ul style="list-style-type: none"> – Baker Tilly completes background checks, reference checks and academic verifications for finalists 	2 Weeks

Task V: final interview process

Upon completion of Task IV, we will work with you and your designated staff to develop the final interview processes. We can customize the final interview processes according to your needs and desired outcomes, functions of the positions, preference and directives. This may include steps that are important to you, our client. As such, the final interview processes may include meetings with department heads, and the opportunity for a meet and greet with community members. Recognizing the impact of national and state imposed travel restrictions in response to the COVID-19 Pandemic, we are able to adjust and conduct co- interview panels or rooms for privacy.

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

The project team co-leaders will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

2. Understanding and approach

Project Milestone	Deliverables	Timeline
Final Reports prepared and delivered to City	<ul style="list-style-type: none">Final Reports are prepared including brochure, interview schedules, cover letters, resumes, candidate questionnaires, suggested interview questions, candidate assessment forms and management style probing questions	1 Day
On-site interviews with finalists	<ul style="list-style-type: none">Interviews are scheduledRecruitment project team co-leaders attend client interviews and are available to participate during deliberations of candidates	1-2 Days
Offers made/accepted	<ul style="list-style-type: none">If requested, Baker Tilly participates in candidate employment agreement negotiationsBaker Tilly notifies candidates of decisionsBaker Tilly confirms final processes closes out items with the City of Racine	1-2 Days

Our strategy for recruitment of diverse candidates

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

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In each recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Racine Wastewater Utility Director or Water Utilities Director opportunities. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know that the Baker Tilly executive recruitment team will fairly consider each application on qualifications and the established profile.

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

Commitment to diversity and inclusion

Diversity, inclusion and belonging is **who we are** rather than simply what we do. We take a holistic approach by embedding the philosophy and practices of diversity, inclusion and belonging into all aspects of our business.

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#) launched on June 12, 2017 through a steering committee of CEOs focused on making D&I a *business priority and conversation*. It is the largest collection of business leaders openly committed to sharing successful diversity and inclusion initiatives and lessons learned. This corporate exchange provides a unified hub to share successes and challenges.

2. Understanding and approach

As a member, we pledge to:

1. Continue to make our workplaces trusting places to have complex and sometimes difficult, conversations about diversity and inclusion.
2. Implement and expand unconscious bias education.
3. Share best—and unsuccessful—practices.

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

Growth and Retention of Women (GROW)

Baker Tilly believes that the education and advancement of women creates a more diverse and engaging culture. We believe that this makes our workplace, profession and industry stronger and better through a diverse, engaging and inclusive workplace where exceptional people thrive.

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



Supporting Opportunity, Advancement and Recognition for All (SOAR)

Baker Tilly's diversity and inclusion initiative, SOAR, focuses on bringing team members together from different backgrounds to create a more creative, innovative and productive workforce. Simply put, diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. SOAR focuses on ensuring all team members are supported, valued and respected regardless of ethnicity, race, gender, age, physical ability, faith, sexual orientation, education, personality, skills or life experiences.



SOAR was recently named Corporate Partner of the Year by the Washington, D.C. chapter of the National Association of Black Accountants, Inc. (NABA), recognizing our significant achievements in diversity within our organizations and in the industry.

Timeline

The following is an estimated timeline for an executive recruitment process. The Baker Tilly public sector team co-leaders will discuss your anticipated or desired timeline during the initial kickoff meeting. It is our intent to conduct your recruitments expeditiously, but not at the expense of finding qualified applicants to present to you. As such, we consider this timeline a preliminary schedule for an executive recruitment, based on a mutually agreed upon commencement date. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement.

City of Racine Executive Recruitment Preliminary Timeline		
The following timeline represents a preliminary schedule for your executive recruitment based on a mutually agreed upon commencement date. For the purpose of this proposal, we label Target Dates as To Be Determined (TBD). Our agreement will include actual and specific target dates developed, reviewed and approved by your organization.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline Baker Tilly sends draft recruitment brochure to the City The City returns draft recruitment brochure (with edits) to Baker Tilly Baker Tilly commences executive recruitment advertising and marketing Online data collection and profile development 	TBD
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> Baker Tilly commences formal review of applications; most promising candidates complete questionnaires Candidates complete recorded interview online Baker Tilly completes formal review of applications and sends selected resumes to the City for review Candidates' recorded interviews are presented Baker Tilly meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed 	TBD
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> Baker Tilly completes reference checks/background checks/academic verification on finalists 	TBD
On-site Interviews with finalists	<ul style="list-style-type: none"> Baker Tilly sends documentation for finalists to the City The City conducts on-site interviews with finalists 	TBD
Employment offer made / accepted	<ul style="list-style-type: none"> The City extends employment offer to selected candidate 	TBD

