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# Village of Long Grove, Illinois

*Proposal to provide executive recruitment services*

October 27, 2020

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Mr. Bill Jacobs  
Village President  
Village of Long Grove  
3110 Old McHenry Road  
Long Grove, IL 60047

Dear Mr. Jacobs:

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

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

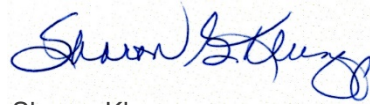
- **Customized profile development:** working with the members of the Village Board of Trustees and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next Village Manager. We strive to understand how the Village's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements; then we collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach has proven to effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Proprietary management/leadership assessment:** relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each of the candidates we present to you. Results are "Real," "Impactful," and "Powerful." Furthermore, these results can provide you with more profound insights into the candidate's management traits and leadership styles based on scientific data.
- **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.
- **Proprietary online application management:** our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and allows us to quickly and effectively communicate with each applicant. We communicate in real time with applicants, thereby engaging and informing them of each step, search related assignment and corresponding timeline throughout the process. Our system also allows us to access, review and evaluate thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these are individuals who may not be actively seeking a job, but who may be open to "the right opportunity." This is another benefit and advantage we provide to our clients, which enables us to access a larger number of active and passive job seekers.

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

BAKER TILLY US, LLP



Chuck Rohre  
Firm Director  
M: +1 (214) 608 7477  
E: [chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)



Sharon Klumpp  
Director  
T: +1 (651) 223 3053  
E: [sharon.klumpp@bakertilly.com](mailto:sharon.klumpp@bakertilly.com)



Patty Heminover  
Director  
T: +1 (651) 223 3058  
E: [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

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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 Village as we seek to become your Valued Business Advisor.

Executive recruitment for public and non-profit clients has been a part of Baker Tilly's portfolio of advisory services for more than 30 years. 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 this recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the Village of Long Grove organization. Our consultants bring an experienced, participatory, and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Since 2015, our combined consultant team has conducted nearly 500 executive searches.

The Baker Tilly project team will collaborate with the Board of Trustees and the Village's designated staff as your technical advisor to ensure that the recruitment process for your next Village Manager is conducted in a thorough and professional manner consistent with "best practices" in the public sector executive recruitment space. Our objective is to generate highly qualified candidates and assist you with the screening and evaluation of these candidates.

Since our firm's beginning, we have 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 only outstanding services and leading-edge products.

## Project contacts and locations

**Chuck Rohre, Firm Director**  
2500 Dallas Parkway, Suite 300  
Plano, TX 75093  
T: +1 (972) 748 0300  
M: +1 (214) 608 7477  
E: [chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)

**Sharon Klumpp, Director**  
380 Jackson Street, Suite 300  
Saint Paul, MN 55101  
T: +1 (651) 223 3000  
T: +1 (651) 223 3053  
E: [sharon.klumpp@bakertilly.com](mailto:sharon.klumpp@bakertilly.com)

**Patty Heminover, Director**  
380 Jackson Street, Suite 300  
Saint Paul, MN 55101  
T: +1 (651) 223 3000  
T: +1 (651) 223 3058  
E: [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

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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 Long Grove's needs**

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

Baker Tilly will work with the Village to understand the desired qualities and professional capabilities that are most important to your organization for this recruitment. This information helps us present the Village of Long Grove and the vacancy to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting the Village of Long Grove as a vibrant and thriving community in which to live.

We recognize that there is significant competition for experienced local government managers today. For this reason, we work with you to develop a recruitment strategy that includes 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. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that the Village receives a qualified candidate pool.

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

We take pride in our ability to provide the Board of Trustees with comprehensive information about each candidate we present, expanding beyond applications and resumes, to better understand their professional experience, the leadership and management style they will bring to your organization, and their motivation for pursuing this career opportunity. We also assist you in the preparation of interview questions, interview day scheduling, planning, and structuring as needed. Additionally, we are available to you and present throughout each interview session and can facilitate your deliberations and negotiations with the top candidate.

