



TOWN COUNCIL SPECIAL MEETING

Monday, February 3, 2020 @ 7:00pm
Town Hall Conference Room

1. Pledge of Allegiance
2. Moment of Silence
3. Appoint Temporary Clerk - *I move that Town Council appoint and recognize Tina Presley as Clerk of the Front Royal Town Council pro tempore for the meeting of Front Royal Town Council on February 3, 2020 Special Meeting and Work Session; and for such additional and further meetings and times that are a continuation of the February 3, 2020 meetings at his/her services such as Clerk pro tempore may be needed.*
4. Roll Call
5. COUNCIL APPROVAL – Executive Search Committee Firm

TOWN COUNCIL WORK SESSION

immediately following Special Meeting

1. Recommended Budget-Review of Revenues and General Fund Expenditures – *Town Manager*
2. Open Discussion
3. CLOSED MEETING – EDA Suit, Tap Fees Legal Issues and Personnel

Motions to Go Into Closed Meeting:

I move that Town Council go into Closed Meeting for the following purposes:

- 1) Consultation with legal counsel and briefings by staff members or consultants pertaining to actual or probable litigation, specifically, the Economic Development Authority where such consultation or briefing in Open Meeting would adversely affect the negotiating or litigating posture of Town Council; "probable litigation" meaning litigation that has been specifically threatened or on which Town Council or its legal counsel has a reasonable basis to believe will be commenced by or against a known party, pursuant to Section 2.2-3711. A. 7. of the Code of Virginia;
- 2) To consider the Town's legal position and strategy with respect to potential legal issues concerning Town water and sewer connections (tap) fees and related expenses, under Town Code Chapter 134.
- 3) Discussion and consideration of assignment, appointment, promotion, performance, demotion, salaries, disciplining, or resignation of specific public officers, appointees, or employees of any public body, pursuant to Section 2.2-3711. A. 1. of the Code of Virginia.

Motion to Certify Closed Meeting at its Conclusion *[At the conclusion of the Closed Meeting, immediately re-convene in open meeting and take a roll call vote on the following:]*

I move that Council certify that to the best of each member's knowledge, as recognized by each Council member's affirmative vote, that only such public business matters lawfully exempted from Open Meeting requirements under the Virginia Freedom of Information Act as were identified in the motion by which the Closed Meeting was convened were heard, discussed or considered in the Closed Meeting by Council, and that the vote of each individual member of Council be taken by roll call and recorded and included in the minutes of the meeting of Town Council.

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**Town of Front Royal, Virginia
Council Agenda Statement**

Item # 5

Meeting Date: February 3, 2020

Agenda Item: COUNCL APPROVAL – Executive Search Firm for Town Manager

Summary: Council received seven (7) responses to the RFP (Request for Proposals) for an Executive Search Firm to assist in selecting the next Town Manager. After interviewing the short-listed firms on January 21, 2020, Council is requested to approve a Contract for Services with Baker Tilly in the amount of \$24,500.

Budget/Funding: Human Resources line item 1202-43002

Attachments: Memorandum from Purchasing Manager, Scope of Services

Meetings: Work Session held January 21, 2020

Staff

Recommendation: Approval_____ Denial_____

Proposed Motion: I move that Council approve a Contract for Services from Baker Tilly as the Executive Search Firm to assist Council in selecting the next Town Manager in the amount of \$24,500 contingent upon legal review.

*Note: Motions are the formal & final proposal of Council,
proposed motions are offered by Staff for guidance

*To be clear and concise, motions should be made in the positive

Approved By: 



Town of Front Royal, Virginia

Purchasing, Department of Finance

MEMORANDUM

Date: January 30, 2020
To: Tina Presley, Senior Executive Assistant
From: Alisa Scott, Purchasing Manager
RE: Request to add action item to Town Council Agenda

Purchasing received a request from Town Council to competitively negotiate for an executive search firm to recruit the next Town Manager. On December 4, 2019, the Town received seven (7) proposals. After interviewing the short-listed firms, Town Council recommended Baker Tilly's proposal.

Town Council is requested to award the contract for an executive search firm to Baker Tilly, contingent upon legal review, in the amount not to exceed \$24,500. Attached to this memo is the cost and Scope of Services from Baker Tilly's proposal. Please add this action item to award the contract to Council's February 3rd, 2020 Special Meeting.

Funding has been budgeted for and is available in the Human Resources line item 1202-43002.

Purchasing, Department of Finance
102 E Main Street
Front Royal, VA 22630
Website: www.frontroyalva.com
Phone 540-636-6889



now joined with
Springsted and Umbaugh

Town of Front Royal, VA

Executive Search for Town Manager
December 4, 2019

December 4, 2019

Ms. Alisa Scott
Purchasing Manager
Town of Front Royal
PO Box 1560
102 E. Main Street
Front Royal, VA 22630

Dear Ms. Scott:

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

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

- **Customized profile development:** Working with the members of the Town Council and designated staff, we create a customized profile of the required, desired and preferred qualifications, traits and attributes you seek in your next Town Manager. We want to understand how the Town's issues, priorities and needs will shape some of the leadership opportunities that your next Town Manager will help you address. Understanding your organization's leadership opportunities is important in attracting a qualified candidate pool.
- **Proprietary management/leadership assessment:** Using predictive analytics, we administer assessment tools to help us identify and reveal human potential in each of the candidates we present to you 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 your "candidate profile," which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Proprietary online application management:** Our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and 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 are individuals who may not be actively seeking a job, but who may be open to "the right opportunity." This is another benefit we offer; to access qualified applicants.

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

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP

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now joined with
Springsted and Umbaugh

Qualifications

Describe the background, public sector experience, and executive search capabilities of your firm. Please give specific information regarding your qualifications to conduct Town Manager searches for entities similar to the Town of Front Royal. Describe in what ways have members of your firm developed personal contacts with potential candidates for this position.

Firm introduction

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

Specializing in advisory, tax and assurance services, we expanded our state and local government practice by combining with Springsted Incorporated and H.J. Umbaugh and Associates, Certified Public Accountants, LLP in early 2019. This combination has created one of the largest municipal advisory firms in the nation serving public and not-for-profit organizations for more than 60 years.

Executive recruitment for public and non-profit clients was part of Springsted's portfolio of municipal advisory services for 30 years. Service delivery includes the experience, record of accomplishment and professionalism that successfully established Waters Consulting, (1996) Waters-Oldani (2000) Springsted-Waters (2014) and now Baker Tilly, as one of the most established, reputable and successful public sector executive recruiting firms in the nation.

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the Town of Front Royal organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Since 2014, our combined consultant team has conducted more than 475 executive searches.



The Baker Tilly project team will collaborate with the Town Council and the Town's designated staff as your technical advisor to ensure that the recruitment process for your next Town Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

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

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products.

Project contacts and location

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Experience

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

List of Relevant Projects: 2014 to Present				
Year	Client	State	Project	Population
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	238,289
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435

List of Relevant Projects: 2014 to Present

Year	Client	State	Project	Population
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Brooklyn Center	MN	Deputy City Manager	30,712
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Greensboro	NC	Asst City Manager, Public Safety	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooresville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787

List of Relevant Projects: 2014 to Present

Year	Client	State	Project	Population
2016	North Branch	MN	City Administrator	10,087
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	12,050
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Administrator/Public Util GM	3,453
2018	Salina	KS	City Manager	
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859

List of Relevant Projects: 2014 to Present

Year	Client	State	Project	Population
2019	Hobbs	NM	City Manager	37,764
2019	Norman	OK	City Manager	122,843
2019	Park City	KS	City Administrator	7,499
Current	Beeville	TX	City Manager	12,937
Current	Cloquet	MN	City Administrator	12,022
Current	Hobbs	NM	City Manager	38,277
Current	Lake Lotawana	MO	City Administrator	2,099
Current	Paris	TX	City Manager	24,839
Current	Port Arthur	TX	City Manager	53,937
Current	Willmar	MN	City Administrator	19,628

Contact with potential candidates

As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. Thus, we inform and encourage them to apply for opportunities, such as your Town Manager position. These efforts are critical to ensuring that the Town receives a good candidate pool.

We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

Scope of services

Provide a scope of services and a proposed outline of tasks, products, and recruitment schedule. Major proposed deviations from the desired scope of services outlined in this request for proposal should be clearly noted.

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

Our understanding of the Town of Front Royal's needs

Front Royal is looking for a timely, well-managed and thorough search process to recruit and identify highly qualified candidates for its Town Manager.

Baker Tilly will work with the Town to understand the desired qualities and professional capabilities that are most important to you in your selection of a new Town Manager. This information helps us showcase the community's unique amenities, quality of life, and the professional organization of the Town of Front Royal and the Town Manager position to well-regarded candidates.

We recognize that there is significant competition for experienced local government managers today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign.

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

We take pride in our ability to provide the Town Council with complete information about the candidates, expanding beyond their resumes to understand their experience, the leadership and management style they will bring to your community and their motivation for seeking this position. We assist you in structuring the interview process; we are present throughout the interviews and available to facilitate your deliberations and negotiations with the top candidate.

Proposed solution to meet the Town of Front Royal's needs

The recruitment will be conducted out of our Richmond office. Steve Miner will serve as the project team leader. Our proven process includes five major tasks:

1. Recruitment brochure development and advertising

- Meetings with the Town's leadership and key stakeholders to understand the Town's needs as well as its strategic directions and expectations

2. **Execution of recruitment strategy and identification of quality candidates**
 - Aggressive recruitment and direct contact with prospective candidates
 - Interactive searchable applicant database
 - Utilization of an applicant tracking system
3. **Screening of applications, recommendation of semi-finalists and selection of finalists**
 - Due diligence questions and review of candidate's web and internet presence
 - Management/leadership style and strengths assessment (personality and behavior analysis) to determine if there is a fit with the approved management/leadership profile established by the Mayor and Town Council in order to identify the ideal candidate
 - Video interview responses provided by each semi-finalist candidate
 - Semi-finalists booklet of the top candidates
 - Selection of 3-5 finalists by the Mayor and Town Council
 - Candidate questionnaires to finalists provide in-depth information
4. **Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications**
 - Background records checks and academic verification
 - References
5. **Final interview process**
 - Interview design, coordination, attendance and support
 - Employment offer – assistance and feedback

Why Baker Tilly is ideally suited to serve Front Royal

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

- **We are experienced and passionate about what we do.** Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. The Baker Tilly team has recruited and placed more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist the Town of Front Royal organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.
- **We believe that “ethical business practices” are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of the organization while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity.** Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.
- **We conduct a timely and high-quality recruitment that is within budget.** For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the project team leader, the project support staff, and all project related

- expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks, and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to the Town's needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the Town of Front Royal.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our Management/Leadership Style Assessment Analysis, to our proprietary online application system, we efficiently manage candidate information and provide the Town with unique information about each candidate's leadership / management style and ability to respond extemporaneously to video questions.
 - **We offer a “Triple Guarantee” that commits our company to the Town's success.**
 - We remain focused to assist with your executive recruitment until you make an appointment!
 - We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill the Town Manager position for no additional professional fee.
 - We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.

Benefits to the Town of Front Royal

Selecting Baker Tilly to conduct your executive recruitment provides the Town of Front Royal with the following benefits:

- **Comprehensive and structured process:** Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency:** Baker Tilly comes to the Town without having any preconceived notions or expectations about the Town and prospective candidates. The Baker Tilly team works closely with the Town to make sure the process is transparent.
- **Confidentiality:** Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Town of Front Royal can count on maximizing the number of qualified candidates interested in the Town Manager position.
- **Candidate recruitment:** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the Town of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of the Town's time:** Baker Tilly's comprehensive process incorporates the active participation of Town Council members at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the recruitment process or to put aside other pressing issues facing the Town.
- **Minimize staff disruption:** Baker Tilly's search process also minimizes disruptions to Town staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.

- **Thorough evaluation of candidates:** The Town of Front Royal seeks a Town Manager of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

Timeline

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

Town of Front Royal, VA Executive Recruitment Preliminary Timeline		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of December 16, 2019 . Actual target dates will be developed in consultation with and approved by the Mayor and Town Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	– Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the Town approves ad placement schedule and timeline – Baker Tilly sends draft recruitment brochure to the Town – The Town returns draft recruitment brochure (with edits) to Baker Tilly – Baker Tilly commences executive recruitment advertising and marketing – Online data collection and profile development	January 13
Applicant screening and assessment and recommendation of semi-finalists	– Baker Tilly commences formal review of applications – Candidates complete recorded interview online – Baker Tilly completes formal review of applications and sends selected resumes to the Town for review. Candidates' recorded interviews are also presented – Baker Tilly meets with the Town and recommends semi-finalists; the Town selects finalists for on-site interviews – Finalists complete candidate management style assessment and responses are reviewed, and interview questions are developed	March 2
Comprehensive background check, academic verifications and reference checks completed for finalists	– Finalists complete a Candidate Questionnaire to provide additional information about background and experience – Baker Tilly completes reference checks / background checks/ academic verification on finalists	March 9
On-site Interviews with finalists	– Baker Tilly sends documentation for finalists to the Town – The Town conducts on-site interviews with finalists	March 11-13
Employment offer made / accepted	– The Town extends employment offer to selected candidate	March 13

Consulting staff

Provide the name of the individual responsible for the recruitment including subcontractors, the percentage of the time said individual will allocate to the recruitment, and the specific experience of the individual relative to the recruitment. Describe how many successful searches the consulting staff has conducted within the last two years. Identify how many other executive searches the responsible person currently is involved in.

The Baker Tilly project team is designed specifically for the Town of Front Royal.

In the past two years Baker Tilly has conducted 160 recruitments.

Steve Miner is currently working on 3 engagements, including compensation and classification projects.

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



Project team leader

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Steve Miner, Ed.D., J.D.

Steve Miner, a director with Baker Tilly’s executive recruitment practice, has more than 35 years of experience in helping local governments achieve their goals.



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Birmingham

Doctor of Education in Human Resources
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Steve specializes in executive search and organizational analysis and performance. He has a lengthy background in public management, human and organizational development and local government law. His team finds great candidates and matches them to the client using exacting psychological trait assessments. This process helps his clients hire candidates with the optimum set of skills, habits and motivational drivers needed to best succeed in the client’s culture and work environment.

Specific experience

- Executive Recruitment in Local Government
- Behavioral Analysis
- Career Development/Coaching
- Strategic Planning
- Organizational Assessment/Performance
- Executive Performance Review
- HR Audits
- Strategic Workforce Planning
- Served numerous roles in various Virginia localities, including service as Deputy CAO and HR Director
- Has designed and implemented organizational performance management systems
- Specializes in challenging group dynamics affecting organizational performance

Industry involvement

- ICMA 30 years
- SHRM 18 years
- ATD 05 years
- IPMA-HR..... 03 years

Continuing professional education

- UVa Weldon Cooper Senior Executive Institute
- Certified Myers-Briggs Type Indicator
- Certification Pending, TTI Disc, Driving Forces, Motivators

Steve Owen

Steve Owen recently joined Baker Tilly as a director with our executive recruitment practice group.



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Director

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Education

Master of Urban and Environmental Planning
University of Virginia (Charlottesville, Virginia)

Bachelor of Arts, Government
College of William and Mary (Williamsburg, Virginia)

Steve specializes in providing executive search consulting services for cities, towns, counties and regional authorities. He has more than 38 years of local government management experience.

Specific experience

- Executive recruitment in local government
- Served various Virginia localities as chief administrative officer or deputy/assistant, including the city of Staunton, the counties of Frederick and Powhatan, and the towns of Wakefield, Berryville, Leesburg and Herndon
- Served as president of the Virginia Local Government Management Association (VLGMA)
- Virginia Tech MPA program recruiter and adjunct instructor

Industry involvement

- International City/County Management (ICMA), member since 1984 and past conference presenter
- Virginia Local Government Management Association, past president
- Virginia Municipal League (VML) Newly Elected Officials Conference speaker
- Virginia First Cities (VFC), past treasurer and board of directors
- Virginia Local Government Finance Corporation (VLM/VACo), past board of directors

Community involvement

- Staunton Rotary Club past president
- Staunton Salvation Army Advisory Board past chairman
- Heifetz International Music Institute Community Advisory Board past member
- Civic Service Award, Staunton Downtown Development Association

Continuing professional education

- University of Virginia Senior Executive Institute
- University of North Carolina Economic Development Certificate

Charles A. Rohre

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



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Firm Director

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Education

Master's Degree, Human Relations and Management
Abilene Christian University – Dallas

Bachelor of Science, Career Development
Abilene Christian University – Dallas

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

Specific experience

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led over 400 recruitment engagements in 27 states for key executives such as City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors, as well as Executive Directors of not for profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

Continuing professional education

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

Art Davis

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



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Education

Master of Public Administration
University of Kansas – Lawrence, KS

Bachelor of Arts, Political Science
and Public Administration
William Jewell College – Liberty, MO

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in Executive Recruitment
- Community Leadership Program Facilitation
- Leadership and Management Development
- Strategic Goal Setting and Strategic Planning Facilitation
- Organizational Assessment, Design and Development
- Organization & Community Facilitation
- Served over 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, MO and in other local government positions in KS
- Served as Assistant to the Mayor of Dallas, TX
- Led and participated in a wide variety of community initiatives; served on a major Hospital Board for 13 years and on other nonprofit boards throughout career
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- ICMA Member since 1984

Patricia Heminover

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



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Education

Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas – Saint Paul

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

She has been with the firm since 2010. Prior to joining Baker Tilly, she was a client representative. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment
- Experience identifying management talent, leading organizational and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

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

Continuing professional education

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

Sharon G. Klumpp

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



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Education

Master of Public Administration
University of Kansas – Lawrence, KS

Bachelor of Arts, Political Science
Miami University – Oxford, OH

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

Specific experience

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

Industry involvement

- International City/County Management Association

Edward G. Williams, Ph.D.

Edward Williams recently joined Baker Tilly as a director on our executive recruitment team.



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Languages

English
Spanish

Education

Ph.D. Educational Leadership and Policy Analysis
University of Missouri – Columbia

Master's Higher Education Administration
University of Missouri – Kansas City

Bachelor of Arts, Education
University of Missouri – Kansas City

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

Specific experience

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

Industry involvement

- Society for Human Resources
- Institute for Management Studies – Advisory Board
- Texas Municipal Human Resources Administration

Community involvement

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

Continuing professional education

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

Cecilia Hernández

Cecilia Hernandez is a recruiting coordinator with Baker Tilly's executive recruitment practice.