Why Baker Tilly is ideally suited to serve Racine

There are many reasons Baker Tilly has distinguished itself from its peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. The Baker Tilly team has recruited and placed more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
- **We focus on meeting or exceeding your expectations.** We believe in local government and want to assist the City of Racine organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.
- **We believe that “ethical business practices” are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity.** Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.
- **We conduct a timely, high-quality recruitment that is within budget.** For an all-inclusive, not-to-exceed professional fee, which includes the cost of professional services by the project team co-leaders, the project support staff and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to the City’s needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite each recruitment, but not at the expense of finding high quality candidates for Racine.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our management/leadership style assessment analysis, to our proprietary online application system, we efficiently manage candidate information and provide the City with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.
- **We offer a “Triple Guarantee” that commits Baker Tilly to the City’s success.**
 - We remain focused to assist with your executive recruitments until you make an appointment
 - We guarantee your executive recruitments for 12 months against termination or resignation for any reason – or we come back to fill the Wastewater Utility Director or Water Utilities Director position for no additional professional fee
 - We will not directly solicit any candidates selected under this contract for another position while the candidates are employed with your organization

Benefits to Racine

Selecting Baker Tilly to conduct your executive recruitments provides you with the following benefits:

- **Comprehensive and structured process.** Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency.** Baker Tilly comes to the City without having any preconceived notions or expectations about Racine and prospective candidates. The Baker Tilly team works closely with the City to make sure each process is transparent.
- **Confidentiality.** Prospective candidates know that Baker Tilly will keep their application confidential, allowing them to express interest in the Wastewater Utility Director or Water Utilities Director position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality, as permitted by state and local laws, assures our applicants that the City of Racine can count on receiving a larger number of qualified candidates interested in each position.
- **Candidate recruitment.** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of the City's time.** Baker Tilly's comprehensive process incorporates the active participation of City staff members at key steps in each process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment processes or to put aside other pressing issues facing the City.
- **Minimize staff disruption.** Baker Tilly's search process also minimizes disruptions to City staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough evaluation of candidates.** The City of Racine seeks a Wastewater Utility Director and a Water Utilities Director of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

3. Recruitment project team

We configured the Baker Tilly project team specifically to meet or exceed the City of Racine expectations.

The project team represents experienced professionals who will be working on your Wastewater Utility Director and Water Utilities Director recruitment. As such, we have selected a team of consultants who understands the traits, attributes and characteristics essential to success in this position to meet four specific objectives for your organization. First, this team represents experienced professionals who will directly champion every aspect of your project to a successful culmination. Second, the team brings a range of expertise to identify and classify competent applicants according to your business service requirements. Third, this team brings a national perspective, experience and the knowledge necessary to achieve your established objectives. Fourth, our approach exemplifies our commitment to personal and professional responsibility for the services and outcomes we deliver to Racine.



Project team co-leaders

Edward G. Williams, Ph.D., Director
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E: edward.williams@bakertilly.com

Anne Lewis, Director
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E: anne.lewis@bakertilly.com

Additional project team members

Chuck Rohre, Firm Director
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Sharon Klumpp, Director
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Art Davis, Director
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Cecilia Hernández, Senior Recruitment Analyst
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Patricia Heminover, Director
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Jenelle McDonald, Senior Recruitment Analyst
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E: jenelle.mcdonald@bakertilly.com

Edward G. Williams, Ph.D.

Edward Williams, a director at Baker Tilly, brings character, competence and expertise to every search.



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Languages

English
Spanish

Education

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

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

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

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

Specific experience

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

Anne Lewis

Anne Lewis, a director with Baker Tilly, has worked for local governments for nearly 20 years.



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Education

Master of Science, Organizational Leadership
and Public Administration
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration
and Management
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an Assistant County Administrator for a Virginia county, a Deputy City Manager and an Assistant City Manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Task Force on Recruitment Guidelines Handbook
 - Task Force on Women in the Profession
 - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

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

Charles A. Rohre

Chuck Rohre, a firm director at Baker Tilly, has more than 35 years of experience managing and consulting in both the private and public sectors.



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Education

Master's Degree, Human Relations and Management
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development
Abilene Christian University (Dallas, Texas)

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice. Additionally, he ensures the delivery of best practices, quality control and customer service goals.

Specific experience

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as city and assistant city managers, police chiefs, fire chiefs, library directors, chief information officers, city/county attorneys, parks & recreation directors, finance directors and public works directors, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

Continuing professional education

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

Art Davis

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



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Education

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

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

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

Specific experience

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

Industry involvement

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

Patricia Heminover

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



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Education

Master of Education, Administration
Minnesota State University – Mankato

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

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

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



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Education

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

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

Specific experience

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

Industry involvement

- International City/County Management Association (ICMA)

Cecilia Hernández

Cecilia Hernandez is a senior recruitment analyst with Baker Tilly's executive recruitment practice.