### **Proposed solution to meet Long Grove's needs**

*The recruitment will be conducted out of our St. Paul office. Sharon Klumpp and Patty Heminover will serve as the project team leader. Our proven process includes the following five major tasks:*

## 2. Understanding and approach

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- 1. Recruitment brochure development and advertising**
  - We schedule and meet with your Village’s elected officials, appointed management team members and key stakeholders, as requested, to understand your desired needs, strategic directions, overall candidate expectations and to develop a candidate profile
- 2. Execution of recruitment strategy and identification of quality candidates**
  - Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted recruitment campaign
  - Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
  - Using our proprietary applicant tracking system, we communicate and update applicants on key processes and corresponding search progress
- 3. Screening of applications, recommendation of semi-finalists and selection of finalists**
  - Once we identify the most promising applicants, we ask them to complete our due diligence questionnaire and a candidate questionnaire while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment
  - These applicants also complete a recorded, one-way video interview of selected questions designed to secure a different perspective on the applicant’s overall qualifications
  - We provide you with a Semi-Finalists Report of the top candidates, which includes resumes, cover letters and due diligence questionnaire responses
  - Selected finalists complete a management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.
- 4. Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications**
  - Background records checks and academic verification
  - References
- 5. Final interview process**
  - Once your Board of Trustees identifies its top 3-5 finalists, we work with you and the finalists to coordinate all aspects of the interview process
  - Employment offer – assistance and feedback

## Recruitment approach

### Task I. Recruitment brochure development and advertising

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

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

## 2. Understanding and approach

Information obtained from these meetings, coupled with our review of the job description and other Village documents, is used to prepare a position and candidate profile. The completed profile will be approved by the Board of Trustees 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 I.](#)]

The project team will also work with the Village of Long Grove to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites, and local print media, if required, and coordinate with Village staff to include information about the search on the Village’s social media platforms. Additionally, Baker Tilly has a high-traffic website which includes an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the Village’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the Village Manager position.

### Advertisements for the Village Manager position could be placed with:

International City/County Management Association
Illinois Municipal League
Illinois City/County Management Association
League of Wisconsin Municipalities
Wisconsin City/County Management Association
Careers in Government (careersingovernment.com)
LinkedIn campaign
Outreach to public administration university alumni groups, such as NIU

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development	<ul style="list-style-type: none"> <li>Interviews with the Village</li> <li>Baker Tilly receives information on the Village’s budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)</li> </ul>	2 Weeks
Approve brochure, commence advertising and distribute marketing letter	<ul style="list-style-type: none"> <li>Brochure sent to the Village for final approval</li> <li>Commence advertising and distribution of recruitment brochure</li> </ul>	1 Week

### Task II. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of Village Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.



## 2. Understanding and approach

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

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

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

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

### Task III. Screening of applicants and recommendation of semi-finalists

In Task III the project team, under the direction of Sharon Klumpp and Patty Heminover, will screen the candidates against the criteria within the position and candidate profile and develop a list of semi-finalists for recommendation to the Board of Trustees. We will then narrow the list to a group of 10-15 semifinalists for review and select finalists on the basis of written candidate questionnaires, early due diligence information, consultant phone interviews and recorded, one-way video interviews.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our team to develop a more comprehensive understanding of each candidate's ability to "think on their feet," as well as their personal and professional demeanor. Our team will provide an online link for the Board of Trustees, as well as others who have input into the hiring decision, allowing them to review and later discuss the recorded responses. This provides your organization with additional candidate assessment tools that can be customized to fit the unique needs of the Village.

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

## 2. Understanding and approach

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> <li>- Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database</li> <li>- Most promising applicants are asked to complete candidate questionnaires and provide due diligence information</li> <li>- Media, internet and social media scan for information pertinent to future employment</li> <li>- Top 10-15 candidates identified as semi-finalists</li> <li>- Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered</li> <li>- Baker Tilly and the Village review video interviews</li> <li>- Project team leader meets with Board of Trustees to review recommended semi-finalists</li> <li>- Board of Trustees selects finalists for on-site interviews</li> <li>- Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed</li> </ul>	2-3 Weeks

### Task IV. Conducting background checks, reference checks and academic verifications

When the Board of Trustees approves a group of finalists for on-site interviews, Baker Tilly will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership 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 that our quality standards are maintained, we require a minimum of 10 business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.***

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

### Task V. Final interview process

Upon completion of Task IV, we will work with the Board of Trustees to develop the final interview process, including the use of virtual platforms as requested. We customize the final interview process according to the needs and functions of the position and according to your preference, instructions and directives to include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads, a Village tour and the opportunity for a meet and greet, if requested by the Board of Trustees. Please note that some of these activities may need to be done virtually or with social distancing and wearing masks in compliance with public health guidance.

In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background 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 project 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. 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.

