

TXShare

Your Public Sector Solutions Center

REQUEST FOR PROPOSALS
For
Executive Search Consulting and Related Services
RFP # 2024-019

Sealed proposals will be accepted until 2:00 PM CT, **February 29, 2024**, and then publicly opened and read aloud thereafter.

Baker Tilly US, LLP
Legal Name of Proposing Firm

Anne Lewis Managing Director
Contact Person for This Proposal Title

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Anne Lewis Managing Director
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Point of Contact Telephone Number Point of Contact Person E-Mail Address

Acknowledgment of Addenda (initial): #1 AL #2 _____ #3 _____ #4 _____ #5 _____

NOTE: Any confidential/proprietary information must be clearly labeled as “confidential/proprietary”. All proposals are subject to the Texas Public Information Act.

(Cover Sheet)



February 29, 2024

North Central Texas Council of Governments

RFP 2024-019

Proposal to provide executive search consulting and related services



February 29, 2024

Charlie Oberrender
Purchasing Division
North Central Texas Council of Governments
616 Six Flags Drive
Arlington, TX 76011

Baker Tilly US, LLP
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Frisco, TX 75034
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Dear Mr. Oberrender:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to build a mutually beneficial relationship with the North Central Texas Council of Governments (NCTCOG) to supply municipalities, counties, school districts and other governmental agencies with assistance in the recruitment of executive positions, various mid to high-level management positions, and/or difficult to recruit specialized positions to the members of its TXShare Cooperative Purchasing Program (TXShare).

Based on what we have learned from you in your request for proposal (RFP) process, we are confident we are the right fit to serve TXShare members with forward-thinking executive search consulting and related services so you can keep your focus where it belongs: serving your member organizations. Our proposal describes our unique proposition to meet your key objectives.

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

We know that you have options for selecting an executive recruitment firm. However, our unique approach, highly regarded customer service, record of success, experience, and ability to identify, recruit and place executives, various mid to high-level managers, and difficult-to-recruit specialized candidates sets us apart from our competitors. Additionally, we offer the following unique features:

- Customized candidate profile
- Management/leadership assessment and reports
- Due diligence, written questionnaire and one-way semifinalists video interviews
- Online application and document management tool

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

Sincerely,

BAKER TILLY US, LLP

Edward G. Williams, Ph.D., Director
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Anne Lewis, Managing Director
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The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2024 Baker Tilly US, LLP.

Baker Tilly US, LLP is currently undergoing a restructuring of its organization which is anticipated to occur on or around June 1, 2024. Following the closing of such restructuring, all consulting and tax engagements will be performed by Baker Tilly Advisory Group, LP. All assurance engagements will continue to be performed by Baker Tilly US, LLP.

Tab A – Capacity to Deliver

What makes Baker Tilly different from other firms? Our solution truly begins by listening to what NCTCOG and its TXShare members need.

A brief statement of your understanding of the work to be done.

Understanding your needs to help achieve your objectives and mission

We understand North Central Texas Council of Governments seeks an experienced vendor or vendors to provide the following goods or services to the members of TXShare. We further understand that TXShare uses NCTCOG as the lead public entity to publicly solicit and award contracts through an RFP process.

Service Category #1: Executive search & recruitment services – To identify, assess, and recruit top-level executives and senior management professionals.

Service Category #2: Leadership assessment – To assess the leadership capabilities and potential of existing internal executive and management staff. This includes evaluating their skills, competencies, and overall fit with the organization.

Service Category #3: Succession planning – To provide guidance in planning for future leadership needs. This includes identifying and preparing potential leaders within the organization to fill key positions in the event of retirements, resignations, or expansion.

Service Category #4: Board services – To assist in recruiting and evaluating candidates for organizational service board positions, such as Parks Board, Board of Adjustment, Planning & Zoning Board, etc., to help ensure a diverse and effective board composition.

Service Category #5: Interim executives – Provide temporary executive leadership during periods of transition, such as the sudden departure of a key executive or director.

Service Category #6: Other related consulting services – To offer consulting services related to organizational design, talent strategy, leadership development, or any other related services for helping organizations align their talent strategy with their business objectives.

Baker Tilly public sector executive recruiters and organizational development experts will collaborate with you or the designated organization and staff to understand the scope, challenges, opportunities, desired outcomes, traits, attributes, capabilities, and overall qualifications and outcomes most important to the organization for each project or recruitment. The information we gather helps us design the required action plan, project map, scope of work, timeline, assessment, marketing, recruitment and outreach strategies and materials that present each NCTCOG and TXShare member with the solutions or desired results to meet or exceed established expectations.

We recognize there is significant competition for experienced local government managers, leaders and executives today. For this reason, we will collaborate with each TXShare member to develop organizational development solutions and recruitment strategies that include aggressive marketing, recruiting and candidate outreach campaigns. Successful recruitment often depends upon reaching successful executives and leaders who may not necessarily be searching for new employment opportunities or 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 with the TXShare member organization. These efforts ensure that member organizations receive and can select from many qualified candidates.

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

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

Describe your firm’s approach and clearly indicate any exceptions to the specifications, options or alternatives being proposed. It should also indicate any major requirements that cannot be met by the firm.

Per RFP Section 7, we hereby take exception to the provisions detailed in the attached exceptions table. If selected, we will require the ability to propose additional terms and negotiate mutually acceptable revisions to these sections prior to executing a final contract.

EXCEPTIONS TO NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS RFP #2024-019		
Page no.	Section/ paragraph no.	Proposed revision
15	6.4	<p>We propose to revise this section as follows:</p> <p>INSURANCE REQUIREMENTS At all times during the term of any awarded contract, contractor shall procure, pay for, and maintain, with approved insurance carriers, the minimum insurance requirements set forth below, unless otherwise agreed in writing between contractor and participating entities. Further, contractor shall require all contractors and sub-contractors performing work for which the same liabilities may apply under the contract to do likewise. All subcontractors performing work for which the same liabilities may apply under this contract shall be required to do likewise. Contractor may cause the insurance to be effected in whole or in part by the contractors or sub-contractors under their contracts. Coverage shall be endorsed to the Customer as a Named Additional Insured, <u>with the exceptions of Workers Compensation and Professional Liability Insurance</u>. NCTCOG reserves the right to waive or modify insurance requirements at its sole discretion.</p>
15	6.5	<p>We propose to revise this section as follows:</p> <p>INDEMNIFICATION <u>AND LIMITATION ON DAMAGES</u> Contractor shall defend, indemnify, and hold harmless NCTCOG, NCTCOG’s affiliates, and any of their respective directors, officers, employees, agents, subcontractors, successors, and assigns (<u>each a “Covered Person”</u>) from any and all <u>third party</u> suits, actions, claims, demands, judgments, liabilities, losses, damages, costs, and expenses (including reasonable attorneys’ fees and court costs) (collectively, “Losses”) <u>to the extent such Losses are finally determined to be</u> arising out of or relating to: (i) Services performed and carried out pursuant to the contract; (ii) breach of any obligation, warranty, or representation in the contract, (iii) the negligence fraudulent behavior or willful misconduct of contractor and/or its employees or subcontractors; or (iv) any</p>

EXCEPTIONS TO NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS RFP #2024-019

Page no.	Section/ paragraph no.	Proposed revision
		<p>infringement, misappropriation, or violation by contractor and/or its employees or subcontractors of any right of a third party; provided, however, that contractor shall have no obligation to defend, indemnify, or hold harmless to the extent any losses are the result of NCTCOG’s gross negligence or willful misconduct. <u>Notwithstanding the foregoing, NCTCOG hereby releases Contractor, its subsidiaries and their present or former partners, principals, employees, officers and agents from, and acknowledges that such parties shall not be required to indemnify NCTCOG or any Covered Person against, any costs, fees, expenses, damages and liabilities (including attorneys’ fees and all defense costs) relating to or arising as a result of the acts or omissions of NCTCOG or any Covered Person. Furthermore, because of the importance of the information that NCTCOG provides to Contractor with respect to Contractor’s ability to perform the services, NCTCOG hereby releases Contractor and its present and former partners, principals, agents and employees from any liability, damages, fees, expenses and costs, including attorney’s fees, relating to the services that arise from or relate to any information, including representations by management, provided by NCTCOG, its personnel or agents, that is not complete, accurate or current.</u></p> <p><u>The liability (including attorney’s fees and all other costs) of Contractor and its present or former partners, principals, agents or employees related to any claim for damages relating to the services performed under this Contract shall not exceed the fees paid to Contractor for the portion of the work to which the claim relates, except to the extent finally determined to have resulted from the willful misconduct or fraudulent behavior of Contractor relating to such services. This limitation of liability is intended to apply to the full extent allowed by law, regardless of the grounds or nature of any claim asserted, including the negligence of either party. Additionally, in no event shall either party be liable for any lost profits, lost business opportunity, lost data, consequential, special, incidental, exemplary or punitive damages, delays, interruptions, or viruses arising out of or related to this Contract even if the other party has been advised of the possibility of such damages.</u></p>

Describe your firm’s qualifications in providing services for governmental projects.

Delivering specialized expertise to our public sector clients

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

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for TXShare members? It means they will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive



recruitment, leadership assessments, succession planning, board services, interim executive placement and other organizational management consulting services. TXShare member organizations will work with a knowledgeable team that understands their challenges and provides innovative solutions to help overcome them.

Recognizing this complexity and eager to serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago. **Today, more than 350 Baker Tilly professionals — including nearly 30 partners** — focus directly on serving public sector organizations and provide hundreds of thousands of client service hours annually to them.

Describe your firm's capabilities to perform the work in a timely fashion.

Sharing our resources to meet TXShare member deadlines

Our team has the ability and availability to complete each project on time and on budget. We use a dynamic scheduling tool that ensures each project is staffed with the proper personnel. When we are awarded projects with TXShare members, the personnel listed in this proposal will be scheduled to meet the timelines requested by them. To ensure objectives are met and to assist team members in managing their commitments, Baker Tilly employs the following scheduling and planning strategies and tools:

- **Dedicated teams with clearly defined roles and responsibilities.** The proposed team is structured to assure TXShare members that we can escalate any issues quickly, be available when they need us and meet their needs creatively, without overburdening individual team members.
- **Staff scheduling tools and resources.** Using weekly availability reports, dedicated resource management coordinators help ensure our professionals' commitments do not exceed their capacity to deliver high-quality services for TXShare members.
- **Flexible staffing ratios depending on project needs, including a high ratio of dedicated resources.** We work to balance workloads for individuals via advance planning and integrate additional subject-matter specialists and support staff where appropriate.

Our specialized public sector practice always has current projects of varying stages in progress. We meet all established and approved deadlines and needs through a scheduling process that matches the knowledge, and experience required for a particular project with the team members best suited to provide quality services.

With 350 professionals dedicated to the public sector, the engagement team can cost-effectively access the breadth and depth of skills needed to meet TXShare members' objectives, however much support may be required. Our deep bench of experienced consultants enables us to assign additional specialized consulting staff as needed to support the execution of project deliverables.

We are confident that, based on our existing schedules, commitments to clients and absolute adherence to our internal standards of service delivery, quality, integrity, efficiency, responsiveness and results, the proposed project team leaders will be available to begin every engagement on short notice. Typically, we can launch a project within 10 days of receiving an official notice to proceed.

List the business location out of which your firm’s team members will work from.

Providing our engagement team contacts and locations

EXECUTIVE RECRUITMENT AND BOARD SERVICES	LEADERSHIP ASSESSMENT
Dr. Edward G. Williams, Director 17 Cowboys Way, Suite 800 Frisco, TX 75034 +1 (214) 608 6363 edward.williams@bakertilly.com	Al Zelinka, Director 18500 Von Karman Ave., 10th Floor Irvine, CA 92612 +1 (949) 809 3120 al.zelinka@bakertilly.com
INTERIM EXECUTIVES	SUCCESSION PLANNING AND OTHER RELATED SERVICES
Yolanda Howze, Director 205 N Michigan Ave., 28 th Floor Chicago, IL 60601 +1 (312) 240 3401 yolanda.howze@bakertilly.com	Allison LeMay, 205 N Michigan Ave., 28 th Floor Chicago, IL 60601 +1 (630) 645 6243 allison.lemay@bakertilly.com

Provide an overview of Proposer’s organization, size and experience; major clients; areas of expertise; approximate number of Proposer’s staff to be assigned to a given project; unique qualifications of Proposer’s firm; and other matters that the Proposer feels would assist in the evaluation process.

Providing our firm’s organization and leadership structure

Baker Tilly US, LLP (Baker Tilly) is a leading advisory CPA firm, providing clients with a genuine coast-to-coast and global advantage in major regions of the U.S. Baker Tilly is an independent member of Baker Tilly International, a worldwide network of independent accounting and business advisory firms in 145 territories, with 41,000 professionals and a combined worldwide revenue of \$4.7 billion. Visit bakertilly.com or join the conversation on [LinkedIn](#), [Facebook](#) and [Instagram](#).

Our firm is a partnership and structured as shown below on the senior leadership team chart:

						
	Chris Anderson	Ethan Bach	Brad DeNoyer	Chuck Droege	Angie MacPhee	
	Managing Partner Growth Strategies	Managing Partner Innovation & Solutions	Managing Partner Industry	Partner Chief Operating Officer	Managing Partner Consulting	
						
Jeff Ferro						
Chief Executive Officer						
						
	Theresa Meiners	Jere Shawver	Craig Weaver	Steve Milner	Tom Walker	Fred Massanova
	Principal General Counsel	Managing Partner Assurance & Risk	Managing Partner Tax	Managing Partner Western U.S.	Managing Partner Central U.S.	Managing Partner Eastern U.S.

BAKER TILLY’S SENIOR LEADERSHIP TEAM

Baker Tilly’s top leaders empower our success and support our growth-driven culture.

Strategic talent management experience

A well-defined talent management strategy can be a powerful, cost-effective catalyst for driving meaningful organizational transformation and ensuring a competitive advantage both as an employer and as a service provider to public sector organizations. Collaborating with Baker Tilly on this important project can help TXShare members maximize the potential benefits and positive impact of a more strategic talent management approach.

You can count on Baker Tilly’s experienced professionals to serve as your ally. We will help you identify critical steps required to ensure understanding, adoption and consistent execution of strategic talent management approaches and best practices. Our team of human capital managers and practitioners offer experience completing diverse human resources (HR) and talent management engagements for public sector organizations. We bring extensive knowledge of local government-specific human capital strategy, talent management approaches and cost-effective HR operations. Using this experience, we will help TXShare members explore models and approaches for evolving into a strategic talent management model. Our analysis will aim to identify a model that meets member objectives and resonates with stakeholders’ diverse needs.

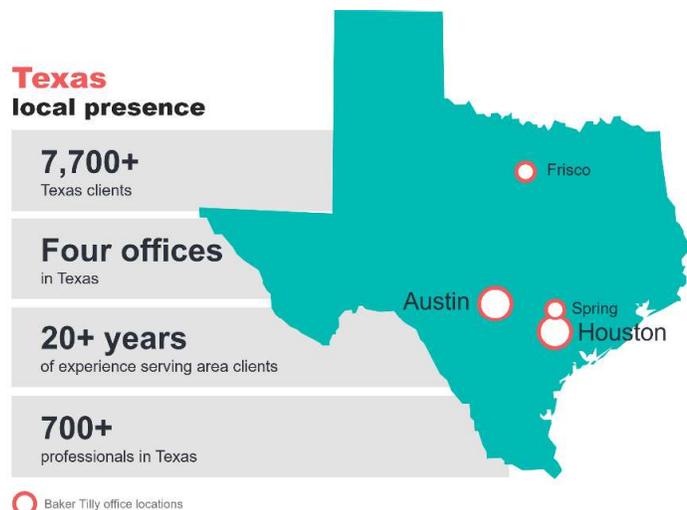
Moving from a tactical to a strategic talent management approach requires articulating a clear strategic vision and identifying key gaps in current approaches. It also requires the ability to paint a persuasive picture of the specific benefits and return on investment of the effort needed to make the change. Our team has experience in all these areas. This includes the entire continuum of strategic HR services, such as:

- Executive recruitment and interim executive placement
- Leadership assessment
- Succession planning
- Talent management, including strategy and strategic execution, systems support and alignment with best practices
- Talent needs assessment and organizational development approaches
- Organizational capacity and competency assessments
- Budget alignment with talent needs and shifting competency requirements

Pairing local services with national resources

North Central Texas Council of Governments will be a valued client, and your members should expect to receive exceptional services. We will be accessible and responsive to TXShare members throughout each engagement, led from our Frisco office to minimize travel costs, strengthen the relationship and improve efficiencies.

The state of Texas has the ninth-largest economy in the world and one of the fastest-growing, most diverse economies in the United States. Recognizing this strategic importance, Baker Tilly has expanded our firm’s presence in Texas to include more than 700 professionals across four offices committed to helping clients in a wide range of industries enhance and protect their impact.



TXShare members will receive exceptional service from a qualified local team that can draw on our firm’s broad national resources as your goals or needs evolve. We are well-versed in state regulatory requirements and value our local government clients throughout Texas.

Providing a list of our large clients

Baker Tilly serves public sector entities across the country. The following is a sample list of large public sector clients the Baker Tilly team recently served.

- Atlanta Public Schools, GA
- Austin, TX
- Baltimore, MD
- Bedford, TX
- Carrboro, NC
- Charlotte, NC
- Cincinnati, OH
- Commonwealth of Virginia
- Dallas, TX
- Dallas County, TX
- Delaware County, PA
- El Paso, TX
- El Paso County, TX
- Evanston, IL
- Fulton County, GA
- Jefferson County, CO
- Kane County, IL
- Kansas City, MO
- Lake County, IL
- Las Vegas, NV
- Los Angeles, CA
- Metropolitan Council (Minneapolis-St. Paul), MN
- Montgomery County, MD
- North Texas Municipal Water District, TX
- Portland, OR
- Ramsey County, MN
- Richland County, SC
- Sacramento, CA
- Sacramento Municipal Water District, CA
- San Mateo County, CA
- Southern Ute Tribal Nation
- Saint Paul, MN
- San Antonio, TX
- San Francisco, CA
- San Jose, CA
- Tacoma Public Utility
- US Virgin Islands Water and Power Authority
- West Sacramento, CA

Provide company description; include number of years in business, size, etc.

Offering our resources: Baker Tilly at a glance

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



10th
largest accounting
firm in the U.S.



6,700+
team members



1,700+
executive
recruitments



4,000
public sector
clients



\$1.58B
firm revenue
in FY2023



50+
U.S. office
locations



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

TXShare members will receive support and guidance from a respected firm that continues to grow.

Celebrating more than 90 years serving our valued clients

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



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

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

Sharing a culture of values with TXShare member organizations to serve as the foundation of our lasting relationship

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

These core values are highlighted below.

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

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

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

Describe other resources your firm intends to commit to provide the required services under this contract.

Offering our firmwide resources

Baker Tilly has over 50 U.S. office locations across 20 states.



PROVIDING A BREADTH AND DEPTH OF RESOURCES TO SERVE YOU

TXShare members will receive our best resources based on your unique needs, regardless of office location.

Sharing our executive recruitment resources

Our comprehensive marketing, recruiting and outreach process, which includes talent assessment, overall background, academic checks and related verification, is part of our holistic approach for each search. Additionally, based on the nature of each search, we advertise in professional membership organizations, municipal leagues, management organizations and popular social media outlets to ensure a broad advertising scope. This approach has worked well for us over the past 45+ years, and we are open to exploring and pursuing additional recommended sources to ensure every search's overall success.

Our experienced professional team will work with TXShare members to develop a recruitment strategy that includes aggressive marketing, recruiting and candidate outreach campaigns. We also will bring a unique approach that provides highly regarded services to recruit and attract top-level executives, mid and high-level managers or specialized professionals according to each position. We offer the following unique services:

- **Customized profile development:** Working with TXShare member leadership, we customize a profile of the required, desired and preferred qualifications, traits and attributes sought in an executive, mid to high-level manager or specialized position. We use proprietary tools to help us crystalize and document the key or essential issues, priorities and overall opportunities each team member will bring to TXShare member organizations. We work diligently with your hiring authority to clearly understand priorities and the perspectives of all stakeholders to guide our process.
- **Management/leadership assessment:** Using predictive analytics, we administer assessment tools to help us identify and reveal human potential in each candidate we present for consideration. Results are “Real,” “Impactful,” and “Powerful.” Furthermore, the results can provide deep insights into the candidates, information that scientifically reveals potential and projected performance.
- **One-way video interviews:** We ask selected candidates (semi-finalists) to complete a one-way video interview using questions developed from the “candidate profile,” which gives the review team an additional tool to evaluate semi-finalists before inviting them to a face-to-face interview.

- **Online application management:** Our online application system enables us to efficiently manage applicant flow, classification, and communication. We communicate in real-time with all applicants, thereby engaging and informing applicants throughout the process. Our system also allows us to access thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these individuals may not be actively seeking a job but may be open to “the right opportunity.” This is another benefit we offer: access to qualified applicants.

Embedding innovation to add efficiencies for TXShare members

Our firm’s investment in technology is an investment in helping TXShare members benefit during each engagement. Baker Tilly’s engagement team members will be able to utilize a range of technology tools that will infuse efficiencies and value into each engagement.

Serving TXShare members effectively from anywhere

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

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

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

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



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



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



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

Provide a list of best practices your company utilizes when making recommendations.

Providing our executive recruitment best practices

We believe that “best practices” are those steps, measures, and internal or external protocols that enable us to yield the highest results, customer satisfaction, and retention. As such, below, we provide a short list of the “best practices” that accompany each of our searches:

1. We have a proven, effective, efficient and standardized search process that enables us to guarantee our work for 12 months after placement. This includes a careful review of the TXShare member’s proposal, a comprehensive outline of our ability to meet each TXShare member’s desired need, a mutually agreed timeline and desired result, buffered by developing a candidate profile, which is the foundation of each search.
2. Our focused, targeted and exhaustive marketing, recruiting and outreach campaigns allow us to place announcements and advertisements on professional membership sites and outlets that give us a high probability of accessing eligible and highly qualified applicants. Additionally, our customized database query process allows us to directly contact individuals who may not necessarily be actively seeking employment at this time, but based on the information available to us, we know may be open to the right job opportunity.
3. Another best practice is our applicant review and classification process, which focuses on matching the essential qualifications established by the TXShare member and cross-referencing those with the qualifications of each applicant.
4. We rely on due diligence and applicant questionnaires to go beyond the resume or cover letter to fully understand the professional motivation behind each individual’s stated interest in a position. Then, we follow up those questions with a one-way video interview. This allows us to comprehensively present the skills, education, experience, and interest each applicant would bring to the TXShare member organization. Then, they can select four or five finalists to invite to the organization for a face-to-face interview.
5. Another best practice is a leadership assessment tool, which is used to help organizations reveal hidden talents and skills to create high-performing teams. Each finalist interviewed will complete the referenced assessments. We provide the TXShare member with an additional report based on finalist responses, highlighting how each finalist responds to problems or challenges, how the finalist relates to people and contacts, their pace and consistency, and how they respond to procedures and constraints.