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Languages
English
Spanish

Education
Bachelor of Science, Public Affairs
University of Texas at Dallas – Richardson

Master of Public Affairs with a Local Government
Concentration
University of Texas at Dallas – Richardson

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

Specific experience

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

Michelle Lopez

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



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Recruiting Coordinator
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Education

Associate in Arts, Liberal Arts
Minneapolis Community College – Minneapolis

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

Specific experience

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

Jenelle McDonald

Jenelle McDonald, a recruiting coordinator at Baker Tilly, has been with the firm since 2016.



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Education

Bachelor of Science, Business Management
Arlington Baptist College – Arlington

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

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

References

Provide a list of a minimum of five (5) clients who can verify your firm's ability to provide the scope of services requested, include a brief description of the work along with contract award and completion dates for each recruitment. For each reference, include the name(s), telephone number(s) and email address(es) of the client's project manager.

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

Stafford County, VA			
Name	Shannon Wagner	Title	Director of Human Resources
Phone	540-658-8628	Email	swagner@co.stafford.va.us
Services	Director of Parks and Community Facilities (2016), Public Works Director (2018), Central Purchasing Director (2018), Chief Financial Officer (2019)		
Hanover County, VA			
Name	Janet L. Lawson	Title	Director of Human Resources
Phone	804-365-6072	Email	jlawson@hanovercounty.gov
Services	County Attorney (2018)		
Gloucester County, VA			
Name	Bill Lindsey	Title	Purchasing Agent
Phone	804-693-1210	Email	blindsey@gloucesterva.info
Services	Director of HR (2019); Chief Assessing Officer (2019)		
Albemarle County, VA			
Name	Lorna Gerome	Title	Director of Human Resources
Phone	434-296-5827	Email	lgerome@albemarle.org
Services	County Executive (2017)		
Loudoun County, VA			
Name	Robert Smallfield	Title	Recruitment Program Specialist
Phone	703-777-0214	Email	Robert.Smallfield@loudoun.gov
Services	Director of Development (2019); Medical Director (ongoing)		

Cost

Provide a cost proposal that includes a lump sum fee and estimate of detailed expenses.

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

The all-inclusive professional fee includes the cost of professional services by the project team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Baker Tilly and are handled directly by the client organization.

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

All questions regarding the professional fees and project-related expenses should be directed to Steve Miner at steve.miner@bakertilly.com or via phone at (804) 562 2383.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Candidate profile development/advertising/marketing (includes one day on site by lead consultant) lead consultant hourly rate – approximately 14 hours research/project management staff hourly rate – approximately 16 hours	\$3,150 \$1,700
	Task 2 Identify quality candidates lead consultant hourly rate – approximately 14 hours research/project management staff hourly rate – approximately 16 hours	\$3,150 \$1,700
Phase II	Task 3 Preliminary screening & initial report to client lead consultant hourly rate – approximately 18 hours research/project management staff hourly rate – approximately 20 hours	\$4,150 \$2,000
	Task 4 Reference checks, background checks, assessments and academic verifications lead consultant hourly rate – approximately 11 hours research/project management staff hourly rate – approximately 12 hours	\$2,500 \$1,300
Phase III	Task 5 Final process/on-site interviews with finalists (includes two days on site by lead consultant) lead consultant hourly rate – approximately 14 hours research/project management staff hourly rate – approximately 16 hours	\$3,150 \$1,700

Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

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

Best and Final Offer

The Town has requested a final document outlining the proposed fees and scope of services. In addition to the fees and services listed, if the optional survey listed above is desired and requested (at the price listed), Baker Tilly will include, at no additional cost, a public input listening session to take public comment on desired attributes and skills desired in the Town's next Town Manager, and provide a report back to the Council. This service would otherwise be valued at \$1,760 at standard billing rates.

Triple guarantee

Our Triple Guarantee is defined as:

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to finalize selection from the initial group of finalists, Baker Tilly will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but will include project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

Approach

Provide a general description, based on experience, as to how the firm would approach the process, including methodology and estimated timelines, and how they would involve stakeholders and work together with the Town towards final appointment of the successful candidate. Identify how the firm will ensure that the Town receives prompt and timely attention throughout this process.

Scope of work

Task I. Recruitment brochure development and advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Town Manager. The recruitment brochure will also include a profile that captures the essence of the Town of Front Royal, showcasing the community's unique amenities, quality of life, and professional organization, as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the project team leader will come on site to meet with the Mayor, Town Council, Interim Town Manager, department heads, employees and Town residents to discuss the required background, professional experience, and management and leadership characteristics for your Town Manager. We meet with the Mayor and Town Council Members to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Town Manager.

Information obtained from these meetings, coupled with our review of the job description and other Town documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the Mayor and Town Council before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to potential candidates.

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

Advertisements for the Town Manager position could be placed with:

International City/County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
Virginia Municipal League
Virginia Association of Counties

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development	- Onsite interview with the Town - Baker Tilly will receive information regarding the Town's budgets, organizational charts, images, logos, etc. - Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)	2 Weeks
Approve brochure, commence advertising and distribute marketing letter	- Brochure sent to the Town for final approval. - Commence advertising and distribution of recruitment brochure	2 Weeks

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

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of Town Manager.

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

During this part of the process the project team will work with the Mayor, Town Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the Town Manager and match the candidates to each attribute.

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

Project Milestone	Deliverables	Timeline
Execution of recruitment strategy and candidate outreach	- Online data collection and profile development. - Development of interactive searchable applicant database for recruitment of the Town Manager - Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy.	4-5 Weeks

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

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

In Task III the project team, under the direction of Steve Miner, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and Town Council.

We will then narrow the list to a group of 10-15 semifinalists for review and to select 4-6 finalists.

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

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

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	– Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database – Top 10-15 candidates identified as semi-finalists. – Semi-Final Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered – Baker Tilly and the Town review and rate video interviews – Baker Tilly sends links to Town to review the aggregate responses and ratings – Project team leader meets with Mayor and Town Council to review recommended semi-finalists. Mayor and Town Council selects finalists for on-site interviews – Finalists complete candidate management style assessment; responses are reviewed and interview questions are developed	2 Weeks

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

The selected finalists will receive a candidate essay questionnaire to complete that will provide additional information about the candidate's background and experience.

When the Mayor and Town Council approves of a group of finalists for on-site interviews, Baker Tilly will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, Baker Tilly will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle Driving Record
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation
- Sex Offender Registry

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Timeline
Finalists complete supplemental work products	- Baker Tilly develops customized candidate questionnaire - Finalists complete narrative of their most significant professional achievement and a critical problem analysis	1 Week
Design final process with Town for on-site interviews with finalists	- Baker Tilly confirms interviews with candidates. - Travel logistics are scheduled for the candidates	1-2 Days
Background checks, reference checks and academic verification	- Baker Tilly completes background checks, reference checks and academic verifications for 4-6 finalists	2 Weeks

Task V. Final interview process

Upon completion of Task IV, we will work with the Town Council to develop the final interview process. Often this process includes meetings with the department heads, a Town tour and the opportunity for a meet and greet if requested by the Town Council. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

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

Project Milestone	Deliverables	Timeline
Final Report prepared and delivered to Town	- Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions	1 Day
On-site interviews with finalists	- Interviews are scheduled	1-2 Days

	– Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates	
Offer made/accepted	– If requested, Baker Tilly participates in candidate employment agreement negotiations – Baker Tilly notifies candidates of decision – Baker Tilly confirms final process close out items with the Town of Front Royal	1-2 Days

Our strategy for recruitment of diverse candidates

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

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Town of Front Royal's Town Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

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



Sample materials

Please provide 3-5 recent samples of recruiting specifications, community/agency profiles, recruitment brochures, invitee letters, announcements, and so forth from your firm.

Sample materials follow

LOUDOUN COUNTY, VIRGINIA ANNOUNCES THE RENEWED RECRUITMENT FOR THE POSITION OF MEDICAL DIRECTOR

THE COMMUNITY

Located only 25 miles west of Washington, D.C., Loudoun County is nestled in northern Virginia, surrounded by the Blue Ridge Mountains and the Potomac River. The area has successfully balanced heritage and tradition with modern amenities. The eastern part of Loudoun County is home to a diverse population base and has become one of the most important technology employment centers in the country. The arrival of the D.C. Metro in 2020 will enable transit oriented, mixed-use developments with new and exciting options to live, work, learn and play. Loudoun's towns are known for their historic charm with downtown shopping districts that have restored buildings from the 1800's. Western Loudoun is home to a thriving rural economy integrated into a picturesque countryside with horse farms and equestrian facilities, all swathed in the natural beauty of the Bull Run watershed and the Blue Ridge mountains. Come see why Loudoun County is one of the fastest growing areas nationwide and apply as Loudoun's next Medical Director in the Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS).



Teamwork. Community. Innovation.

THE
Loudoun
DIFFERENCE

ABOUT THE DEPARTMENT

The Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS) provides a broad spectrum of services to citizens with serious mental illness, substance use disorders and developmental disabilities. These services are provided to individuals of all ages to empower people to live independently and successfully in the community of Loudoun.

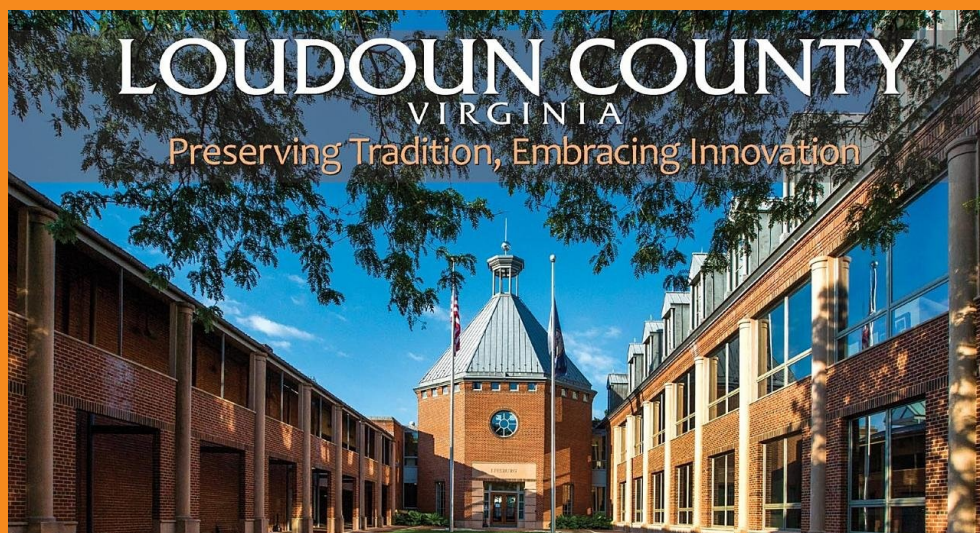
They include:

- Assessment, referral and resource information
- Behavioral Health Treatment
- Case management
- 24 hour Crisis Intervention and Stabilization
- Psychiatric Service through two Mental Health Centers
- Residential and In-Home services
- Employment and Day Support Services
- Discharge Planning
- Court and Correctional Services
- Early Intervention for Infants and Toddlers
- Programs for At Risk youth
- Intensive Community Treatment



MHSADS AND THE COMMUNITY SERVICES BOARD

MHSADS is continually looking forward in ways to support the Loudoun community. This year, initiatives implemented to improve access to services and more robust treatment included Same Day Access and Collaborative Documentation. Additionally, the Department works collaboratively with the Community Services Board, an eighteen member volunteer policy-advisory board appointed by the Board of Supervisors. This Board supports MHSADS through lobbying efforts at the state and county level and identification of community supports and resources.



MHSADS VISION, MISSION & VALUES STATEMENT:

Vision

Community-wide access to behavioral and developmental health service with rapid, sustained engagement and meaningful outcomes for children, adolescents, families and adults.

Mission

Promote mental, behavioral and developmental health and wellness by connecting individuals and their families with person-centered, recovery oriented services and supports in partnership with the Loudoun community.

Values

Integrity * Collaboration * Dedication

By upholding these values, each of us plays an important role in addressing the needs of individuals in Loudoun Community who have mental illness, substance use disorders and intellectual and developmental disabilities.



EDUCATION & EXPERIENCE

Applicants must possess a medical doctorate degree and possess experience running a mental health organization showcasing strong visionary leadership with innovative approaches. It is a requirement that the doctor be licensed in Virginia or be capable of being licensed in Virginia. It is highly desired but not required for the individual to be Board Certified in Psychiatry. Applicants will have four years of executive level and managerial experience in a comparably sized public or private organization. Relocation to Loudoun County is expected as well as a



commitment to the County and the Community.

KEY CHARACTERISTICS

- Person Centered Philosophy
- Strategic approach to community health care
- Innovative and visionary leader
- Involved with community integration
- Strong medical and mental health background and knowledge
- Well-versed in behavioral practice
- Knowledge of payment structures



POSITION OVERVIEW

As a member of the Executive Leadership Team reporting to the Executive Director, the Medical Director will provide a strategic philosophy of community behavioral health with internal and external partners to identify best business practices of integrated care for individuals served by the Department. The Medical Director represents the Department in local, regional, and state initiatives addressing mental health, substance use disorders and developmental disabilities. Additionally, the Medical Director will provide subject matter expertise on the delivery of nationally recognized, evidence-based best practices in a variety of community behavioral health and developments disability service settings.

• THE MEDICAL DIRECTOR WILL:

- Provide clinical leadership to strategic, operational, and quality operations within center and community-based Medical Services.
- Have experience in leading physicians and advanced practice providers in a clinical setting.
- Have specialty experience and/or specialty training in behavioral health and primary care, with a demonstrated ability to provide the highest quality professional service.



RESPONSIBILITIES INCLUDE

- Supervision of and consultation with staff and contract psychiatrists, licensed nurse practitioners and nurse managers.
- Facilitates program development that emphasize engagement, utilize evidenced-based practices and measures outcomes to demonstrate meaningful, effective services.
- Defines and implements utilization review/performance measures and outcomes and monitor service capacity within all programs.
- Participates in service needs assessments and budget development.
- Participates on multi-agency steering committees.
- Coordinates medical management standards and medication documentation in Electronic Health Records (EHR) system.

CLINICAL OPERATIONS LEADERSHIP

- Provides medical/clinical direction and staff supervision assuring appropriate service delivery to individuals in service with MHSADS.
- Provides medical professional, technical and administrative direction for clinical medical staff.
- Monitors fidelity to the model of services and advance evidence-based programming.
- Recognize and respond effectively to unexpected situations and/or crises.
- Responsible for the orientation, training, and performance of nurse program managers, staff psychiatrists, nurse practitioner, contract psychiatrists within Clinical Medical Services.



COMPENSATION

The hiring salary range is \$220,000 to \$230,000 depending on qualifications, with an excellent benefit package. Relocation expenses may be covered up to \$10,000.

APPLICATION & SELECTION PROCESS

Qualified candidates should submit their cover letter and resume online by visiting the Baker Tilly website at: <https://bakertilly.recruitmenthome.com/postings/2355>. The position is open until filled; however, interested candidates are encouraged to **apply by December 13, 2019** to be included in the first screening of applicants. **Early application is recommended as interviews of qualified candidates may occur before December 13, 2019.** Candidates will be screened based on the criteria listed in this recruitment brochure upon completion of their application. Please contact Steve Miner at Richmond@bakertilly.com or (804) 726-9748.

9097 Atlee Station Road
Suite 200
Mechanicsville, VA
23316

Phone: 804.726.9748
Fax: 804.277.3435

380 Jackson Street
Suite 300
Saint Paul, MN 55101

Phone: 651.223.3000
Fax: 651.223.3002



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& ORGANIZATIONS**



Hanover County, Virginia is seeking a highly experienced and proficient legal professional to serve as its next....

COUNTY ATTORNEY



Historic Hanover Courthouse

People, Tradition, and Spirit
Hanover County VA



THE COMMUNITY

Hanover County, Virginia is a growing community in the state. Known for Patrick Henry's Scotchtown home, delicious tomatoes, one of the nation's oldest courthouses and Kings Dominion Amusement Park, Hanover covers 474 square miles and is home to more than 100,000 residents. Hanover County, located in Central Virginia, is part of the Greater Richmond area. Located within Hanover County lies the 7 square mile incorporated Town of Ashland. Hanover County enjoys easy access to major interstates within a 90-minute drive to Washington, D.C., Virginia Beach, and the mountains of Shenandoah National Park.

Founded in 1720, Hanover County is approaching its 300th anniversary. Filled with history, it has 39 sites on the National Register of Historic Places and the Virginia Landmarks Register along with 56 Virginia Historical Markers. Witness the rich historic charm and expansive rural setting with the luxury and convenience of shopping, restaurants, and neighborhoods.

Enjoy the true small-town appeal of Ashland, where locally-owned shops, restaurants and a quaint town center recall the feel of a simpler time. As you stroll through downtown, you'll probably see the train go by which cuts through the heart of Ashland and you can also visit the train station. Located only 30 minutes from the State's Capitol, Richmond also boasts world class cuisine, history, culture and a booming brewery scene.

Top employers with the county include:

- Hanover County School Board
- Bon Secours Richmond Health System
- Hanover County Government
- Wal-Mart
- Tyson Farms
- Kings Dominion
- Supervalu Distribution Center
- Randolph-Macon College
- Kroger
- Owens & Minor Medical, Inc.

Hanover County's award winning public school system was the first Virginia School division to receive the U.S. Senate Productivity and Quality Award for Continuing Excellence. The system surpasses the state average with one of the lowest dropout rates (2.7%) and the highest graduation rate (95.2%) in the region. In 2018, Hanover County Public Schools received a Virginia Board of Education Distinguished Achievement Award for advanced learning and achievement as part of the annual Virginia Index of Performance (VIP) awards. Only 15 of the 132 school divisions in the state received this honor. The International Baccalaureate Diploma Program (IB), Advanced Placement (AP) classes and dual enrollment options are offered at all four Hanover high schools.

The county is home to Randolph-Macon College, the oldest Methodist College in the United States.



The region has numerous institutions of higher education including:

- Virginia Commonwealth University
- University of Richmond
- Virginia State University
- Virginia Union College
- Richard Bland College of the College of William & Mary
- J. Sargeant Reynolds Community College
- John Tyler Community College

Additionally, Virginia Tech and the University of Virginia have continuing education centers in the region.

The county's continually strong list of accolades makes it easy to see why residents enjoy living, working, learning, and playing in Hanover County and the Greater Richmond region. Highlights include:

- Hanover has been recognized by Forbes, Bloomberg BusinessWeek, Money magazine and the American City Business Journals for its superior quality of life.
- U.S. Senate Productivity Award Recipient – 2010
- Top 100 Communities – Money Magazine
- Hanover County named as a "Top Place to Raise Children" by Bloomberg Businessweek.
- Hanover Community Survey – 96% of respondents rated Hanover County as an excellent or good place to live and would recommend living in Hanover to others.