Project Milestone	Deliverables	Timeline
Final Report prepared and delivered to Village	<ul style="list-style-type: none"><li>Final Report is prepared; including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions</li></ul>	1 Day
On-site interviews with finalists	<ul style="list-style-type: none"><li>Interviews are scheduled</li><li>Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates</li></ul>	1-2 Days
Offer made/accepted	<ul style="list-style-type: none"><li>If requested, Baker Tilly participates in candidate employment agreement negotiations</li><li>Baker Tilly notifies candidates of decision</li><li>Baker Tilly confirms final process close out items with the Village of Long Grove</li></ul>	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 this 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 Village of Long Grove's Village Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

## 2. Understanding and approach

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.

### Timeline

Below is an estimated timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

<b>Village of Long Grove, Illinois Executive Recruitment Preliminary Timeline</b>		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of November 9. Actual target dates will be developed in consultation with and approved by the Board of Trustees.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> <li>– Baker Tilly completes interviews to develop candidate profile and recruitment brochure; the Village approves ad placement schedule and timeline</li> <li>– Baker Tilly sends draft recruitment brochure to the Village</li> <li>– The Village returns draft recruitment brochure (with edits) to Baker Tilly</li> <li>– Baker Tilly commences executive recruitment advertising and marketing</li> <li>– Online data collection and profile development</li> </ul>	<b>November 9 – December 21</b>
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> <li>– Baker Tilly commences formal review of applications; most promising candidates complete questionnaires</li> <li>– Candidates complete recorded interview online</li> <li>– Baker Tilly completes formal review of applications and sends selected resumes to the Village for review</li> <li>– Candidates' recorded interviews are presented</li> <li>– Baker Tilly meets with the Village and recommends semi-finalists; the Village selects finalists for on-site interviews</li> <li>– Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed</li> </ul>	<b>December 22 – January 11</b>
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> <li>– Baker Tilly completes reference checks / background checks/ academic verification on finalists</li> </ul>	<b>January 25</b>
On-site Interviews with finalists	<ul style="list-style-type: none"> <li>– Baker Tilly sends documentation for finalists to the Village</li> <li>– The Village conducts on-site interviews with finalists</li> </ul>	<b>Week of February 1</b>
Employment offer made / accepted	<ul style="list-style-type: none"> <li>– The Village extends employment offer to selected candidate</li> </ul>	<b>Week of February 8</b>

### Why Baker Tilly is ideally suited to serve Long Grove

There are many reasons Baker Tilly has distinguished itself from 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 are focused on exceeding your expectations.** We believe in local government and want to assist the Village of Long Grove 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 that includes the cost of professional services by the project team leader, 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 Village’s needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the Village of Long Grove.
- **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 Village 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 Village’s success.**
  - We remain focused to assist with your executive recruitment until you make an appointment
  - We guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill the Village Manager position for no additional professional fee
  - We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization

### Benefits to Long Grove

Selecting Baker Tilly to conduct your executive recruitment 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 Village without having any preconceived notions or expectations about the Long Grove and prospective candidates. The Baker Tilly team works closely with the Village to make sure the process is transparent.
- **Confidentiality:** Prospective candidates know that their application will be kept confidential, allowing them to express interest in the Village Manager position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Village of Long Grove can count on maximizing the number of qualified candidates interested in the 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 Village of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of the Village's time:** Baker Tilly's comprehensive process incorporates the active participation of Village Board members at key steps in the 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 process or to put aside other pressing issues facing the Village.
- **Minimize staff disruption:** Baker Tilly's search process also minimizes disruptions to Village 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 Village of Long Grove seeks a Village Manager 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. Proposed fees

*The all-inclusive professional fee to conduct the recruitment is provided below.*

The all-inclusive professional fee includes the cost of professional services by the project 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. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Baker Tilly and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp at [sharon.klumpp@bakertilly.com](mailto:sharon.klumpp@bakertilly.com); via phone at (651) 223 3053 or Patty Heminover at [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com); via phone at (651) 223 3058.