The above briefly summarizes the “best practices” embedded in each search process. We continuously review our existing processes as we remain committed to delivering effective, efficient and responsive public sector executive recruitments.



Tab B – Demonstrated Success

What makes Baker Tilly different from other firms? Our solution truly begins by listening to what North Central Texas Council of Governments needs.

Describe Offeror firm’s experience providing services for governmental clients of a similar nature in the last five years.

Providing our experience providing services for governmental clients

Nationwide, our public sector practice serves nearly 4,000 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.

Public sector: Experience that matters

		
4,000 public sector clients	90+ years of industry experience	Serving clients nationwide

COMMITMENT TO THE PUBLIC SECTOR

Baker Tilly has been in business for more than 90 years, and public sector entities were some of our first clients.

Within Baker Tilly, our executive recruitment team comprises 10 recruitment consultants and project coordination staff available to meet each TXShare member’s executive recruitment needs. Each consultant assigned to a recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising TXShare members’ organizations. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds expectations. Since 2000, our combined consultant team has conducted more than 1,700 executive searches.

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

Include a list of no more than five (5) relevant services contracts awarded within the last 5 years. These same five projects should be used as your references in Tab E.

Providing relevant service contracts

NEW BRAUNFELS UTILITIES, TEXAS

Name	Laura Rivers	Title	Chief of Staff
Phone	+1 (830) 629 8470	Email	lrivers@nbutexas.com
Services	Chief Executive Officer executive recruitment (2023)		

FULTON COUNTY, GEORGA

Name	Kenneth L. Herman, Jr.	Title	Director of Personnel
Phone	+1 (404) 613 0923	Email	Kenneth.Hermon@fultoncountyga.gov
Services	Elections Director (2023), Chief Appraiser (2022) and Clerk to the Commission (2020) executive recruitments		

CITY OF ANN ARBOR, MICHIGAN

Name	Milton Dohoney, Jr.	Title	City Administrator
Phone	+1 (734) 794 6110	Email	mdohoney@a2gov.org
Services	Police Chief executive recruitment (2023)		

CITY OF BUDA, TEXAS

Name	Vicki Fuchs	Title	Human Resources Director
Phone	+1 (512) 523 1043	Email	vfuchs@ci.buda.tx.us
Services	City Manager executive recruitment (2022)		

CITY OF BEDFORD, TEXAS

Name	Jimmy Stathatos	Title	City Manager
Phone	+1 (817) 952 2109	Email	Jimmy.Stathatos@bedfordtx.gov
Services	Organizational design, talent strategy, and leadership development (2021)		

Tab C – Quality Control

Baker Tilly has developed proven policies and procedures to provide reasonable assurance that every engagement is completed in accordance with the professional standards our public sector clients expect us to meet.

Describe personnel, equipment, technologies, or other resources and methodologies commonly used by your firm that may be applicable to this service. Describe Your quality control and quality assurance programs.

Aligning engagement team members with TXShare members’ goals

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

The Baker Tilly engagement team will collaborate with TXShare members’ leadership and others designated as technical advisors. As such, we conduct our recruitment process in a clear, effective, efficient, transparent, and professional manner consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; “our agenda is your agenda.” Our objective is to generate a list of highly qualified candidates and assist each TXShare member with screening and evaluating these candidates to identify the executive, mid or high-level manager, or specialized professional.

We have structured the Baker Tilly engagement 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. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

The proposed engagement team represents experienced professionals working on your top-level executive or senior management professional recruitments. We have selected a team of consultants who understand the traits, attributes and characteristics essential to success in each position to meet four specific objectives for each TXShare member organization. First, this team represents experienced professionals who will directly champion every aspect of the project to a successful culmination. Second, the team brings expertise to identify and classify competent applicants according to the business service requirements. Third, this team brings a national perspective, experience and the knowledge necessary to achieve objectives. Fourth, our approach exemplifies our commitment to personal and professional responsibility for the services and outcomes we deliver to TXShare members.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm’s national resources. We believe in strong personal relationships, which means a personal interest in TXShare members from some of our most experienced team members. Engagement team members are introduced below; complete resumes are available in **Appendix B**.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR TXSHARE MEMBERS

Engagement leadership and authorized representative



Anne Lewis, Managing director

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

Anne leads Baker Tilly’s public sector executive recruitment team. Before joining Baker Tilly, Anne was an assistant county administrator for a Virginia county, a

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR TXSHARE MEMBERS

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

Executive recruitment engagement team



Edward G. Williams, Ph.D. — Director

17 Cowboys Way, Suite 800, Frisco, TX 75034
 +1 (214) 842 6478 | edward.williams@bakertilly.com

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



Art Davis — Director

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

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



Patricia Heminover — Director

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

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets,

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR TXSHARE MEMBERS

leading organizational and process improvements, and successfully overseeing conflict resolution. Patty was South St. Paul Schools' director of human resources and finance before serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty received a School Finance Award and technology leadership awards and helped establish Minnesota's first K-12 International Baccalaureate School District. She earned a Master of Education Administration from Minnesota State University.



Michelle Lopez — Manager

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

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle plays a crucial role in ensuring that recruitment projects are completed thoroughly and on time. She has more than 10 years of experience as a key support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in organizational leadership.



Karen Edwards, SHRM-CP — Senior Recruitment Analyst

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

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



Diane Segulia — Recruitment Analyst

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

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



Carrie Thompson — Recruitment Analyst

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

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR TXSHARE MEMBERS

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

Leadership assessment engagement team



Al Zelinka — Director

+1 (714) 815 6403 | al.zelinka@bakertilly.com

Al brings a wealth of experience in both local government leadership and consulting to his work with Baker Tilly’s public-sector advisory team. He served most recently as city manager for the California cities of Huntington Beach and Riverside. Key accomplishments in those roles include overhauling outdated administrative policies and procedures, improving financial health, developing public infrastructure, advancing strategic planning and succession planning, advancing policies on equity and homelessness, and promoting community engagement. Al also served as community development director for the cities of Riverside and Fullerton, creating more efficient and effective processes and improving operations.

Succession planning engagement team



Caitlin Humrickhouse, MPA, SWP — Managing Director

+1 (312) 729 8098 | caitlin.humrickhouse@bakertilly.com

Caitlin Humrickhouse, managing director with Baker Tilly’s public sector advisory practice, has been with the firm since 2012. She is a Strategic Workforce Planner with a deep understanding of succession planning and strategic human capital management. Caitlin’s other areas of expertise include benchmarking, organizational redesign and system need assessment and selection. Caitlin has completed HR transformation and organizational redesign projects for the State of Oregon, the City of San Francisco PUC, Apex, NC, Pima County Community Colleges and dozens of other public sector entities.



Allison LeMay, MPA, IPMA-CP — Senior Manager, Consulting

+1 (630) 645 6243 | Allison.LeMay@bakertilly.com

Allison brings a deep understanding of public sector needs with over 15 years of experience in organization and operational assessments, strategic workforce planning and human capital management in the non-profit and public sector. She serves on the Board for the Central Regions International Public Management Association – HR through which she has public sector HR certification and is the former chair of the Association of Local Government Auditors (ALGA) DEI Tools Committee where she developed frameworks for local governments to apply a DEI lens to all internal audit projects. Allison is a graduate of Kenyon College and holds a Master of Public Administration from Indiana University.

Board services engagement team



Edward G. Williams, Ph.D. — Director

17 Cowboys Way, Suite 800, Frisco, TX 75034
 +1 (214) 842 6478 | edward.williams@bakertilly.com

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

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR TXSHARE MEMBERS

expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in educational leadership and policy analysis from the University of Missouri, an Educational Specialist degree in higher educational administration, a Master of Higher Education Administration, and a Bachelor’s in education from the University of Missouri. He is bilingual and proficient (reading, writing, and speaking) in Spanish.

Interim executives engagement team



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

205 North Michigan Avenue, 28th Floor, Chicago, IL 60601
+1 (312) 240 3401 | yolanda.howze@bakertilly.com

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

Other related consulting services engagement team



Caitlin Humrickhouse, MPA, SWP — Managing Director

+1 (312) 729 8098 | caitlin.humrickhouse@bakertilly.com

Caitlin Humrickhouse, managing director with Baker Tilly’s public sector advisory practice, has been with the firm since 2012. She is a Strategic Workforce Planner with a deep understanding of succession planning and strategic human capital management. Caitlin’s other areas of expertise include benchmarking, organizational redesign and system need assessment and selection. Caitlin has completed HR transformation and organizational redesign projects for the State of Oregon, the City of San Francisco PUC, Apex, NC, Pima County Community Colleges and dozens of other public sector entities.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR TXSHARE MEMBERS



Allison LeMay, MPA, IPMA-CP — Senior Manager, Consulting

+1 (630) 645 6243 | Allison.LeMay@bakertilly.com

Allison brings a deep understanding of public sector needs with over 15 years of experience in organization and operational assessments, strategic workforce planning and human capital management in the non-profit and public sector. She serves on the Board for the Central Regions International Public Management Association – HR through which she has public sector HR certification and is the former chair of the Association of Local Government Auditors (ALGA) DEI Tools Committee where she developed frameworks for local governments to apply a DEI lens to all internal audit projects. Allison is a graduate of Kenyon College and holds a Master of Public Administration from Indiana University.

TXSHARE MEMBERS WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

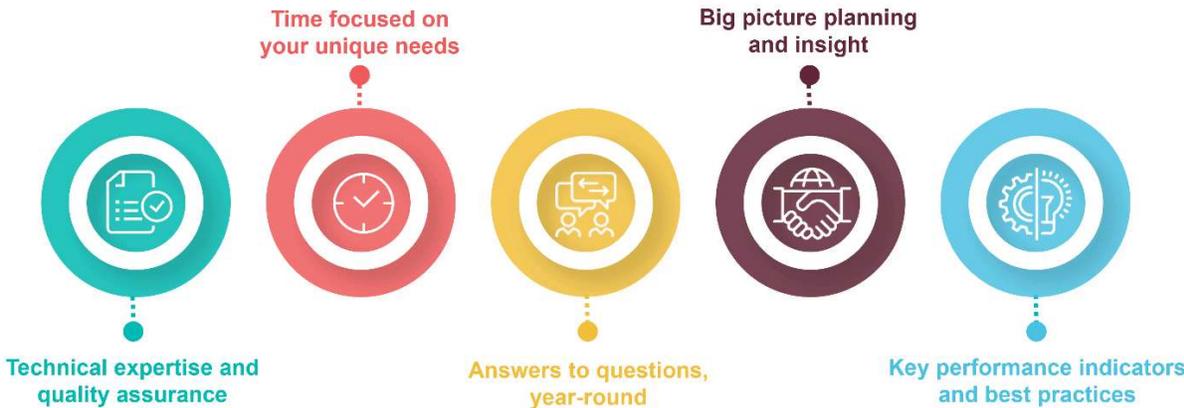
All engagement team members are committed to each TXShare member’s success. Their industry experience and service expertise translates into tangible results for TXShare members.

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

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

We will be responsive to TXShare members’ needs, quickly resolve challenges and build trust. TXShare members can expect to receive technical insights and an approach customized to each TXShare member’s unique structure, culture, timing and strategic goals.

The graphic below details how we will build trust with TXShare members.



COLLABORATING WITH YOU AS YOUR TRUSTED TEAM

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

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

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

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

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

<p>Baker Tilly was included in People Magazine's 2023 Companies That Care list, which recognizes companies who put their employees and communities first</p> 	<p>Recognized as one of America's Best Large Employers in 2024 by Forbes</p> 	<p>Received 250+ culture awards and workplace recognitions firmwide</p>     
<p>Ranked as a top 10 accounting and advisory firm for workplace prestige and quality on Vault Accounting's Accounting 50 list; culture is the number one reason that team members join our ranks and stay at our firm</p> 	<p>Baker Tilly has again been certified as one of the Best Workplaces in Consulting and Professional Services – one of only 25 companies recognized on this list</p> 	       

ADVANCING AN ENGAGING CULTURE

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

Maintaining quality control

Professionalism means independence, integrity and objectivity. Baker Tilly accomplishes this through unwavering adherence to professional standards and associated laws and regulations. This includes withstanding all pressures, competitive and other, which could compromise our principles, standards and quality.

The Baker Tilly difference is your client experience

Each TXShare member organization has one-of-a-kind needs as a local government organization, and we are here to meet them as your Value Architects™. Our ability to protect and enhance impact begins with a strong, collaborative working relationship between NCTCOG, its members and Baker Tilly.

A client-centric way of doing business

TXShare members' definition of satisfaction is the only definition that matters. We ask. We listen. We improve. From associate to managing partner, we learn about TXShare member organizations. Through knowledge sharing and free-flowing discussions, TXShare members will experience the value of working with a team of professionals that focuses on them and their success — a team that dedicates itself to:

- Proactively meeting TXShare members' needs by fostering an atmosphere of trust, responsiveness and respect
- Taking responsibility for developing and sustaining a strong working relationship
- Enhancing and protecting value in ways that increase each TXShare member's satisfaction and loyalty
 - **Protecting value:** helping adhere to legal, governance and/or regulatory requirements while eliminating risks and improving operating efficiencies
 - **Enhancing value:** growth-oriented and transformation-enabling services, support and advice to help create and grow additional enterprise value
- Consistently applying the characteristics of the Baker Tilly client service model to everything we do

Above all, it means **we are continually working to provide a return on client experience.**

Our client experience philosophy: "Now, for tomorrow"

"Now, for tomorrow" is our value proposition for NCTCOG and TXShare members. These three phrases capture what we stand for every day: **great relationships, great conversations and great futures.**

We truly value the relationships we work so hard to build. We have tomorrow's conversations, today. We embrace the unknown because of the possibilities it brings. At Baker Tilly, "Now, for tomorrow" is much more than a tagline. It captures the complex dynamic of current actions and future outcomes.

Making decisions today to shape tomorrow is never easy. It is even more challenging when disruption is all around us: from unprecedented technology advancements to sweeping legislation, shifting demographics, a new competitive landscape and changing client needs. To be successful, we must be indispensable to NCTCOG and its members, learning and working together as a team to leave a legacy that can make us all proud. And we will make this commitment to TXShare members as a Value Architect™.



Our Baker Tilly Client Experience (BTCX) program

Measuring client satisfaction through the value of our relationship with TXShare members

TXShare members' satisfaction is always our first priority. Because every client is unique, we believe in holistically measuring each client's satisfaction. The client experience (CX) program here at Baker Tilly helps us dive deep into our client relationships so we can serve as a Value Architect™.

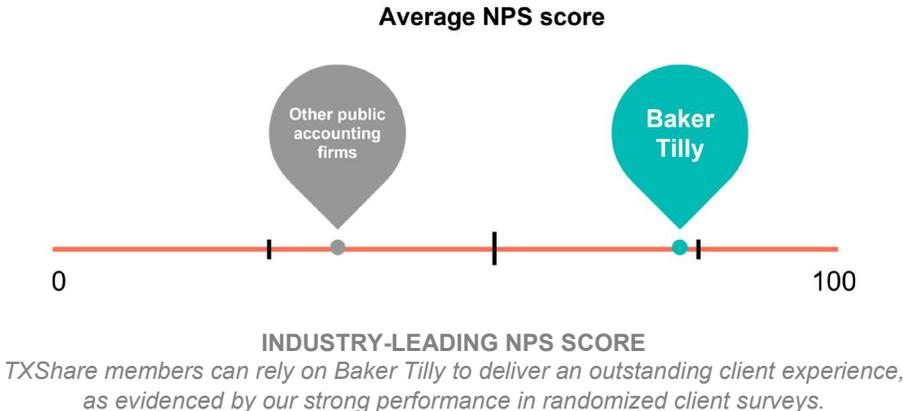
How it works

CX helps us better understand each TXShare member, their needs, and how we can better meet them. One of the ways we measure client loyalty and satisfaction is by our client relationship assessment. This assessment uses Net Promoter Score (NPS), a standardized client satisfaction and service quality metric based on a single survey question that determines the likelihood of recommending our services.

A random selection of clients is surveyed monthly using Medallia, an industry-leading client experience platform. In that survey, we ask clients, "On a scale of 0 to 10, where 10 is the highest, how likely are you to recommend Baker Tilly to a friend or colleague?" While this index measures the willingness of customers to recommend a company's products or services to others, it also indirectly provides a dimensional view into the retention of our client base.

Additionally, we ask probing questions to know why clients chose that rating, and we actively follow up on their responses. To ensure we continue to provide and build on this high level of service, we are always looking for new and better ways to understand our client's experience with Baker Tilly.

Baker Tilly's average NPS places us among the top firms delivering world-class service.



As further evidence of our commitment to your satisfaction, we also have a client satisfaction (CSAT) score of nearly 90/100 — placing us above consulting industry benchmarks.

Enhancing and protecting impact: our future together

We are prepared to tailor our service methodologies to each TXShare member's specific needs and develop real outcomes for each organization's challenges — as evidenced by our team's understanding of North Central Texas Council of Governments and the distinctive factors that impact your organization and members. We will continue to deepen our understanding of each TXShare member's objectives and are ultimately dedicated to helping them achieve their mission.

State and local government clients like North Central Texas Council of Governments and TXShare members are central to our state and local government practice, and we apply experience-based insight to help fill their needs—the following table details how we plan to address your needs in a valuable way.



Tab D – A. Proposal Narrative

Our relationship-driven approach is led by an engagement team that delivers a cost-effective, quality engagement for TXShare members. We will provide solutions addressing TXShare members’ underlying complexities and unique opportunities.

1. Review “Section 4: Specifications” of this RFP. Are there any requirements that you cannot provide, or offer an alternative to? Describe any exceptions to the requirements. If there are no exceptions, please explicitly state that no exceptions are taken to any part of Section 4. Further, describe any exceptions to other sections of this RFP. Your offer must be in compliance with stated terms and conditions unless NCTCOG accepts written identified exceptions of your proposal.

Providing required services

No exceptions are taken to any part of Section 4 by Baker Tilly.

2. Information under this section should include, but not be limited to, your understanding of the RFP requirements and your firm’s approach.

a. Demonstrate a clear understanding of the project by providing a concise description of how You propose to provide the services identified in this RFP.

Demonstrating a clear understanding of the project

Baker Tilly understands the services NCTCOG requests for its TXShare members in the RFP and has the ability, expertise and capacity to provide all requested services.

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

WHAT WE UNDERSTAND NCTCOG NEEDS	HOW WE WILL DELIVER
Executive recruitment	
<p>Carefully structured process supported by technology</p>	<ul style="list-style-type: none"> • Comprehensive and seamless process refined by years of interaction with local government, not-for-profit employers, and prospective candidates. • Leverage each search process with technology tools, including a video interview system, management/leadership style assessment analysis and online application platform. • Efficient management of candidate information and providing TXShare members with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.

WHAT WE UNDERSTAND NCTCOG NEEDS	HOW WE WILL DELIVER
Public sector recruiting specialization and experience	<ul style="list-style-type: none"> Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. Successfully recruited more than 1,700 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
Thorough candidate evaluation	<ul style="list-style-type: none"> Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, ensures TXShare members’ access to established managers and rising stars. Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character.
Diversity in executive recruitment	<ul style="list-style-type: none"> Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA), their Corporate Advisory Council, and other organizations.
Delivering value on TXShare members’ budgets	<ul style="list-style-type: none"> Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits. Work closely to meet each TXShare member’s needs and any unexpected circumstances that may arise during each recruitment to expedite the recruitment, but not at the expense of finding high-quality candidates.
Triple Guarantee	<ul style="list-style-type: none"> Focus on assisting with each executive recruitment until an appointment is made. Guarantee each executive recruitment for 12 months against termination or resignation for any reason — or we come back to fill the position for no additional professional fee. Commitment not to directly solicit any candidates selected under this contract for another position while employed with a TXShare member organization.
Transparency and confidentiality	<ul style="list-style-type: none"> No preconceived notions or expectations about the TXShare member and prospective candidates. Work closely with TXShare members to make sure each process is transparent. Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number of qualified applicants.
Keeping TXShare members involved and minimizing disruption	<ul style="list-style-type: none"> Comprehensive process incorporates the active participation of TXShare member’s appointing authorities at critical steps. Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues. TXShare member’s staff can focus on primary and assigned functions while Baker Tilly manages the search process.

WHAT WE UNDERSTAND NCTCOG NEEDS	HOW WE WILL DELIVER
Other human capital services	
<p>Executive coaching extends the success of executive recruitment</p>	<ul style="list-style-type: none"> • Investment in executive coaching allows an organization to integrate, align, and empower the newly recruited executive to achieve envisioned outcomes. • Work collaboratively with each executive to outline the expectations of the coaching engagement and create coaching work plans for them. • Coaching begins with in-depth interviews with each executive and entails a self-assessment tool to provide reflective feedback about skills and abilities. • Coaching work plan is owned and implemented by the executive, and the Baker Tilly coach meets on a scheduled basis with the executive to help guide toward goals and overcome barriers.
<p>Organizational review allows alignment with the recruited executive</p>	<ul style="list-style-type: none"> • Recruiting new executives is often accompanied by refinements to or restructuring of a department or organization. • Working with leadership, understanding expectations and desired outcomes is developed. • High-level analysis of the organizational structure, staffing, budget and spans of control, as well as interviews, highlight ideas for improving efficiency and effectiveness. • Reporting on best practices, observations and preliminary recommendations, as well as implementation action plans, provides a path forward for the organization.

BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS
TXShare members will benefit from our understanding of best practices across human capital management functions.

Providing our areas of expertise

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

MEETING FOR TXSHARE MEMBERS' HUMAN CAPITAL NEEDS
Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.

b. Provide a detailed description of proposed services.

Describing our proposed services

Baker Tilly brings extensive knowledge of best practices in executive recruitment and human capital management with a public sector-specific team that works with a wide variety of public sector entities for executive recruitment, strategic leadership sourcing and planning, planning workforce recruitment, retention and scaling, and human capital optimization. Your proposed engagement team has extensive experience and has provided workshop training and conference presentations across the country. With internal subject matter specialists in the fields of management practices, executive search, training and development, and classification and compensation, Baker Tilly provides comprehensive strategic HR reviews and the ability to answer all your unknown and unanticipated HR questions.