The Greater Richmond region:

- Top 30 Most Fun Cities in America – Business Insider
- Best in the U.S. 2018 – Lonely Planet
- Best Place to Live in America – Business Insider
- #1 Beer Destination in the World - Vinepair

"Hanover County has reason to think of itself as the jewel in the crown of Richmond area localities. With low taxes, little crime, good schools, and a bucolic atmosphere only a few minutes from downtown Richmond, it enjoys the best of both the urban and rural worlds."

- Richmond Times-Dispatch

GOVERNMENT

Hanover County has a County Administrator and a seven-member Board of Supervisors. Hanover is the county seat. Ashland is the only incorporated town within the County.

The Board of Supervisors is the governing body for Hanover County. Voters in each of Hanover County's seven magisterial districts elect one representative on the Board for a four-year term. The Board makes decisions on rezoning and other land use matters, passes ordinances, formulates policies, sets the annual County budget and, in general, directs the county government.

The County provides the full range of governmental services, including sheriff and fire protection, solid waste management, water and sewer services, parks, recreation and cultural services, planning and development services, and other traditional support activities.

Hanover's revenues are strong with the county having one of the lowest levels of fiscal stress and among the highest median adjusted gross income levels in Virginia. Conservative fiscal management has enabled the county to maintain a balanced five-year budget plan that meets the anticipated service needs without a general tax rate increase. Hanover County has earned AAA bond ratings from all three ratings agencies: Standard & Poor's, Moody's and Fitch Ratings. Hanover is one of only 45 counties nationwide to have earned this prestigious designation, and is one of the smallest counties by population to have done so.



MISSION STATEMENT

To be a premier community by providing superior service through creativity, innovation and sound financial practices.

VISION STATEMENT

A place, inspired by its people, tradition and spirit, which will be the premier community for people and businesses to achieve their full potential.

POSITION PROFILE

The County Attorney is appointed by the Board of Supervisors and oversees the provision of legal services and counsel to the Board of Supervisors, County Administration and Departments, School Board, School Administration, Constitutional Officers, and other Boards, Commissions, and agencies of the County. The County culture is one of teamwork and collaboration, which starts with a strong partnership between the County Attorney, County Administrator, and School Superintendent. The position oversees a staff of five attorneys and two legal assistants.



CANDIDATE PROFILE

Requirements for this position include:

- Excellent leadership, communication and presentation skills
- Proven ability to interact and collaborate with internal and external customers
- Comprehensive knowledge of general and government law, Virginia and federal laws and regulations, and the functions of local governments and Schools Boards
- Demonstrated legal research skills and sound professional judgment
- Strong ability to effectively manage and lead staff
- A minimum of 10 years related experience
- Graduation from an accredited school of law and a member in good standing of the Virginia State Bar

COMPENSATION & BENEFITS

The compensation and benefit package is highly competitive. Dependent upon the experience and qualifications of the successful candidate, salary may be negotiated.

APPLICATION PROCESS

To apply, please visit the Springsted | Waters website: <https://springsted-waters.recruitmenthome.com/postings/2223>. The application deadline is March 1, 2019. For more information please Contact Steve Miner at (804) 726-richmond@springsted.com.

Hanover County is an Equal Opportunity Employer (EOE).





STAFFORD COUNTY, VIRGINIA

seeks a strong analytical leader with team building abilities as the

DIRECTOR OF THE RAPPAHANNOCK REGIONAL LANDFILL

THE COMMUNITIES OF STAFFORD COUNTY

The Rappahannock Regional Landfill operates under a Joint Powers agreement between the City of Fredericksburg and Stafford County. The Director is a Stafford County employee that also serves at the pleasure of the Rappahannock Regional Solid Waste Management Board referred to as the R-Board. The R-Board aspires to operate the best-run landfill in Virginia by practicing environmentally sound waste management policies and having an active recycling program. The team strives to provide professional, courteous and intelligent solutions to the waste disposal needs of citizens in Stafford County and the City of Fredericksburg. Between the Regional Landfill in Stafford and the Belman Road Convenience Center in Fredericksburg there are 33 full-time and 5 part-time R-Board employees. The Board develops and submits a Solid Waste Management Plan to the Virginia Department of Environmental Quality for approval and recertification every 5 years. In an effort to be the best in municipal and county solid waste management, the Board facilitates responsible trash disposal, provides recycling opportunities and promotes renewable energy generation.

POSITION PROFILE

The Director of the Rappahannock Regional Landfill requires a strong self-starter to provide dynamic leadership of the Regional Landfill Operations. This position provides vision and organizational strategy for R-Board solid waste disposal, recycling, litter and community outreach activities to include regulatory compliance. Work is performed under the general supervision of the Rappahannock Regional Landfill Board of Directors (R-Board) and the County Administrator. Supervision is exercised over all Landfill employees.





R-BOARD

Rappahannock Regional Solid Waste Management Board

The R-Board is composed of six (6) members, two (2) elected officials and the Chief Administrative Officers of each of the two (2) jurisdictions, which operate the regional landfill. Day to Day operations are overseen by the County Administrator in conjunction with the City Manager. No tax dollars fund our facilities. The landfill is self-sustaining as revenue is produced through fees charged to dispose of trash at the landfill and goes directly into the operating fund. The R-Board seeks to serve its citizens in the City of Fredericksburg and Stafford County through the promotion of their core values of: Balance, Empowerment, Service and Teamwork.

ESSENTIAL JOB FUNCTIONS & TASKS

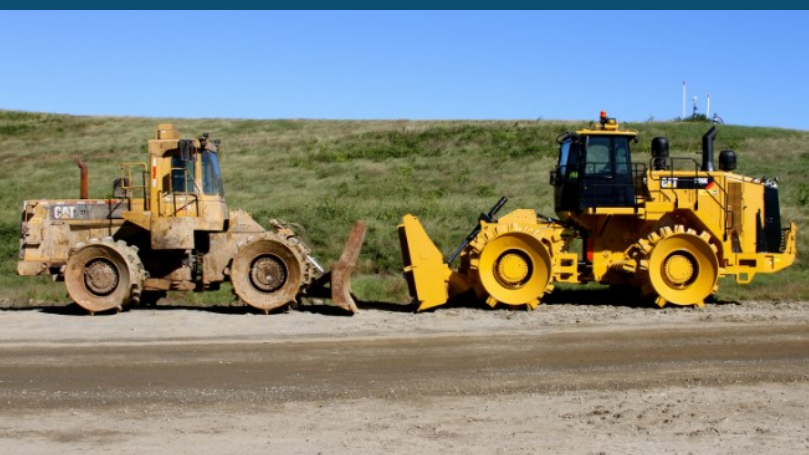
- Provides leadership and strategic direction to all staff and operations at the Regional Landfill;
- Displays financial acumen and oversees development of the annual budget and Capital Improvement Program; monitors budgeted expenditures with sound financial approaches;
- Maintains awareness of existing and impending regulatory requirements and assures compliance with all local, State, and Federal regulations regarding Landfill operations;
- Assures timely collection of data and reporting on landfill activities;
- Advises and assists in the surveillance, investigation, and inspection of solid waste and disposal problems; Evaluates the effectiveness of operations; investigates and implements new initiatives designed to improve landfill operation and efficiency;
- Uses effective communication skills for and promotes team building to foster a motivated and engaged culture.





ESSENTIAL JOB FUNCTIONS & TASKS

- Implements and facilitates training programs for regional landfill employees to include specific task training, customer service and conflict management skills; Ensures adherence to safe work practices and procedures;
- Prepares and assembles materials for R-Board meetings; Interacts with members of the R-Board;
- Performs related tasks as required.



KNOWLEDGE, SKILLS & ABILITIES

Thorough knowledge of the practices, methods, techniques, and regulatory requirements involved in the sanitary operation of a solid waste disposal landfill; thorough knowledge of local, State, and Federal laws related to landfill operations; ability to analyze complex data and communicate it to various audiences through multiple forms of media (written reports, verbal presentation, etc.); ability to collaborate, make decisions, and delegate tasks to ensure work is completed in a timely manner; thorough knowledge of business and public sector principles of management; thorough knowledge of the principles and practices of budget and fiscal planning; ability to communicate effectively, both orally and in writing; ability to plan, assign, instruct, and supervise the work of others; must establish and maintain effective working relationships with Board members, County officials, partner agencies, employees, and vendors, at all organizational levels, to include the public.

EDUCATION & EXPERIENCE

Bachelor's degree from an accredited college or university, with major course work in public administration, environmental management, engineering, business, or related field, and extensive professional and managerial experience in operating sanitary landfills including regulatory requirements or any combination of education, training, and/or experience that provides the necessary knowledge, skills, and abilities. Experience in leading high performance teams is required.

SPECIAL REQUIREMENTS

Possession of a valid driver's license issued by the Commonwealth of Virginia. Solid Waste Association of North America Landfill Manager certification preferred.



PHYSICAL REQUIREMENTS/WORK ENVIRONMENT

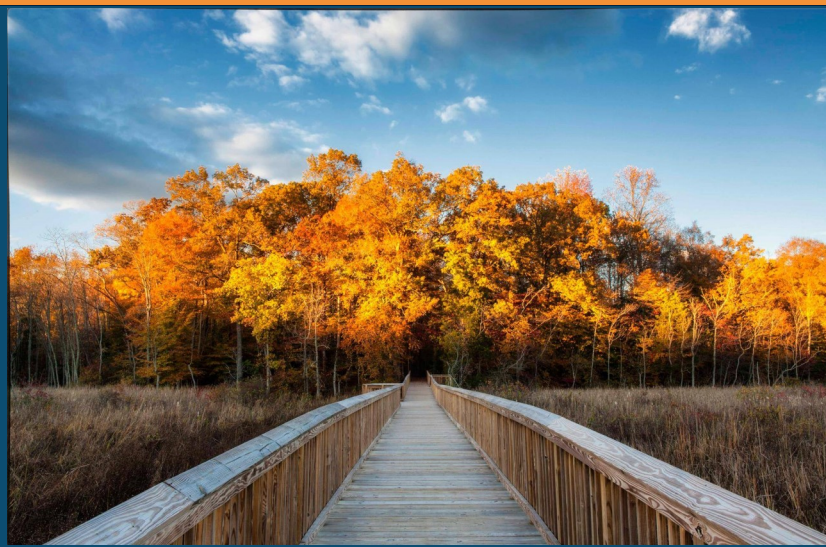
This is sedentary work requiring the exertion of up to 10 pounds of force occasionally and a negligible amount of force frequently or constantly to move objects; work requires reaching, standing, sitting, walking, grasping, and repetitive hand motions; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken

PHYSICAL REQUIREMENTS (CONTINUED)

word levels; visual acuity is required for preparing and analyzing written or computer data, operation of machines, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is the worker is subject to inside and outside environmental conditions, extreme cold, extreme heat, noise, vibration, hazards, and atmospheric conditions.

COMPENSATION & BENEFITS

The salary range is \$105,169 - \$141,978 and is negotiable based on the candidate's qualifications and experience. Benefits include but are not limited to participation in the Virginia Retirement System, vacation and sick leave, group life insurance, medical and dental insurance, professional dues and conference expenses.



APPLICATION & SELECTION PROCESS

The position is open until filled; candidates are encouraged to **apply by July 1, 2019** as the first round of applicants will be reviewed based on the qualifications listed in this brochure. Please apply on our website at <https://springsted-waters.recruitmenthome.com/postings/2298>. For more information please contact Steve Miner at 804-726-9748 or richmond@bakertilly.com. *Stafford is an Equal Opportunity Employer (EOE).*



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Baker Tilly
380 Jackson Street
Suite 300
Saint Paul, MN 55101

Phone: 651.223.3000
Fax: 651.223.3002





Loudoun County

VIRGINIA

SEEKS A MEDICAL DIRECTOR

Loudoun County, Virginia, with a diverse population of 423,000, is ideally located just 25 miles west of Washington, DC, and is surrounded by the breathtaking Blue Ridge Mountains and Potomac River. Loudoun County invites resumés and applications for the position of Mental Health, Substance Abuse, and Developmental Services (MHSADS) Medical Director.

The Department of Mental Health, Substance Abuse, and Developmental Services (MHSADS) provides a broad spectrum of services to citizens with serious mental illness, substance use disorders and developmental disabilities. These services are provided to individuals of all ages to empower people to live independently and successfully in the community of Loudoun. MHSADS is continually looking forward in ways to support the Loudoun community. This year, initiatives implemented to improve access to services and more robust treatment included Same Day Access and Collaborative Documentation. Additionally, the Department works collaboratively with the Community Services Board, an eighteen-member volunteer policy-advisory board appointed by the Board of Supervisors. This Board supports MHSADS through lobbying efforts at the state and county level and identification of community supports and resources.

As a member of the Executive Leadership Team, reporting to the Executive Director, the Medical Director will provide a strategic philosophy of community behavioral health with internal and external partners to identify best business practices of integrated care for individuals served by the Department. The Medical Director represents the Department in local, regional, and state initiatives addressing mental health, substance use disorders and developmental disabilities. Additionally, the Medical Director will provide subject matter expertise on the delivery of nationally recognized, evidence-based best practices in a variety of community behavioral health and development disability service settings.

Applicants must possess a medical degree preferably with a specialty in psychiatry, possess experience running a mental health organization showcasing strong visionary leadership with innovative approaches. It is a requirement that the doctor be licensed in Virginia or be capable of being licensed in Virginia. It is highly desired but not required for the individual to be Board certified in Psychiatry. Applicants need to have four years of executive level and managerial experience in a comparably sized public or private organization. Relocation to Loudoun County is expected as well as a commitment to the County and the Community.

The expected hiring range is \$220,000 to \$230,000 per annum based on education and experience with an excellent benefits package to include outstanding medical, dental and vision coverage. Retirement pension benefits through the Virginia Retirement System, deferred compensation and Roth IRA plans, a generous leave and holiday policy, flexible spending accounts with County match and County provided life and disability insurance will also be offered to the successful candidate. Relocation expenses may be covered up to \$10,000.

[FOR MORE INFORMATION CLICK HERE TO VIEW THE RECRUITMENT BROCHURE](#)

Qualified candidates should submit their cover letter and resume online by visiting our website at <https://bakertilly.recruitmenthome.com/postings/2355>. The position is open until filled; however, interested candidates are encouraged to apply by **December 13, 2019** to be included in the first screening of applicants. Early application is recommended as interviews of qualified candidates may occur before November 15, 2019. Candidates will be screened based on the criteria listed in this recruitment brochure upon completion of their application. The County will then review recommended candidates who most closely meet the established criteria. For more information, please contact Steve Miner at richmond@bakertilly.com or 804-726-9748.

The County of Loudoun is an Equal Opportunity Employer (EOE).

Stafford County, Virginia is seeking a Director of The Rappahannock Regional Landfill



The Rappahannock Regional Landfill is located in Stafford County, Virginia, and has a diverse population of 145,000, the County is ideally located on the Interstate 95 Corridor just 25 miles south of the Washington, DC beltway and 50 miles north of Richmond. Stafford County invites résumés and applications for the position of Landfill Director.

The Rappahannock Regional Landfill operates under a Joint Powers agreement between the City of Fredericksburg and Stafford County. The Director is a Stafford County employee that also serves at the pleasure of the Rappahannock Regional Solid Waste Management Board referred to as the R-Board. The R-Board aspires to operate the best-run landfill in Virginia by practicing environmentally sound waste management policies and having an active recycling program. The team strives to provide professional, courteous and intelligent solutions to the waste disposal needs of citizens in Stafford County and the City of Fredericksburg. Between the Regional Landfill in Stafford and the Belman Road Convenience Center in Fredericksburg there are 33 full-time and 5 part-time R-Board employees. The Board develops and submits a Solid Waste Management Plan to the Virginia Department of Environmental Quality for approval and recertification every 5 years. In an effort to be the best in municipal and county solid waste management, the Board facilitates responsible trash disposal, provides recycling opportunities and promotes renewable energy generation.

The Director of the Rappahannock Regional Landfill requires a strong self-starter to provide dynamic leadership of the Regional Landfill Operations. This position provides vision and organizational strategy for R-Board solid waste disposal, recycling, litter and community outreach activities to include regulatory compliance. Work is performed under the general supervision of the Rappahannock Regional Landfill Board of Directors (R-Board) and the Stafford County Administrator. Supervision is exercised over all Landfill employees.

Thorough knowledge of the practices, methods, techniques, and regulatory requirements involved in the sanitary operation of a solid waste disposal landfill; thorough knowledge of local, State, and Federal laws related to landfill operations; ability to analyze complex data and communicate it to various audiences through multiple forms of media (written reports, verbal presentation, etc.); ability to collaborate, make decisions, and delegate tasks to ensure work is completed in a timely manner; thorough knowledge of business and public sector principles of management; thorough knowledge of the principles and practices of budget and fiscal planning; ability to communicate effectively, both orally and in writing; ability to plan, assign, instruct, and supervise the work of others; must establish and maintain effective working relationships with Board members, County officials, partner agencies, employees, and vendors, at all organizational levels, to include the public.

Requirements include a bachelor's degree from an accredited college or university, with major course work in public administration, environmental management, engineering, business, or related field, and extensive professional and managerial experience in operating sanitary landfills including regulatory requirements or any combination of education, training, and/or experience that provides the necessary knowledge, skills, and abilities to be a successful Landfill Director. Experience in leading high-performance teams is required. Possession of a valid driver's license issued by the Commonwealth of Virginia will be needed. It is preferred that applicants have a Solid Waste Association of North America Landfill Manager certification.

The salary range is \$105,169 - \$141,978 and is negotiable based on the candidate's qualifications and experience. Benefits include but are not limited to participation in the Virginia Retirement System, vacation and sick leave, group life insurance, medical and dental insurance, professional dues and conference

expenses. The position is open until filled; candidates are encouraged to **apply by July 5, 2019** as the first round of applicants will be reviewed based on the qualifications listed in this brochure. Please apply on our website at <https://bakertilly.recruitmenthome.com/postings/2361>. For more information please contact Steve Miner at 804-726-9748 or richmond@bakertilly.com.

The County of Stafford is an Equal Opportunity Employer (EOE).



If you're passionate about real estate assessment we invite you to apply for Gloucester County, Virginia's County Assessor position. Gloucester County is a full-service local government, providing schools, libraries, law enforcement, planning and zoning, parks and recreation, utilities, E911 and other services to 37,000 residents over 225 square miles. The County has approximately 25,000 parcels (80% residential, 20% commercial and agricultural). The last re-assessment conducted produced an assessed value of real property over \$4 billion, which provided \$29 million in revenue to the General Fund, which has a total budget of approximately \$63 million. Currently re-assessments are done biennially, with the process currently underway and a delivery date of December 2019 to January 2020. The current re-assessment is underway using existing staff and contracted assistance. The new County Assessor will not be responsible for its content. However, it is a legislative priority for the Board of Supervisors to move to a triennial reassessment following the 2020 Assessment.