Phase	Description of professional services	Fee
Phase I	Task 1 Candidate profile development/advertising/marketing Task 2 Identify quality candidates	
Phase II	Task 3 Screening of applications and submission of recommended semi-finalists to client Task 4 Reference checks, background checks and academic verifications	
Phase III	Task 5 Final process/on-site interviews with finalists	
Conclusion	Acceptance of offer by candidate	
<b>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</b>		<b>\$24,500</b>

Optional services for consideration	Fee
At the Village’s option, Baker Tilly will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Village Manager. This survey is completed by community leaders, citizens and Village employees and would alter the project timeline.	<b>\$1,650</b>
On rare occasions, Baker Tilly is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the Village. Additional work specifically requested by the Village which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. Baker Tilly will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	<b>\$220 per hour plus expenses</b>

### Triple guarantee

Our Triple Guarantee is defined as:

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to finalize selection from the initial group of finalists, Baker Tilly will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 12 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee but will include project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. 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 contract for any other position while the candidate is employed with your organization.

### Negotiations

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



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## 4. Firm experience

### References

Project team leader Sharon Klumpp and Patty Heminover is the designated project lead for the Village Manager recruitment. Feel free to contact any of the individuals listed below to verify the quality of work Baker Tilly provides to each client as part of these recently completed executive recruitment projects.

Boone County, IL			
<b>Name</b>	Karl Johnson	<b>Title</b>	Board Chair
<b>Phone</b>	815-547-4770*	<b>Email</b>	<a href="mailto:KJohnson@BooneCountyIL.org">KJohnson@BooneCountyIL.org</a>
<b>Services</b>	Selection of County Administrator (2020)		

Lake County, IL			
<b>Name</b>	Amy McEwan	<b>Title</b>	Former Deputy County Administrator
<b>Phone</b>	312-386-8662	<b>Email</b>	<a href="mailto:amcewan@cmapp.illinois.gov">amcewan@cmapp.illinois.gov</a>
<b>Services</b>	Selection of Director of Facilities and Construction (2019), Chief Information Officer (2017)		

City of Glenview, Illinois			
<b>Name</b>	Jim Patterson	<b>Title</b>	President, Board of Trustees
<b>Phone</b>	(847) 904 4370	<b>Email</b>	<a href="mailto:jpatterson@glenview.il.us">jpatterson@glenview.il.us</a>
<b>Services</b>	Selection of Village Manager (2017)		

City of Oakdale, MN			
<b>Name</b>	Honorable Paul Reinke	<b>Title</b>	Mayor
<b>Phone</b>	(651) 402 7965	<b>Email</b>	<a href="mailto:preinke@ci.oakdale.mn.us">preinke@ci.oakdale.mn.us</a>
<b>Services</b>	Selection of City Administrator (2020)		

\* *Boone County Administrator's Office telephone number*

## 4. Firm experience

### Experience

The following is a list of executive recruitments recently conducted by members of the Baker Tilly team.

#### List of relevant projects: 2015 to present

Year	Client	State	Project	Population
Current	Eau Claire	WI	City Manager	68,866
Current	Front Royal	VA	Town Manager	15,239
Current	Herington	KS	City Manager	2,304
Current	Kansas City	MO	City Manager	488,943
Current	Lake Ozark	MO	Asst City Admin/Comm Econ Dev Director	1,792
Current	Matanuska-Susitna Borough	AK	Borough Manager	108,317
Current	Scottsbluff	NE	City Manager	14,874
2020	St. Joseph	MO	City Manager	74,959
2020	Boone County	IL	County Administrator	53,513
2020	Fairmont	MN	City Administrator	10,126
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Admin/Public Utilities GM	3,453

## 4. Firm experience

### List of relevant projects: 2015 to present

Year	Client	State	Project	Population
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859
2017	Berthoud	CO	Town Administrator	5,807
2017	Cloquet	MN	City Administrator	11,938
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324
2016	Brooklyn Center	MN	Deputy City Manager	31,006
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooreville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167

## 4. Firm experience

### List of relevant projects: 2015 to present

Year	Client	State	Project	Population
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206

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## 5. Project team members

*The Baker Tilly project team is designed specifically for the Village of Long Grove.*

The project team represents experienced professionals who will be working on this Village Manager recruitment. Our service team is selected to meet four very specific objectives for the Village: 1) it represents the staff who will be directly responsible for your projects; 2) it provides a range of expertise to cover the range of service requirements; 3) it provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) it represents the commitment to take personal and professional responsibility for the services and outcomes for the Village of Long Grove.