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Languages

English
Spanish

Education

Bachelor of Science, Public Affairs
University of Texas at Dallas (Richardson, Texas)

Master of Public Affairs with a Local Government
Concentration
University of Texas at Dallas (Richardson, Texas)

Cecelia is responsible for supporting the consultants throughout each recruitment process and keeps in contact with the candidates for any questions or concerns they have.

Specific experience

- Communicates with and sends out candidate questionnaires to candidates once the field of applicants for a position has narrowed to a smaller group
- Responsible for creating reports used and sent to clients, submits candidates' information for background checks and verification of their education, as well as scheduling interviews for finalists
- Worked for a Texas city government as the records management clerk and provided administrative support for the city secretary department; responsibilities were extended to also provide support for the City Manager and prepare for City Council meetings
- Worked for a Dallas area university humanities department; worked closely with event coordinator and manager to ensure that programs and events scheduled ran smoothly; was a contact for students and provided support

Jenelle McDonald

Jenelle McDonald, a senior recruitment analyst at Baker Tilly, has been with the firm since 2016.



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Senior Recruitment Analyst

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Education

Bachelor of Business Management
Arlington Baptist College (Arlington, Texas)

She assists in the organizational management of executive recruitments. Her responsibilities include conducting research, organizing workflow, coordinating information and resources, and assisting candidates and clients throughout all phases of an executive recruitment. In addition, she also facilitates recruitment brochure design and is responsible for training new executive recruitment support staff.

Prior to joining the Baker Tilly team, Jenelle was an operations manager with a real estate investment firm where she handled accounts payable, marketing, project budgeting, home renovations, tenant communication and investor dividend payments. Jenelle has over fifteen years of experience supporting multiple departments, specifically in branch banking and business development.

4. References

Dr. Edward Williams and Anne Lewis are the designated project co-leaders for your Wastewater Utility Director and Water Utilities Director executive searches. Feel free to contact Edward, Anne or any of the individuals listed, to verify the quality of work Baker Tilly has consistently delivered to each client as part of these recently completed executive recruitment projects.

North Texas Municipal Water District			
Name	Terry Sam Anderson	Title	NTMWD Board of Directors
Phone	214.801.8112	Email	tsa@bjanderson.net
Services	Executive Director/General Manager Executive Search (current)		

City of DeSoto, TX			
Name	Isom Cameron	Title	Deputy City Manager
Phone	972.230.9689	Email	ICameron@desototexas.gov
Services	Director of Public Utilities Executive Search		

City of Corpus Christi, TX			
Name	Eyvon McHaney	Title	Human Resources Director
Phone	361.826.3979	Email	EyvonMc@cctexas.com
Services	Director of Water Utilities Executive Search (current)		

5. Experience

Below is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2015.

List of relevant projects: 2015 to present			
Year	Client	State	Project
Current	Corpus Christi	TX	Director of Water Utilities
Current	Hibbing Public Utilities	MN	General Manager
Current	North Texas Municipal Water District	TX	Executive Director/General Manager
2020	DeSoto	TX	Public Utilities Director
2020	Marshall Municipal Utilities	MN	General Manager
2020	Shakopee Public Utilities Commission	MN	Director of Finance and Administration
2019	Independence	MO	Utility Chief Financial Officer
2019	Little Blue Valley Sewer District	MO	Executive Director
2018	Alexandria Lake Area Sanitary District	MN	Executive Director
2018	Mora	MN	City Administrator/Public Utilities GM
2018	New Smyrna Beach	FL	CEO/General Manager
2017	Fauquier Co Water and Sanitation Auth	VA	General Manager
2017	Madison Metropolitan Sewerage District	WI	Director of Eco System Services
2017	Madison Metropolitan Sewerage District	WI	Director of Operations and Maintenance
2017	Orange County	NC	Solid Waste Director
2017	Wallingford	CT	Director of Public Utilities
2016	Leesburg	VA	Utilities & Engineer Director
2016	Loudoun Water	VA	General Manager
2016	Mankato	MN	Director of Public Utilities
2016	Waterloo	IA	Waste Water Management Services Manager
2016	West Travis County Public Utility Agency	TX	General Manager
2015	New Braunfels Utilities	TX	Electrical Operations Manager
2015	New Braunfels Utilities	TX	Water Operations Manager

6. Proposed cost

Below is the proposed, all-inclusive professional fee to conduct this recruitment.

Professional fee

The all-inclusive professional fee includes the cost of professional services by the project team co-leaders, 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, incurred because of travel to client location generally for on-site interviews. Clients generally handle these matters directly with applicant.