SPECIFIC AREAS AND PROCESSES WE CAN HELP CLIENTS EVALUATE AND ENHANCE

Background checks	HRIS payroll and other information systems
Benefit plan management	Merit compensation
Benefits administration	Outsourcing management
Chief human resources officer (CHRO) qualifications	Payroll transactions, compliance and reporting
Employee compensation	Personnel policies and procedures
Employee evaluation and development	Retirement plan administration
Employee leave	Staffing structures
Employment management	Strategic alignment of the Human Capital life cycle
Escalation and investigation protocols	Succession and retention programs
E-verification process	Technology solutions
Executive search services	Termination and reassignment
Hiring	I-9 process
HR governance	Training and development
HR structure	Workforce planning

c. Provide a detailed description of the firm’s approach to overall project management, allocation of resources, and integration of all activities potentially required by the Scope of Work.

Providing our approach to overall project management

Throughout each engagement, we will work closely with TXShare member organizations to manage each project effectively by employing our project management processes.

Project success depends on the effective coordination of many interdependent activities. Without effective project management, a TXShare member’s project would be at risk of falling behind schedule or going over budget. Using weekly availability reports, dedicated resource management coordinators help ensure our professionals’ commitments do not exceed their capacity to deliver high-quality services for each TXShare member organization.

We have developed a complete project management methodology based on these frameworks to combine best practice tools, templates and processes for our projects. We strive to foster a project management environment driven by direct communication, transparency and trust.

We develop our project management infrastructure as part of the first phase of each project so the team is aligned in how we manage each project. When issues or concerns arise, we bring them forward and have transparent conversations with the client to determine a resolution.

Real-time communication and responsiveness are key to our relationship. TXShare member organizations will work with dedicated engagement team members who will be available when they need us, where they need us, for as long as they need us. We will resolve issues quickly and offer timely, forward-looking insights and advice to benefit each organization.

We will provide periodic communications to TXShare members and others designated to inform them of our progress on each search or project. Much of the information generated during recruitment is private data under local data practices laws; we work with the point of contact to keep everyone involved in the recruitment process informed about the confidentiality of candidate information. When the TXShare member selects finalists, we will create a media profile with public information about the finalists that can be shared with the media and members of the public if requested. If applicable, Baker Tilly may advise the TXShare member on similar matters related to candidate information sharing that may emerge during a search.

Timely, effective and concise information is one of the most important components of any successful search. This can include weekly or biweekly communication with the TXShare member on the number of applicants received and the overall progress of each search. Communication with all applicants is equally important, as is acknowledging receipt of applications immediately after submittal. Other communication essentials include inviting semi-finalists to complete due diligence, applicant questionnaires or one-way video interviews and providing applicants with sufficient time to complete process assignments by sharing important dates and deadlines. Furthermore, we provide direct access (via email or telephone) to all applicants if they have questions about any aspect of a search. Similarly, the TXShare members' project manager will have the engagement team leader's contact information so they can call, email, or text the consultant on any aspect of the search. Our communications are always professional and respectful. We pride ourselves on delivering outstanding customer service and believe this is timely and essential to our success.

We take pride in acquiring clients who will serve as future references for our responsive service and commit to providing ongoing communication and dialogue to support a transparent and trustworthy relationship into the future.

Phone calls

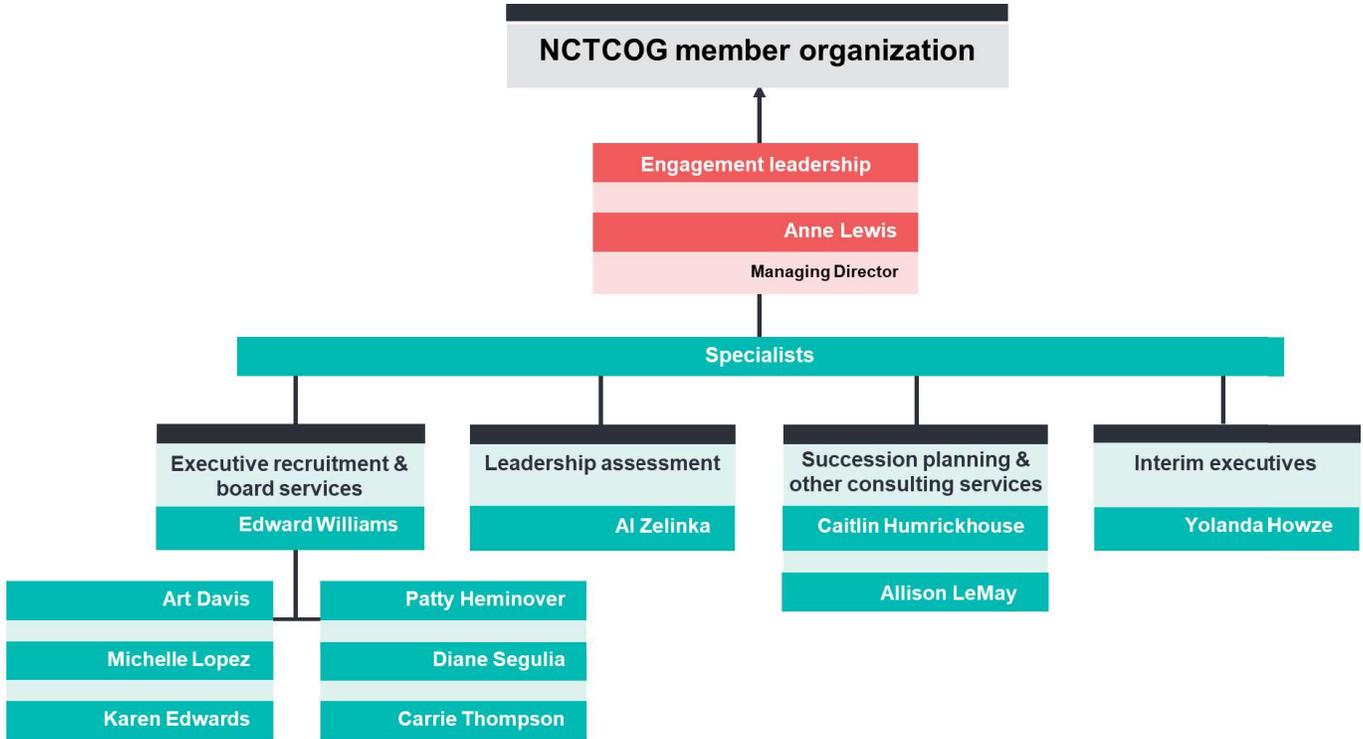
We are very responsive to phone calls, generally returning them within 24 hours or the next business day.

E-mails or written questions

We respond to emails or written questions, generally returned within 24 hours or the next business day.

Baker Tilly also manages and tracks applicant information and provides regular communications, updating the applicants on the recruitment status.

d. Provide details describing lines of authority and responsibility, and how your firm will respond proactively to problems and changes to the Scope of Work.



e. A description of how your firm intends to interact with the Customer during the engagement.

Sharing our interaction with customers

Baker Tilly requests a commitment by the TXShare member’s point of contact or designee to meet with the recruitment engagement leader during the initial and subsequent visits. The organization may designate a staff member as our primary point of contact throughout the recruitment. We will ask this person to arrange meetings and serve as the point of contact for progress reporting, provide the information needed for each recruitment, such as salary and benefits information, and respond to questions as needed. Also, as part of the interview process, we recommend that department heads be available to meet with finalists and that key personnel be available to assist in providing a tour of the community.

The TXShare member organization’s designee would organize the on-site interview process, but always with best practice suggestions provided by the recruitment engagement leader, if requested. As identified in **Tab. E – Proposal Pricing** of this proposal: the member organization would be responsible for all travel-related expenses incurred by candidates for on-site interviews and would not be the responsibility of Baker Tilly.

Our recruitment process is considered turn-key to identify qualified and outstanding top-level executive and mid- to high-level management professional candidates. Any other responsibilities relating to Baker Tilly and the member organization, such as submittal of invoices, payment terms and all other anticipated interactions, are detailed in various sections of this proposal.

Our process is designed to keep the following in mind:

- Comprehensive process incorporates the active participation of the TXShare member’s leadership at critical steps.
- Keep decision-makers fully advised and informed of all aspects of the process without requiring them to expend substantial time or put aside other pressing issues.
- TXShare member organization’s staff can stay focused on their primary and assigned functions while Baker Tilly manages each search process.

f. A description of how your firm intends to source highly qualified candidates.

Sourcing highly qualified candidates

Our comprehensive recruitment process begins with developing a detailed marketing and recruitment brochure, which includes specific details outlined in the candidate profile, which we consider the most important step in the recruitment process. The candidate profile provides important information such as required and desired education, professional certifications, professional experience, leadership traits and attributes, management style and related personal characteristics. These qualifications may serve as predictive indicators of the success of the next top-level executive or mid- to high-level senior professional. The recruitment brochure will also include essential details about the organization and community and information that captures and conveys the essence of the organization.

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

To launch each project, the engagement team leader will meet (on-site or virtually) with TXShare members’ leadership or designees to discuss the desired and required qualifications and coordinate stakeholder input upon the direction of the TXShare member. During this meeting, we also gather information on their strategic initiatives, goals and objectives, organizational culture, reporting structures and similar information. Additionally, we attempt to understand the overall scope and responsibilities of each executive or mid to high-level management professional, including individual and organizational goals. We also try to understand the key issues, challenges and opportunities the executive or mid- to high-level management professional will face. Additionally, we gather information about the total rewards (compensation and benefits) offered for each position. [See examples of recruitment brochures in **Appendix C.**]

During this part of our process, the engagement team leader will work with the TXShare member leadership or designees to reach a consensus on the leadership traits and management style desired that their next executive or mid to high-level management professional will bring to the organization. Additionally, we identify the qualifications, experience and education wanted and required. We then use our proven strategies to identify other vital competencies and work values that many organizations would typically associate with individual success in similar positions nationwide.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Position profile and recruitment brochure development	<ul style="list-style-type: none"> • Onsite or virtual interview with TXShare member leadership or designee. • Baker Tilly will receive information regarding the TXShare member’s budgets, organizational charts, images, logos, etc. • Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline). 	2 weeks

Executing recruitment strategy and identifying quality candidates

Utilizing the information developed, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for each position. 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 properly, they may apply. We take pride in locating highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

Our aggressive marketing, recruitment and outreach campaign includes a national scope as directed. Another essential factor that sets us apart from our competition is the ability to customize queries and search our extensive database of former applicants or former candidates in prior searches. Many of the individuals in our database have manifested interest in specific opportunities, organization size or geographic locations. This is an additional opportunity to identify a larger pool of potentially great applicants for each position.



One of the nation's largest executive level, local government candidate databases

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

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

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

PROJECT MILESTONE	DELIVERABLES	TIMELIN
<p>Execution of recruitment strategy and candidate outreach</p>	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of an interactive, searchable applicant database for recruiting each top-level executive or mid- to high-level professional. • Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics. 	<p>4-5 weeks</p>

g. A description of how your firm intends to screen internal and external candidates.

Screening of applicants and recommendation of semi-finalists

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

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

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

h. A description of how your firm intends to check references and backgrounds.

Conducting references and background checks

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

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

REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

TXShare members will receive a report that thoroughly verifies each finalist’s background.

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

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

i. A description of how your firm intends to advertise this position.

Advertising for positions

Once we gather all the necessary information, we prepare a draft recruitment brochure for review and approval. We then update the brochure, make suggested edits or revisions, and launch the executive search. As you can see, the candidate profile is central to our strategy and outreach.

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

If required, our team will place ads in appropriate professional publications, websites, and local print media and coordinate with staff to include information about the search on the TXShare member’s social media platforms. Baker Tilly also has a high-traffic website with an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing

campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the TXShare member’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to promote each top-level executive or senior management professional position further.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Approve brochure, begin advertising and distribute marketing letter	<ul style="list-style-type: none"> • Brochure sent to the TXShare member for final approval. • Begin advertising and distribution of recruitment brochure. 	2 weeks

Interviewing recommended finalists

We will work with the TXShare member organization and designated staff to develop the final interview process. We customize the process according to the client’s needs, desired outcomes, position functions, preferences, and directives. This will include steps that are important to the TXShare member. As such, the final interview process may consist of meetings with department heads, the opportunity for a meet and greet with community members, and individual community tours.

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

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

PROJECT MILESTONE	DELIVERABLES	TIMELINE
Final Report prepared and delivered to the TXShare member	<ul style="list-style-type: none"> • Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions. 	1 day
On-site interviews with finalists	<ul style="list-style-type: none"> • Schedule interviews and desired process. • Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested. 	1-2 days
Offer made/accepted	<ul style="list-style-type: none"> • If requested, Baker Tilly participates in candidate employment agreement negotiations. • Baker Tilly notifies candidates of the decision. • Baker Tilly confirms the final process closeout items with the TXShare member. 	1-2 days

Recruiting a diverse candidate pool for TXShare members

Baker Tilly’s recruiting strategy for each TXShare member reflects our firm’s core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we start collaborating to find the right candidate for a top-level executive or mid- to high-level professional. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to each role.

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

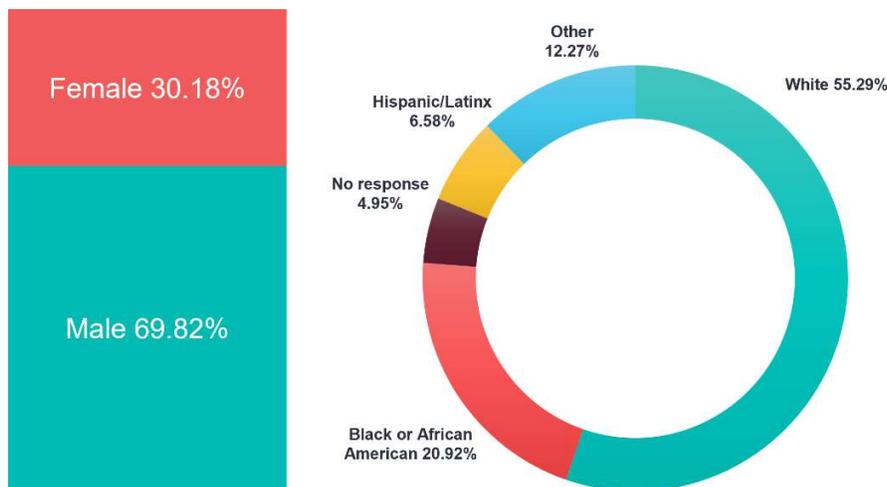
Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status, sexual orientation or any other legally protected status. As a leader in the executive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

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

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

This past year, 95% of our applicants provided their race, and 98% shared their gender during the recruiting process. We saw a 3.05% increase in the number of Black/African American applicants, a 4.11% increase in the category of other races, and a 5.82% increase in female applicants over the same timeframe in 2022.

The demographic breakdown of 852 candidates presented to our clients was as follows:



DIVERSITY IN RECRUITMENT

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

Providing our executive recruitment Triple Guarantee

We define the success of a smooth, seamless, effective, and responsive executive recruitment that culminates with hiring a highly qualified top-level executive or mid- to high-level professional who matches the profile we developed to this end. We further define success by identifying and presenting an acceptable number of well-qualified applicants for each TXShare member to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. Therefore, we offer an industry-leading triple guarantee.

1. First, we commit to conducting each recruitment until a finalist is selected and an appointment is made for the fees and tasks quoted in this proposal. If the TXShare member cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants to consider until they select a finalist.
2. Second, we guarantee each executive recruitment for 12 months against separation (voluntary or involuntary), which means that if the employment relationship ends (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 the TXShare member organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.*
3. Baker Tilly will not directly solicit any candidate selected under this agreement for any other position while the candidate remains employed by the TXShare member organization.

Co-developing a timeline to meet TXShare members’ deadlines

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

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

COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET REQUIREMENTS

TXShare members’ time is valuable. We will co-develop a timeline to provide the TXShare member’s executive recruitment services on time.

3. Describe your invoicing process. Is payment by credit card accepted? Progress payments? Is a deposit required?

Providing our invoicing procedures

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

Invoices for other services will be based on hours incurred at the rates in effect at the time services are performed. Out-of-pocket expenses, which may include travel, lodging, meals and other expenses reasonably and necessarily incurred in the performance of our work, will be included in our fee estimate for each project as a separate line item.

Our invoices for fees and expenses will be rendered monthly as work progresses and are payable upon receipt. In accordance with our firm policies, work may be suspended if the account becomes overdue. If we elect to terminate our services for nonpayment, the TXShare member will be obligated to compensate us for all time expended and reimburse us for all out-of-pocket expenditures incurred through the date of termination.

Baker Tilly does accept credit card payments for services. Clients can go to the Baker Tilly Online Payment Portal to make credit/debit card payments. Please note that there is a 3.0% processing fee for credit cards. There is no fee for debit cards.

4. Review the pricing categories identified in Exhibit 1 of this RFP. Are there any category items that You cannot offer, or are there additional optional pricing categories that You wish to offer for consideration?

Providing the requested services

Baker Tilly public sector engagement team members can offer all category items identified in Exhibit 1 of the RFP.

5. Designate and provide names of specific contact person(s) for the following phases: (1) proposal evaluation process (2) contracting process (3) contract administration (primary point of contact for receiving orders from participating agencies).

Providing our primary contact person

Managing Director Anne Lewis is the contact person for the proposal evaluation process, contracting process and contract administration.

AUTHORIZED REPRESENTATIVE

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



Tab D – B. Proposed Scope of Services

TAB D – B. PROPOSED SCOPE OF SERVICES

Please prepare a description of the services you are offering. This will be accomplished by taking the Scope of Services found in Sections 4.1 and 4.2 of this RFP and modifying it to the extent necessary to reflect the services you are offering in your proposal. This scope may be subject to negotiation with the NCTCOG to achieve a final agreed-upon “Best and Final Offer”. If you are awarded a contract, this Scope of Services will be incorporated in its entirety in the Master Services Agreement (“MSA”). Please note that all MSAs become public information upon execution. Do not include any confidential or proprietary material in your Scope of Services.

Offering the requested services

Baker Tilly can provide all services requested by NCTCOG identified in Exhibit 1 of this RFP.

ABILITY TO PROVIDE REQUESTED SERVICES		
Service category	Description	Ability
1	Executive search & recruitment services – To identify, assess, and recruit top-level executives and senior management professionals.	✓
2	Leadership assessment – To assess the leadership capabilities and potential of existing internal executive and management staff. This includes evaluating their skills, competencies, and overall fit with the organization.	✓
3	Succession planning – To provide guidance in planning for future leadership needs. This includes identifying and preparing potential leaders within the organization to fill key positions in the event of retirements, resignations, or expansion.	✓
4	Board services – To assist in recruiting and evaluating candidates for organizational service board positions, such as Parks Board, Board of Adjustment, Planning & Zoning Board, etc., to help ensure a diverse and effective board composition.	✓
5	Interim executives – Provide temporary executive leadership during periods of transition, such as the sudden departure of a key executive or director.	✓
6	Other related consulting services – To offer consulting services related to organizational design, talent strategy, leadership development, or any other related services for helping organizations align their talent strategy with their business objectives.	✓

Providing our human resources service model

Baker Tilly provides numerous services to help our clients focus on what they do best so they can win now and be prepared for tomorrow. Our service model is designed to be a holistic human resources solution. However, any combination of the services highlighted on the following pages may be used to create a customized model that meets your unique HR needs.

Providing executive search & recruitment services

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

EXECUTIVE RECRUITMENT PROCESS	
Task 1: Kickoff, marketing, recruitment and outreach	
Project milestone	Deliverables
Position profile and recruitment brochure development	<ul style="list-style-type: none"> • Baker Tilly meets with the TXShare member's designee to receive information regarding the TXShare member budgets, organizational charts, images, logos, etc. • Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)
Approve brochure, begin advertising and distribute marketing letter	<ul style="list-style-type: none"> • Brochure sent to the TXShare member for final approval • Begin advertising and distribution of recruitment brochure
Task 2: Execution of recruitment strategy and identification of quality candidates	
Project milestone	Deliverables
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none"> • Online data collection and profile development • Development of an interactive, searchable applicant database for each recruitment • Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy • Utilization of an extensive applicant database to identify applications and review the applicant pool for competencies/demographics
Task 3: Screening of applicants and recommendation of semi-finalists	
Project milestone	Deliverables
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> • Baker Tilly compares applications to the approved candidate profile developed in our searchable applicant database • Most promising applicants are asked to complete candidate questionnaires and provide due diligence information • Media, internet and social media scan for information pertinent to future employment • Telephone screening interviews are completed • Top candidates identified as semi-finalists • Semi-Finalist Report is prepared, including the brochure, applicant list, cover letter and resume of candidates to be considered • Baker Tilly and the aaa sss or designee review video interviews, if selected to use • Project team leader meets with the TXShare member's leadership or designee to review recommended semi-finalists • TXShare member leadership or designee selects finalists for on-site interviews • Finalists complete candidate management style assessment, responses are reviewed, and interview questions are developed

EXECUTIVE RECRUITMENT PROCESS	
Task 4: Conducting background checks, reference checks and academic verifications	
Project milestone	Deliverables
Design final process with the TXShare member for on-site interviews with finalists	<ul style="list-style-type: none"> Baker Tilly confirms interviews with candidates
Background checks, reference checks and academic verifications	<ul style="list-style-type: none"> Baker Tilly completes background records checks, reference checks and academic verifications of finalists
Task 5: Final interview process	
Project milestone	Deliverables
Final Report prepared and delivered to the TXShare member	<ul style="list-style-type: none"> Final Report is prepared, including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions
On-site interviews with finalists	<ul style="list-style-type: none"> Interviews are scheduled Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates if requested
Offer made/accepted	<ul style="list-style-type: none"> If requested, Baker Tilly participates in candidate employment agreement negotiations Baker Tilly notifies candidates of the decision Baker Tilly confirms the final process; closeout items with the TXShare member

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR RECRUITMENT NEEDS
We strive to distinguish ourselves from peer organizations.

Providing leadership assessment services

Providing optional post-recruitment activities

A successful executive search creates an opportunity to solidify the leadership bond between the TXShare member’s leadership and new top-level executive or mid to high-level professionals. We offer the following fee-based supplementary services to encourage growth and positive change.