### Project team leader

**Sharon Klumpp, Director**

T: +1 (651) 223 3053

E: [sharon.klumpp@bakertilly.com](mailto:sharon.klumpp@bakertilly.com)

**Patricia Heminover, Director**

T: +1 (651) 223 3058

E: [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

### Additional project team members

**Chuck Rohre, Firm Director**

T: +1 (214) 466 2436

E: [chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)

**Art Davis, Director**

T: +1 (816) 868 7042

E: [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

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

T: +1 (214) 842 6478

E: [edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com)

**Michelle Lopez, Senior Recruitment Analyst**

T: +1 (651) 223 3061

E: [michelle.lopez@bakertilly.com](mailto:michelle.lopez@bakertilly.com)



# 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.



### **Baker Tilly US, LLP**

#### **Director**

380 Jackson Street  
Suite 300  
Saint Paul, MN 55101  
United States

**T +1 (651) 223 3053**

**M +1 (651) 270 6856**

[sharon.klumpp@bakertilly.com](mailto:sharon.klumpp@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

### **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)

# Patricia Heminover

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



### **Baker Tilly US, LLP**

#### **Director**

380 Jackson Street  
Suite 300  
Saint Paul, MN 55101  
United States

**T +1 (651) 223 3058**

**M +1 (651) 968 7841**

[patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

bakertilly.com

### **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

# 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.



**Baker Tilly US, LLP**  
**Firm Director**

2500 Dallas Parkway  
Suite 300  
Plano, TX 75093  
United States

**T +1 (214) 466 2436**  
**M +1 (214) 608 7477**  
[chuck.rohre@bakertilly.com](mailto:chuck.rohre@bakertilly.com)  
bakertilly.com

**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 to ensure best practices, quality control and customer service goals are met.

**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.



**Baker Tilly US, LLP**  
**Director**

9229 Ward Parkway  
Suite 104  
Kansas City, MO 64114-3311  
United States

**T +1 (816) 912 2036**  
**M +1 (816) 868 7042**  
[art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)  
bakertilly.com

**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
- Coordinate 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

# Edward G. Williams, Ph.D.

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



### **Baker Tilly US, LLP**

#### **Director**

2500 Dallas Parkway  
Suite 300  
Plano, TX 75093  
United States

**T +1 (214) 842 6478**

**M +1 (214) 608 6363**

[edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

### **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

# Michelle Lopez

Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.



**Baker Tilly US, LLP**  
**Senior Recruitment Analyst**  
380 Jackson Street  
Suite 300  
Saint Paul, MN 55101  
United States

**T +1 (651) 223 3061**  
[michelle.lopez@bakertilly.com](mailto:michelle.lopez@bakertilly.com)  
bakertilly.com

## Education

Currently pursuing Bachelor of Science, Project Management  
Colorado State University – Global Campus

Associate in Arts, Liberal Arts  
Minneapolis Community College (Minneapolis, Minnesota)

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

## Specific experience

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

# Appendix I: sample brochure



# BOONE COUNTY, ILLINOIS IS SEEKING A COUNTY ADMINISTRATOR

## **The Community**

Boone County, Illinois is located in North Central Illinois within the Rockford, Illinois Metropolitan Statistical Area, which has a population of 370,023. A boutique county populated with orchards and wineries, Boone County cherishes its rural and urban heritage and its close-knit community. A small county, Boone County has a total area of 290 square miles and a population of over 53,000. Belvidere, known as "The City of Murals" is the county seat with a population of over 25,000. Smaller communities located north of Belvidere include Capron, Caledonia and Poplar Grove. Boone County residents enjoy excellent accessibility to major cities. Downtown Chicago is 75 miles southeast of Boone County via I-90. Interstate highways make for easy travel to Madison and Milwaukee, with distances of 75 and 90 miles, respectively. Rockford is just minutes to the west.

Named for Kentucky frontiersman Daniel Boone, Boone County was formed in 1837. Growth in the early 2000s occurred in the automotive, food processing, and retail sectors. Anchors in the community include Fiat Chrysler Automobiles, Yanfeng, General Mills, CCSI International, and R.P. Lumber. The Poplar Grove Airport and nearby fly-in community of Bel Air Estates is rapidly gaining a reputation for being the airport of choice for aviators in the Greater Chicago and southern Wisconsin area.

Boone County boasts spacious parks, conservation areas and golf courses. At the Kishwaukee Riverfront Path, visitors can access boat and canoe launches. The Boone County Conservation District provides opportunities for bicycling, hiking, hunting and fishing. Other recreational activities include museums, camping resorts, farmers markets, and multiple fairs and festivals. Attracting more than 222,000 visitors annually, the Boone County Fair is always a well-attended event. McEachran Homestead Winery offers wine tasting tours, and visitors can rent ice skates at the Riverside Ice Arena with its NHL regulation rink.