Feel free to direct all questions regarding the professional fees and project-related expenses to Edward Williams via email at edward.williams@bakertilly.com; via phone at (214) 608 6363 or Anne Lewis at anne.lewis@bakertilly.com; via phone at (540) 476 1905.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Project kickoff; candidate profile; development of marketing, recruitment and outreach strategy (includes one day virtual or in person project team co-leaders consultation with elected officials, hiring authorities or designee)	
Phase II	Task 2 Acknowledge applications and begin reviewing and classification of all applicants	
	Task 3 Develop and assign Due Diligence Questionnaire, Applicant Questionnaire, One-Way Video Interview questions (customized to each search); review responses; prepare electronic Semi-Finalist Report for client evaluation and selection of potential finalists (includes one day virtual or in person project team co-leaders consultation with elected officials, hiring authorities or designee)	
	Task 4 Secure up to eight references; conduct background check that includes, but is not limited to consumer credit, bankruptcy, city/county (criminal), state district superior court, city/county (civil litigation), state district Superior court (civil litigation), judgments/tax liens, federal district (criminal), motor vehicle driving record, federal district (civil litigation), academic credentials verification, professional certification verification, social security, sex offender registry, etc.; administer leadership/management assessment, Finalist Report, (resumes, cover letter, Due Diligence Questionnaire, Candidate Questionnaire Response, Reference Report, media presence and social media check report)	
Phase III	Task 5 Interview process preparation, invitations, technical support, suggested interview questions; final process/on-site interviews with finalists (includes two days on site or virtual assistance by project team co-leaders)	
Conclusion	Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$22,500* for each recruitment*

- * *Recognizing that we are currently leading your Police Chief Executive Recruitment, Baker Tilly will consider a reduction of the professional fees associated with conducting your Wastewater Utility Director and Water Utilities Director executive searches.*

Optional Services for Consideration	Fee
<p>On rare occasions, a client desires the delivery of additional search related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the search consultant to the organization. Baker Tilly will bill a client at an hourly rate of \$220, plus expenses for additional work specifically requested by an organization that is outside of the scope of this proposed project or as described in the proposed search scope. Prior to beginning said services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required prior to commencing any additional services.</p>	<p>\$220 per hour plus expenses</p>

Triple guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with the hiring of an accomplished Wastewater Utility Director and Water Utilities Director who matches the profile we developed to this end. We further define success by the identification and presentation of an acceptable number of well-qualified applicants for you 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 tri-fold, industry leading triple guarantee.

1. First, we commit to remain with each recruitment until you have identified a finalist and made an appointment for the fees and tasks quoted in this proposal. In the event you are unable reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants for you to consider until you find a finalist for each position.
2. Second, we guarantee your executive recruitments 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 candidates selected under this agreement, for any other positions while the candidate remains in your employ.