SUPPLEMENTARY POST-PLACEMENT SERVICES	
Six-month check-in	A facilitated session allows new top-level executive or mid to high-level professionals and TXShare member organizations to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.
Executive coaching	Coaching can help improve communication, leadership, prioritization, and other skills needed for peak performance. It also provides professional and personal counsel to a new manager.
Performance evaluation plan	An annual performance review process led by a third-party facilitator ensures valuable feedback, constructive dialogue, and agreement on priorities. It can also strengthen the relationship.
Management system review	A structured review of the TXShare member organization’s management system identifies ways to increase efficiency and

effectiveness. It is especially helpful for new executives or management professionals because it provides an objective agenda for improvement.

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

Target Training International, Ltd (TTI)

Success Insights is the world's leading source for research-based, validated assessment and coaching tools that enable organizations to effectively meet their talent management needs using our own patented solutions and products.

Behaviors: measured in four dimensions (Dominance, Influence, Steadiness and Compliance), DiSC measures a person's action preferences, revealing how an individual will behave

Driving force: discover what motivates and engages a person by examining six unique continuums: knowledge, utility, surroundings, others, power and methodologies

Soft skills: examine 25 unique personal skills that identify which skills have been most well developed, providing a prediction of strengths and weaknesses in the future

DiSC is the most widely used behavioral assessment tool, adopted by organizations worldwide to improve teamwork and understand different communication styles. TTI Success Insights is the only provider of DiSC assessments in the marketplace that generates 384 unique reports customized for leadership, sales teams and individuals. Backed by 30 years of research, we use DiSC to help reveal hidden talents and skills that create high-performing teams.

Dominance: speaks to how we respond to problems or challenges. As a DiSC style, Dominance can often be angry – sometimes impatient – and is usually characterized by directness. Dominant individuals tend to be extroverted and task-oriented.

Influence: refers to how we influence and relate to people and contacts. As a DiSC style, influence can often be trusting and optimistic and sometimes be disorganized or indirect. Influencers tend to be extroverted and people-oriented.

Steadiness: how you respond to pace and consistency. As a DiSC style, stability can often be reserved, non-emotional, and sometimes possessive or indirect. Steadiness is introverted and people-oriented.

Compliance: how we respond to procedures and constraints. As a DiSC style, compliance can often be fearful and sometimes critical and direct. Compliance is introverted, very reserved and task-oriented.

Providing onboarding assistance

Our process lends itself well to onboarding new candidates. Baker Tilly is affiliated with TTI Success Insights (<https://www.ttisuccessinsights.com>), a leader in the human capital development field used by over 100,000 companies worldwide to help them maximize human capital investment and keep workers engaged and productive. We choose the appropriate assessment for your candidates and provide a benchmark report and finalist results, helping you select the best-fit candidate based on management style, work habits and competencies. This report is provided to the client and may be used to good effect with onboarding the new person to help them better understand their traits and the traits the organization leaders feel the job requires. This instrument is part of our standard package.

We also offer several other tools for onboarding, including an additional cost for an internal or external online survey. This, too, can be used in onboarding to help prepare the new hire to better understand the environment into which they are entering.

Providing succession planning services

We have firsthand experience guiding organizations to align succession planning needs with organizational priorities. This includes the full consideration of the employee life-cycle (for example, targeting recruitment, talent coaching, training and certification needs). The assessments we have provided have been critical to determining:

- Strategic visioning and operational alignment
- Reporting relationships and span of control
- Identifying gaps in positions, technical certifications and leadership skills
- Prioritization for recruitment, training and coaching needs

We support organizations in creating a roadmap to transform succession planning frameworks into living documents that are integrated and guide operations for long-term organizational success and continuity.

Baker Tilly will assist the TXShare member with the development of a succession planning program for identified positions across the organizations. The objectives of the project may include the following:

- Identify the workforce outlook for entry-level staff through leadership to preliminarily assess the current landscape
- Review the identified critical positions with the TXShare member leadership and assess the potential need for revisions or additions to the list
- Identify critical position core competencies to inform the TXShare member's training and development needs
- Create a methodology to develop an internal talent pool of candidates and robust recruitment plans
- Develop an implementation plan with collaboration from the TXShare member organization
- Recommend system use, program augmentation or development, and policy and procedure improvements to better enable succession planning implementation

Scope of work

The successful succession planning approach will identify competency commonalities and specializations needed for critical positions across the range of the TXShare member organization's services to best use resources for internal talent pool training, coaching and external search strategies to develop a comprehensive succession plan.

Phase 1 — Project initiation

This phase includes the initial project planning, coordination and relationship building tasks necessary for success.

Task 1.1 — Complete initial entry meeting with project sponsors. We will seek input and secure agreement on key drivers of the required level of effort to include such matters as:

- Number and types of interviews and participants
- Recommended meetings and meeting structure
- Confirm the scope of positions for succession planning program development
- Project management and status reporting frequencies and protocols
- Project schedule and TXShare member's staff availability and participation
- Determining project check-in schedule
- Project kick-off call

Task 1.2 — Prepare and deliver an initial data request checklist

Examples may include, to the extent available:

- Strategic plan or updated priorities
- Current organization chart
- Most recent fiscal year budget
- Job descriptions for all in-scope positions
- Numbers of vacancies and filled positions, with division designation by year for the past three years
- Employee census data including date hired, date terminated/re-hired, date of birth
- Employee retirement eligibility plan(s) and related policies
- Employee training and certification records
- Internal management and performance monitoring reports
- Professional development programs and training strategy
- Career ladders
- Core competencies model
- Classification and compensation structure and philosophy

Phase 2 — Current state assessment

In this phase, Baker Tilly will develop an understanding of the current state of the TXShare member's in-scope positions through data analysis and meetings with department directors and managers.

We will evaluate the current state of the TXShare member's workforce for all in scope positions in the context of upcoming retirement eligibility, department and division turnover rates, and other applicable employee census demographics (as available).

Task 2.1 — Workforce data analysis

Baker Tilly uses Excel to analyze and manipulate data received from our clients so that we can share the data with the TXShare member for further manipulation as they like. All data is collected through Huddle, our secure online platform with invitation-only access for Baker Tilly and the TXShare member team members.

The analysis approach includes:

- Review provided background data and documentation to develop an understanding of the organization, environment, employment policies, training programs, and recruitment and retention strategy.
- Analyze a three-year history of position data to identify high turnover positions by division.
- Analyze current employee census data, segregating data by department and division. Baker Tilly will manipulate the data, incorporating retirement eligibility, to identify potential vacancies in the coming five years.

Task 2.2 — Data analysis

Perform a best practice and gap analysis of policies and procedures, recruitment and retention programs, classification and compensation models, and core competency models. This task will include meetings with human resources representatives to understand the TXShare member's recruitment and retention strategy, existing and planned leadership development, and core competency model (as applicable). Data reviewed will inform the conversations during Task 2.3 and the gap assessment deliverable for Phase 3.

Task 2.3 — Confirm and review critical positions

Conduct meetings with the human resources representative and TXShare member organization's department heads and managers discussing their positions and positions that report to them identified as critical (example, supervisory positions reporting to the directors or managers). Individual meetings will be held with leadership and each of the department heads/managers.

Sample questions include:

- How could the state of the TXShare member today affect operations for the next one to five years? And five to 10 years?
- What operations are critical to the future of the TXShare member organization?
- What job functions, if any, will be consolidated? What job functions or entire positions could be outsourced?
- Could any current or future vacated positions be eliminated or outsourced?
- Will the projected workload volume increase or decrease?
- What skills and abilities will be needed to match these changes?
- What training and professional development programs are helpful, and where is there additional need?
- Share Task 2.1 data analysis with the TXShare member's leadership, department heads and managers to solicit input of potential additional and future positions that will need to be developed.
- Discuss function redundancies across positions.

Task 2.4 — Gap analysis

- Develop a gap analysis of positions, skills, and programs using the information from Tasks 2.1-2.3
- Develop potential alternative staffing models (example, identify opportunities to consolidate positions, develop new positions or outsource functions to revise position responsibilities).
- Meet with project sponsors to confirm key, high-risk positions for vacancy or pipeline development needs within the next five years.
- Provide gap assessment observations for future positions, skills, program development, and policy modifications. Information will be presented in a PowerPoint deck or Word document format based on the TXShare member's preference.

Phase 3 — Competency development and talent pool methodology

Task 3.1 — Develop a competency model framework and workshops

- With the ability to source from a variety of professional standards, Baker Tilly will source a preliminary competency model structure which may include the following competencies: academics, workplace/soft-skills, industry-wide knowledge, industry sector-specific knowledge, management skills, occupation-specific skills, department-specific skills.
- Confirm competency model structure with project sponsors. An optional engagement includes soliciting incumbents in the position and their supervisors for feedback to develop competencies through an interactive, half-day focus-group workshop.
- Establish success profiles using competencies to reflect career path development.

Task 3.2 — Workforce evaluation with 9-box grid (optional)

- Review the 9-box grid with project sponsors to evaluate employee potential and performance.
- Hold meetings with the TXShare member leadership and appropriate groupings of directors/managers and supervisors to identify candidates for further development and training and assess their maturity or readiness to participate in succession planning.
- Identifying positions that will need external recruitment.

- Aggregate an internal candidate pool list across the TXShare member's departments and divisions based on these meetings.

Phase 4 — Implementation plan and advisory

Task 4.1 — Prepare and review a draft implementation plan

- Prepare initial implementation plan for review with the project sponsors and HR representatives. The implementation plan will include a talent profile template for employees and department heads, managers and supervisors to use for ongoing coaching and a multi-year implementation plan.
- Implementation plan will include:
 - Instructions for use of the talent profile template to facilitate individual development (or identification to incorporate the concept of the talent profile into an existing succession planning platform)
 - External recruitment plans as appropriate
 - Augmentation or development of leadership development and other training programs
 - Prioritization of training and employee development needs
 - External workforce demographics analysis to inform availability of geographic workforce pool
- Receive and review comments, corrections and suggestions provided by TXShare member leadership
- Prepare an implementation plan presentation deck
- Present and discuss the implementation plan to leadership and department heads (as requested)

Task 4.2 — Ongoing advisory support (optional)

- Provide ongoing advisory support for workforce succession plan implementation, including:
 - Annual skills development progression aggregation to prioritize future year training resources
 - Annual retirement analysis
 - Ad-hoc hours support for implementation

Deliverables

- Confirmed and validated list of critical and key positions
- Potential alternative staffing model(s)
- Competency model updates (as needed)
- 9-box employee evaluation
- Internal talent pool evaluation
- Success profiles for critical/key positions
- Talent profile template
- Implementation plan
- Leadership and department head presentation (as requested)

Work plan development and key assumptions

The project timeline for the completion of the assessment is three to six months, depending on all necessary information being made available promptly and that the necessary participants are available for interviews, focus groups, progress meetings and deliverable reviews, as needed. A start date is assumed to accommodate the TXShare member's proposal review time and contract negotiations. Your proposed project team is available to start at the TXShare member's discretion.

TAB D – B. PROPOSED SCOPE OF SERVICES

PROJECT PHASE	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
Phase 1—Project initiation	■ ■ ■ ■					
Phase 2—Current state assessment		■ ■ ■ ■ ■				
Phase 3— Competency development and talent pool methodology			■ ■ ■ ■ ■ ■ ■ ■			
Phase 4— Implementation plan and advisory*					■ ■ ■ ■ ■ ■	

*Timeline through report delivery. Tasks 4.2 ongoing advisory support may continue after the implementation and summary report delivery.

Throughout the engagement, factors that are beyond the consulting team’s control could impact meeting the schedule. The proposed time frame is contingent upon timely decisions from the TXShare member, the receipt of the data from the participants when requested, and the timely receipt of feedback and comments on submitted deliverables.

Providing Board recruitment and evaluation services

The TXShare member’s leadership creates boards and commissions to serve in advisory, policy, appellate and/or rule-making roles. The TXShare member leadership’s designee administers the appointment process for boards, commissions, and committees.

We understand there can be a need to review the charges and responsibilities of each board and commission to understand its purpose and operations, how demands on staff time relate to staffing capacity, whether there are gaps or overlaps, and how to improve its function and performance. The goal is to ensure that each board or commission has a clear mission and purpose and is optimized for peak performance and to eliminate or consolidate those that have become redundant or outdated.

Based on our experience with similar reviews and our understanding of the needs of the local government organizations, we have prepared the following plan of work.

Activity 1 – Start project

Baker Tilly will meet with the TXShare member and other appropriate staff. During this initial meeting, we will confirm deliverables and due dates to ensure the project is completed on time and within budget and that our proposed scope of work is aligned precisely to meet the TXShare member’s goals.

We understand that the work associated with this type of review is in addition to the organization’s regular work. Our goal is to integrate our activities in a manner that is thoughtful and minimizes disruption to the TXShare member and its boards and commissions.

We will provide a data request prior to this meeting and will review the material collected by staff to identify any other data needs.

Activity 2 – Gather information from board and commission members and TXShare member staff

During this activity, Baker Tilly will gather information from members and leaders of the TXShare member boards and commissions, other officials, and relevant stakeholders who work closely with them. Doing so will allow board and commission members and the staff who support them to become engaged and share their perspectives about opportunities to innovate and improve. They will help us learn about responsibilities, mission, staff support, operations, policies, practices and related issues.

Review background material. We will review the material requested in Activity 1, such as board and commission rosters, work plans, recent agendas, training documents, enacting resolutions and other documents to formulate an understanding of board and commission operations and prepare for our interviews and surveys.

Conduct interviews. Baker Tilly will interview the TXShare member's leadership and appropriate leaders and staff to learn about board and commission operations and systems, understand different perspectives about strengths and weaknesses, and hear ideas for improving efficiency and effectiveness.

Conduct two board and commission chairs focus groups. We will prepare tools and focus group questions for two focus groups that will include the chairs of each advisory board and commission. Following the focus groups, Baker Tilly will summarize the themes.

At the conclusion of this activity, we will summarize results, develop themes, and identify any additional information gathering we may need to round out our understanding of board and commission operations.

Activity 3 – Conduct analysis

Next, we will examine the results of our data gathering and assess the current state of the TXShare member's boards and commissions. We will apply our knowledge of best practices and conduct our analysis. We expect the analysis to include the following:

- Membership and purpose of each board and commission
- Meeting schedules and work plans
- Staff support
- Budgets
- Gaps and/or overlaps in responsibilities
- Options to streamline and/or consolidate boards and commissions
- Application of best practices
- Other opportunities to increase efficiency and effectiveness

We will prepare a summary of our observations and meet with the TXShare member and their team to review them. This will be an opportunity to discuss what we learned and observed in our analysis and hear feedback about the opportunities for improvement we have identified. This discussion will provide a preview of the issues and recommendations we will address in the project report.

Activity 4 – Report results

Once we have received feedback about the various recommendations and improvement opportunities, we will:

- Facilitate a study session and present background information/research themes. Baker Tilly will prepare a PowerPoint presentation, including themes that emerged through a review of background information and our analysis. We will also present preliminary options to optimize the performance of the TXShare member's advisory boards, commissions and task forces. In the study session, we will invite stakeholders to request clarification and additional information.
- Prepare a draft memorandum that will include our analysis and recommendations for opportunities to improve the structure and work of the TXShare member's boards and commissions. We will present the draft for review and comment. At the conclusion of the review period, we will consider all changes and suggested revisions and prepare the final report.

We take several steps to ensure quality control. The first is to prepare a draft memorandum for the TXShare member leadership to review to ensure that facts are accurate and ideas are presented clearly. Baker Tilly retains responsibility for our professional recommendations, but we expect that vetting the draft memorandum with management improves its utility. Once comments have been received, the final project memorandum will be prepared, peer-reviewed, and then transmitted to the TXShare member.

Activity 5 – Support implementation

Baker Tilly reports and resulting recommendations become tools for setting priorities and developing work plans. After completing the project report, we will prepare a draft Implementation Action Plan incorporating each recommendation in the project report. The draft action plan sets forth the steps required for implementation, assigns responsibility for action, and an assigned priority level (immediate, near or long term) for initiating each recommendation.

The action plan is prepared as a draft and becomes final when the action steps are integrated into the appropriate work plan, and actual completion dates are determined. The action plan offers an important management tool for the actual implementation of the work reflected in the project report.

Providing interim executive services

Baker Tilly has excellent contacts and will conduct extensive outreach through listservs, professional networks, LinkedIn, and other avenues to seek interested and qualified individuals for the TXShare member to consider. We have included a tentative timeline as part of our work plan. We will begin as soon as a contract with the TXShare member is in place.

Activity 1 – Begin project setup

Baker Tilly begins each search for an interim by asking the question, “What skills are most important to the organization in this interim period in meeting challenges?” We need to understand both the explicit and implicit standards of the TXShare member organization, to find the right interim professional.

To answer this important question, we will meet with the TXShare member and the hiring manager to understand the organization, the culture and expectations of the elected officials for the interim period, and other important qualities and characteristics essential to success in the position. We want to understand the culture and the strategic goals that the organization has for a new staff member in the role.

Activity 2 – Solicit and screen candidates

Next, we will identify a strategy for identifying potential interim professionals. The strategy will identify target networks and organizations as well as communication methods for reaching outstanding candidates and those who could recommend professionals we should contact for the position. We identify between four and six qualified candidates within seven business days of being authorized to proceed.

Activity 3 – Facilitate the selection process

We will meet with the hiring manager to discuss the candidates recommended for further consideration. During the meeting, we will review the resumes, discuss the results of our preliminary interviews, and determine which 2-3 individuals the TXShare member is interested in inviting for interviews.

We will prepare an interview guide that contains information about each of the candidates to be interviewed. We will be prepared to support the interview process to the extent desired, including sample questions for TXShare member representatives to ask candidates and facilitating the interview process.

Activity 4 – Support candidate selection

To the extent desired we will support the hiring process by, for example, recommending compensation levels, but assume the member organization will hire the Interim directly.

Compensation levels for individuals serving in an interim capacity may vary based on several factors, including the interim’s home location, desired on-site commitment, 24-hour on-call service, and current pension and insurance arrangements. We would estimate that this would be equal to 80% of the total compensation of the permanent position, plus or minus approximately 10%.

Work plan timeline

We have included a sample timeline as part of our work plan. We will begin as soon as a contract is in place.

ACTIVITY	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
Activity 1 – Begin project setup	█	█			
Activity 2 – Solicit and screen candidates		█	█	█	
Activity 3 – Facilitate the selection process			█	█	
Activity 4 – Support candidate selection				█	█

Providing other related consulting services

Providing staffing analysis services

Our team’s strength lies in improving service cost-effectiveness and responsiveness in all municipal operations, from key support functions such as HR, finance and information technology to external community-facing operations such as public works, parks and recreation, and public safety. In our role as advisors, we have assisted clients with the following:

- Redesigning organizational structures to increase effectiveness
- Advising on HR strategy
- Updating classification and compensation approaches and frameworks to competitively position organizations for market competitiveness
- Assess and re-engineer processes, including oversight and system access and signing authority, for efficiency improvement and alignment with compliance with state and federal regulation
- Reviewing management frameworks to reduce redundancies
- Training gap analyses to identify needed core competencies and technical skills to build internal pools of candidates or best identify external candidates
- Acting as project managers for enterprise resource planning (ERP) and HR information system (HRIS) selection
- Revise and create new job descriptions and qualifications based on gap assessments of needs

We have firsthand experience guiding organizations to align staffing and workforce models with overall organizational strategy. This includes the full continuum of strategic services (for example, talent management and development, organizational capacity and budget alignment). One critical perspective we have helped many to gain is the appropriate assignment and allocation of roles, responsibilities, reporting lines and process control points by identifying when senior leadership needs to be responsible, accountable, consulted or informed. The assessments we have provided have been critical to determining:

- Strategic visioning and operational alignment
- Division of roles and responsibilities
- Reporting relationships
- Compliance and monitoring approaches
- Workload balancing and resource realignment
- Keys to full realization of system functionality

The project approach provided below is a sample. The documents reviewed, meeting participants, meeting structure, and deliverables will be modified based on the specific project scope of the TXShare members.

Phase 1—Project planning and management

This step includes those tasks necessary to solidify a mutual understanding of the project scope, objectives, deliverables, and timing, as well as ensuring that appropriate client and consultant resources are available and well-coordinated.

Confirm scope, objectives and timing

This task includes a planning and coordination meeting with the project sponsors. The following subtasks will be completed:

- **Finalize project design.** The first activities will be to:
 - Identify communication channels and reporting relationships/responsibilities of project staff
 - Assign key responsibilities
 - Review and confirm study timelines
 - Review and confirm products to be delivered, including expectations regarding the form and level of detailThese meeting(s) will also help establish the desired working relationship between the TXShare member organization and the consulting team. This will include day-to-day interactions with the staff responsible for managing services provided under the contract.
- **Review work plan.** The objectives, scope and approach will be reviewed, as well as consultant assignments and specific schedules for the project tasks. We will also prepare “Information Requests” listing key documents to be collected and will identify individuals for interviews.
- **Arrange logistics/administrative support.** Matters to be addressed include schedules for interviews and data collection, workspace and support requirements, specific dates for status reports, contact persons, any remaining contractual matters, etc.

We meet your schedule

We are sensitive to TXShare member’s busy schedules and competing deadlines. We begin every engagement with a mutually agreed-upon timeline. Using that timeline, we develop and commit to a customized client service plan to ensure no surprises along the way. The service plan, when finalized and approved by the TXShare member, serves as a communication and monitoring tool for both of our teams. Other strategies include:

- **Working backward from identified due dates.** Meeting deadlines is our number one priority, and we take significant pride in making sure that there are never any surprises. Baker Tilly recognizes that a surprise-free approach is critical to building trust.
- **Taking an integrated process perspective first, supported by enabling technology,** because we have witnessed the challenges when a project is driven in functional silos or with a sole focus on technology. This includes maintaining the right strategic focus coupled with a practical and pragmatic execution orientation, which enables our team to be action-oriented as needed.
- **Building trust through hands-on experienced manager involvement.** Unlike other large firms, Baker Tilly commits to significant experienced manager involvement in every engagement. Your experienced managers will actively lead the delivery to support responsiveness, resolve challenges and build trust.
- **Flexibility and an ability to “hit the ground running.”** This is critical for supporting the TXShare member organization with various projects. We stand ready to serve them when they need us, where they need us, for as long as they need us. We are here for the TXShare member organizations.
- **Setting a clear plan of action.** Through our client service timeline, we will work to keep the TXShare member informed and updated on any open items and the status of the project at all times.
- **Regular communication with management.** In addition to our formal communication plan, we place emphasis on sharing knowledge of the latest regulatory changes and imparting best practice insight.