The Department of Real Estate Assessment is approximately 10 years old with a fully implemented CAMA system, Vision, recently upgraded to the latest version 8. The goals of the department are to effectively produce a quality reassessment of all real property based on fair market value, assuring uniformity throughout the different classifications of property assessed in the County, with the result being fair and even distribution of the tax burden among all property owners.

The Assessor, reporting directly to the Chief Financial Officer, interprets and implements all regulations regarding real estate assessment. This will include conducting hearings and investigations concerning issues regarding real estate assessment and ensuring comprehensive assessment records are maintained. The County Assessor will ensure the fair market values assessed on real property in the County are accurate and comparable to similar property values. Leading the Real Estate Assessment Department and providing strategic direction for determining priorities, goals, and objectives for the efficient operations of the department will be important. The department is staffed by the Assessor, a Real Estate Analyst I, a Real Estate Analyst II, an Appraiser II and an Administrative Coordinator. Strong leadership skills will be required when instructing professional and clerical employees in modern valuation and assessment techniques and procedures, while ensuring staff is participating in continuing educational programs. Exhibiting tact, courtesy and professional assistance when in contact with public officials, developers, contractors, and the general public is also required.

Possession of a bachelor's degree in real estate, economics, business or public administration, or a related field is required, and a master's degree is preferred. Six (6) to nine (9) or more years of progressively responsible experience in assessment and appraisal with considerable experience working with complex databases and CAMA systems, including three (3) years of supervisory experience. Successful completion of core course curriculum of the International Association of Assessing Officers (IAAO) is highly desirable.

Any applicant is welcome to apply that has the equivalent combination of training and experience which provides the required skills, knowledge and abilities to perform the listed duties of the County Assessor. Qualified candidates should submit their cover letter and résumé online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2348>. This position is open until filled; however, interested applicants are strongly encouraged to apply as soon as they are able. Applications will be screened against criteria outlined in this brochure. On-site interviews with Gloucester County will be offered to those candidates named as finalists, with reference checks, background checks and academic

verifications conducted after receiving candidates' consent. For more information, please contact Steve Miner at richmond@bakertilly.com or (804) 726-9748.

The hiring salary range for this position is \$89,197 - \$129,336 and is negotiable based on the successful candidate's qualifications and experience.

The County of Gloucester is an Equal Opportunity Employer (EOE).

ESSEX COUNTY, VIRGINIA
COUNTY ADMINISTRATOR
EXECUTIVE RECRUITMENT
CANDIDATE QUESTIONNAIRE

Your Name
Mailing Address
(to include City, State, and Zip Code)
Home Phone
Business Phone
Mobile Phone
Home Email Address
Work Email Address

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

(Please note: this contact information will be used to communicate with you regarding this position unless otherwise instructed by you)

**Current Position Title and
Organization**

[REDACTED]

Reports To (Title)

[REDACTED]

Population Served

500

Total Department Staff/Budget

Staff of 50

Budget of ~ 5 million

[REDACTED]

**Total Staff/Budget You Are
Responsible For**

[REDACTED]

Education and Licenses

BS Biology/Chemistry Radford University 2000
MEd School leadership 2016
VDOE Postgraduate Professional License
VACO Certified Supervisor program 2014
LEAD Northern Neck Graduate 2015

Current Salary

72,000

Instructions:

Please respond to each of the following questions by providing pertinent information. Where you are asked to provide examples **please be succinct** and describe your direct level of involvement in the project or initiative. PLEASE MAKE NO EFFORTS TO REFORMAT THIS DOCUMENT.

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather additional examples of your background and experience.

1. Why are you interested in this position and are considering a career move at this time?

Answer: Having served in local government and school leadership I have gained an appreciation for the benefits of stable consistent leadership. Through these roles I have been afforded many opportunities to serve gaining valuable leadership and networking skills. As a life long resident of rural Virginia I understand the history and economics of the area. I believe my experience with 21st century technology and instructional technology implementation will bring valuable assets to Essex

County's local government. I am interested in continuing my leadership career and believe my background experience in economic development, budget analysis and school leadership management and education will serve the county well. I enjoy working in my current capacity for Essex County and look forward to potentially continuing that service in a leadership position that is consequential to the county's future.

2. Describe your current scope of responsibilities, to include budget and staffing.

Answer: Assistant Principal

1. Instructional Leadership a. Assists in the establishment of goals and objectives for the school. b. Provides leadership in planning, implementing and evaluating instructional programs. c. Provides leadership in teaching techniques, innovation and class organization. d. Represent the building administrative team on school district committees as assigned. e. Coordinate student teachers and other university observers within building as assigned. f. Manage specific academic departments as assigned.

2. Staff Personnel a. Assists in the process of interviewing, evaluating, and selecting new staff members. b. Assists in the determination of staff needs. c. Assists in working with individual staff needs. d. Evaluate personnel and assist in the determination of goals to improve performance. e. Prepare formal evaluations as directed by Board policy and administrative regulations. f. Coordinates the revision of the teacher handbook as assigned. g. Coordinate teacher, mentorship inservices.

3. Curriculum Development a. Shall assist in the direction, supervision, and evaluation of the building instructional program. b. Assists in the maintenance and improvement of the quality of the instructional program by being responsible for teacher implementation of the curriculum. c. Assists in providing the leadership necessary to ensure that each teacher is following the Graded Course of Study. d. Oversee new course proposal process as requested. e. Coordinate, organize, and publish Course Selection Handbook annually as assigned. f. Manage student course registration through guidance as assigned. g. Coordinate and facilitate the development of the building master schedule: courses, sections, and teacher schedules as assigned. h. Assists with and/or coordinates inspections and visitations by State or National Educational agencies as assigned.

4. Pupil Personnel a. Assists in the planning and implementing of programs for the health, safety and welfare of the students in the building. b. Supervises extra and co-curricular activities in the school at the direction of the high school principal. c. Enforces and establishes disciplinary procedures which allows due process to the rights of students; familiarizes students, staff, and parents with the disciplinary procedures; hears and acts on behavior problems referred to the principal's office supervises the personnel responsible for the Alternative Learning Center and Saturday school; compiles the annual discipline report; revises annually the student handbook assigned by the building principal. d. Establish attendance procedures that allows due process to the rights of students; familiarizes students, staff, and parents with the attendance procedures; hears and acts on attendance problems referred by attendance personnel as assigned by the building principal. e. Supervises the high school's guidance and health programs; establishes and maintains procedures for the transition of students entering and leaving the school; establishes and maintains the school health program including up-to-date health records; plans and supervises all emergency preparedness programs

including fire and tornado drills as assigned by the building principal. f. Establishes and maintains the various extra-curricular and co-curricular activities which are sponsored by the high school; recruits and supervises the faculty advisor for each student activity; implements the rules governing the students participating in student activities; assists the principal in the planning for the baccalaureate and graduation; supervises extra co-curricular activities in the school at the direction of the principal. g. Coordinate special academic programs and award programs as assigned. h. Coordinate State proficiency testing and other assessment (PSAT, ACT, AP exams as requested). Provides supervision for the student driving and parking lot programs as assigned by the building principal.

5. Public Relations a. Assists in the communication between the school and the community. b. Assists in working with the civil authorities. c. Serves as a liaison between the school and the community. d. Assist in the development and presentation of parent information and conference evening programs as assigned by the building principal.

6. Resource Management a. Manage computer services for the administration of the building: grading, academic history, GPA, master scheduling student information, and attendance as assigned by the building principal. b. Assist in the development and implementation of building policy and procedure as assigned by the building principal. c. Assumes responsibilities for the safety and administration of the school plant when applicable as assigned. d. Directs and provides input into the preparation and management of the school budget as assigned. e. Administer the expenditure of funds allocated to the high school; approve all requisitions connected with the day to day building operation; assists in the preparation and organization of teacher requests for materials, supplies and equipment as assigned by the building principal. f. As assigned by the building principal, monitors the maintenance of the school and school facilities; assists in the security of the building; assists in the supervision of the classified employees; monitors yearly inventories of all textbooks and school equipment; approves all work and maintenance orders; coordinates all facility usage and rental.

7. Professional Growth a. Participates in professional growth activities. b. Participates in professional organizations whose purpose is to improve administrative skills. c. Participates in district-wide committees. d. Participates in decision making, planning and evaluation at the district level.

3. How would others describe your methods of communication?

Answer: Clear, consistent, concise, open, calm, informed, and honest. All forms, Email, Phone, Social Media, Text Messages written or oral.

4. Describe your approach to management. How do you get things done and make decisions? How do you enhance the culture of an organization?

Answer: Being consistent and fair and always having open lines of communication. Be a coach and a mentor focused on collaboration. Build a culture that appreciates open communication of thoughts and ideas and accepts feedback as opportunities to grow and improve. Create mentorships and pathways to advance by supporting professional development and continuing education. Seek input and data from as many sources as possible, vet information and then move forward with decision recommendations. Build team support around a set of agreed upon goals and measurements of success. Build Strong community connections and support, as collaboration is the key to success.

5. Describe the feedback you have received from those with whom you work regarding your strengths as a professional manager and leader.

Answer: Exceeds expectations: Establishing rapport with staff, follows through on commitments, provides service to the profession, division and community, provides guidance and motivation, integration of technology, and using appropriate problem solving techniques and decision-making skills.

6. Describe the feedback you have received from those with whom you work regarding areas where you need improvement.

Answer: Needs Improvement, Alignment of assessment data with standards taught and use of assessment data to guide instruction.

7. Describe your philosophy and approach to financial management, budget development and fiscal sustainability.

Answer: In a position of public trust proper fiscal management is critical. I believe in a conservative approach to fiscal management that saves for a rainy day. In order to protect the taxpayers from potential large increases in the primary source of revenue for local government (real-property taxes) proper fiscal planning is critical due to the limited taxing authority of local government. Budget development should be an ongoing process and continually refined to meet current needs. In order to maintain fiscal sustainability, long range capital planning and budget forecasting should be completed and updated as needed to ensure continued alignment with mission and goals. Budget line items should be managed throughout the year for utilization percentages vs. budgeted amounts and adjusted and flagged as necessary.

8. How do you communicate with your governing body, individually and collectively?

Answer: I believe in an open channel of communication between board members and the board collectively. As county administrator I would not only serve the board and county as a whole but individual members and their districts as well. I believe it is important to stay in front of issues and thus communicate potential problems through frequent forecasting and analysis. I'm adept at all forms of communication and respect confidentiality and honesty.

9. Describe your approach to employee development, performance evaluation and succession planning.

Answer: Having a background in education informs me that having effective professional development is key to the success of any organization. Employees have to have strong support from stable leadership who acts as a mentor, coach and cheerleader around a set of agreed upon goals and expectations. Evaluate using an agreed upon rubric or scorecard around predetermined goals. Create pathways of succession and advancement by promoting and supporting professional growth and continuing education.

10. Describe your experience and successes with high quality economic development in a county environment, balancing growth with maintaining quality of life.

Answer: I have had the opportunity to work on several economic development initiatives as a member of the Lancaster County Board of Supervisors, Vice Chair of the NNPDC and VACO board of directors. Examples include The River Realm branding and tourism initiative in partnership with the Town of Kilmarnock, The NN Oyster Trail, and The Partner's Foundation: (workforce housing for teachers). Growth is balanced against maintaining community character and quality of life through effective comprehensive planning and then basing all decisions on the Comp. Plan.

11. Describe your experience with strategic and long-range planning.

Answer: Lancaster County School Facilities Committee, successful SCC challenge against Dominion Energy to place new transmission lines under the Rappahannock River, Essex Division Technology Committee, Essex County Promethean Active Panel planning and deployment, and the Lancaster County Broadband Authority.

12. How would you advise the Board of Supervisors on approaches to planning and funding for implementation of the Strategic Management Plan?

Answer: Create/follow a mission statement and set of goals they wish to accomplish for each part. Create fiscal impact statements and identify streams of revenue. Develop instruments to continually evaluate all aspects to ensure effectiveness and efficiency and direct resources based on evaluations and current needs.

13. Describe your experience with economic, community development and redevelopment.

Answer: Greentown/Gaskins Road redevelopment block grant – home rehab and indoor plumbing and community sewer system. FEMA grants for home elevations for low-lying coastal properties, Lancaster broadband authority – bridging the last mile for high speed internet. Partners Foundation – workforce housing for teachers.

14. Describe initiatives that you have taken to improve operational efficiencies and reduce operating costs.

Answer: 5-year budget analysis per line item to see trends and identify areas of efficiency. Categorical appropriations for Public School Funding. Salary and Benefits study to improve competitiveness and reduce costs associated with turnover.

15. Describe your past experiences with intergovernmental cooperation and regional endeavors. How do you protect your community's interests in these matters?

Answer: Regional cooperation can be a valuable source of additional income, as this arrangement is preferred by the General Assembly when allocating state tax dollars to new programs. Community interest are rarely compromised in these types of agreements because they generally are made around shared values or assets supported by the locales comprehensive plan. The River Realm branding initiative is an example of regional cooperation that markets our region to tourist markets using 21st century digital resources, social media and print recourses by highlighting the unique offerings available in each jurisdiction around the lower Rappahannock River. By sharing these advertising and marketing dollars we are able to do more with less. Great tool to leverage finite resources when such expenditures on programs are usually financially prohibitive for a small rural locale to do alone.

16. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career through your employer, a professional association or licensing agency? If so, please explain the circumstances.

Answer: No

17. Describe any other areas of your expertise or experiences that are relevant to the Essex County Administrator position that have not been addressed.

Answer: Knowledgeable in sustainable development/Energy systems
Practiced General Contractor and Project budget manager.
Advanced IT and computer knowledge and skills, Webmaster.

18. If an electronic file search of media and blogs is made through Google (or other search engines), what would be disclosed about you that could be construed as negative? It is advisable that these issues be disclosed by you and explained rather than being asked to react to reports discovered by the prospective employer.

Answer: Not aware of anything

19. Have you previously been a candidate in a Springsted | Waters, Waters Consulting Group or Waters & Company recruitment? If so, for which position(s)?

Answer: No

20. Are you interviewing with any other employers or are you a finalist in any recruitment process now? If so, when do you anticipate that it will be concluded?

Answer: Not at this time.

ESSEX COUNTY, VIRGINIA
EXECUTIVE RECRUITMENT
DUE DILIGENCE QUESTIONNAIRE
COUNTY ADMINISTRATOR

Name: [REDACTED]

Date Completed: 11/3/18

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance or misfeasance in the performance of duties? If so, please explain the circumstances.
No
2. Have you been investigated or censured by a grand jury, board of inquiry or similar body? If so, please explain the circumstances.
No
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please explain the circumstances.
No
4. Have you been dismissed or asked to resign from a position? If so, please explain the circumstances.
No
5. Have you been subject to a bankruptcy or adverse financial circumstances that would limit your ability to be bonded or placed in a position of fiduciary responsibility?
No
6. Is there anything about your professional or personal conduct that could be potentially embarrassing to your employer or could impair your ability to perform your work, if it were learned at a later time? If so, please explain the circumstances.
No
7. Do you understand that if reliable information arises contrary to your above responses, it could be disqualifying?
Yes



Required signature pages

ATTACHMENT B REQUIRED SIGNATURE PAGES

PLEASE NOTE: STATE CORPORATION COMMISSION (SCC) REGISTRATION REQUIREMENTS effective July 1, 2010 require that your proposal include the identification number issued by the State Corporation Commission as proof of registration or justification for non-registration, per the requirements in Sections 6.31 and 9.21. Please complete this Proof of Authority to Transact Business in Virginia form and submit it with your proposal. Failure to provide this information or providing inaccurate or purged information shall result in your proposal being rejected.

State Corporation Commission Form

Virginia State Corporation Commission (SCC) Registration Information

Pursuant to VPPA §2.2-4311.2, the bidder must include the following information: ☒ is a corporation or other business entity with the following SCC identification number:

K000593-6

-OR-

- ☐ is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust
- OR-**
- ☐ is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the bidder in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from bidder's out-of-state location)

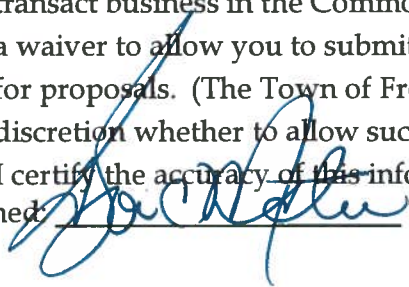
-OR-

- ☐ is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned bidder's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

Attach opinion of legal counsel to this form.

- ☐ **NOTE:** Check this circle if you have not completed any of the foregoing options but currently have pending before the SCC and application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals. (The Town of Front Royal reserves the right to determine in its sole discretion whether to allow such waiver).

I certify the accuracy of this information.

Signed:  Title: Principal Date: 12/2/2019

**REQUIRED SIGNATURE
PAGES NON-COLLUSION
AFFIDAVIT**

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him, entered in to any combination, collusion or agreement with any person relative to the price to be bid by anyone at such letting nor to prevent any person from bidding nor to include anyone to refrain from bidding, and that this bid is made without reference to any other bid and without any agreement, understanding or combination with any other person in reference to such bidding. He/She further says that no person or persons, firms, or corporation has, have or will receive directly or indirectly, any rebate, fee gift, commission or thing of value on account of such sale.

OATH AND AFFIRMATION

**I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS
AND INFORMATION CONTAINED IN THE FOREGOING BID ARE TRUE AND
CORRECT.**

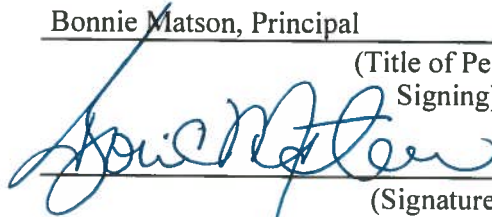
Dated this 2nd day of December, 2019

Baker Tilly Virchow Krause, LLP

(Name of
Organization)

Bonnie Matson, Principal

(Title of Person
Signing)



(Signature)

ACKNOWLEDGEMENT

STATE OF Minnesota

COUNTY OF Ramsey

Before me, a Notary Public, personally appeared the above named and swore that the statements contained in the foregoing document are true and correct.