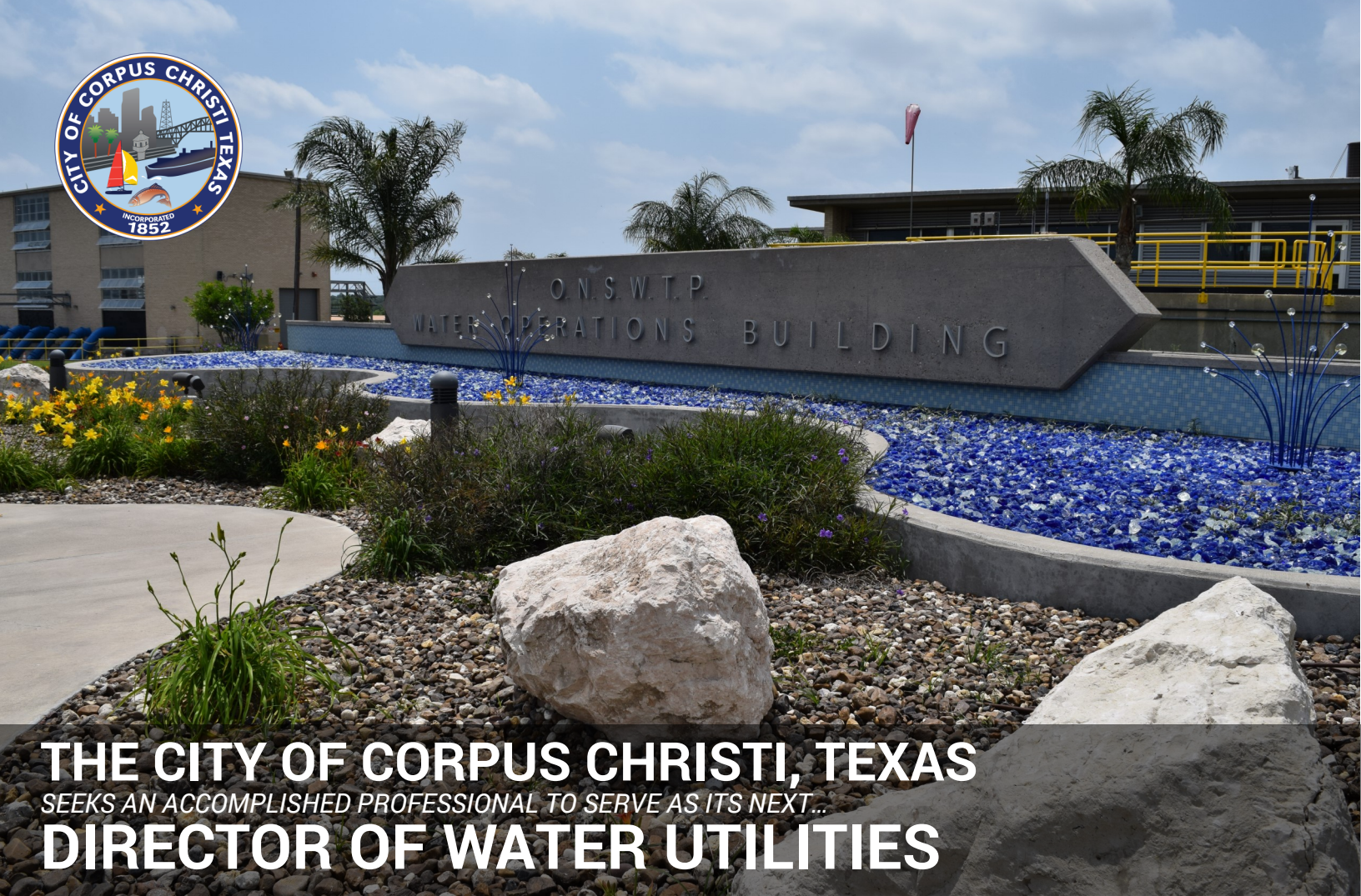
Negotiations

If selected, we will provide the City 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.

Appendix I: sample brochure

Following is a sample brochure designed and used to support a recent executive search.

City of Corpus Christi, TX – Director of Water Utilities



THE CITY OF CORPUS CHRISTI, TEXAS

SEEKS AN ACCOMPLISHED PROFESSIONAL TO SERVE AS ITS NEXT...

DIRECTOR OF WATER UTILITIES

THE COMMUNITY

The City of Corpus Christi is a beautiful coastal city in the South Texas region, located 130 miles southeast of San Antonio. Nicknamed the “Sparkling City by the Sea” Corpus Christi is the Nueces County Seat, and one of the largest seaports in the United States. Spanish explorer Alonzo Alvarez de Pineda discovered the area in 1519 and named the settlement and surrounding bay in honor of the Roman Catholic Feast Day of Corpus Christi (Body of Christ- Ecclesiastical Latin) as he discovered the area on Western Christian feast day.

Settlers established the first trading post in 1838-39, as the area became the site of the encampment of the U.S. Army in 1845 prior to the war with Mexico, and incorporated the city in 1852. The City then adopted its first City Charter in 1876. Over the years, Corpus Christi has grown into a regional hub for marketing, processing, packaging and distribution of agricultural commodities for a 12-county trade area. Additionally, the diversity of the City’s economy, which is a blend of various business industries, including petrochemical, tourism, health care, retail, education, shipping, agriculture and the military. Today, the City of Corpus Christi is the eighth largest city in Texas, and the 61st largest city in the US, with a population of 327,406 based on the City’s 2020 estimate.

Area attractions include the Padre Island National Seashore, Texas State Aquarium, and the USS Lexington, a retired WWII aircraft carrier, the American Bank Center, an entertainment complex that offers an auditorium, convention center and arena. Additionally, Corpus Christi serves as the home of Texas A&M University Islander Basketball, IceRayz Hockey and AF2 Sharks football. The American Bank Center hosts concerts, family shows and conventions having served more than 2 million visitors in the past five years. Corpus Christi is also the home of the Corpus Christi Hooks, a minor league baseball team of the Texas League, the Double-A affiliate of the Houston Astros baseball team that plays at Whataburger Field adjacent to the Port of Corpus Christi within view of the Harbor Bridge.

THE COMMUNITY (CONTINUED...)

The City of Corpus Christi delivers a wide variety of high quality services to its residents including police, fire, emergency medical services, health, parks, recreation, a natural history museum, libraries, airport, marina, water, wastewater, and gas utilities. Citizens also have the opportunity to access a wide variety of arts and culture facilities and programs including the Corpus Christi Museum of Science and History, the Art Center of Corpus Christi and the Asian Cultures Museum. Several independent school districts serves the students in the area. Similarly, Texas A&M University - Corpus Christi and Del Mar Community College serves the higher education needs of the community. As an All-America City, Corpus Christi residents are proud of this prestigious designation, as it recognizes the many ways in which community members, government, businesses and non-profit organizations have worked together to address critical local issues and build what is arguably one of the best Cities in the nation. Residents of the City are able to take advantage of beach, water, and other recreational and sporting activities. The City has become one of Texas' premier tourism destinations because of these amenities and the temperate weather conditions the area offers. For more information about the City and the region, visit the City's website at <http://www.cctexas.com/>.