Develop stakeholder outreach and engagement plan

Based on information developed through the initial kickoff meetings, the Baker Tilly team will draft and review a plan for the engagement and involvement of the project sponsors and other specific stakeholder interests and groups. The engagement plan will list the various internal stakeholder interests and groups, suggest engagement methods for each, identify those accountable for completion of the proposed engagement activities, propose a tentative implementation schedule, and conclude with execution activities.

Review background information

To best use everyone's time, the Baker Tilly team applies its experience, knowledge and skills to review all documentation and perform an initial gap assessment of TXShare member operations prior to any meetings, with a keen eye toward organization-wide goals and values.

In our experience, most assessments do not fail because the processes or technology were not appropriate. Instead, most failures stem from a need for more focus on the human element of the change.

Baker Tilly has proven tools, methods, and skills for assessing and managing the human impact of change associated with enterprise initiatives. We have worked with multiple organizations to integrate change management effectively into their broader program activities.

Prior to all meetings, Baker Tilly will review all documents requested to inform our conversations. Examples of documents requested and reviewed include the following:

- Detailed organizational structure to the lowest level of detail, including authorized, filled, and vacant positions
- Organizational strategic plan and department strategic plans, if available
- Staffing levels by position for the department
- Detailed census showing the employee, position and department full-time equivalents
- Position descriptions and functional assignments
- Listing of key technology systems employed
- List of contracts and external vendors managed
- To the extent available, current workload and workload trend information
- Operating statistics and other information systems reports
- List of services provided by external vendors and additions/changes within the past three years
- Other relevant information

Key activities

- Conduct virtual project kick-off meeting with internal project sponsors
- Develop project schedule and key milestones
- Confirm list of stakeholders and engagement approach
- Identify, schedule and invite participants in collaboration with the project sponsors
- Review documents requested to inform future meetings

Phase 2—Interview facilitation

Conduct department interviews

In this task, we will undertake individual interviews and focus groups with TXShare member department leadership and managers. We will collect detailed data and information regarding service levels, staffing and operations.

The interviews may cover such key issues, with a focus on established goals and work plans from the current fiscal year adopted budget, as the following:

- Organizational structure
- Staffing levels
- Duties and responsibilities of staff
- Principal business processes and practices
- Available resources
- Supporting technologies
- Operational strengths and weaknesses
- Issues, constraints, and opportunities to improve business performance
- Internal communications
- Functions currently performed
- Service needs met and unmet (internal and external)

Document initial observations

Using the information gained from prior tasks, the consultant team will analyze information collected and develop a set of initial observations to be discussed with the project sponsors. Findings may focus on opportunities to:

- Restructure department function responsibilities
- Align position responsibilities with department, division priorities
- Identify gaps in programs and services and corresponding staff responsibilities needed to meet strategic goals
- Develop results-based metrics and other performance measures
- Manager and employee feedback of organization initiatives
- Discuss the initial observations with the project sponsor and identify high-priority items for detailed recommendation development
- Alignment of staffing resources with the TXShare member's key strategic priorities

Key activities

- Conduct individual and focus group meetings
- Documentation of initial observations

Phase 3—Future state analysis

In this step, we will critically analyze the organizational staffing structure, staffing levels, and operations of the TXShare member organization.

Analysis and research best practices

- Quantify work performed, overtime hours, gaps in work performed and additional staffing requirements (if applicable)
- Quantify staffing change recommendation financial impact
- Research industry standards from our internal database of best practices, as well as published sources such as the Society for Human Resources, International Public Management Association – Human Resources, and Government Finance Officers Association.

Conduct organizational analysis

The detailed analysis phase will form the key part of our review process and recommendations for improvement. These will include specific recommendations for the following as appropriate:

- Workload and staffing:
 - Service level standards
 - General workloads and trends
 - Resource and staff utilization
- Management practices and business processes:
 - Strategic and operational planning
 - Benchmarks and performance measures
 - Application of information technology
 - Application of technology in operations and customer service
 - Adoption of best practices
 - Process improvement opportunities
- Organization analysis:
 - Organization structure
 - Reporting relationships
 - Management/supervisory spans of control
 - Operating policies and procedures

Develop revised staffing structure and levels

The Baker Tilly team, using the organization analysis, document review, and interview results, will develop recommended staffing changes by department, showcasing the recommended changes to the organizational structure of the TXShare member. These charts will show current and future-state assumptions for personnel responsibility changes, recommend new roles, and other structural realignments. The project sponsors will review and discuss these recommended changes shown in the draft organization charts to ensure Baker Tilly has captured the ideal future needs and structure.

Key activities

- Conduct virtual individual and focus group follow-up meetings as needed
- Best practice research
- Ongoing bi-weekly project management meetings

Phase 4—Final report and recommendations

Baker Tilly's consulting team operates under the principle of "no surprises." We make no final recommendations without our client's active involvement and input. While always maintaining our independence and objectivity, we have built-in feedback loops to ensure that we have our facts straight and that both the consulting team and the client understand the ramifications of our recommendations and proposed solutions to identified challenges.

Prepare and issue report

Baker Tilly will prepare a Draft Report to include the consulting team's observations and recommendations. Final report may include:

- Organization staffing change options, including full-time equivalent level recommendations and role/responsibility assignments for positions

TAB D – B. PROPOSED SCOPE OF SERVICES

- Opportunities to improve operations through improved policies and practices
- Assessment of staffing and service delivery performance metrics
- Implementation plan with staffing contingencies

The Draft report includes an implementation action plan that incorporates the report recommendations. The draft Implementation Action Plan is an executable roadmap that details the specific steps needed to accomplish each of the recommendations included in the plan. For implementation to occur in an orderly and effective manner, the action plan will include the following elements:

- Key tasks
- Timeline (start and completion dates)
- Resources needed and currently available
- Staff assigned (including a lead person)
- Milestones

We will present the draft study to the project sponsors and hold a discussion of the draft observations and recommendations.

Key activities

- Issue draft report, inclusive of implementation action plan
- Conduct remote draft report meeting review with project sponsors
- Draft report edits
- Final report issuance
- Ongoing bi-weekly project management meetings

Summary

Our staffing analysis approach is comprehensive in its scope and is grounded in people-centered change for strategic program execution and organization-wide priority alignment. Further, the planning process will be led by highly experienced public sector strategists. We are confident that a careful review of our methodology, our client success stories, and the strength of our professional backgrounds will reveal the Baker Tilly team as your best possible choice in this highly important endeavor.

Co-creating a timeline to meet or beat the TXShare member’s deadlines

Following is a sample timeline in months of our customized approach to successfully provide staffing analysis services. During the kickoff phase, we will collaborate with TXShare members to co-develop an agreed-upon service timeline that meets their needs and timing requirements.

PROJECT PHASE	1	2	3	4	5	6	7	9
Phase 1: Project planning and management								
Phase 2: Workshop and interview facilitation								
Phase 3: Future state analysis								
Phase 4: Final report and recommendations								
Project management								

Tab E – Proposal Pricing

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieve TXShare members' objectives.

You should furnish a proposal that specifies a pricing model(s) that will apply to all orders placed under this contract. The pricing models(s) can be based on fixed unit pricing or a flat percentage discount across the board. Please provide a current suggested list pricing (rate card) for the services that You intend to provide in your proposal.

Delivering a professional executive search fee for TXShare members

We are excited about the opportunity to work with North Central Texas Council of Governments and have prepared the below fee estimate to meet the TXShare member’s needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-ons or startup charges.

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

Baker Tilly reviews rates annually to ensure alignment with industry and economic factors. Baker Tilly reserves the right to, once annually, revise its rates to the lower of 3% or the change in the Consumer Price Index (CPI) for the twelve-month period ending with the month preceding such annual anniversary date.

Feel free to direct all questions regarding the professional fee and project-related expenses to Edward Williams via email at edward.williams@bakertilly.com or via phone at +1 (214) 608 6363.

PROPOSED SERVICES	
Phase I	
Task 1 — Candidate profile development/advertising/marketing	
Task 2 — Identify quality candidates	
Phase II	
Task 3 — Screening of applications and submission of recommended semi-finalists to the client	
Task 4 — Reference checks, background checks and academic verifications	
Phase III	
Task 5 — Final process/on-site interviews with finalists	
Conclusion	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE FEE*	\$28,950
OPTIONAL SERVICES FOR CONSIDERATION	FEE
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify key issues or priorities that your organization may consider as you	\$1,650

launch an executive search. Depending on your needs, we administer the survey, which your residents, community leaders, employees, or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.

On rare occasions, a client desires the delivery of additional search-related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits to your organization by the project team leader. Baker Tilly will bill North Central Texas Council of Governments at an hourly rate of \$300, plus expenses for additional work requested explicitly by your organization outside this project's scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.

\$300 per hour plus expenses

BAKER TILLY CAN PROVIDE OPTIONAL SERVICES
TXShare members may benefit from the additional services we offer.

Providing our standard hourly rates for other services

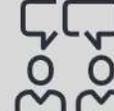
We will base services other than executive recruitment on our standard hourly rates. We will provide an estimate in advance of the time and expense necessary to achieve your objectives. Final billings are always evaluated in light of the value delivered. Our standard hourly rates are located below.

STANDARD HOURLY RATES	
Staff level	Hourly rate
Managing Director	\$575
Director	\$475
Manager	\$295
Senior Analyst	\$230
Analyst	\$185

BAKER TILLY'S STANDARD HOURLY RATES
We will base additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and only perform additional work with approval.

Supporting TXShare members with our value-for-fees approach

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

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

COMMITMENT TO VALUE FOR FEES

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

Tab F – References

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

Include a list of five (5) references for relevant contracts awarded within the last five years, preferably from a government customer. Include customer name, point of contact, address, phone number, and email address. NCTCOG may contact references provided regarding the firm's past performance.

Demonstrating successful relationships with similar clients

We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly and to verify the quality of work Baker Tilly has consistently delivered to each client as part of these recently completed executive recruitment projects. Each client will offer a unique perspective as you consider your own needs.

NEW BRAUNFELS UTILITIES, TEXAS			
Name	Laura Rivers	Title	Chief of Staff
Phone	+1 (830) 629 8470	Email	lrivers@nbutexas.com
Services	Chief Executive Officer executive recruitment (2023)		
FULTON COUNTY, GEORGIA			
Name	Kenneth L. Herman, Jr.	Title	Director of Personnel
Phone	+1 (404) 613 0923	Email	Kenneth.Hermon@fultoncountyga.gov
Services	Elections Director (2023), Chief Appraiser (2022) and Clerk to the Commission (2020) executive recruitments		
CITY OF ANN ARBOR, MICHIGAN			
Name	Milton Dohoney, Jr.	Title	City Administrator
Phone	+1 (734) 794 6110	Email	mdohoney@a2gov.org
Services	Police Chief executive recruitment (2023)		
CITY OF BUDA, TEXAS			
Name	Vicki Fuchs	Title	Human Resources Director
Phone	+1 (512) 523 1043	Email	vfuchs@ci.buda.tx.us
Services	City Manager executive recruitment (2022)		
CITY OF BEDFORD, TEXAS			
Name	Jimmy Stathatos	Title	City Manager
Phone	+1 (817) 952 2109	Email	Jimmy.Stathatos@bedfordtx.gov
Services	Organizational design, talent strategy, and leadership development (2021)		

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

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

Tab G – Required attachments

TAB G – REQUIRED ATTACHMENTS

Please include ALL ATTACHMENTS (I-XI) and EXHIBITS appended to the rear of this solicitation document, completed and signed as applicable. All attachments must be submitted with the proposal, or the proposal may be disqualified as nonresponsive. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS "NOT APPLICABLE" AND SUBMIT WITH THE PROPOSAL.

EXHIBIT 1
DESCRIPTION OF DESIRED SERVICE CATEGORIES AND PROPOSED PRICING

You should furnish a proposal that contains pricing for the services they wish to offer, choosing from the list below. You are not required to provide all service categories.

Service Categories #1-6.

Please provide a descriptive list of the various types of consulting services necessary you wish to offer as described in Section 4 along with the either fixed hourly rates or fixed percentage discount off your rates. These are the services and rates that your firm would use to calculate a lump sum project cost with a client. There may be as many Rate Classifications as you deem necessary. You may attach additional pages as needed.

In addition, you may wish to provide optional or ancillary services, that may not be ordinarily used in every executive search consult but may be of interest to your potential Customer.

ABILITY TO PROVIDE REQUESTED SERVICES		
Service category	Description	Fee
1	Executive search & recruitment services – To identify, assess, and recruit top level executives and senior management professionals.	\$28,950
2	Leadership assessment – To assess the leadership capabilities and potential of existing internal executive and management staff. This includes evaluating their skills, competencies, and overall fit with the organization.	Hourly
3	Succession planning – To provide guidance in planning for future leadership needs. This includes identifying and preparing potential leaders within the organization to fill key positions in the event of retirements, resignations, or expansion.	Hourly
4	Board services – To assist in recruiting and evaluating candidates for organizational service board positions, such as Parks Board, Board of Adjustment, Planning & Zoning Board, etc., to help ensure a diverse and effective board composition.	Hourly
5	Interim executives – Provide temporary executive leadership during periods of transition, such as the sudden departure of a key executive or director.	Hourly
6	Other related consulting services – To offer consulting services related to organizational design, talent strategy, leadership development, or any other related services for helping organizations align their talent strategy with their business objectives.	Hourly

Providing our standard hourly rates

We will base services other than executive recruitment on our standard hourly rates. We will provide an estimate in advance of the time and expense necessary to achieve your objectives. Final billings are always evaluated in light of the value delivered. Our standard hourly rates are located below.

STANDARD HOURLY RATES	
Staff level	Hourly rate
Managing Director	\$575
Director	\$475
Manager	\$295
Senior Analyst	\$230
Analyst	\$185

BAKER TILLY'S STANDARD HOURLY RATES

We will base additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and only perform additional work with approval.

EXHIBIT 2
SAMPLE MARKET BASKET FORM

This form will be used for **evaluation purposes only**. It is hypothetical in nature and in no way relates to a project that will be awarded under this RFP. Its purpose is an exercise to get a cost estimate from proposing firms for a project of similar nature.

Please use the information below to complete this section. The following specifications are derived from a hypothetical customer. You should use the information below, and the category pricing proposed to establish an approximate project cost for evaluation purposes.

Hypothetical Project cost \$ \$32,935* - \$29,941**

*Based on hypothetical: *First recruitment. ** Subsequent recruitments during 12 months after initial agreement*

Proposal for Hypothetical Executive Search for the City of Whoville, USA

Background

- A. The awarded Contractor shall solicit candidates for the new City Manager for the City of Whoville. The Contractor shall screen candidates based on the qualities, experience, and expertise specified by the City of Whoville, USA. The successful executive recruiter may be asked by the City to make a recommendation regarding the candidate or candidates being considered for appointment. Whoville is required to comply with its state and federal employment laws and the recruitment process must be conducted in accordance with the same.
- B. The successful executive recruiter shall provide the following services:
1. Development of Candidate Profile: Consult with the Whoville, in small groups and/or individually, to develop/determine the profile (background, education, training, experience, knowledge, skills, abilities, management style and other appropriate characteristics) desired of the individual to be selected as new City Manager.
 2. Develop a recruitment brochure prior to starting the recruitment, providing information and photos about Whoville.
 3. Recruitment Strategy: Develop a strategy for carrying out the recruitment, including outreach to highly qualified candidates who might not otherwise express an interest, whether currently employed or not. Recruitment strategy shall include networking with the ICMA and any other pertinent networks or organizations deemed appropriate by the recruiter to find candidates with the requisite skills and experience identified and desired by the Board.
 4. Source Highly Qualified Candidates: Identify and directly source top candidates through personal contacts, networking and referrals, strategic online and print advertising and other aggressive means to attract a highly qualified and diverse candidate pool.
 5. Preliminary Screening of Candidates: Evaluate resumes and supplementary materials submitted by applicants and provide a preliminary assessment of the candidate pool, including recommendations on the most highly qualified candidates to advance as semi-finalists. In conjunction with Whoville representatives, conduct interviews and other assessments (i.e. supplemental questionnaires, testing, phone interviews, video conference, face-to-face [as feasible], etc.) with the semi-finalist group to recommend the top candidates who will then be invited to participate as finalists. Prepare and provide detailed profile packets for each finalist to the City representatives. Communicate with all candidates as to their status in a timely and professional manner.
 6. Candidate Reference Checks: Conduct preliminary reference checks on the finalists and in-depth reference and background checks on the Board's "short-list" of finalist candidates. Background checks of finalists shall include, but not be limited to verification of educational background, conducting criminal, financial, local newspaper, online profiles, and civil litigation checks. In the event politically

sensitive or potentially embarrassing issues arise in a candidate's background, the recruiter shall conduct in-depth interviews with the appropriate parties to clarify the event so that the matter can be fully disclosed and described to the Whoville representatives.

7. Communication with the City: Provide written bi-weekly activity reports summarizing and detailing the progress of the recruitment effort. Recruiter shall respond immediately to all inquiries from Whoville related to the progress of this recruitment effort.

**EXHIBIT 3
SERVICE DESIGNATION AREAS**

Texas Service Area Designation or Identification			
Proposing Firm Name:	Baker Tilly US, LLP		
Notes:	Indicate in the appropriate box whether you are proposing to service the entire state of Texas		
	<input checked="" type="checkbox"/> Will service the entire state of Texas	<input type="checkbox"/> Will not service the entire state of Texas	
	<p>If you are not proposing to service the entire state of Texas, designate on the form below the regions that you are proposing to provide goods and/or services to. By designating a region or regions, you are certifying that you are willing and able to provide the proposed goods and services.</p>		
Item	Region	Metropolitan Statistical Areas	Designated Service Area
1.	North Central Texas	16 counties in the Dallas-Fort Worth Metropolitan area	
2.	High Plains	Amarillo Lubbock	
3.	Northwest	Abilene Wichita Falls	
4.	Upper East	Longview Texarkana, TX-AR Metro Area Tyler	
5.	Southeast	Beaumont-Port Arthur	
6.	Gulf Coast	Houston-The Woodlands- Sugar Land	
7.	Central Texas	College Station-Bryan Killeen-Temple Waco	
8.	Capital Texas	Austin-Round Rock	
9.	Alamo	San Antonio-New Braunfels Victoria	
10.	South Texas	Brownsville-Harlingen Corpus Christi Laredo McAllen-Edinburg-Mission	
11.	West Texas	Midland Odessa San Angelo	
12.	Upper Rio Grande	El Paso	

(Exhibit 3 continued on next page)

Nationwide Service Area Designation or Identification Form			
Proposing Firm Name:	Baker Tilly US, LLP		
Notes:	Indicate in the appropriate box whether you are proposing to provide service to all Fifty (50) States.		
	<input checked="" type="checkbox"/> Will service all fifty (50) states	<input type="checkbox"/> Will not service fifty (50) states	
If you are not proposing to service to all fifty (50) states, then designate on the form below the states that you will provide service to. By designating a state or states, you are certifying that you are willing and able to provide the proposed goods and services in those states.			
If you are only proposing to service a specific region, metropolitan statistical area (MSA), or city in a State, then indicate as such in the appropriate column box.			
Item	State	Region/MSA/City (write "ALL" if proposing to service entire state)	Designated as a Service Area
1.	Alabama		
2.	Alaska		
3.	Arizona		
4.	Arkansas		
5.	California		
6.	Colorado		
7.	Connecticut		
8.	Delaware		
9.	Florida		
10.	Georgia		
11.	Hawaii		
12.	Idaho		
13.	Illinois		
14.	Indiana		
15.	Iowa		
16.	Kansas		
17.	Kentucky		
18.	Louisiana		
19.	Maine		

20.	Maryland		
21.	Massachusetts		
22.	Michigan		
23.	Minnesota		
24.	Mississippi		
25.	Missouri		
26.	Montana		
27.	Nebraska		
28.	Nevada		
29.	New Hampshire		
30.	New Jersey		
31.	New Mexico		
32.	New York		
33.	North Carolina		
34.	North Dakota		
35.	Ohio		
36.	Oregon		
37.	Oklahoma		
38.	Pennsylvania		
39.	Rhode Island		
40.	South Carolina		
41.	South Dakota		
42.	Tennessee		
43.	Texas		
44.	Utah		
45.	Vermont		
46.	Virginia		
47.	Washington		
48.	West Virginia		
49.	Wisconsin		
50.	Wyoming		

End of Exhibit 3

**ATTACHMENT I:
INSTRUCTIONS FOR PROPOSALS COMPLIANCE AND SUBMITTAL**

REQUIRED ATTACHMENT CHECKLIST

This checklist is provided as a courtesy to responding firms. Please utilize this checklist to ensure that all required attachments are included with your proposal. IF AN ATTACHMENT DOES NOT APPLY, PLEASE MARK AS “**NOT APPLICABLE**” AND SUBMIT WITH THE PROPOSAL. FAILURE TO SUBMIT **ALL REQUIRED DOCUMENTS** MAY NEGATIVELY IMPACT YOUR EVALUATION SCORE.

- Cover Sheet
- Exhibit 1: Description of Desired Service Categories for Proposed Pricing
- Exhibit 2: Sample Market Basket Form
- Exhibit 3: Service Area Designation Forms
- Attachment I: Instructions for Proposals Compliance and Submittal
- Attachment II: Certification of Offeror
- Attachment III: Certification Regarding Debarment
- Attachment IV: Restrictions on Lobbying
- Attachment V: Drug-Free Workplace Certification
- Attachment VI: Certification Regarding Disclosure of Conflict of Interest
- Attachment VII: Certification of Fair Business Practices
- Attachment VIII: Certification of Good Standing Texas Corporate Franchise Tax Certification
- Attachment IX: Historically Underutilized Businesses, Minority Or Women-Owned Or Disadvantaged Business Enterprises
- Attachment X: Federal and State of Texas Required Procurement Provisions
- Attachment XI: Conflict of Interest Questionnaire

Compliance with the Solicitation

Submissions must be in strict compliance with this solicitation. Failure to comply with all provisions of the solicitation may result in disqualification. You recognize that all proposals must be submitted electronically through PublicPurchase.com by the RFP due date and time. All other forms of submissions will be deemed nonresponsive and will not be opened or considered.

Acknowledgment of Insurance Requirements

By signing its submission, you acknowledges that it has read and understands the insurance requirements for the submission. You also understands that the evidence of required insurance may be requested to be submitted within ten (10) working days following notification of its offer being accepted; otherwise, NCTCOG may rescind its acceptance of the your proposals. The insurance requirements are outlined in Section 6.4.