Subscribed and sworn to me this 2nd day of December, 2019



Notary Public Signature

My Commission Expires: 1/31/2020

(SEAL)



REQUIRED SIGNATURE PAGES

CONFLICT OF INTEREST: The undersigned certifies and warrants that to the best of its knowledge and belief and except as otherwise disclosed, it does not have any organizational conflict of interest, which is defined as a situation in which the nature or work under the contract and the offeror's organizational, financial, contractual or other interest are such that award of the contract may result in the offeror receiving an unfair competitive advantage, or the offeror's objectivity in performing the contract work may be impaired. The offeror agrees that if after being awarded it discovers an organizational conflict of interest with respect to the being awarded, it shall make an immediate and full disclosure in writing to the Town of Front Royal which shall include a description of the action which the offeror has taken or intends to take to eliminate or neutralize the conflict. INDICATE THE NAME AND CONTACT INFORMATION OF THE PERSON WHO CAN RESPOND AUTHORITATIVELY TO ANY QUESTIONS REGARDING THIS PROPOSAL (I.E. PROJECT MANAGER).

Dated this 2nd day of December, 2019

Baker Tilly Virchow Krause, LLP

(Name of
Organization)

Bonnie Matson, Principal

(Title of Person
Signing)



(Signature)

ACKNOWLEDGEMENT

STATE OF Minnesota

COUNTY OF Ramsey

Before me, a Notary Public, personally appeared the above named and swore that the statements contained in the foregoing document are true and correct.

Subscribed and sworn to me this 2nd day of December, 2019



Notary Public Signature

My Commission Expires: 1/31/2020

(SEAL)



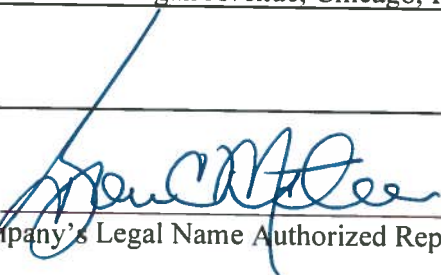
REQUIRED SIGNATURE PAGES

In compliance with this Request for Proposals and to all the conditions imposed herein, the undersigned offers and agrees to furnish the services in accordance with the proposal response.

LEGAL NAME & ADDRESS OF FIRM:

Baker Tilly Virchow Krause, LLP

205 North Michigan Avenue, Chicago, IL 60601-5927

By: 

Company's Legal Name Authorized Representative - Signature in Ink

Printed Name: Bonnie Matson

Title: Principal

Date: December 2, 2019

Phone: (651) 223 3014

Email: bonnie.matson@bakertilly.com

Fax: (651) 223 3046

In compliance with this RFP, and subject to all the conditions thereof, the signatory offers, if this bid is accepted within thirty (30) calendar days from the date of the opening, to furnish any or all of the items and/or services upon which prices are quoted, at the price set opposite each item, to be delivered at the time and place specified herein. The above signature certifies the bidder has read, understands, and agrees to all terms, conditions, and requirements of this bid, and is authorized to contract on behalf of firm named above.



Work Session Agenda Form

Item # 1

DATE: February 3, 2020

AGENDA ITEM: Fiscal Year 2020-2021 Proposed Budget Presentation

SUMMARY: Staff will review highlights of the FY20-21 Proposed Budget with Town Council.

BUDGET/FUNDING: N/A

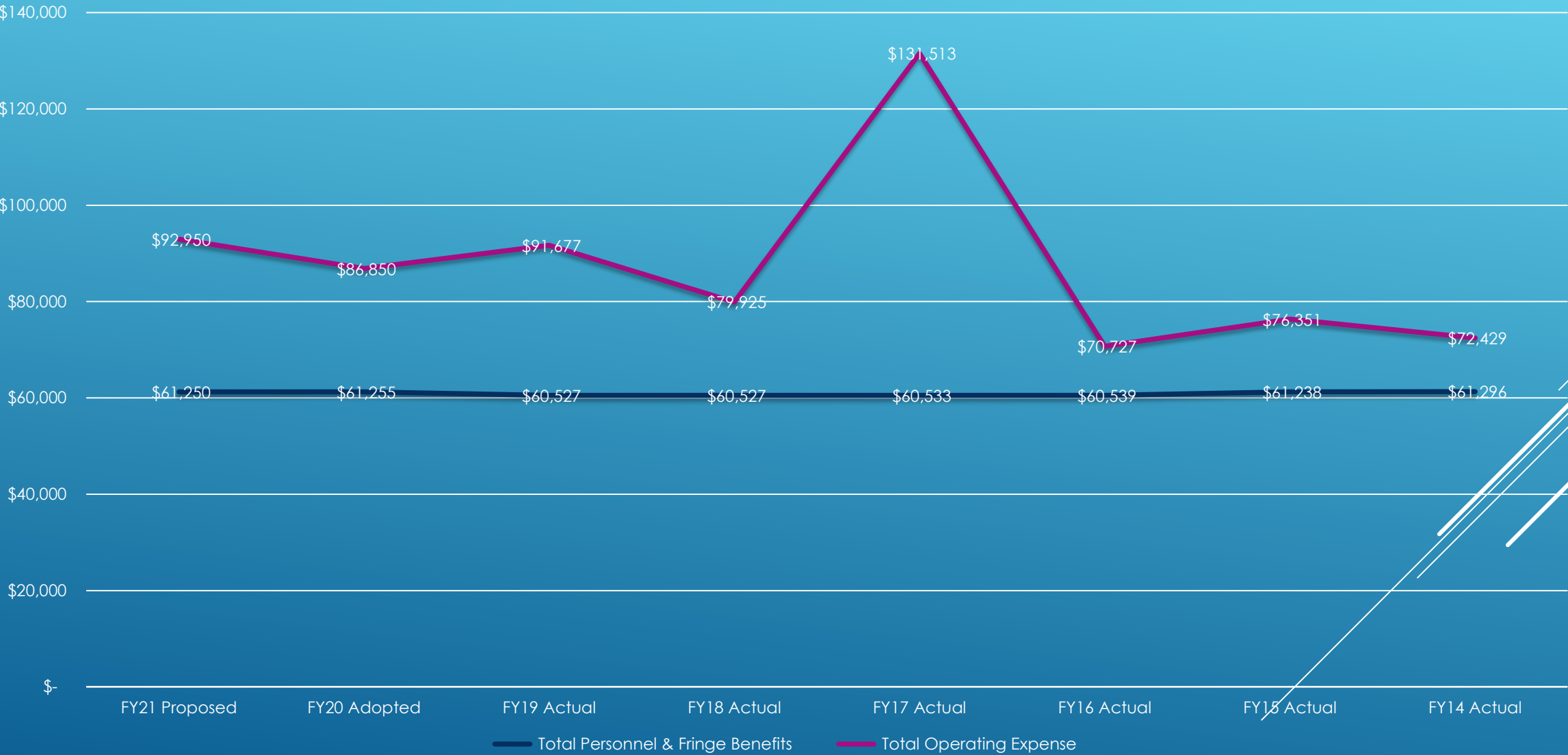
STAFF RECOMMENDATION: Staff recommends for council to discuss any items included in the FY21 to be further reviewed and allow staff to gather information to provide during a future work session.