CORPUS CHRISTI GOVERNMENT

Corpus Christi has a home-rule, Council-Manager form of government. The City Council consists of the Mayor and eight council members. Citizens elect a Mayor and three Council members on an at-large basis. Similarly, they elect five Council members from single-member districts. All Council members serve concurrent two year terms, with a four-year continuous term limit. The Council hires a City Manager, who serves as the City's Chief Executive Officer responsible for the day-to-day operations of the organization, and implementing the Vision, Mission, Objectives, Priorities and Goals of the Council.

With 1.1 Billion Budget and the support of more than 2922 Full-Time, 22 Part-Time employees, and 3 Assistant City Managers, the City Manager focuses on the following Key Areas: Leadership Excellence at all Levels; Customer Friendly and Professional Service Delivery; Operational Excellence and Effectiveness, Continuous Process Improvement; Service Efficiency and Cost Reduction; Cohesive Value-Driven Organization; Community Engagement.

MISSION STATEMENT

The mission of the City of Corpus Christi, Texas is to deliver municipal services that meet the vital health, safety and general welfare needs of the residents, and which sustain and improve their quality of life. As we work to achieve this mission, we will employ fiscal discipline, continuous improvement, first-rate customer service, and straightforward communications. In this work, we will tolerate no mediocrity.

ETHICAL FOUNDATION

Be honest ♦ Be fair ♦ Tell the truth ♦ Keep your word ♦ Exercise integrity



THE DIRECTOR OF WATER UTILITIES

The Water Department manages the City's water supply and distribution system, and works to provide safe drinking water that meets state and federal regulations. Additionally, the department plans for future needs and strives to continuously improve water quality, customer satisfaction, service efficiency, and overall productivity.

The department also reviews the design and construction of water facilities and infrastructure to ensure service reliability. In addition, water conservation programs to promote, inform and inspire the community on how they can take an active role in protecting the environment.

The Director of Water Utilities oversees the Water & Wastewater Treatment divisions and Capital Improvement Projects (CIP) to ensure that programs and services are consistent with the overall organization objectives and the City's mission, vision, and goals, fiscally responsible and adhere to rules and regulations regarding water, wastewater and Stormwater operations.

ESSENTIAL FUNCTIONS OF THE DIRECTOR

- Work with the Executive Director to establish the department mission and ensure implementation throughout the division.
- Champion an progressive and inclusive workplace that fosters the development of others, facilitates cooperation and teamwork and supports constructive resolution of conflicts
- Provide strategies to ensure exceptional service delivery without compromising customer expectations concerning local and federal rules and regulations.
- Plan, direct, and coordinate, through management level staff, the work plan for assigned functions by assigning projects and programmatic areas of responsibility
- Provide direction and supervision on all department key projects, review and evaluate work methods and procedures.
- Establish appropriate service and staffing levels for assigned functions by monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures, allocating resources accordingly.

OPPORTUNITIES FOR THE NEW DIRECTOR OF WATER UTILITIES

The Director of Water Utilities will provide leadership and technical assistance for key city projects, including:

- FY 2021 Budget,
- Stormwater Fee Review,
- Seawater Desalination Plant Project,
- Development of Health Awareness Initiatives

CANDIDATE PROFILE

The Director of Water Utilities occupies a highly visible position that requires well-developed operations, technical and administrative skills. The new Director of Water Utilities must be an outstanding communicator, who is responsible for, and responsive to the needs of the external and internal customers. Strong interpersonal skills, superior technical management skills and a high level of energy and creativity will distinguish the superior candidate from the field of applicants. An ability to make sound decisions under pressure in a highly visible environment is essential. The Town of Wallingford is seeking a leader interested in making a long-term commitment to the position and area, where he/she will be able to grow professionally and use his/her talents to continuously offer improved services to the customers.

The new Director will be a team-oriented professional who can interact effectively with a broad spectrum of both technical and non-technical audiences. The City of Corpus Christi desires to evaluate applicants who are dynamic leaders and creative managers who offers a verifiable record of accomplishment in strategic planning in high-paced, quality centric environment. This seasoned professional demonstrates varied experiences, working in organizations where delegation of authority, participative management concepts and strong customer service, and ethics prevail. A visionary leader who is open to change and new ideas, and possess the ability to lead, encourage and motivate a highly skilled professional staff toward the achievement of departmental goals and objectives.

The successful candidate for this position must be able to quickly grasp detailed information and demonstrate an ability to manage highly complex issues in a fast-paced environment. The position requires an energetic professional who is able to operate with significant independence, yet who is willing to accept direction and guidance from a participative government.