Three school districts are located within Boone County and offer a total of 18 pre-K to grad 12 schools. Nearby colleges and universities in the area include Rock Valley College, Rockford University and the University of Illinois College of Medicine in Rockford. Northern Illinois University in neighboring DeKalb County offers an excellent public administration program.

# The Organization

Boone County was incorporated under the laws of the State of Illinois in 1837 and operates under an elected 12 member County Board comprised of four members from each of three districts. Board Member terms rotate between two or four years over a ten-year period. The Chairman and Vice Chair are elected by the members of the Board. The County Board operates under a Committee of the Whole system with one meeting dealing with administrative issues and another dealing with financial issues. Committee of the Whole finance and administrative meetings are each held once a month; the County Board also meets once a month.

Elected officials include the Circuit Clerk, Coroner, County Clerk and Recorder, Sheriff, State’s Attorney, and Treasurer.

Boone County provides a broad array of services to the public including but not limited to public safety, courts, corrections, probation, health and social services, road construction and maintenance, planning and zoning and general administrative services. The County employs a total of 259 personnel, with 198 of those full-time. Nearly half of County employees are organized in one of nine bargaining units represented by labor unions, including Teamsters, UAW and FOP. The 2020 budget is \$33.7 million. The county’s bond rating is Aa3.



## The Position

This position is open due to the retirement of the previous administrator who held the position for 32 years.

The County Administrator reports directly to the Boone County Board. Positions that report to the County Administrator include the Deputy County Administrator, Administrative Assistant, Transit Grants Administrator/Program Compliance and Oversight Monitor (PCOM), County Planner, Senior Building Inspector, Supervisor of Assessments, Animal Services Operations Supervisor, GIS Specialist and County Engineer.

Responsibilities of the County Administrator include:

- Develop the County budget with the County Committee of the Whole and County departments; provide budget analysis and participates in committee budget hearings.
- Prepare and update a long-range financial and capital plan for all major projects.
- Represent the County Board in all labor relations/negotiations activities as the chief negotiator.
- Oversee human resource activities including updating the County Personnel Policies Manual, recruitment activities and recommendations related to filling departmental manager vacancies, coordinating the employee compensation plan, and administration of employee benefits.
- Coordinate the County Board Committee of the Whole system including preparation of agenda in consultation with Committee chairs and department heads.
- Coordinate the County risk management program.
- Coordinate intergovernmental agreements between the County and other governments and federal and state grant assistance.
- Provide insight on economic development opportunities to the County Board.
- Oversee and manage the County's purchasing and procurement programs.
- Serve as the public information officer for the County Board.
- Administer ordinances and resolutions adopted by the County Board.
- Monitor federal and state legislative proposals and programs and informs the County Board as needed.
- Conduct research regarding County programs and activities; execute administrative functions; and perform other duties as assigned by the County Board.



## Desired Capabilities

- Brings a fresh perspective and enthusiasm to the County
- Forward looking, sees the big picture
- Builds effective relationships with the County Board, elected officials and department heads; engages them in determining countywide priorities
- Committed to equity, transparency, integrity, stewardship of public resources, political neutrality, and respect for the rights and responsibilities of elected officials and residents
- Takes a holistic interest in the County; balances a passion for its rural heritage with an understanding of issues affecting its cities
- Demonstrates leadership, delegates effectively and ensures accountability
- Regarded as a partner and a resource by elected officials and department heads
- Supports the County Board's policy-making process; offers options and provides facts and data for the Board to make good decisions and helps get the Board to the heart of an issue
- Strong financial acumen, adept at analyzing short- and long-range impacts of policy options
- Business savvy, recognizes opportunities to maximize resources and create efficiencies and gets others on board
- Seeks input and solves problems collaboratively; decisive when direction is needed
- Resilient, has the fortitude to make, explain and stand behind an unpopular decision
- Exceptional communication skills; exercises diplomacy and tact in representing the County
- Organized and focused; skilled at keeping everyone on the same page
- Unflappable, does not take differences of opinion personally

## Leadership Opportunities

**Promote governmental collaboration and communication.** Continue efforts to develop collaborative processes across all departments to maximize efficiencies throughout the County. Continue to focus on developing healthy relationships with the public by streamlining governmental functions. Build a collaborative relationship with all municipalities located in Boone County. Partner with intergovernmental and regional agencies to share services when appropriate.