Baker Tilly US, LLP
Name of Organization/Contractor


Signature of Authorized Representative

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

**ATTACHMENT II:
CERTIFICATIONS OF OFFEROR**

I hereby certify that the information contained in this proposal and any attachments is true and correct and may be viewed as an accurate representation of proposed services to be provided by this organization. I certify that no employee, board member, or agent of the North Central Texas Council of Governments has assisted in the preparation of this proposal. I agree that failure to submit all requested information may result in rejection of this proposal as non-responsive. I acknowledge that I have read and understand the requirements and provisions of the solicitation and that the organization will comply with the regulations and other applicable local, state, and federal regulations and directives in the implementation of this contract.

I also certify that I have read and understood all sections of this solicitation and will comply with all the terms and conditions as stated; and furthermore that I, Anne Lewis (typed or printed name) certify that I am the Managing Director (title) of the corporation, partnership, or sole proprietorship, or other eligible entity named as you and you herein and that I am legally authorized to sign this offer and to submit it to the North Central Texas Council of Governments, on behalf of said Offeror by authority of its governing body.

Baker Tilly US, LLP
Name of Organization/Contractor


Signature of Authorized Representative

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

**ATTACHMENT III:
CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS**

This certification is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 93, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668, 682), Department of Health and Human Services (45 CFR Part 76).

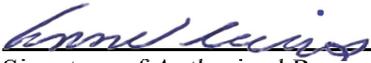
The undersigned certifies, to the best of his or her knowledge and belief, that both it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
2. Have not within a three-year period preceding this contract been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or contract under a public transaction, violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false Proposals, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a government entity with commission of any of the offense enumerated in Paragraph (2) of this certification; and,
4. Have not within a three-year period preceding this contract had one or more public transactions terminated for cause or default.

Where the prospective recipient of federal assistance funds is unable to certify to any of the qualifications in this certification, such prospective recipient shall attach an explanation to this certification form.

Baker Tilly US, LLP
Name of Organization/Contractor(s):

J9AMBWEJK3X6
SAM.GOV Unique Identity ID:


Signature of Authorized Representative

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

**ATTACHMENT IV:
RESTRICTIONS ON LOBBYING**

Section 319 of Public Law 101-121 prohibits recipients of federal contracts, grants, and loans exceeding \$100,000 at any tier under a federal contract from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. Section 319 also requires each person who requests or receives a federal contract or grant in excess of \$100,000 to disclose lobbying.

No appropriated funds may be expended by the recipient of a federal contract, loan, or cooperative agreement to pay any person for influencing or attempting to influence an officer or employee of any federal executive department or agency as well as any independent regulatory commission or government corporation, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered federal actions: the awarding of any federal contract, the making of any federal grant, the making of any federal loan the entering into of any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

As a recipient of a federal grant exceeding \$100,000, NCTCOG requires its subcontractors of that grant to file a certification, set forth in Appendix B.1, that neither the agency nor its employees have made, or will make, any payment prohibited by the preceding paragraph.

Subcontractors are also required to file with NCTCOG a disclosure form, set forth in Appendix B.2, if the subcontractor or its employees have made or have agreed to make any payment using nonappropriated funds (to include profits from any federal action), which would be prohibited if paid for with appropriated funds.

(Attachment continued on next page)

**LOBBYING CERTIFICATION
FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS**

The undersigned certifies, to the best of his or her knowledge or belief, that:

1. No federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an officer or employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative Contract, and the extension, continuation, renewal, amendment, or modification or any federal contract, grant, loan, or cooperative contract; and
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, and or cooperative contract, the undersigned shall complete and submit Standard Form – LLL, “Disclosure Form to Report Lobbying”, in accordance with the instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all sub-recipients shall certify accordingly.

Baker Tilly US, LLP

Name of Organization/Contractor



Signature of Authorized Representative

Anne Lewis, Managing Director

Printed/Typed Name and Title of Authorized Representative

2/29/2024

Date

**ATTACHMENT V:
DRUG-FREE WORKPLACE CERTIFICATION**

The Baker Tilly US, LLP (company name) will provide a Drug Free Work Place in compliance with the Drug Free Work Place Act of 1988. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the premises of the Baker Tilly US, LLP (company name) or any of its facilities. Any employee who violates this prohibition will be subject to disciplinary action up to and including termination. All employees, as a condition of employment, will comply with this policy.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE

This certification is required by the Federal Regulations Implementing Sections 5151-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

The undersigned subcontractor certifies it will provide a drug-free workplace by:

Publishing a policy Proposal notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;

Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the subcontractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug violations in the workplace;

Providing each employee with a copy of the subcontractor's policy Proposal;

Notifying the employees in the subcontractor's policy Proposal that as a condition of employment under this subcontract, employees shall abide by the terms of the policy Proposal and notifying the subcontractor in writing within five days after any conviction for a violation by the employee of a criminal drug abuse statute in the workplace;

Notifying the Board within ten (10) days of the subcontractor's receipt of a notice of a conviction of any employee; and,

Taking appropriate personnel action against an employee convicted of violating a criminal drug statute or requires such employee to participate in a drug abuse assistance or rehabilitation program.

Baker Tilly US, LLP
Name of Organization/Contractor


Signature of Authorized Representative

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

**ATTACHMENT VI:
CERTIFICATION REGARDING DISCLOSURE OF CONFLICT OF INTEREST**

The undersigned certifies that, to the best of his or her knowledge or belief, that:

“No employee of the contractor, no member of the contractor’s governing board or body, and no person who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of this contract shall participate in any decision relating to this contract which affects his/her personal pecuniary interest.

Executives and employees of contractor shall be particularly aware of the varying degrees of influence that can be exerted by personal friends and associates and, in administering the contract, shall exercise due diligence to avoid situations which give rise to an assertion that favorable treatment is being granted to friends and associates. When it is in the public interest for the contractor to conduct business with a friend or associate of an executive or employee of the contractor, an elected official in the area or a member of the North Central Texas Council of Governments, a permanent record of the transaction shall be retained.

Any executive or employee of the contractor, an elected official in the area or a member of the NCTCOG, shall not solicit or accept money or any other consideration from a third person, for the performance of an act reimbursed in whole or part by contractor or Department. Supplies, tools, materials, equipment or services purchased with contract funds shall be used solely for purposes allowed under this contract. No member of the NCTCOG shall cast a vote on the provision of services by that member (or any organization which that member represents) or vote on any matter which would provide a direct or indirect financial benefit to the member or any business or organization which the member directly represents”.

No officer, employee or paid consultant of the contractor is a member of the NCTCOG.

No officer, manager or paid consultant of the contractor is married to a member of the NCTCOG.

No member of NCTCOG directly owns, controls or has interest in the contractor.

The contractor has disclosed any interest, fact, or circumstance that does or may present a potential conflict of interest.

No member of the NCTCOG receives compensation from the contractor for lobbying activities as defined in Chapter 305 of the Texas Government Code.

Should the contractor fail to abide by the foregoing covenants and affirmations regarding conflict of interest, the contractor shall not be entitled to the recovery of any costs or expenses incurred in relation to the contract and shall immediately refund to the North Central Texas Council of Governments any fees or expenses that may have been paid under this contract and shall further be liable for any other costs incurred or damages sustained by the NCTCOG as it relates to this contract.

Baker Tilly US, LLP
Name of Organization/Contractor


Signature of Authorized Representative:

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

**ATTACHMENT VII:
CERTIFICATION OF FAIR BUSINESS PRACTICES**

That the submitter has not been found guilty of unfair business practices in a judicial or state agency administrative proceeding during the preceding year. The submitter further affirms that no officer of the submitter has served as an officer of any company found guilty of unfair business practices in a judicial or state agency administrative during the preceding year.

Baker Tilly US, LLP

Name of Organization/Contractor



Signature of Authorized Representative

Anne Lewis, Managing Director

Printed/Typed Name and Title of Authorized Representative

2/29/2024

Date



IX. HUB Form 2-27-2024.pdf

DocVerify ID: B8C1E8AB-DCCB-4C96-9FAD-2B06B2EEA624
 Created: February 27, 2024 11:35:58 -8:00
 Pages: 1
 Remote Notary: Yes / State: WI

This document is a DocVerify VeriVaulted protected version of the document named above. It was created by a notary or on the behalf of a notary, and it is also a DocVerify E-Sign document, which means this document was created for the purposes of Electronic Signatures and/or Electronic Notary. Tampered or altered documents can be easily verified and validated with the DocVerify veriCheck system. This remote online notarization involved the use of communication technology.

Go to www.docverify.com at any time to verify or validate the authenticity and integrity of this or any other DocVerify VeriVaulted document.

E-Signature Summary

E-Signature 1: Anne Lewis (acl)

February 27, 2024 11:40:44 -8:00 [934F73A3EDC3] [204.111.161.224]
 anne.lewis@bakertilly.com (Principal) (Personally Known)

E-Signature Notary: Tricia L Hoch (tlh)

February 27, 2024 11:40:44 -8:00 [FF61948FC481] [68.112.203.98]
 tricia.hoch@bakertilly.com
 I, Tricia L Hoch, did witness the participants named above electronically sign this document.



ATTACHMENT X
NCTCOG FEDERAL AND STATE OF TEXAS REQUIRED PROCUREMENT PROVISIONS

Note: The following provisions are mandated by Federal and/or State of Texas law. Failure to certify the following will result in disqualification of consideration for contract. Entities or agencies that are not able to comply with the following statements will be ineligible for consideration of contract award.

(Attachment continued on next page)

PROHIBITED TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT CERTIFICATION

This Contract is subject to the Public Law 115-232, Section 889, and 2 Code of Federal Regulations (CFR) Part 200, including §200.216 and §200.471, for prohibition on certain telecommunications and video surveillance or equipment. Public Law 115-232, Section 889, identifies that restricted telecommunications and video surveillance equipment or services (e.g., phones, internet, video surveillance, cloud servers) include the following:

- A) Telecommunications equipment that is produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliates of such entities).
- B) Video surveillance and telecommunications equipment produced by Hytera Communications Corporations, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliates of such entities).
- C) Telecommunications or video surveillance services used by such entities or using such equipment.
- D) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, Director of the National Intelligence, or the Director of the Federal Bureau of Investigation reasonably believes to be an entity owned or controlled by the government of a covered foreign country. The entity identified below, through its authorized representative, hereby certifies that no funds under this Contract will be obligated or expended to procure or obtain telecommunication or video surveillance services or equipment or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as a critical technology as part of any system prohibited by 2 CFR §200.216 and §200.471, or applicable provisions in Public Law 115-232 Section 889.

The Contractor or Subrecipient hereby certifies that it does comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

Baker Tilly US, LLP
Name of Organization/Contractor


Signature of Authorized Representative

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date:

-OR-

The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of 2 CFR §200.216 and §200.471, or applicable regulations in Public Law 115-232 Section 889.

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

DISCRIMINATION AGAINST FIREARMS ENTITIES OR FIREARMS TRADE ASSOCIATIONS

This contract is subject to the Texas Local Government Code chapter 2274, Subtitle F, Title 10, prohibiting contracts with companies who discriminate against firearm and ammunition industries.

TLGC chapter 2274, Subtitle F, Title 10, identifies that “discrimination against a firearm entity or firearm trade association” includes the following:

- A) means, with respect to the entity or association, to:
 - I. refuse to engage in the trade of any goods or services with the entity or association based solely on its status as a firearm entity or firearm trade association; and
 - II. refrain from continuing an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association; or
 - III. terminate an existing business relationship with the entity or association based solely on its status as a firearm entity or firearm trade association.

- B) An exception to this provision excludes the following:
 - I. contracts with a sole-source provider; or
 - II. the government entity does not receive bids from companies who can provide written verification.

The entity identified below, through its authorized representative, hereby certifies that they have no practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association; and that they will not discriminate during the term of the contract against a firearm entity or firearm trade association as prohibited by Chapter 2274, Subtitle F, Title 10 of the Texas Local Government Code.

The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 2274, Subtitle F, Title 10.

Baker Tilly US, LLP
Name of Organization/Contractor



Signature of Authorized Representative

Anne Lewis, Managing Director

Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

-OR-

The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 2274, Subtitle F, Title 10.

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

(Attachment continued on next page)

(Attachment X: Cont.)

BOYCOTTING OF CERTAIN ENERGY COMPANIES

This contract is subject to the Texas Local Government Code chapter 809, Subtitle A, Title 8, prohibiting contracts with companies who boycott certain energy companies.

TLGC chapter Code chapter 809, Subtitle A, Title 8, identifies that “boycott energy company” means, without an ordinary business purpose, refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations with a company because the company:

- I. engages in the exploration, production, utilization, transportation, sale, or manufacturing of fossil fuel-based energy and does not commit or pledge to meet environmental standards beyond applicable federal and state law; and
- II. does business with a company described by paragraph (I).

The entity identified below, through its authorized representative, hereby certifies that they do not boycott energy companies, and that they will not boycott energy companies during the term of the contract as prohibited by Chapter 809, Subtitle A, Title 8 of the Texas Local Government Code.

The Contractor or Subrecipient hereby certifies that it does comply with the requirements of Chapter 809, Subtitle A, Title 8.

Baker Tilly US, LLP
Name of Organization/Contractor


Signature of Authorized Representative

Anne Lewis, Managing Director
Printed/Typed Name and Title of Authorized Representative

2/29/2024
Date

-OR-

The Contractor or Subrecipient hereby certifies that it cannot comply with the requirements of Chapter 809, Subtitle A, Title 8.

Name of Organization/Contractor

Signature of Authorized Representative

Printed/Typed Name and Title of Authorized Representative

Date

CONFLICT OF INTEREST QUESTIONNAIRE For vendor doing business with local governmental entity		FORM CIQ
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	OFFICE USE ONLY Date Received:	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p>Baker Tilly US, LLP</p>		
<p>2 <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>		
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center;">_____</p> <p style="text-align: center;">Name of Officer</p>		
<p>4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="margin-left: 40px;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p style="margin-left: 40px;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>		
<p>5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p> <p>None</p>		
<p>6 <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>		
<p>7</p> <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">  _____ Signature of vendor doing business with the governmental entity </div> <div style="text-align: right;"> February 29, 2024 _____ Date </div> </div>		

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

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



MEET SHANE LLOYD,
DIBS STRATEGY LEADER

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

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

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

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

DIBS communities and signature initiatives

Activate team member network



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

Growth and Retention of Women (GROW)



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

NexGen: Joining workforce generations



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

PRIDE team member network



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

Supporting Opportunity, Advancement and Recognition (SOAR)



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

Baker Tilly Foundation



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

Appendix B: Engagement team member resumes

MANAGING DIRECTOR

Anne Lewis

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



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Education

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

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

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

Industry involvement

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

Community involvement

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

Continuing professional education

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

DIRECTOR

Edward G. Williams, Ph.D.

Edward Williams, a director with Baker Tilly, brings character, competence, and expertise to every project.



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Education

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

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

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

Languages

English
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and disciplines, including state and local government, not-for-profit 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

DIRECTOR

Art Davis

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



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Education

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

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

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

Specific experience

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

Industry involvement

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

DIRECTOR

Patricia Heminover

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



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Education

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

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

Master of Education, administration
Minnesota State University – Mankato

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

DIRECTOR

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

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



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Education

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

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

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

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

SENIOR RECRUITMENT ANALYST

Karen Edwards, SHRM-CP

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



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Education

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

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

Specific experience

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

Continuing professional education

- Society for Human Resources (SHRM) certified professional

MANAGER

Michelle Lopez

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



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Education

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

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

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

Specific experience

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

RECRUITMENT ANALYST

Diane Segulia

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



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Education

University of Minnesota – partial
credits (Minneapolis, Minnesota)

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

Specific experience

- More than 10 years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

RECRUITMENT ANALYST

Carrie Thompson

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



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Education

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

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

Specific experience

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

Community involvement

- Mission trip volunteer with Herndon United Methodist Church

DIRECTOR

Al Zelinka, FAICP, CMSM

Al Zelinka is a director with Baker Tilly's public sector advisory practice.



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Education

Master in regional planning
Cornell University
(Ithaca, New York)

Bachelor of Science in
public planning
Northern Arizona University

Al has served local governments, public agencies, business improvement districts, and downtown and neighborhood associations throughout California and the U.S. in consulting and public staff capacities, including as vice president of a nationally recognized engineering firm and principal of a national urban design and planning practice, as well as community development director and/or city manager for three cities.

His 30-year career is focused on advancing his original career objective: to “make a difference” in communities. Al’s work experience on hundreds of projects and programs in 30 states (plus the District of Columbia) spans a diverse array of sustainability initiatives, strategic planning, municipal operational work plans, community development process improvements, economic development strategies, downtown and neighborhood revitalization, food systems planning, open space/parks/trails planning, and local and regional plans and zoning. Additionally, he has supported local governments in addressing customer service excellence, financial health and budgeting, homelessness solutions, community engagement, and has led management and organizational reviews, team building and organizational goal setting, department performance assessments, performance measurement systems, and municipal revenue generation strategy.

Al is a fellow of the American Institute of Certified Planners, a certified main street manager and is certified in both community economic development and crime prevention through environmental design. He is the co-author of two books, *SafeScape* and *Placemaking on a Budget*.

Specific experience

- Developed financial health indicators systems for strategic decision-making and public awareness, led financial planning for financial solvency and structural fiscal stability, oversaw grant writing program development and guided strategic budgeting to achieve organizational priorities
- Organized sustainability, environmental, social and governance (ESG), and resiliency, including environmental strategies ranging from green building programs and public education and information campaigns to procurement/purchasing policies, partnership-based food systems advancement, green fleet development, food and green waste to energy initiatives; social responsibility via diversity, equity and inclusion (DEI) assessment/audit and implementation programs, Municipal Equality Index score improvement strategies, civil rights landmarks and trails planning, workforce training, public art, etc.; and, advanced governance and implementation to include strategic plans, organizational structures, operational master plans and procurement systems built upon a triple bottom line sustainability framework

AI Zelinka, FAICP, CMSM

Page 2

Specific experience, (cont.)

- Facilitated economic development strategies and implementation plans for cities and business districts, tapping local assets and strengths to achieve greater prosperity (for example, local food system development, cultural heritage tourism, industry and business attraction focused on addressing climate change, etc.)
- Conducted hundreds of community engagement activities and processes to achieve authentic outputs guiding community change and addressing issues, challenges, assets, and aspirations. Developed public participation policy and toolkits, as well as training programs, for local governments and agencies to build capacity for civic participation
- Coordinated multiple town and gown (i.e., city/town and university/college) strategies for economic development (e.g., incubators, industry attraction, local food system, etc.), transportation, arts and culture, infrastructure, housing development, public engagement and neighborhood stability
- Led community development process improvement programs (for both in-person and online systems) to result in efficient and effective planning, zoning, building, and other municipal functions and to facilitate community investment and enhance customer experience
- Innovated organizational service excellence programs that included training, process improvement, performance measurement and reporting systems, departmental reorganization, public information, audits and in-person and online real time satisfaction surveys
- Conducted strategic planning programs and related implementation action plans and operational work plans to prioritize areas of focus and measure progress for governing bodies, staff and the public. Included team building, leadership goal setting, organizational committee-based change programs, executive and group coaching, language translation and other variations
- Led downtown and Main Street placemaking, revitalization and development programs utilizing community-based approaches and entailing promotion, economic restructuring, design and organization strategies that result in transformative, positive change
- Prepared organizational assessments and development plans for alignment with key strategies and improving the functionality of operations for the benefit of efficiency and effectiveness for decision-makers, employees and customers
- Provided training and education on subjects including public participation, city management, downtown development, neighborhood revitalization, crime prevention through environmental design, placemaking and urban design, leadership, economic development and numerous other topics

Community involvement

- Orange Home Grown Farmer's Market and Education Farm
- Santiago Creek Greenway Alliance
- Hilbert Museum of California Art at Chapman University
- California Planning Roundtable
- American Planning Association
- National Main Street Center
- National Trust for Historic Preservation

DIRECTOR

AI Zelinka, FAICP, CMSM

Page 3

Community involvement (cont.)

- Northern Arizona University, Advisory Board for College of Social and Behavioral Sciences
- Neighborhood Watch Program
- Big Brothers/Big Sisters of America
- Resource Apprenticeship Program for Students in Northern Alaska, volunteer in Service to America (VISTA)

Awards and recognition

- Hall of Fame Leadership in Public Service Award, issued by Northern Arizona University College of Social and Behavioral Sciences, Oct 2021
- NAACP Freedom Fund Award Winner for Government & Community Relations, issued by NAACP Riverside Branch, May 2019

MANAGING DIRECTOR

Caitlin M. Humrickhouse, M.P.A., SWP

Caitlin Humrickhouse is a managing director with Baker Tilly's public sector advisory practice.



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Education

Master of Public Administration with
a concentration in financial
management
University of Illinois at Chicago

Bachelor of International Business
Bachelor of Spanish
University of Illinois at Urbana-
Champaign

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago, performing program and market analyses for an online education unit.

Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- International City/County Management Association (ICMA)

Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

MANAGING DIRECTOR

Caitlin M. Humrickhouse, M.P.A., SWP

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Thought leadership

- Environmental, social and governance, presenter, October 2023
- [Environmental, social and governance - a public sector webinar series](#), presenter, February 2023
- [“Workforce and succession planning – part 3: training and competitiveness,”](#) author, November 2022
- [“Workforce and succession planning – part 2: core competencies and top talent,”](#) author, November 2022
- [“Workforce and succession planning – part 1: getting started,”](#) author, October 2022
- [“The strategies and challenges of managing an evolving workforce,”](#) author, July 2022
- [“Strategic talent management,”](#) author, July 2022
- [“Recession proofing: six actions governments and not-for-profits should take to prepare for revenue shortages,”](#) author, April 2020

Continuing professional education

- Strategic Workforce Planner, Human Capital Institute

SENIOR MANAGER

Allison LeMay, MPA, IPMA-CP

Allison LeMay is a senior manager with Baker Tilly's public sector advisory practice.



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Education

Master of Public Affairs with a concentration in public financial management and policy analysis
Paul H. O'Neill School of Public and Environmental Affairs – Indiana University

Bachelor of Arts in Spanish area studies and pre-medicine
Kenyon College
(Gambier, OH)

Allison has more than 15 years of experience working with cities, counties, k-12 districts and public authorities. She is passionate about helping entities effectively develop, manage and engage their employees to best meet organization-wide goals and objectives. She provides guidance and practical solutions for communities in context of changing workforce demographics, geographic constraints and budget limitations.

Previous to joining Baker Tilly, Allison worked across a variety of public sector and HR practices, including a fellowship with Marion County, Indiana's Information Services Agency and as a public sector health benefits consultant, advising on multi-year benefit package planning to help public entities recruit and retain top talent. She is a certified public sector HR professional through the Public Sector Human Resources Association (PSHRA).