Work Session

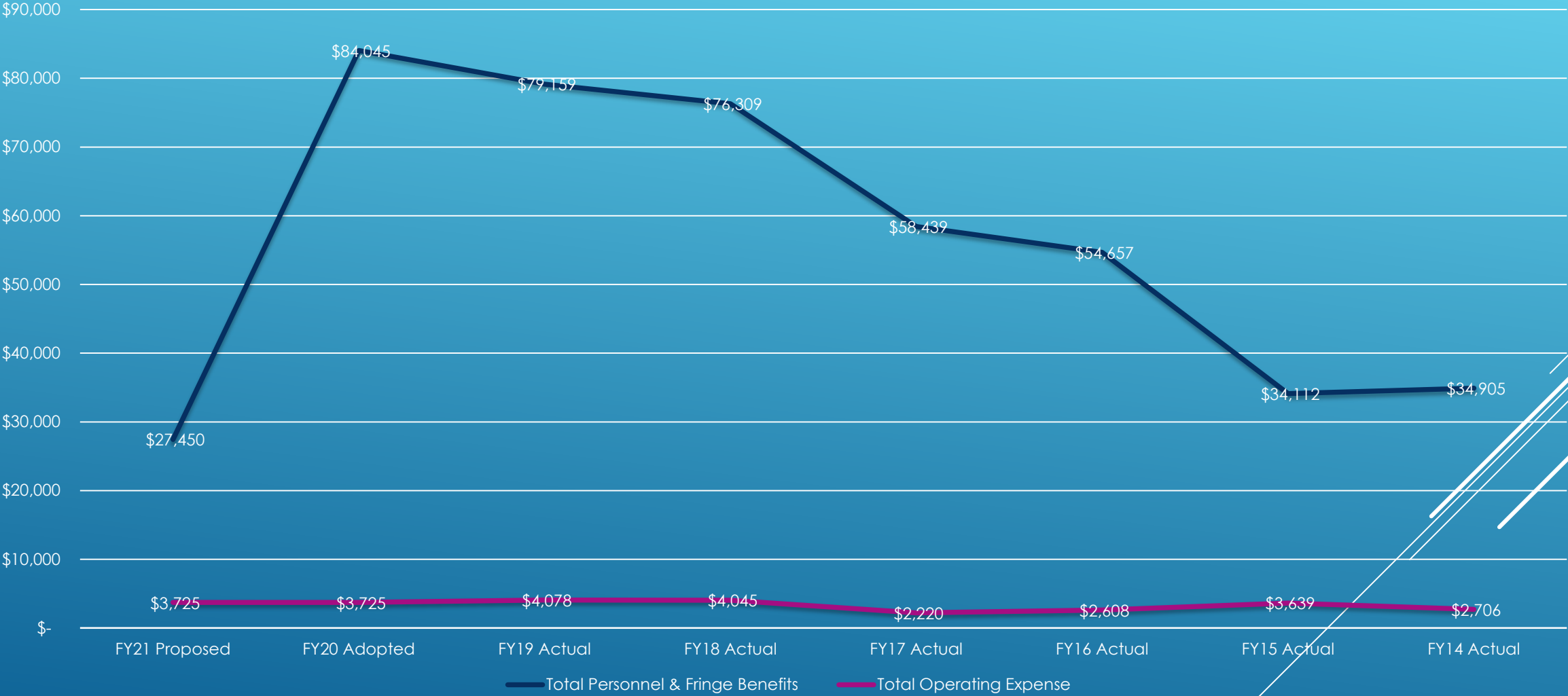
FY2021 PROPOSED BUDGET SUPPLEMENTAL GRAPHS

July 1, 2020-June 30, 2021

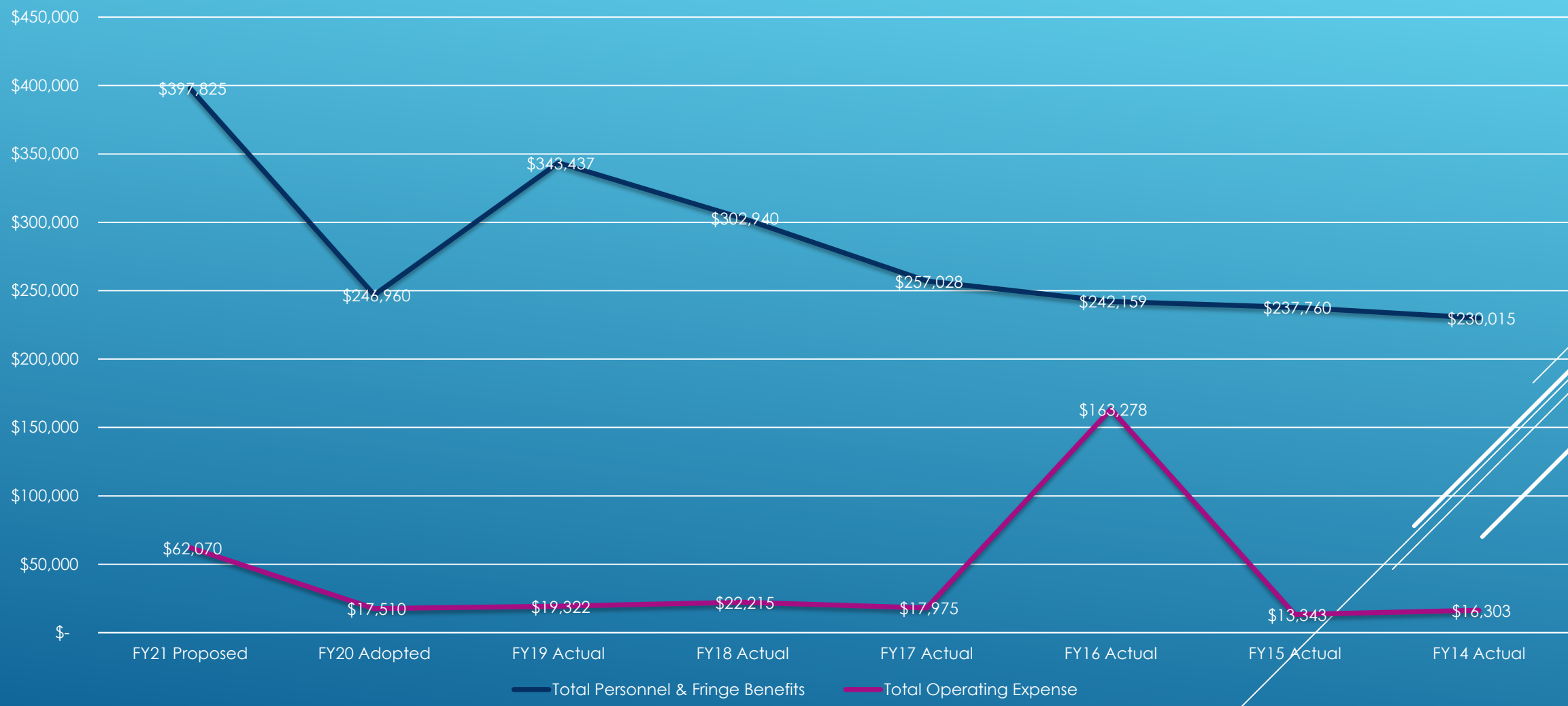
TOWN COUNCIL



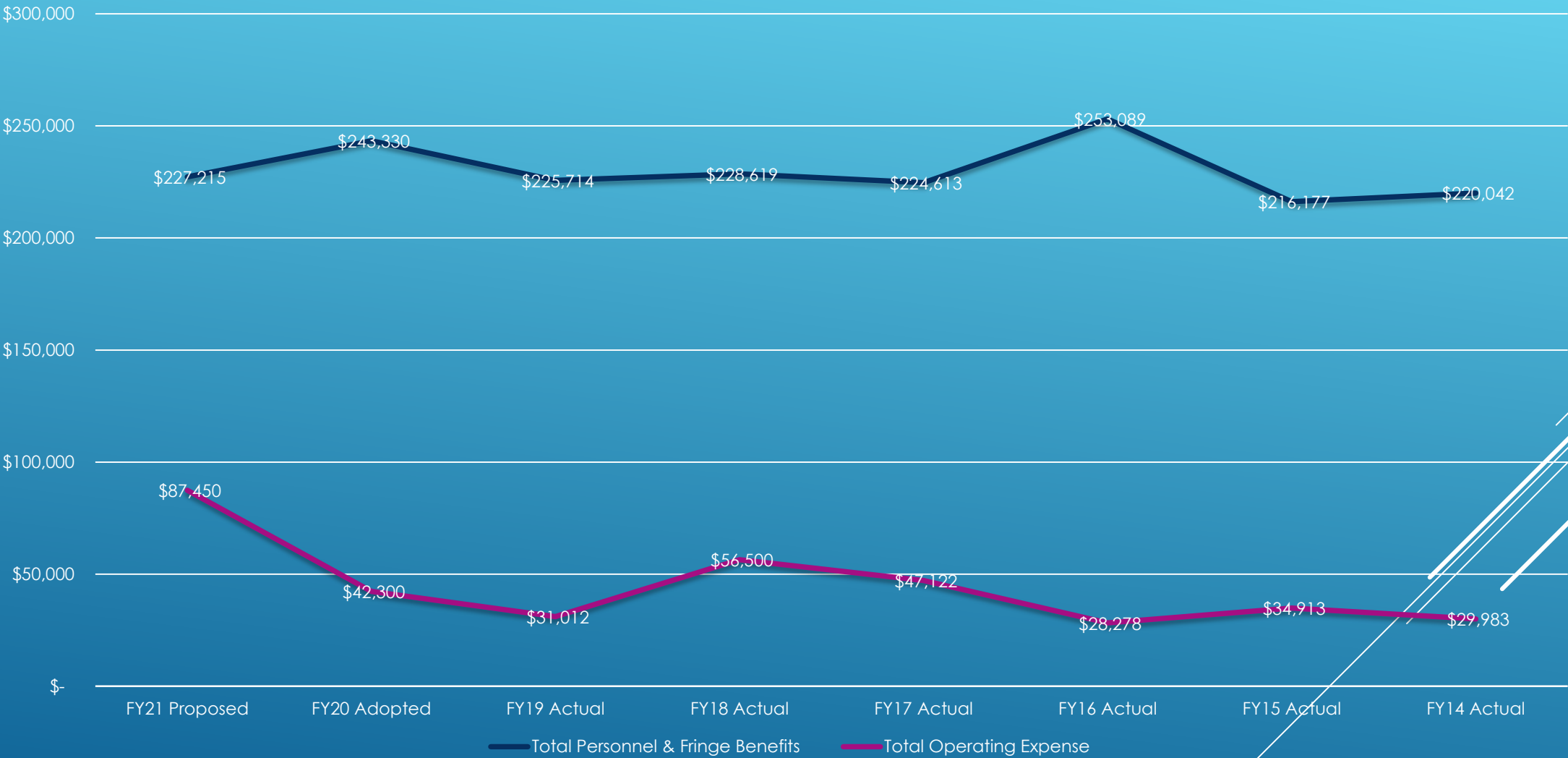
CLERK OF COUNCIL



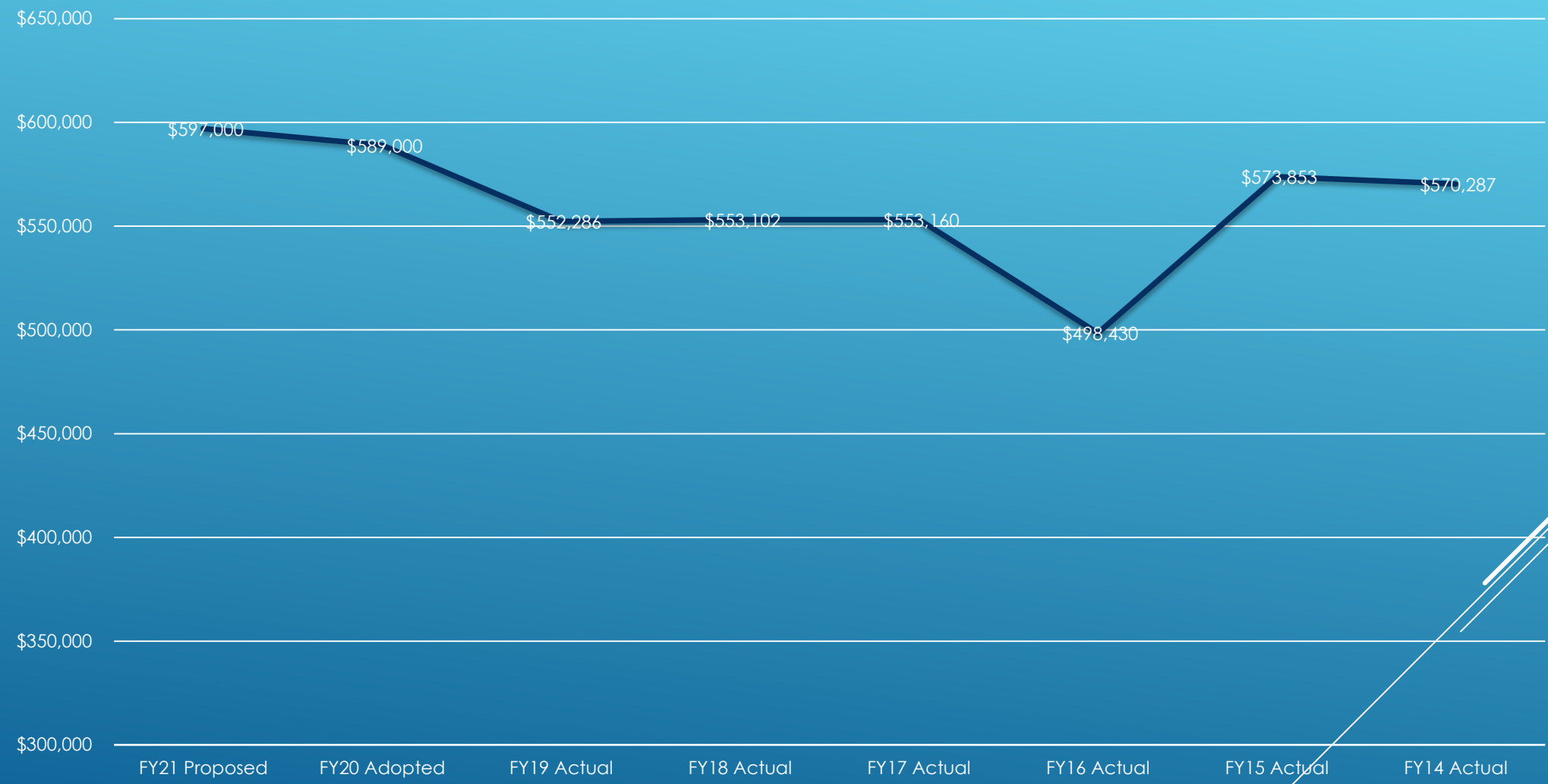
TOWN MANAGER



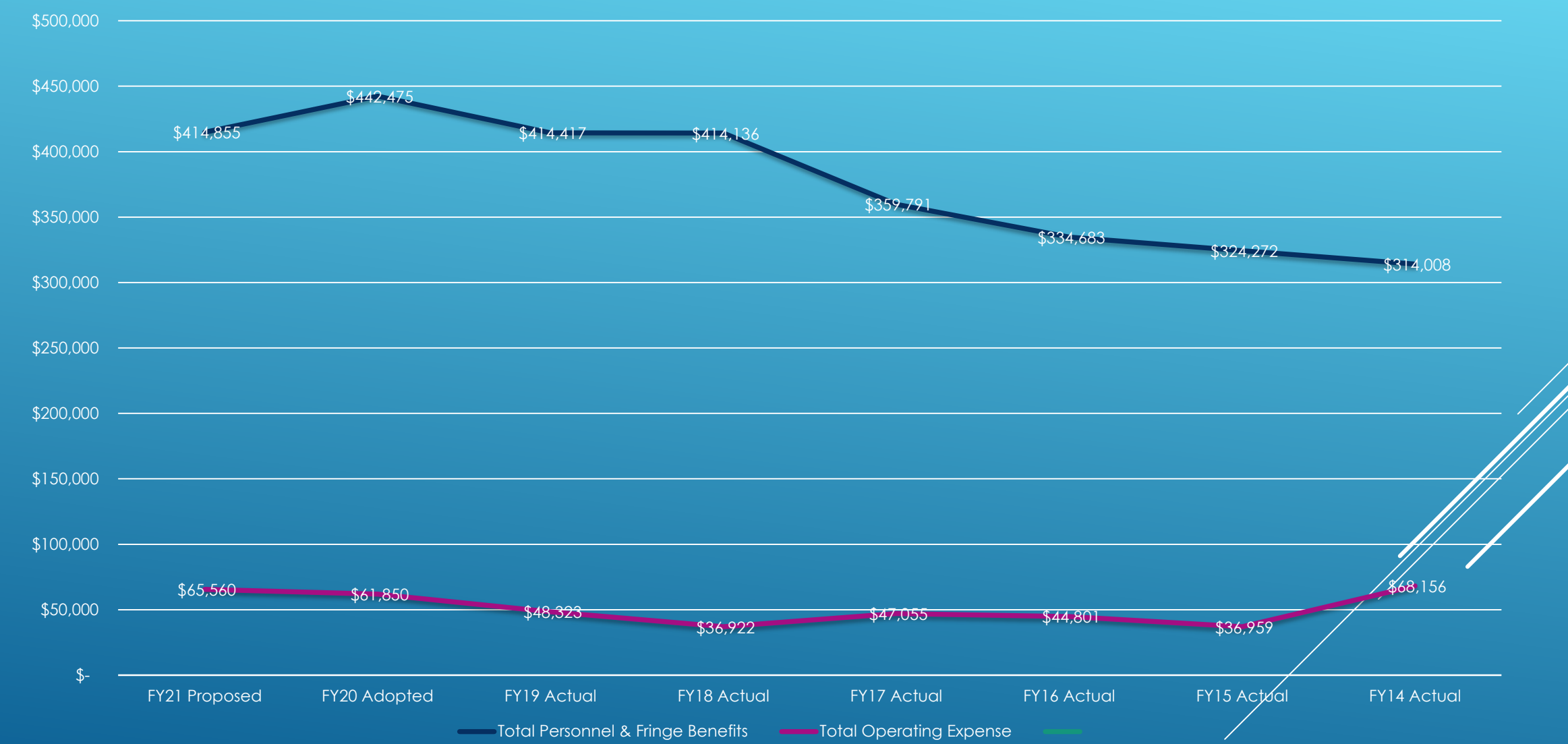
HUMAN RESOURCE & RISK MANAGEMENT



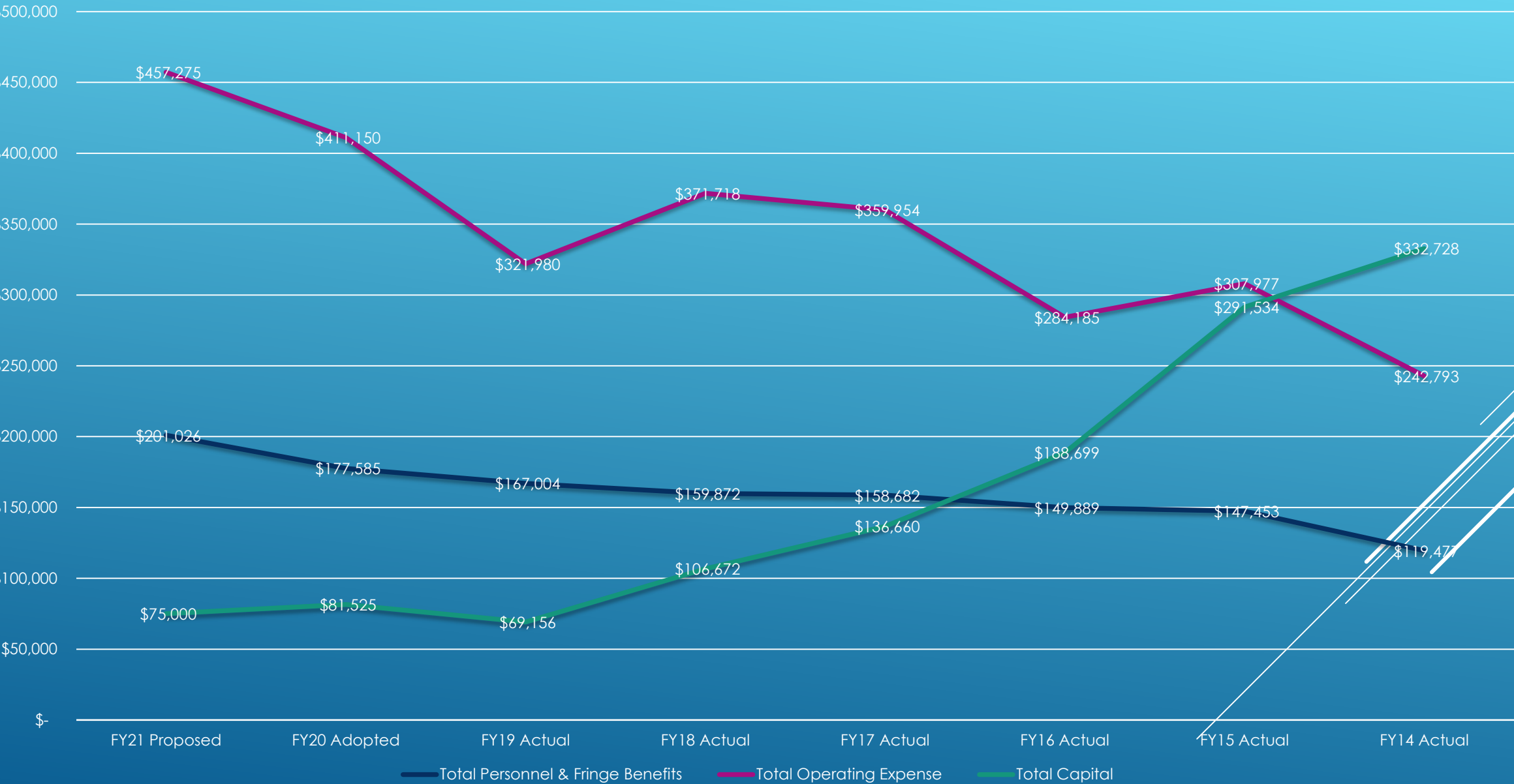
BENEFITS & INSURANCE



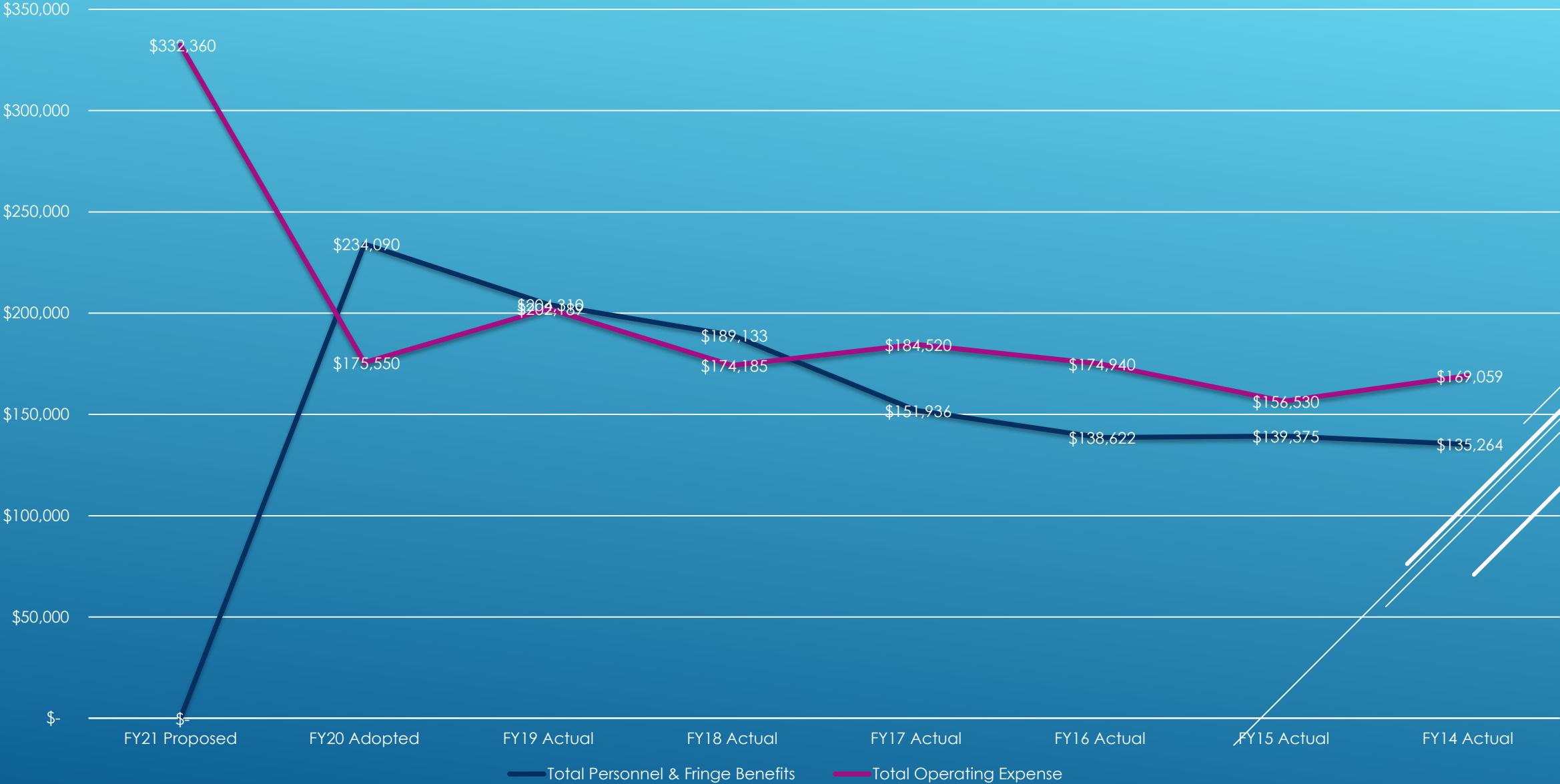
FLEET MANAGEMENT



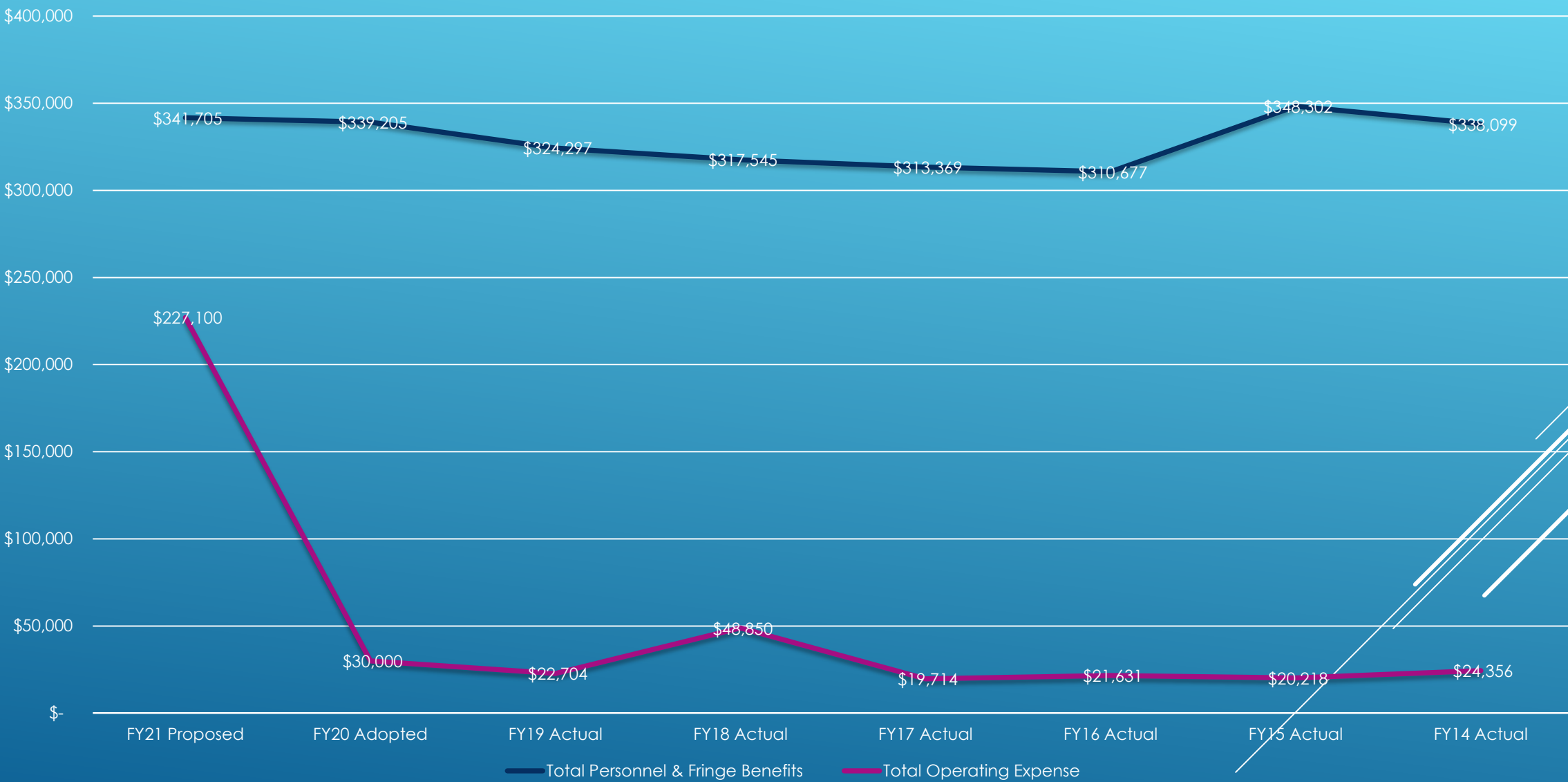
INFORMATION TECHNOLOGY (I/T)