EDUCATION AND EXPERIENCE

Bachelor's Degree, from an accredited college or university, with a major concentration in Science, Engineering, Public Administration, or a closely related field, a minimum of ten (10) years related professional experience and a registered Professional Engineer (P.E.) in the State of Texas desired. If licensed in another state, the individual selected must obtain a Texas license within six months of employment. Additionally, the City of Corpus is prepared to offer some flexibility in this requirement with the understanding that the individual selected must commit to the process of securing the required training and certification in a reasonable and mutually agreed timeframe.

The process of securing a Texas Professional License Engineer Certificate includes the following:

- Apply for an Engineer In Training (EIT) Certificate.
- Take and pass the Principles and Practice (PE) exam.
- Obtain engineering work experience.
- Apply for Licensure.
- Complete licensing process.

For more information about becoming a Texas Engineering, visit https://pels.texas.gov/lic_faq.htm

As an incentive, the City of Corpus Christi may consider reimbursing the \$80.00 Application Fee for the selected finalist.



COMPENSATION AND BENEFITS

The salary range for this position is \$112,784 - \$184,810 depending upon the qualifications of the individual selected as the finalist. Additionally, the City of Corpus Christi offers a comprehensive, market competitive benefits package that includes 88+ vacation hours per year, 40 hours personal leave per year, 96 hours of sick leave per year, voluntary 457b deferred compensation plan, eight (8) Holidays, Flexible Spending Account or HSA options, City Employee Health & Wellness Clinic, City Employee Fitness Center, Tuition Reimbursement Programs. Relocation assistance may be available.



APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2726>

Application review begin on **Friday, December 4, 2020**. Following the first review date, we will evaluate all applications against the posted qualifications, and may extend invitations for a final interview (virtual or in-person) to a select few. This announcement will remain posted, and we will continue to accept applications until the city reaches an agreement with one finalist.

Our process requires the expressed authorization by an applicant before we conduct criminal background report check, credit check, academic verification or contact references. Pursuant to the state's legislation governing access to public records, all information submitted including resumes and cover letters may be subject to public disclosure.

For more information about this position, please contact:

Edward Williams

Edward.Williams@BakerTilly.com

214-842-6478

The City of Corpus Christi is an Equal Opportunity Employer.



2500 Dallas Parkway, Suite 300 | Plano, TX 75093 | 972-481-1950

<https://bakertilly.recruitmenthome.com/>

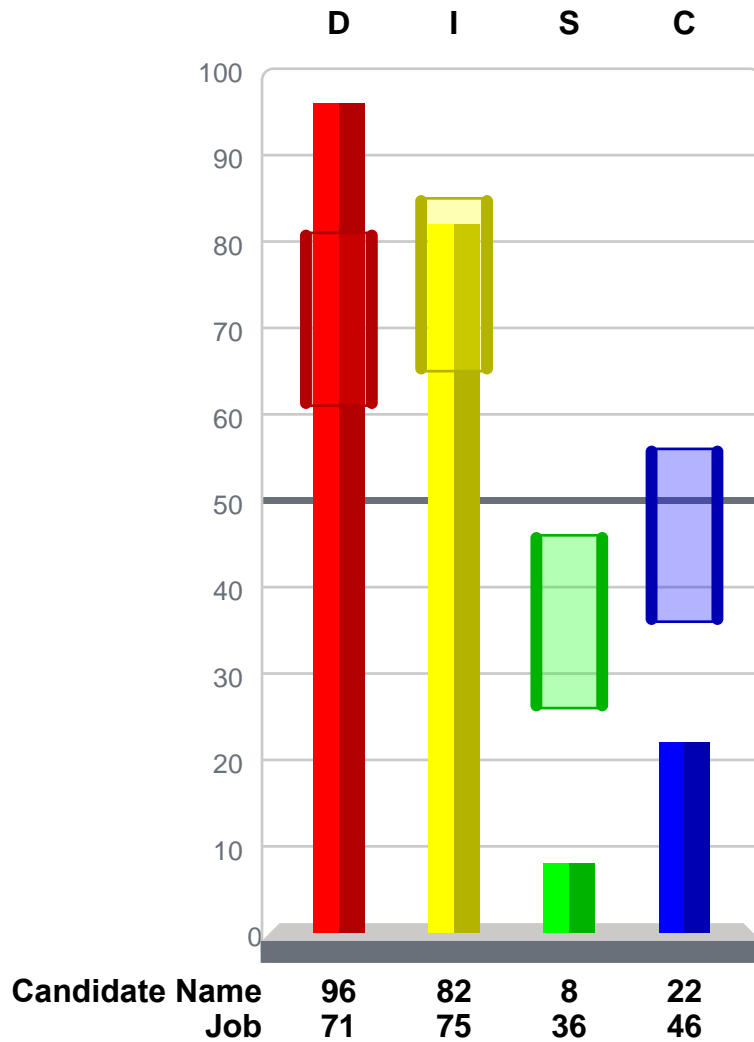


Appendix II: sample excerpt of TTI report



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.