Specific experience

- Manages HR department re-organization and process reviews to build a reporting structure, controls, and authority for streamlined operations and increased internal productivity for improved customer service
- Creates multiyear plans to transition clients' HR workforce to meet the technical, analytical and technological needs for strategic human capital management
- Collaborates with clients to establish HR key performance indicators and support metrics based on client goals (i.e., increased diversity, improved applicant pools, better retention, etc.) to measure the effect of process changes and new programs to quantitatively inform future decisions
- Benchmarks against neighboring communities and "best in class" organizations for FTE staffing levels, organizational structure, technology use and programming to provide due diligence for clients to improve implementation success
- Leads policy reviews to evaluate federal compliance and procedure reviews with technology use analysis to implement HR industry best practices for improved work culture and productivity

Industry involvement

- Illinois Assistant Municipal Manager's Association
- Illinois City/County Management Association (ILCMA)
- Central Region board member - Public Sector Human Resources Association (PSHRA)
- Former Diversity, Equity and Inclusion Tools Committee Chair – Association of Local Government Auditors (ALGA)

SENIOR MANAGER

Allison LeMay, MPA, IPMA-CP

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Community involvement

- AmeriCorps Alumni Chicago Chapter

Thought leadership

- [“Eight myths about strategic workforce planning,”](#) author, June 2023
- [“Winning in a competitive workforce environment,”](#) author, April 2023
- [“Fairness for who gets to work from home?”](#) author, March 2023
- [“Three key strategies to keep employees,”](#) author, March 2023
- [“Workforce and succession planning – part 3: training and competitiveness,”](#) author, November 2022
- [“Workforce and succession planning – part 2: core competencies and top talent,”](#) author, November 2022
- [“Workforce and succession planning – part 1: getting started,”](#) author, October 2022
- [“Creating a work environment where employees want to stay,”](#) author, November 2021

Continuing professional education

- IPMA-HR, Central Region 2021 Regional Conference
- Illinois Government Finance Officers Association (IGFOA), Utility Billing Seminar
- ILCMA, Summer Conference
- ILCMA, Winter Conference
- Illinois Financial Forecast Forum, Private sector views that will impact the public sector

Appendix C: Sample brochures



CITY MANAGER

CITY OF MIDLAND, TEXAS

Application Review Begins: Monday, May 15, 2023



PUBLIC SECTOR EXECUTIVE RECRUITMENT

THE COMMUNITY

Midland is a city located in the western part of the state of Texas, in the United States. With a population of 138,938, Midland is the 25th largest city in Texas. Founded in 1881 as a stop on the Texas and Pacific Railway, Midland has since grown to become an important center for the oil and gas industry, as well as a hub for transportation and logistics, and is also home to several parks, museums, and cultural attractions, including the Permian Basin Petroleum Museum, the Museum of the Southwest, and the Sibley Nature Center. In recent years, Midland has experienced a period of rapid growth and development, driven largely by the oil and gas industry. This has led to a boom in construction, as well as an influx of new residents and businesses.

With a median age of 31.4 years, the City of Midland, TX is a diverse and dynamic community with a strong sense of pride in its history and a commitment to its future. The City is home to a wide range of people, including families, young professionals, retirees, and individuals from a variety of ethnic and cultural backgrounds. One of the defining characteristics of the community in Midland is its strong connection to the oil and gas industry, which has been a driving force behind the City's growth and prosperity.

In addition to its ties to the energy industry, the Midland community is also known for its commitment to education and innovation. The City is home to a number of excellent schools and colleges, as well as a thriving startup ecosystem that is helping to drive the development of new technologies and businesses. The City is also proud to be the hometown of former First Lady Laura Bush and the former home of two U.S. Presidents, George H.W. Bush, and George W. Bush. Midland is a vibrant and dynamic City with a rich history, a bright future, and a great place to live, work, and raise a family. [Click here to learn more about Midland, TX.](#)



THE ORGANIZATION

The City of Midland, TX has a council-manager form of government. The City Council is the governing body of the City and is composed of a mayor and six council members who are elected by the citizens of Midland.

The City Manager is appointed by the City council and is responsible for the day-to-day administration of City operations. The City Manager oversees all City departments and employees and works closely with the council to implement policies and initiatives.

In addition to the council and City Manager, the City of Midland has several boards, commissions, and committees that are responsible for advising the council on various issues. These include the Planning and Zoning Commission, the Parks and Recreation Commission, among others.

The City of Midland also operates several departments that provide services to residents, including the Police Department, Fire Department, Engineering Services & Transportation Department, and Water Utilities Department, among others.

The City has a AAA Rating, based on its history of financial stability, fiscal management policies, transparency and accountability. With a council approved FY2023 Budget of \$380 million and 1186 Full-Time Employees, the City continues to implement strategies that highlights and drive the community's vision and the Council's goals to better service the community. Overall, the City of Midland has a strong and effective system of government that is designed to ensure that the needs of its residents are met and that the City continues to grow and prosper in the years ahead.



VISION

Midland 2023

Is a GROWING URBAN CENTER in Texas,
With a HEALTHY ECONOMY and A VIBRANT
DOWNTOWN.

We enjoy GREAT LIVING, ABUNDANT LEISURE
OPPORTUNITIES, and EFFECTIVE
TRANSPORTATION/EASY MOVEMENT through our
City.

Our diverse Midland Community WORKS TOGETHER
for a bright sustainable future,
our City is A RECOGNIZED LEADER.

MISSION

WE, the employees of the City of Midland,
are PASSIONATE and ENERGETIC about the service
we provide
to EACH OTHER and OUR COMMUNITY.

GUIDING PRINCIPLES

1. Demonstrate INTEGRITY, RESPECT and VALUE everyone.
2. Exhibit PROFESSIONALISM by being ACCOUNTABLE and DEPENDABLE.
3. Exercise COOPERATION through a DEDICATION to serve others.



138,938
City Population



\$380M
2023 City Budget



AAA
Credit Rating



1,186
City FTEs

THE POSITION

Appointed by the City Council, the City Manager is the City's chief administrative officer responsible for planning, managing operations, and leading a highly skilled city employee workforce to achieve goals established by the City Council and consistent with the City's vision, mission, guiding principles and priorities. With an annual departmental budget of \$1.5M and the responsibility of supervising a Deputy City Manager, Assistant City Manager, Utilities, and Police Chief, the City Manager ensures that all employees, in all departments/divisions/sections or units of the City, deliver effective, efficient, responsive, and innovative services to the residents and visitors, while consistently and visibly engaging with the community. Additionally, the City Manager attends all council meetings, prepares, submits, and administers the City's annual budget and capital program, manages the implementation of the City's Comprehensive Plan, reports to the City Council on the City's financial health and administrative activities, and keeps the City Council fully informed of the City's financial conditions, future needs and recommends viable solutions and recommendations, based on "best practices" and the best interest of the community, and the organization.



DESIRED CAPABILITIES

The City Council desires to hire a visionary, progressive, and strategic leader who can communicate effectively, work collaboratively, and lead a team of resolute public service professionals as its next City Manager. This proficient manager is a servant leader with a record of successfully managing a complex, multi-faceted, and effective municipal organization with changing priorities, and outstanding organizational opportunities. Additionally, the Council desires to hire a professional public sector executive who is proficient in municipal government administration and operations and will offer a record of effectively empowering individuals at all levels within the organization to deliver effective, efficient, and responsive services, while demonstrating leadership, critical thinking, honesty, integrity and commitment to continuous improvement and innovation. The new City Manager must possess a verifiable record of integrity, ethical behavior, and personal accountability. Furthermore, the next City Manager will bring outstanding people skills, self-confidence, and the ability to listen to, and embrace, divergent perspectives.

The City Council expects that the new City Manager must also respect the community and organizational traditions and values, yet also demonstrate a commitment to lead the organization forward in a positive direction, while planning and projecting for the future. In addition, the next City Manager must be approachable, and receptive to modern technologies, innovative, transparent, inclusive, and a champion for the establishments and expansion of partnerships with an active and engaged citizenry.

LEADERSHIP OPPORTUNITIES

The new City Manager will have an opportunity to lead initiatives that correlate with the three Strategic Pillars identified by the Mayor and Council, which are to improve the City's Parks System by implementing key projects, develop a long-term funding strategy for the City's Capital Improvement Plan, strengthen communication with internal and external stakeholders, preserve and protect water and water rights, identify and support programs that can provide funding options and resources to address transportation needs, support programs which promote economic growth, and preserve and protect home-rule municipal authority including development standards and processes.

Downtown Redevelopment: The City Manager will work closely with city officials, community leaders, and other stakeholders to review, develop, implement, and continuously improve the city's effort to revitalize the Downtown Midland. This may include the creation, revision, or update to the comprehensive redevelopment plan, which address infrastructure, zoning, economic incentives, and attracting new business.

Service Delivery Excellence: The City Manager will communicate clearly, concisely, and effectively with each member of the city council and will have an opportunity to listen to each council member, with a full understanding of the nature of the council-manager form of government, with transparency in actions and decisions and always with the best interest of the community in mind, and continuously improve service delivery, efficiencies, and procedures.

Water Resources and Long-Term Infrastructure Plan: Provide leadership in the negotiations and possible sale of bonds to purchase the Midland Freshwater Supply District assets to increase the storage of water and ensure additional water supply for the City while identifying saving opportunities relating to overhead expenses. Additionally, the new City Manager will provide leadership in the West Texas Water Partnership, along with other area municipalities, to strategize long term water resources.

Quality of Place Improvements: Lead conversation with internal and external stakeholders about ongoing Quality of Place improvements necessary for the overall health and well-being of Midland residents. This includes a review of the Parks, Recreation and Open Space Master Plan, the execution of an irrigation and turf pilot program at four city parks, and the conversion of two soccer/football fields to artificial turf. Other projects include a long-term master plan developed for Senior Services.

MAINTAIN THE CITY'S STRONG FINANCIAL STABILITY: Continue to evaluate major revenue streams for General Fund, specifically major revenues such as sales tax, property tax, and franchise fees to update the city's Capital Plan, review, update and ensure the City's long-term financial plan.



EDUCATION AND EXPERIENCE

A bachelor's degree, from an accredited college or university, in business administration, public administration, political science, or a closely related field and a minimum of ten (10) years closely related experience required. A Masters Public Administration, at least five (5) years of leadership experience (department director, assistant City Manager or City Manager) or comparable professional experience, and International City/County Management Association (ICMA) credentials preferred.



COMPENSATION AND BENEFITS

The City of Midland offers a generous, market competitive total compensation package that includes a base salary in the **\$245,000 - \$367,500** range, and a benefit package that includes two (2) medical plans, a Wellness Center that provides basic medical services to employees and dependents enrolled in the group health plan at no cost, optional dental, optional vision, 457(b) deferred compensation, enrollment in the Texas Municipal Retirement System (7% require contribution, matched 2:1 by the city), Flexible Spending Account, \$100,000 basic life insurance at no cost to the employee, plus the option to purchase additional life insurance for self and dependents, Long Term Disability, Employee Assistance Program, Paid Holidays, eligibility to enroll in the Midland Municipal Employee Credit Union, Longevity Pay, Tuition Reimbursement, Sick Leave Bank, and Midland Municipal Employee Scholarship Fund. Relocation assistance may be available.



APPLICATION AND SELECTION PROCESS

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

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

This position is open until filled; however, first review of resumes occurs on **May 15, 2023**.



Following the first review date, we will evaluate all applications against the posted qualifications, and may extend invitations to submit additional information, including references, and a formal 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. For more information, please email Edward.Williams@bakertilly.com or call 214-842-6478.

The City of Midland does not discriminate on the basis of race, religion, color, national origin, sex, disability, or age in its programs, activities, and services.





THE CITY OF CORPUS CHRISTI, TEXAS

SEEKS AN EXCEPTIONAL LEADER TO SERVE AS ITS NEXT...

ASSISTANT CITY MANAGER

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...)

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.

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.

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 ASSISTANT CITY MANAGER

Under the direction of the City Manager, the Assistant City Manager is responsible for providing strategic direction and support to multiple City departments to ensure that assigned department directors can meet established goals, and performance objectives according to approved operating and capital budgets. Similarly, the Assistant City Manager listens, understands and resolve challenges, problems or conflicts that may arise in City Government.

strong organizational skills are required with significant management and supervisory experience along with a strong background in process improvement. The ideal candidate will have strong interpersonal and communication skills, customer service skills and the ability to work effectively with elected and appointed officials, city staff, citizen committees, architects, developers, engineers and other customers.

ESSENTIAL FUNCTIONS OF THE ASSISTANT CITY MANAGER

- Oversees workflow among the departments by leading department directors to coordinate their efforts toward the achievement of departmental objectives and the objectives of the City government.
- Keeps the City Manager and the City Council informed on critical issues. In addition, the ACM assists with the preparation and coordination of City Council agenda and meetings.
- Supports the City Manager by assuming leadership and management responsibilities for assigned functions, services, and activities of the City by directing the activities and operations of assigned departments.
- Leads conversations with department heads to clarify City objectives, develop departmental goals, objectives, and reviews or recommends policies, and priorities using community input for the City Manager and City Council's approval.
- Develops new policies in consultation with the City Manager for City Council consideration of approval. Confers with department directors and employees regarding significant policy and procedural changes.
- Oversees and participates in the development and administration of the budget for assigned functional areas. Responsibilities may include approving staffing, equipment, materials, and supplies estimates or projections, or approving expenditures, budget adjustments
- Coordinates the preparation and presentation of the City's annual budget, capital improvement budget and the internal fiscal control measures, financial forecast presentation.
- Directs and participates in long-range planning by recommending goals for a unified program of economic, community, and business development. Coordinates with various City departments on major development, redevelopment, and business assistance policies, issues, and projects.

KEY FOCUS AREAS, PROJECTS & INITIATIVES

The new ACM will be a key contributor and influencer in the following projects and initiatives:

- FY 2021 Budget,
- North Beach Redevelopment,
- Stormwater Fee Review,
- Seawater Desalination Plant Project,
- Streets & Public Works,
- Corpus Christi International Airport Air Service,
- Convention and Visitors Bureau,
- Calallen Housing Plan, Trust Fund / Impact Fees
- Development of Health Awareness Initiatives



CANDIDATE PROFILE

The desired Assistant City Manager (ACM) candidate will be an accomplished professional with a depth, breadth, and diverse experience in a municipal organization with similar service delivery and environment. The desired candidate will offer exceptional customer service and public service focus, outstanding written & verbal communication skills, admirable interpersonal and collaborative acumen, and a profound understanding of high performing teams, traits, attributes and characteristics. This progressive leader is a skilled manager and astute leader who is able to solve complex problems or challenges and is a collaborative change agent. The ACM will bring passion for service, and a focused, and visible “Can-do” attitude. He or she has a verifiable record of accomplishments in service, effectiveness, efficiency, and people development. The ACM is also resilient, a self-aware professional who welcomes and values divergent perspectives, and is able to model and foster an outstanding work culture that engages, and encourages people to do and be their best. He or she ensures continuous service delivery improvement, process efficiency and responsiveness, and overall customer satisfaction in all areas of the organization. Equally as important, the new ACM has unquestionable integrity, honesty and a reputation as a collaborator.

EDUCATION AND EXPERIENCE

A Bachelor’s Degree from an accredited college or university, in Public Administration, Business Administration or a closely related field, and a minimum of ten (10) years of professional experience in an administrative or supervisory capacity. Preferred candidates will have served in a senior level management (Director, Assistant City Manager, etc.) capacity in a progressive municipal government organization recognized for high performance ideals, high ethical standards, outstanding customer service, effectiveness and efficiency.



COMPENSATION AND BENEFITS

The salary range for this position is \$150,000 - \$200,000 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/2727>

Application review begin on **Friday, November 27, 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/>





DIRECTOR OF WATER UTILITIES

City of Arlington, Texas

First Review of Applications: February 12, 2024

WHO WE ARE

The City of Arlington is a diverse metropolitan area located within approximately 20 miles west of downtown Dallas and 12 miles east of downtown Fort Worth. What started as a small rural farming community in 1884 is now the nation's 48th largest city with nearly 400,000 residents. Arlington is the seventh-largest city in Texas and the eighth most diverse city in the nation. It has ranked in Top U.S. Cities to buy an Affordable Family Home, and was recently named 13th Safest Large City in the U.S.

Arlington is a community where civic organizations, businesses, and government work together to ensure the community retains its hometown identity, high quality of life and natural beauty. From shopping, dining and entertainment, Arlington continues to prove it is 99 square miles of culture and excellence.

Arlington boasts some of the nation's top family-friendly attractions including AT&T Stadium (home of the Dallas Cowboys), Globe Life Field (home of the Texas Rangers), Six Flags Over Texas, Six Flags Hurricane Harbor, International Bowling Campus, Choctaw Stadium and the future home of the National Medal of Honor Museum. Additionally, Arlington has a growing corporate presence, including D.R. Horton, the Six Flags headquarters, a General Motors plant and Texas Health Resources.

Arlington also is home to quality medical, research and learning institutions like the University of Texas at Arlington and Tarrant County College Southeast, as well as Arlington, Mansfield, Kennedale and Hurst-Eules-Bedford independent school districts, and charter, private and parochial schools.

Through the investment of millions of dollars from the local, state and federal levels, improvement continues for Arlington's infrastructure and streets. A local sales and use tax for street maintenance provides additional funding for repairs. The local economy is strengthened more by the presence of quality neighborhoods, parks, libraries, commercial development, and the Arlington Municipal Airport. Moody's, Standard & Poor's and Fitch continue to affirm Aa1/AAA/AAA ratings for Permanent Improvement Bonds and Certificates of Obligation, which allows the city to issue municipal debt vital to the city's infrastructure at a very low cost to the city.



LEAD IN THE AMERICAN DREAM CITY

The City of Arlington desires to hire a skilled, experienced, and passionate executive to lead a dedicated and professional water utilities team.



AMONG THE BEST IN TEXAS

Through an innovative and collaborative spirit, the city regularly receives accolades and awards for its financial stewardship, community engagement and economic development initiatives. In 2022, the city was ranked as the Best Run City in Texas by WalletHub. Arlington was the first city in Texas to achieve the What Works Cities Certification by Bloomberg Philanthropies. With an ISO rating of 1, and a AA1/AAA/AAA bond rating from all three major credit rating agencies, it's no wonder Arlington shines among the best.

Vision

A pre-eminent city, Arlington aims to create an environment that empowers everyone to live their best lives and achieve their version of the American Dream.

Mission

The City of Arlington efficiently meets the needs of the public through innovation, active engagement, and inclusive practices. The City invites everyone to work together to help us provide high-quality, cost-effective services and strong, safe neighborhoods.

Values

- Accountability
- Collaboration
- Innovation
- Inclusiveness
- Professionalism

Priorities

- Build Unity
- Champion Great Neighborhoods
- Enhance Regional Mobility
- Invest in Our Economy
- Leverage Technology
- Support Youth and Families



GOVERNMENT

The City of Arlington provides a full range of municipal services including police and fire protection, water and wastewater utility services, construction and maintenance of highways, streets and infrastructure, and recreational activities, and cultural events.

Arlington operates under a council-manager form of government. As such, the City Council, composed of seven members and the mayor, acts as the legislative body, develops policies, and makes decisions on behalf of the citizens. The Council also establishes policies, approves budgets, appoints the City Manager and other key officials. The City Manager oversees all city departments, implements Council policies, and manages the city's budget and employees.

[Click here for more details about the City of Arlington, TX](#)
[Arlington Accolades and Recognition](#)



THE DEPARTMENT

The Water Utilities Department provides safe, high-quality drinking water to Arlington's nearly 400,000 residents, more than 14 million yearly visitors, and thousands served by the department's wholesale water customers in Tarrant County. Arlington operates two water treatment plants with a combined daily production capacity of 172.5 million gallons per day. With an approved budget of \$163,839,464 and the support of 236 skilled and dedicated employees, the department is also responsible for the maintenance and operation of more than 1,256 miles of sanitary sewer main and more than 1,462 miles of water main. The Water Utilities Department is responsible for treating and delivering drinking water and collecting wastewater for Arlington residents and businesses. Additionally, the department administers the billing system that supports these services. The mission of the department is to provide a continuous supply of high-quality drinking water and ensure safe disposal of wastewater in a responsive, cost-effective manner while improving service to citizens and planning for future needs. The Water Utilities Department also coordinates water conservation programs and education, as well as provides geographic information support to other city departments.

Seven divisions collaborate to deliver the Water Utilities services. Specifically, Customer Care and Business Services, Operations, Treatment, Engineering and Support Services, Administration, Financial Services, and Communications. These divisions deliver highly specialized services such as financial forecasting for rate setting, water treatment, water and sewer line construction and maintenance, and water conservation initiatives. The Lake Arlington Native Plant and Pollinator Garden is a conservation outreach project of Arlington Water. The garden offers residents opportunities to learn about the value of native plants and participate in activities such as free yoga classes.

In November 2021, City of Arlington officials kicked off a nearly \$112.5 million improvements project at the Pierce-Burch Water Treatment Plant. The construction will be the largest plant rehabilitation project in the history of the Arlington Water Utilities treatment division. Over the next four years, the construction company will build two new underground clear wells, where a total of 8 million gallons of finished water can be stored. High service pumps that send water out from the plant will also be updated.

The US Department of the Interior awarded Arlington Water Utilities \$2 million in federal funds to complete the city's transition to remotely read water meters. Additionally, the water department will receive a WaterSMART Water and Energy Efficiency Grant, a competitive grant program administered by the Bureau of Reclamation. Arlington Water also received the Texas American Water Works Association (Texas AWWA) Water Conservation and Reuse Award in the Large Utility-Indirect category. The award recognized the Lake Arlington Native Plant and Pollinator Garden, a demonstration garden and outreach project that the water department kicked off in 2022 in cooperation with Tarrant Regional Water District.

THE WATER UTILITIES DIRECTOR

Reporting to the Deputy City Manager, the Director of Water Utilities is responsible for managing the day-to-day operations of the department to meet established organization goals, and effective, efficient, and responsive management and operation of the city's water utility system. This includes the planning, design, construction, operation, and maintenance of water treatment plants, distribution systems, and storage facilities. The Director is also responsible for ensuring that the city's water supply meets all applicable state and federal regulations, managing the day-to-day operations of the water utility department, preparing and monitoring utility budget, water treatment plants, distribution systems, and storage facilities while also leading a team of engineers, scientists, and other technical staff in the development and implementation of long-range plans for the water utility system, and capital improvement projects. Other duties may include negotiating contracts for the purchasing of water, chemicals, and other supplies and ensuring the timely response to emergencies, such as water main breaks or contamination events and representing and keeping the city leadership informed of water utilities challenges, opportunities, and outcomes.