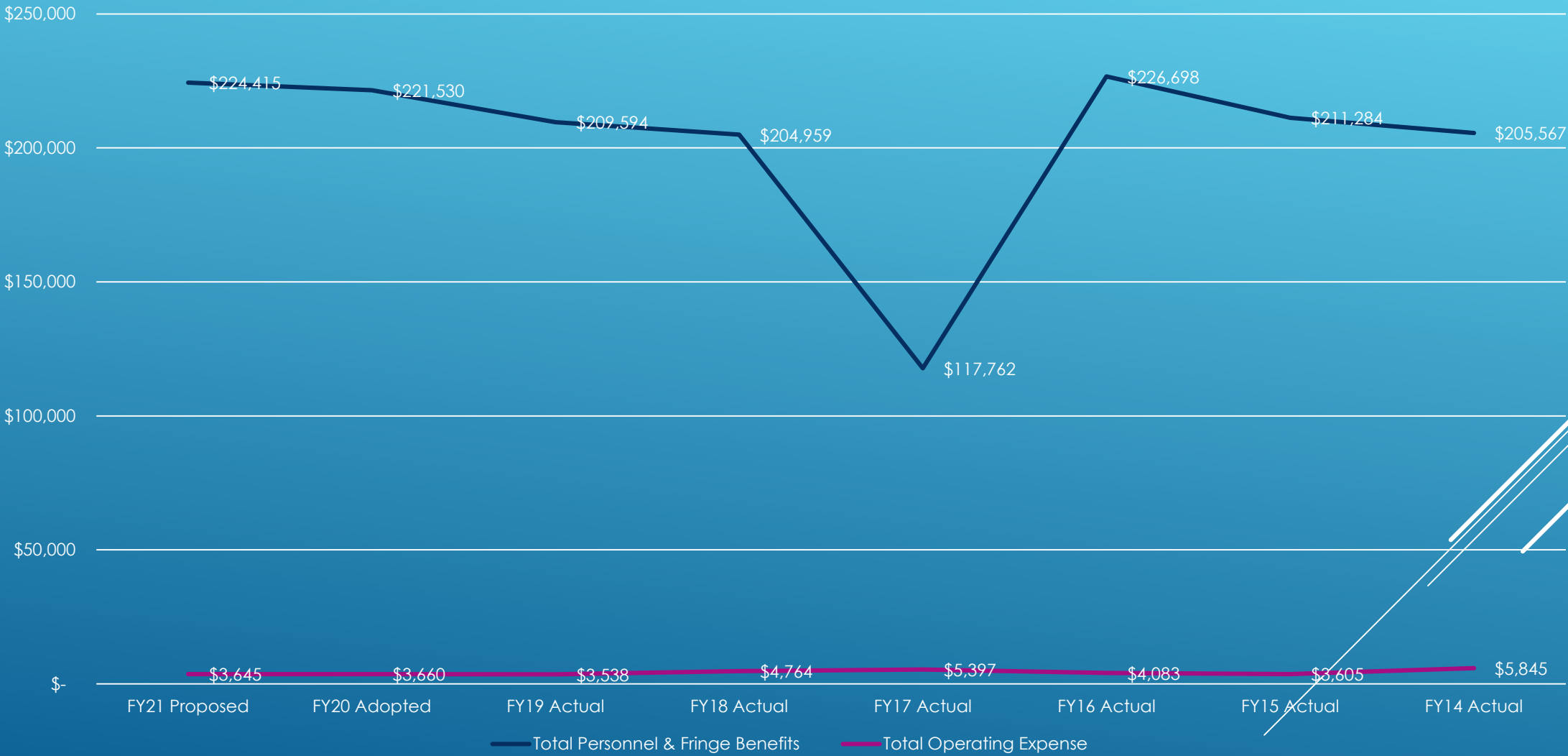
TOURISM



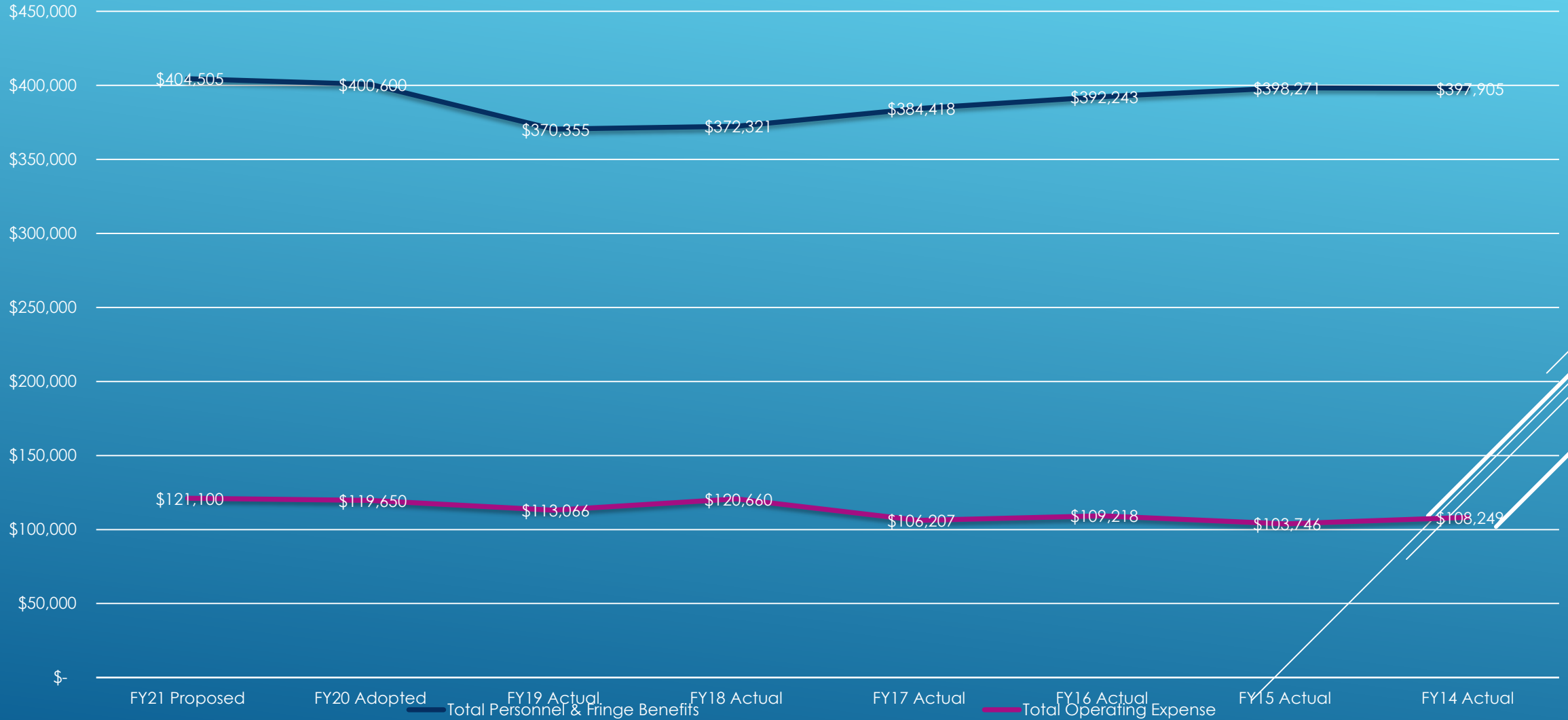
TOWN ATTORNEY



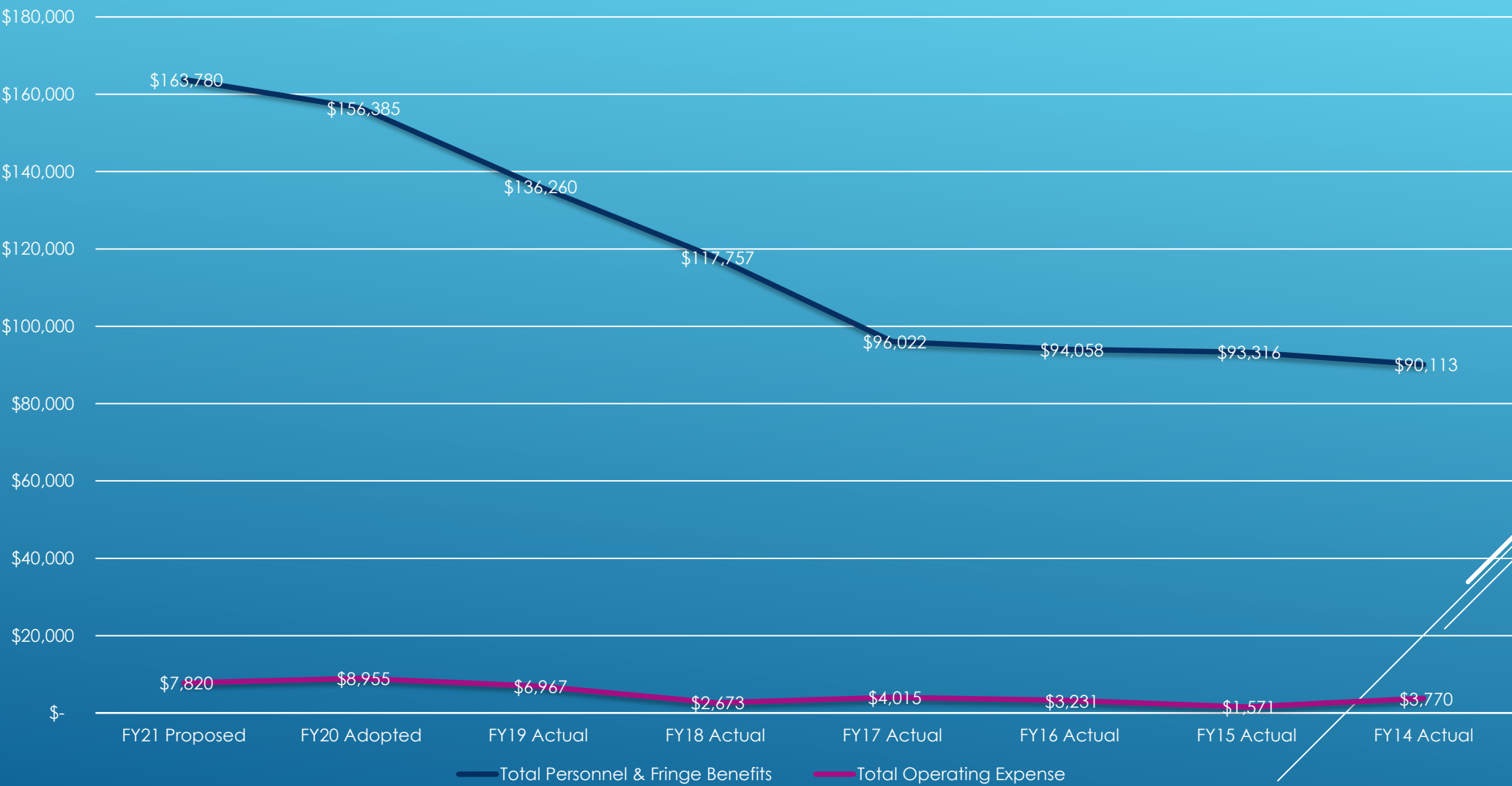
FINANCE ADMINISTRATION



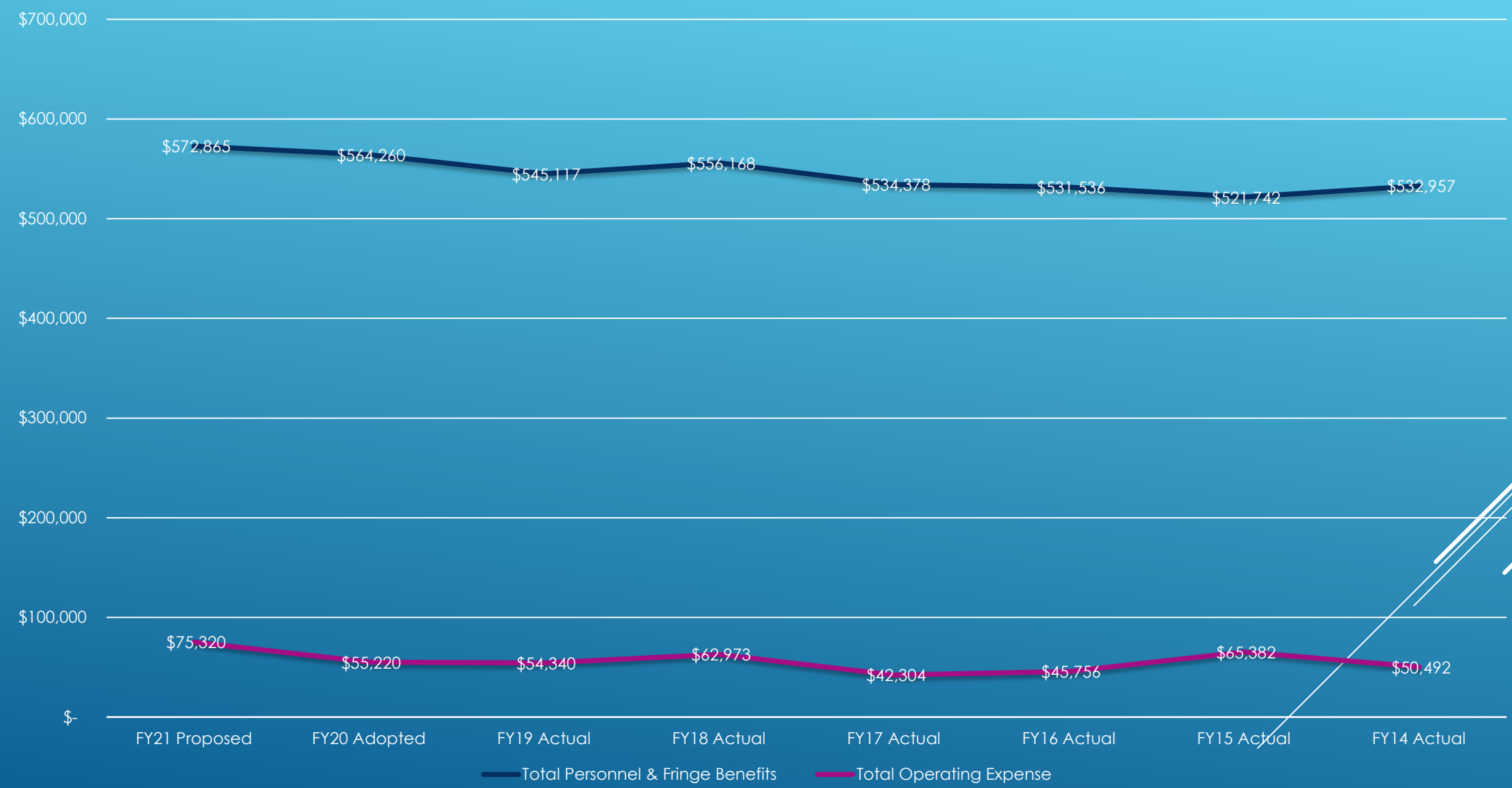
FINANCE BILLING & CUSTOMER SERVICE



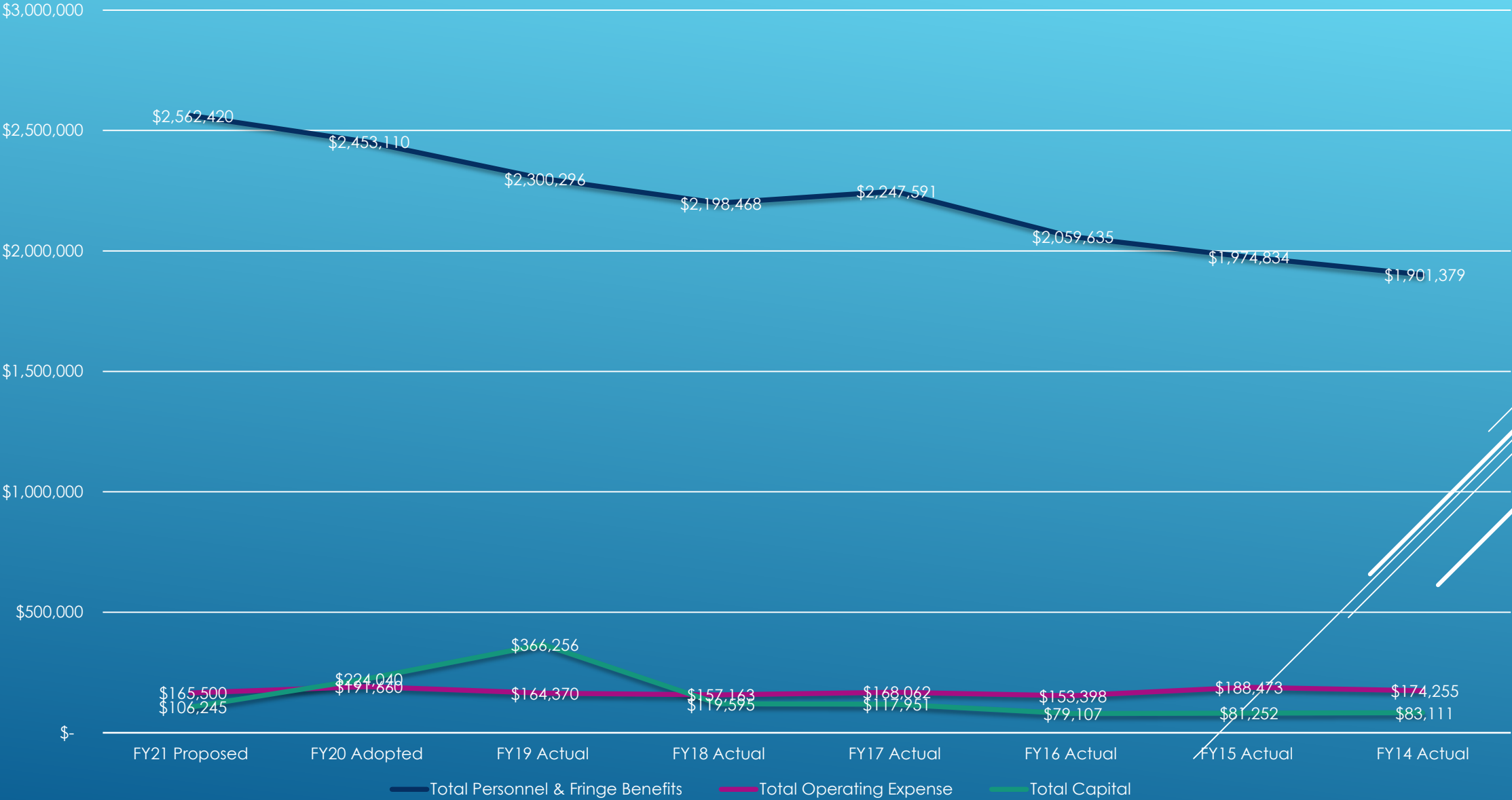
FINANCE - PURCHASING



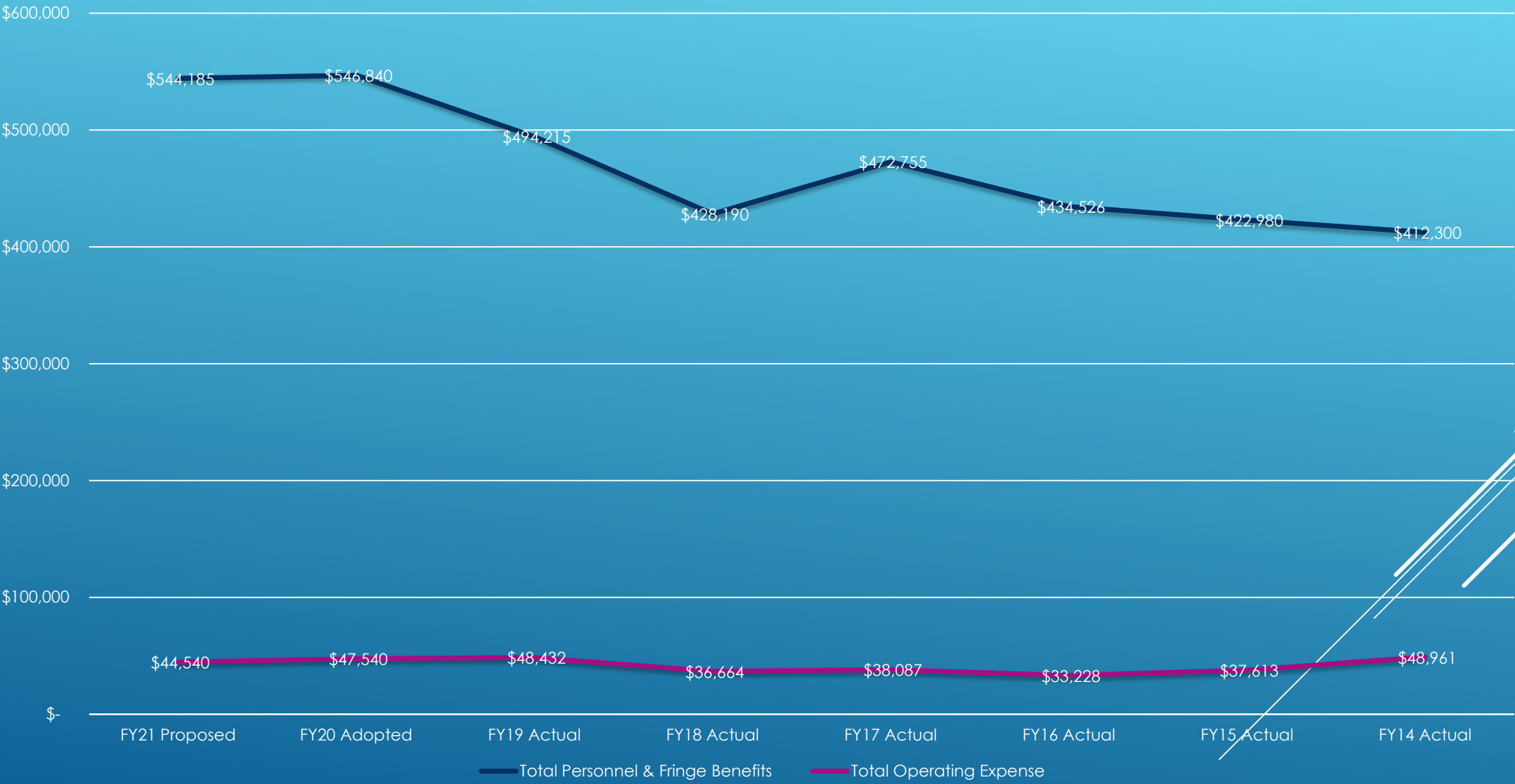