**Provide strong financial management.** Develop a process for comprehensive budget planning, administration and reporting. Identify areas where expenditures can be reduced to maximize revenues. Pursue new revenue streams. Develop and annually update a long-range financial plan for the County.

**Promote economic development.** Create an economic development strategy to promote business growth. Provide an environment conducive to attracting new businesses and supporting the growth of existing businesses.

**Review the County's organizational structure.** Engage Board members, elected officials and elected officials to identify and prioritize opportunities to streamline County processes. Explore options for improving customer access to services increasing the use of technology. Identify ways to share information and data across County departments.

**Assess facilities and technology needs.** Assess short-and long-range facility needs, including the impact that future technology needs will have on physical space and facility locations, project estimated costs with input from elected officials and department heads. Establish priorities and funding working with the County Board.

**Update the County comprehensive plan.** Develop and invest in community infrastructure to enhance the quality of life. Continue efforts to develop a unified regional road and bridge replacement plan. Capitalize on public/private partnerships and leverage regional assets to improve transportation and communication infrastructure. Maintain vigilance over County water sources.





## Qualifications and Experience

This position requires a Bachelor's degree (Master's degree preferred) in public or business administration or a related field and considerable experience supporting the work of a governing board and providing oversight and coordination of local government functions. Qualified candidates will have a strong working knowledge of government administration in such areas as budgeting, grants management, long-range financial planning, risk management, human resources, labor relations, collective bargaining, and contract management. Demonstrated leadership, organizational, communication and interpersonal skills required.

## Compensation and Benefits

Anticipated salary in the range of \$115,000 - \$140,000 commensurate with candidate qualifications and experience. The County participates in the Illinois Municipal Retirement Fund (IMRF) pension programs, and offers health insurance, an employee wellness program, term life insurance, twelve holidays and paid vacation, sick and personal days.

## Application and Selection Process

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

<https://bakertilly.recruitmenthome.com/postings/2615>

This position is open until filled; first review of resumes occurs on May 26, 2020. Following this date, applications will be screened against criteria outlined in this brochure. For more information, please contact Sharon Klumpp at [sharon.klumpp@bakertilly.com](mailto:sharon.klumpp@bakertilly.com) or 651-223-3053.



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Springsted and Umbaugh

380 Jackson Street, Suite 300

St. Paul, MN 55101

651-223-3000

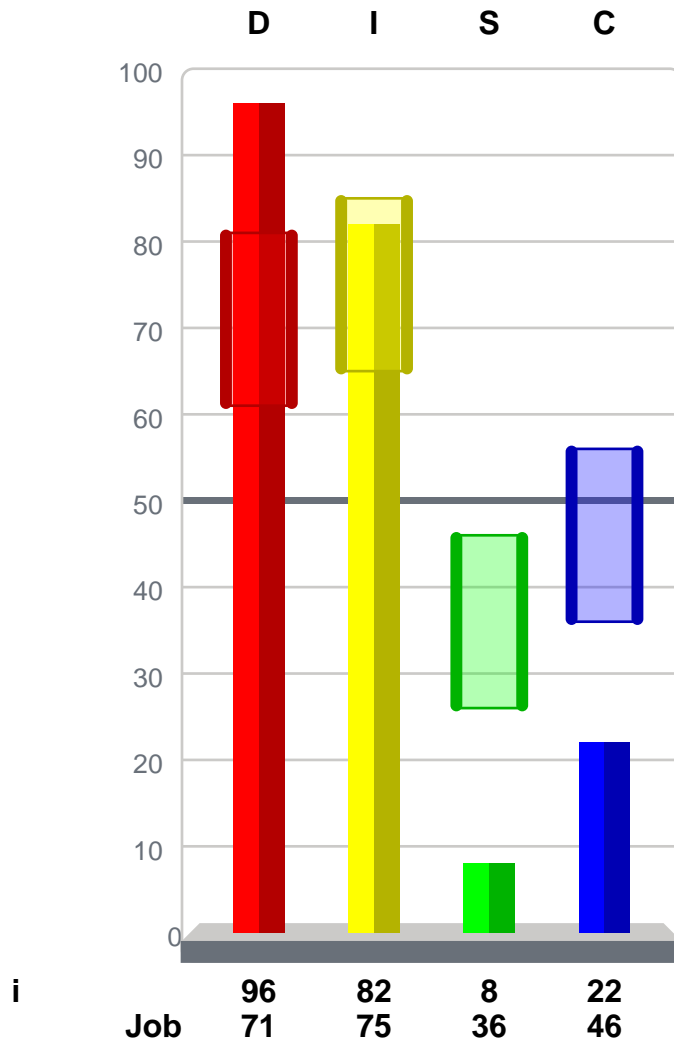
[www.bakertilly.com](http://www.bakertilly.com)