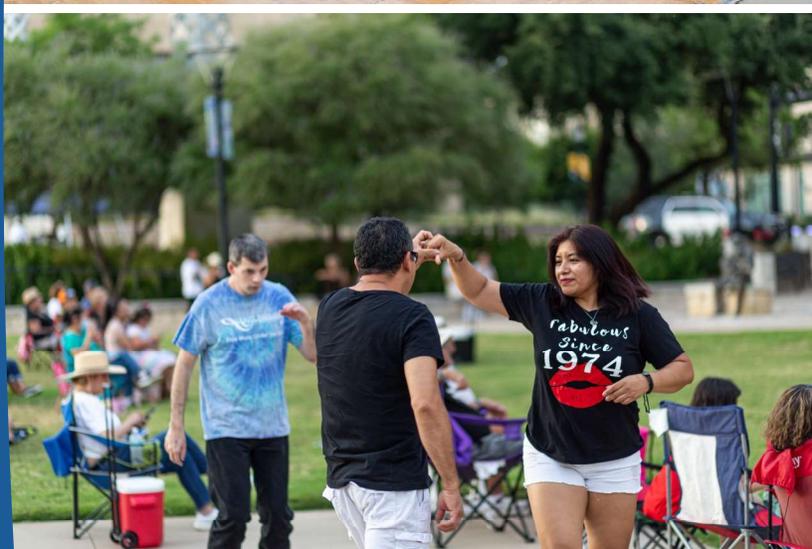
OPPORTUNITIES FOR THE NEW DIRECTOR

- Champion the implementation of new technology, continuously improving information, programs, and Services.
- Lead process Improvement operations, overall efficiency, and service delivery excellence in the department.
- Continue responsible fiduciary emphasis outlined by the leadership.
- Support and expand programs to reduce environmental impacts.

DESIRED CAPABILITIES

The City of Arlington desires to hire a knowledgeable and proven water utilities executive, who offers a record of accomplishments, service excellence, competence, and unquestionable dedication to the field. This leader, team player and professional will demonstrate values consistent with those reflected in the Arlington community. The new director offers extensive knowledge of water; wastewater utility operations, repair and/or maintenance, capital improvement projects, rate setting, and overall understanding and experience managing utility billing, supported by verifiable knowledge of principles and “best practices,” in public utilities, including, but not limited to water, and wastewater utility management. Other desired traits include a high level of competence in strategic planning, budgeting, customer service, maintenance management and personnel administration. The desired candidate will offer any combination of the following:

- Outstanding leadership traits, skills and attributes, and outstanding management skills, supported by the ability to motivate and encourage his or her team to greatness. The ideal candidate should be a decisive, results-oriented leader who is willing and able to delegate, coach, serve and hold his or team accountable for results or outcomes.
- An ability to build alliances, partnerships, and outstanding professional relationships with internal and external customers.
- An effective communicator who can listen, understand, and positively impact outcomes, including the presentation of complex topics, in a simplified manner.
- A demonstrated commitment to promoting outstanding customer service, and positive interactions with internal and external customers, community, or government agencies.
- A flexible leader with a reputation for advocating and supporting the development of employees.
- A record of absolute integrity and honesty in professional and personal matters.
- Outstanding ability to lead a diverse team in a very diverse community.



EDUCATION AND EXPERIENCE

A bachelor's degree in civil engineering, or a related field, and at least seven (7) years of progressively increasing mandates and professional experience in water and wastewater utilities administration and supervision; possession of a [TCEQ](#) Class A Public Water System Operator License, or the ability to secure a Class "A" Public Water System Operator License within six (6) months of employment required. Licensed professional engineer in the state of Texas preferred. TCEQ may award individual license from another state, territory, or country on a case-by-case basis.

Click here for more details [licenses of reciprocity](#).

COMPENSATION AND BENEFITS

The City of Arlington offers a market competitive total rewards package that includes a base salary in the \$185,000 - \$200,000 (DOQ) and a comprehensive benefit package that includes Medical, Dental, Vision, Wellness, Flexible Spending Accounts, Health Savings Account, Short Term Disability, Long Term Disability, Basic Life, Voluntary Life with AD&D, Accident, Critical Illness, Virtual Health, Longevity Pay, Employee Assistance Program, 401(k), 457(b), Tuition Reimbursement, and membership in the [Texas Municipal Retirement System](#).



APPLICATION PROCESS

This announcement will remain posted until filled. First review of applications begins February 12, 2024.

www.governmentjobs.com/careers/bakertilly

Following the first review date, Baker Tilly will begin the classification of all applications to identify eligible applicants, based on the City's established criteria published in the recruitment brochure. Consistent with our process, we may invite select applicants to participate in virtual or in-person interviews, may request references, background, and academic verifications with applicant's prior authorization.

For more information, email edward.williams@bakertilly.com or call (214) 842-6478.

The City of Arlington is an equal opportunity employer.





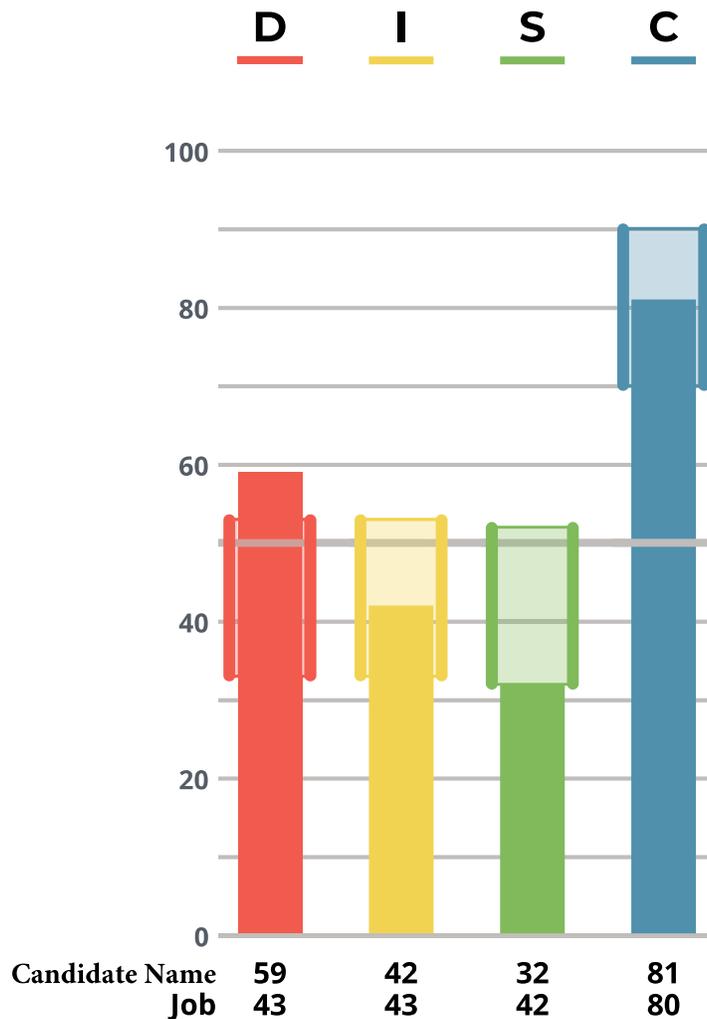
Appendix D: Sample TTI report

Workplace Behaviors®



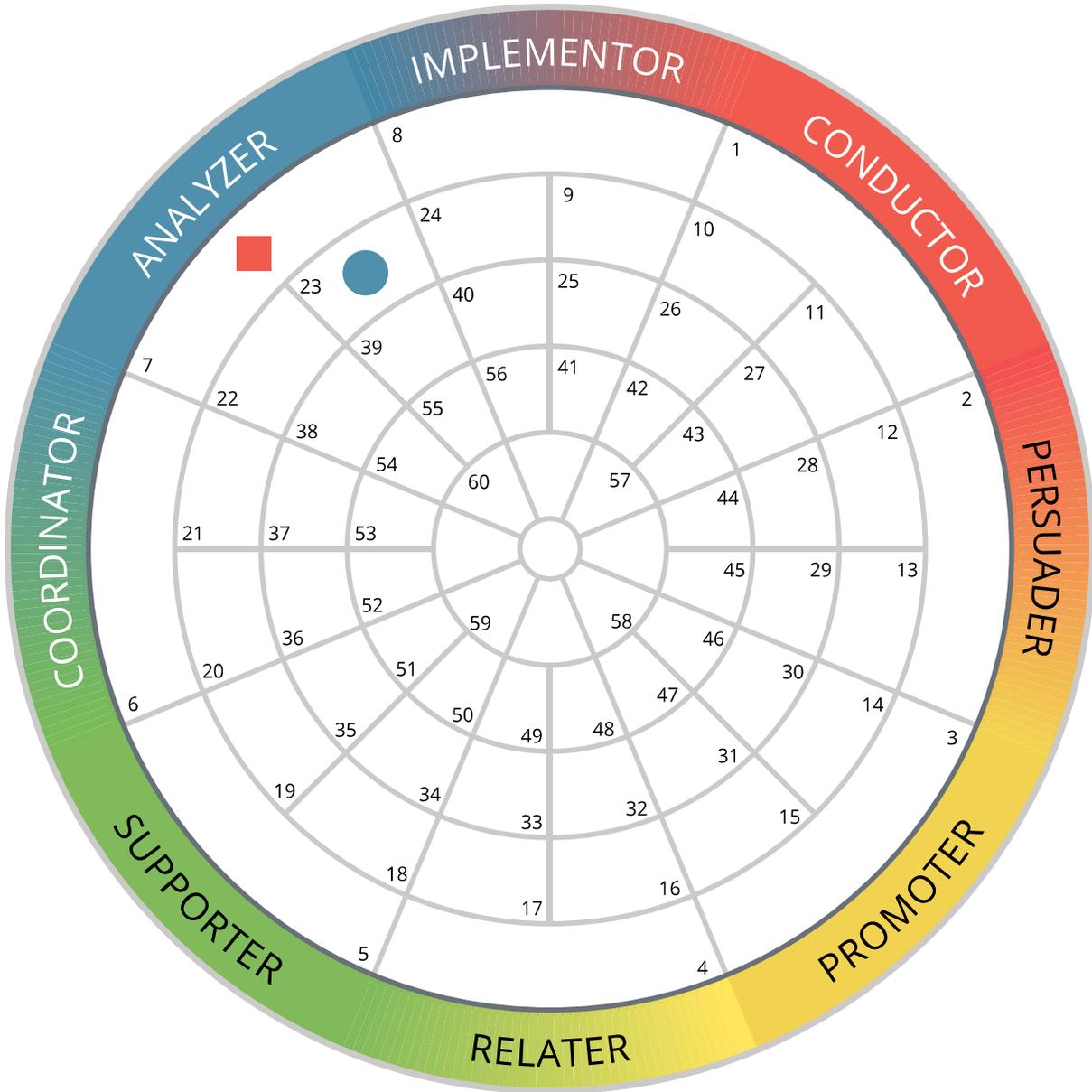
Candidate Name

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



 Job Range (20 point range)

The Success Insights® Wheel



■ Job - (7) ANALYZER

● Candidate Name - (23) IMPLEMENTING ANALYZER

Comparison Analysis

For Consulting And Coaching



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

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

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

 Exact match
  Fair compatibility
  Good compatibility
  Poor compatibility
  Over-focused

Appendix E: Catalog of available services

Addressing today's workforce challenges and preparing for future opportunities

One of the biggest challenges faced by public sector HR leaders today is to develop creative solutions to find, keep and develop their workforce. At Baker Tilly, we understand first-hand the issues faced by public entities and have worked with organizations of all sizes to develop tailored solutions that address workforce challenges.

Whether you need to conduct a strategic recruitment, transform your HR operations, update your compensation plan and philosophy, upgrade your HR technology or plan for future workforce needs, our team can be your collaborative ally in the journey.

HUMAN CAPITAL STRATEGIES TO ENHANCE AND STRENGTHEN YOUR ORGANIZATION

We empower you to make sound decisions and take purposeful action through a comprehensive approach to evaluating and executing on your organizational goals and objectives.



Compensation consulting

Determine your market competitiveness and mitigate internal pay equity and compression. We'll create a plan to help your organization attract and retain talent in any labor market and then train your team to maintain the plan.



Executive recruitment

Our executive recruitment approach is tailored to your unique needs and challenges. Find a great match between the candidate and position through one of the largest executive level local government candidate databases in the country. Candidate selection is supported with data and analytics.



Workforce planning

Review processes and best practices, benchmark against comparable communities and implement succession plans to maintain a competitive edge. We'll work with your organization to develop your workforce to meet current and future needs.



Right structure and team

Ensure you have the right structure and team in place to achieve your goals. Establish the right foundation for success through an organizational management assessment.

400+

compensation-related projects since 2012

25

states with projects completed

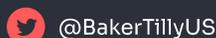
35+

years of experience

420+

specialized public sector professionals with active industry involvement

Let's connect



Public Sector Executive Recruitment

Why do more and more public sector organizations use our firm to fill their most important executive positions?

- Guaranteed placements
- Trusted experts
- Competitive fixed fee

INDUSTRY LEADERS

Our staff of professionals has been delivering executive talent to the public and not-for-profit sector for over 30 years. We are a national leader in executive recruitment for the public sector.

SPECIALIZED KNOWLEDGE

We provide expert advice on a variety of issues such as position requirements, compensation and contract terms. In addition, our proprietary assessment tools greatly increase the potential of a proper match to your organization.

We back it all with our guarantee which includes satisfactory placement for a fixed fee for up to one year.

WHAT SETS US APART?

- Seasoned professional consultants with government experience and know-how
- One of the largest executive level, local government candidate databases in the nation
- Data-driven hiring process
- Commitment to diversity
- Superior process of vetting candidates

Our team of experienced, full-time consultants — based in strategically placed offices across the United States — leverages the firm's national candidate network and time-proven processes to deliver the highest level of service in the industry.

Helping government be more effective

Your organization's success depends upon the caliber of your people! We deliver candidates that precisely "fit" your organization through our validated candidate matching tools.

WHAT MAKES BAKER TILLY DIFFERENT IN THE EXECUTIVE RECRUITING INDUSTRY?

1 GUARANTEED SUCCESS

With our Triple Guarantee, we help remove risk by providing a no-nonsense assurance to our clients. We remain with your recruitment for the originally quoted fixed fee (no matter how long it takes) to find the candidate just right for your organization, and we back it all up with a one-year guarantee against voluntary resignation or termination for any reason.

2 BEYOND THE SURFACE

A new executive is a significant investment for an organization. We know the power of that statement and, therefore, work beyond the traditional candidate review process. With our proprietary behavioral assessment database, we dig deeper than prerequisite reference calls and resume review. Our assessment is designed to focus more deeply on the identified core competencies, leadership style and potential for success in your organization.

3 PROVEN RESULTS, CUSTOMIZED STRATEGIES AND EFFICIENCY

Recruitment decisions are serious ones. The key to a solid search firm is reputation and sound experience, coupled with an eye toward innovation and customization. Our consulting team delivers results through proven methods linked with out-of-the-box strategies for an affordable and competitive fixed fee, every time.

CONTACT OUR PUBLIC SECTOR EXECUTIVE RECRUITMENT TEAM

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Let's connect



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Succession planning services for real estate companies

All businesses must transition ownership and leadership positions at some point, whether because of retirement, resignation, dismissal or other unexpected opportunities or circumstances. Additionally, the prevalence of an aging baby boomer generation of business owners is building a significant need for succession planning. Despite this trend and the awareness organizations have about the importance of this type of strategic planning, many companies do not have a formal succession plan in place.

Developing a succession plan can be a complex and sensitive issue, but smooth transition is critical to the future success of a business. Furthermore, there is no one solution to ownership transition and succession planning. Baker Tilly specializes in helping real estate companies prepare for the future with a customizable succession plan that supports current and future strategic goals.

Two components of succession planning impact your long-term success:

- **Management succession** – assessing the leadership potential and defining the competencies and capabilities necessary for managers to be successful
- **Ownership succession** – ensuring ownership transition meets the needs of the exiting owners and provides the appropriate structure and resources to reward and retain the leadership team

Succession planning approach



ASSESS CURRENT STATE

Effective succession planning begins with understanding the demographics of employees and owners as well as the current knowledge capital. We review documentation of current structure to gain a thorough understanding of the organization's current state.



UNDERSTAND INDIVIDUAL GOALS

Individually, we interview the owners and management to understand their personal succession goals and how they envision the future of the organization.

Topics may include:

- Individual goals for company (growth, challenges, opportunities and changes)
- Individual plans for succession (timeline, resources, continued involvement, etc.)
- Individual retirement goals (cash flow, residence, investment, gifting and estate planning)
- Current leadership roles and responsibilities
- Identification and assessment of future leaders
- Ownership transfer options
- Incentive strategies to recruit and retain key leaders



ESTABLISH COMPANY GOALS

We deliver a written summary of succession goals for the company and individuals that identifies any misaligned goals and proposes options to address those areas.



PREPARE A GAP ANALYSIS

We evaluate the difference between the desired future state of the company and the current state. This identifies issues that need to be resolved in order to achieve the individual and company goals.



IMPLEMENT A WRITTEN PLAN

We help the leadership team prioritize the issues identified in the gap analysis, define action steps and assign responsibility. We provide insight on industry best practices and the resources that make implementation successful.

We work closely with current owners and the executive team to evaluate the benefits and challenges of various ownership structures, including tax implications, diversification of assets, impact on employee culture and cash flow requirements. Your ownership transition plan is customized to include any one or combination of these common options:

- Selling to third party
- Transition to family
- Asset or liquidation sale
- Third party management/ absentee owner
- Selling to management



FOLLOW UP ASSESSMENT

Our on-going support through implementation of the succession plan provides the guidance and accountability that helps companies reach their goals.

The result

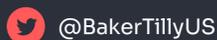
- A plan for owners and leaders to enter and exit from the company
- Guidance on how the company operates after control passes
- Financial resources for the company and exiting owners
- Opportunities to offer direction on the future of the company

Industry experience

Collaboration is an important standard at Baker Tilly. We pair dedicated real estate industry professionals with deeply experienced valuation, estate planning and mergers and acquisitions specialists to provide uniquely tailored client service. Our team has practical knowledge of workforce and employee development best practices that define the skills and attributes necessary for a successful management succession plan.

No matter when or how ownership and leadership transitions, advanced planning and diligent execution of a plan are essential to future success. You can rely on Baker Tilly to help you create a shared vision and ensure individual and company goals are achieved.

Let's connect



CFO advisory

Overview

Baker Tilly understands the office of the chief financial officer (OCFO) and the unique challenges and complexities that accompany the leadership and execution of a high performing financial organization. Many CFOs and the teams they lead have a span of control over traditional accounting, financial reporting, finance and treasury functions, and also strategic areas such as mergers and acquisitions, partnerships and company risk management. Many even make significant contributions in areas ranging from human resources to technology. These competing priorities cause resources within the finance department to be stretched to capacity.

How we help

Baker Tilly meets your OCFO needs using highly experienced resources from public accounting, advisory and industry backgrounds. We use a practical yet proven approach to manage projects and when necessary, use our vast internal network of firm resources to supplement our services to solve challenges for your team both in and outside of the OCFO. We assist middle market to large organizations that are under performing to high performing.

Our primary services include:

- Financial reporting and GAAP advisor
- Financial planning and analysis (FP&A)
- Business analytics
- Pre and post transaction support
- Catch-up and clean-up
- Interim management support



Let's connect

Baker Tilly US

@bakertillyus

bakertilly.com

Executive coaching and mentoring

Improving leaders today, for a better tomorrow

Local government executives and managers need excellent management skills and strong leadership abilities to be effective. Both require constant practice and purposeful intent. Whether someone has been a local government leader for many years or is beginning their career in government, it is important to hone and develop these skills and abilities. A proven strategy for enhancing skills is **executive coaching and mentoring**.



Executive coaching involves enlisting the perspective of a seasoned professional who is not part of the organization and creating strategies to reach new levels of professional development.



Executive coaching can inspire new ways of thinking, as well as concrete strategies for addressing specific challenges. Local government managers often find themselves refocused and reenergized after collaborating with an executive coach.

Baker Tilly provides coaching for individuals who want to improve their executive skills and become better managers and leaders. Each coaching engagement is conducted in a confidential one-on-one setting that is tailored to the client's individual circumstance.

We utilize a flexible approach in our coaching engagements. We begin by conducting an in-depth interview with the individual being coached. A self-assessment instrument is often used to gauge initial feedback about skills and abilities. Then we create an individualized coaching plan to specify the professional development steps that will be taken. When desired, a peer assessment survey can be used to gather confidential input from others about the person being coached.

Go there, with us.

Our executive coaches work one-on-one with individuals to:

Establish an **easy rapport** with the coaching client

Strengthen **executive and managerial skills**

Create positive ways to **listen and communicate**

Develop **strategies** to accomplish individual and organizational goals

Establish meaningful **work programs and priorities** that can be achieved



Our coaches

Baker Tilly executive coaches are former local government leaders who have experience mentoring chief executives, assistant city and county managers, department heads, mid-managers and supervisory staff.

Building leaders for tomorrow

As part of our executive coaching services, we help local government leaders identify, support, and develop the next generation of leadership by providing succession planning and knowledge transfer guidance.

SUCCESSION PLANNING	ORGANIZATIONAL KNOWLEDGE AND RETENTION TRANSFERENCE
Develop a list of critical positions	Identify and prioritize knowledge transfer needs
Identify critical position skill and qualification gaps	Prioritize needs based upon risk, capacity and operating constraints
Assess future leader qualification and skill gaps to build internal talent pools	Develop multiple knowledge transfer methodologies including documentation, shadowing and cross-training
Develop a coaching and development structure with continuous feedback and assessment	

People are an organization’s most important resource. Baker Tilly’s mentoring and coaching services help leaders strengthen their skills to navigate daily challenges and build a resilient, committed workforce for future success.

We look forward to providing executive coaching to support the development and success of you and your team.

Some of the specific skills we can help an executive or manager improve are:

- Communications and listening
- Effective delegation
- Leading for accountability
- Working with elected officials
- Facilitative leadership techniques
- Succession planning
- Performance management
- Internal and external customer service
- Strategic planning
- Project management
- Making the transition to supervisor, manager, department head or chief executive
- Finding work-life balance
- Time management

Contact us

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Let's connect  bakertilly.com