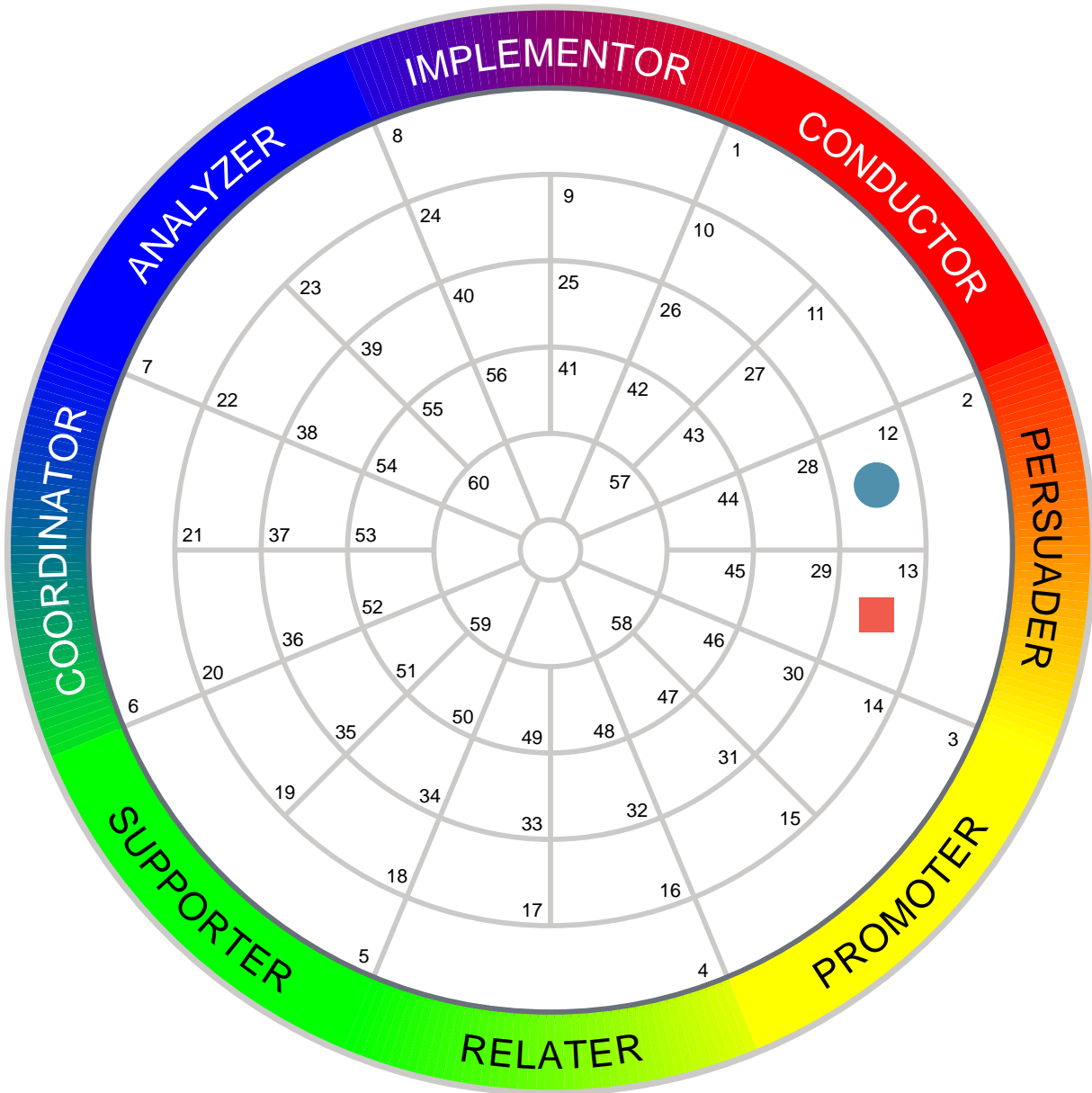


Job Range (20 point range)

Candidate Name










The Success Insights® Wheel











- Job - (13) PROMOTING PERSUADER
- Candidate - (12) CONDUCTING PERSUADER








Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Customer Focus	91 — 100	50 
2. Teamwork	74 — 100	67 
3. Interpersonal Skills	72 — 92	73 
4. Influencing Others	86 — 100	68 
5. Flexibility	83 — 100	78 
6. Creativity and Innovation	66 — 84	62 
7. Leadership	75 — 93	85 

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	35 — 57	6 
2. Selfless	40 — 62	61 
3. Harmonious	35 — 57	0 
4. Receptive	22 — 45	29 

Job Behavioral Hierarchy	Zone Range	Person
1. Competitive	73 — 100	90 
2. Interaction	60 — 84	90 
3. Versatile	54 — 74	100 
4. Frequent Change	52 — 72	92 

 Exact match
  Fair compatibility
 Good compatibility
  Poor compatibility
  Over-focused

Candidate Name