## **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.

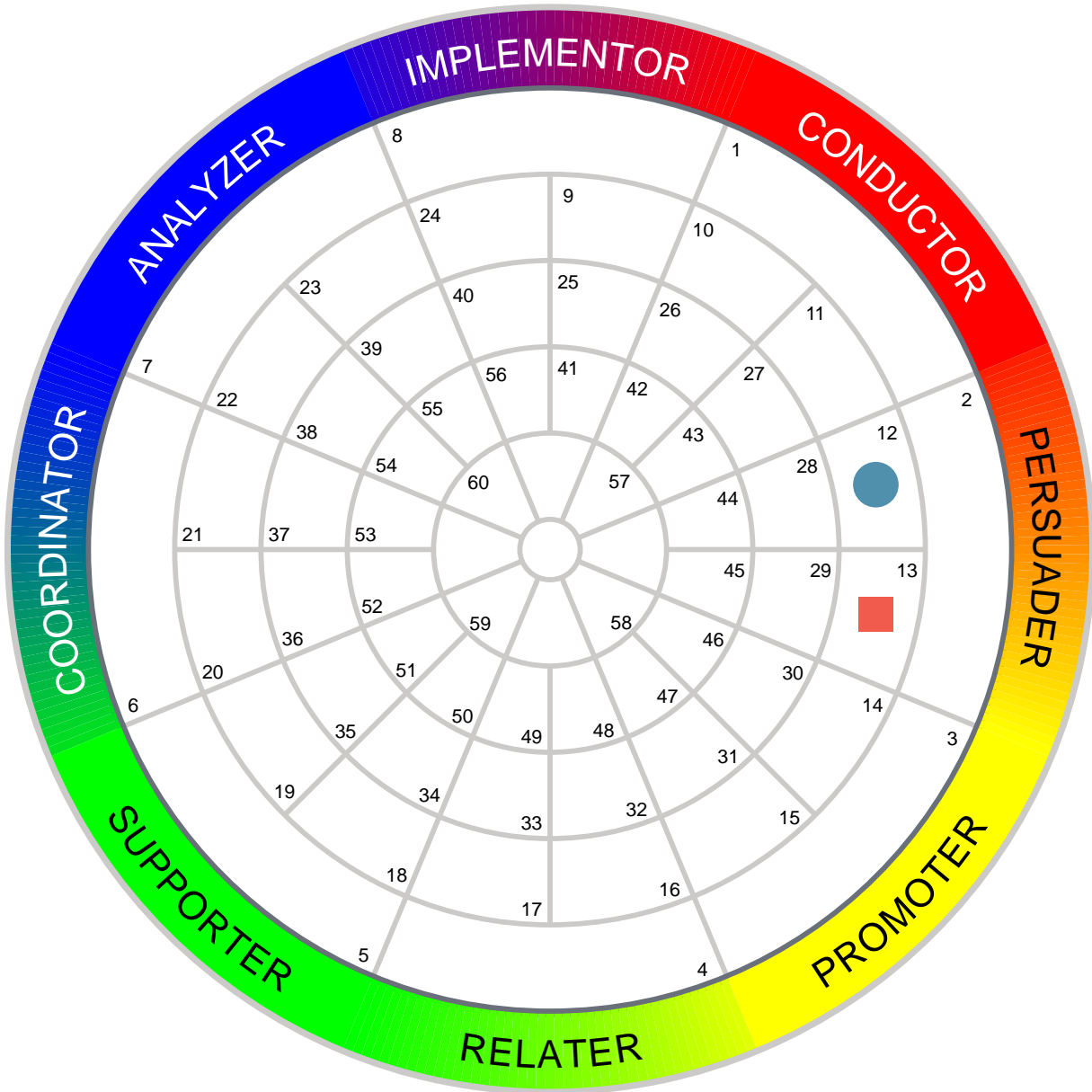


Job Range (20 point range)

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      Over-focused  
 Good compatibility      Poor compatibility