POLICE ADMINISTRATION



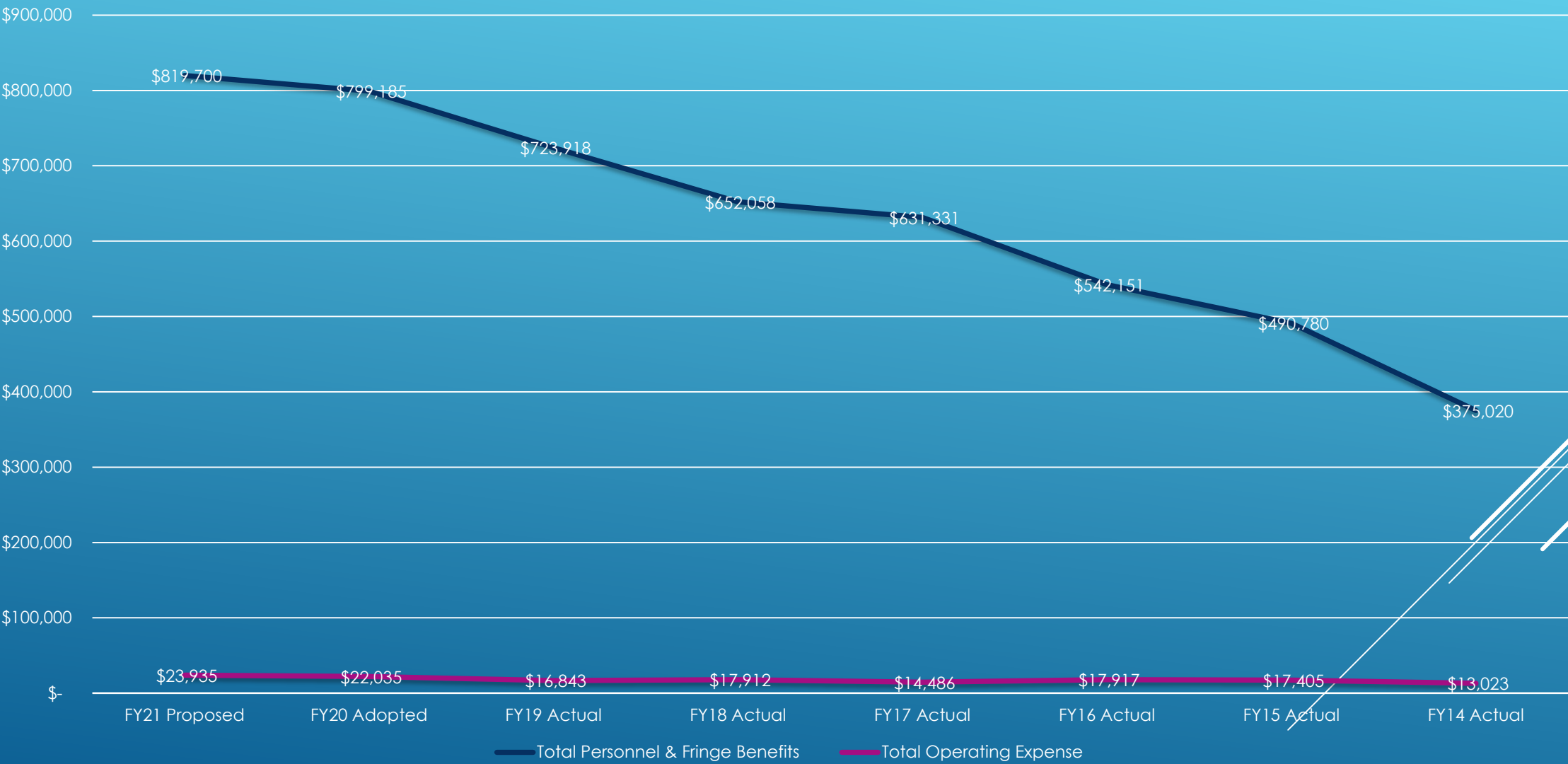
POLICE PATROL



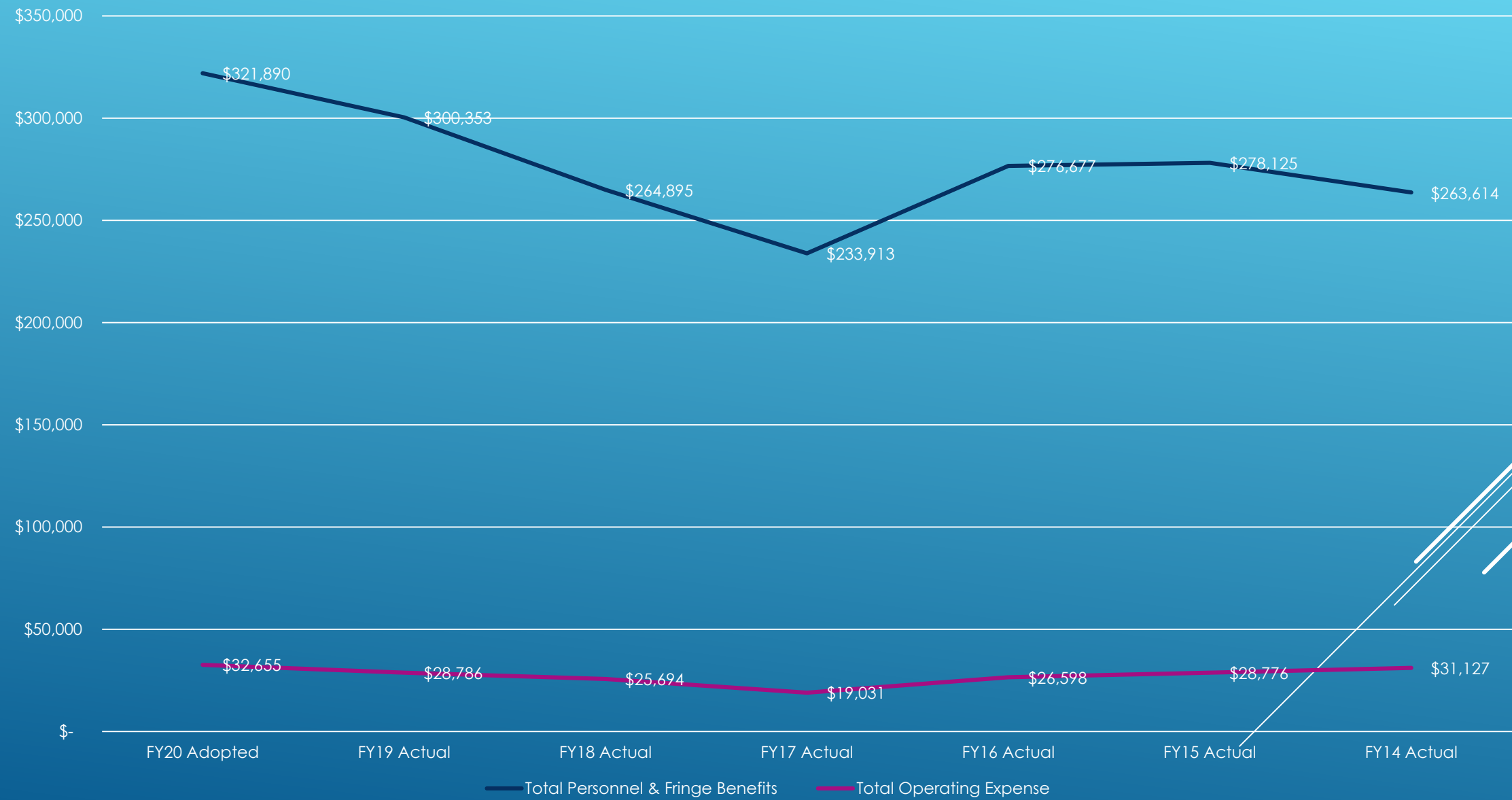
POLICE INVESTIGATIONS



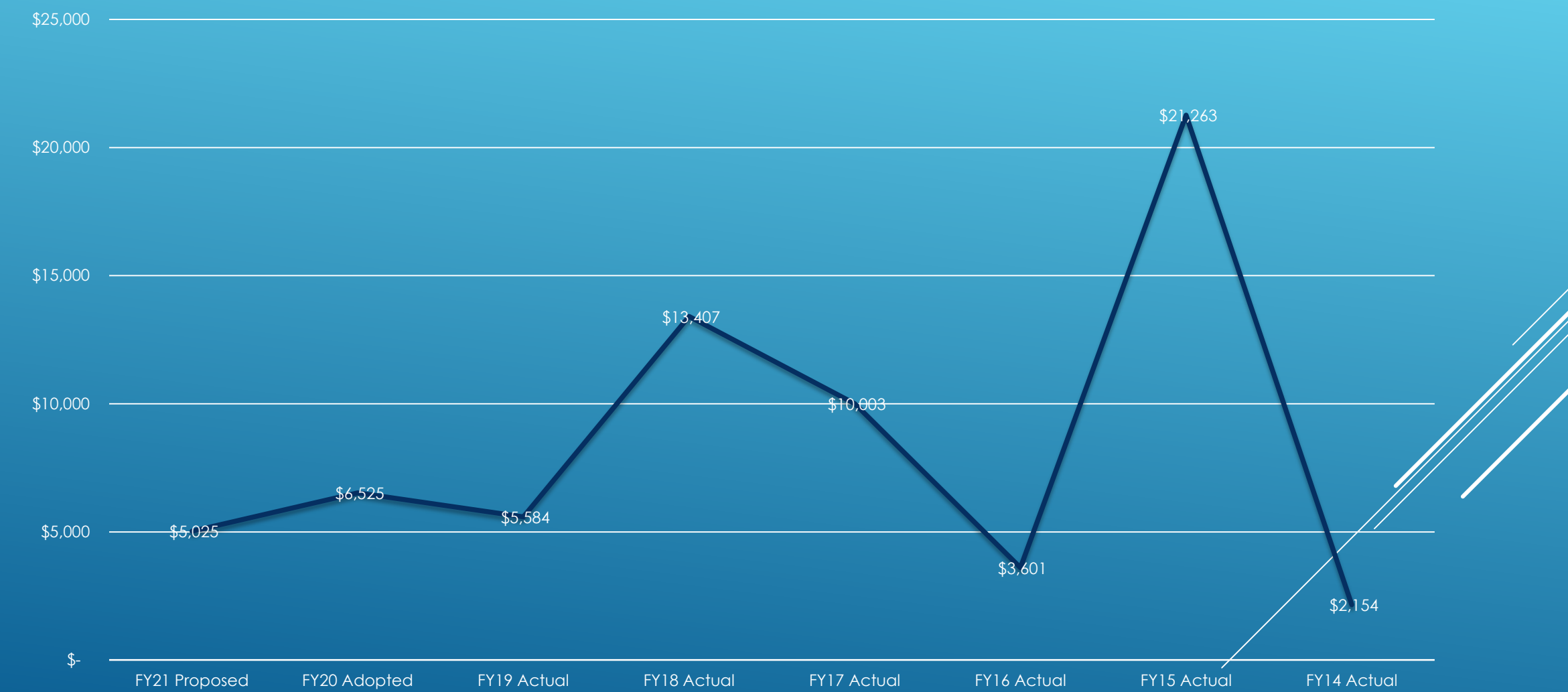
POLICE SERVICES (DISPATCH/EVIDENCE TECH/CROSSING GUARDS)



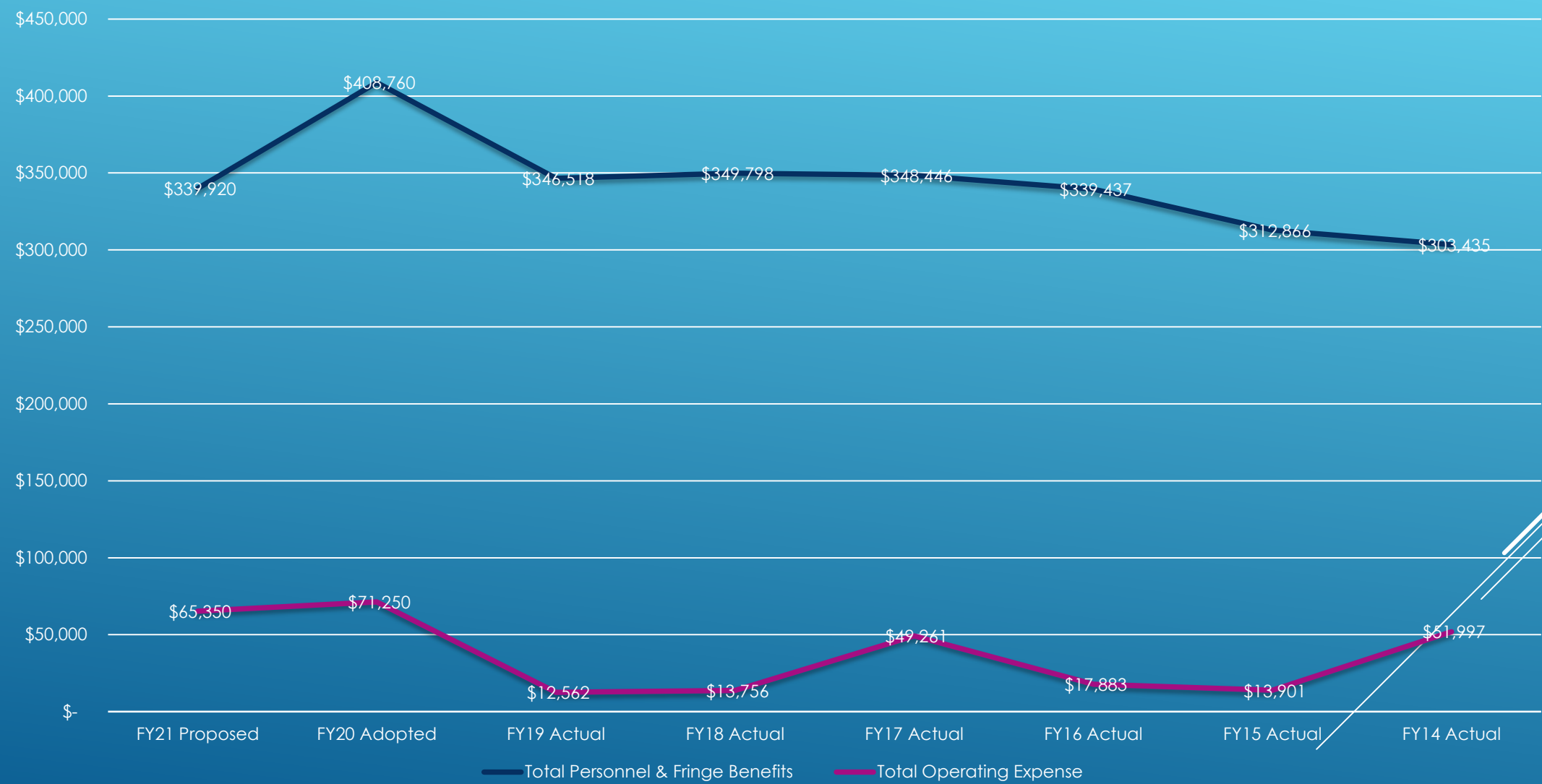
POLICE GANG/DRUG TASK FORCE



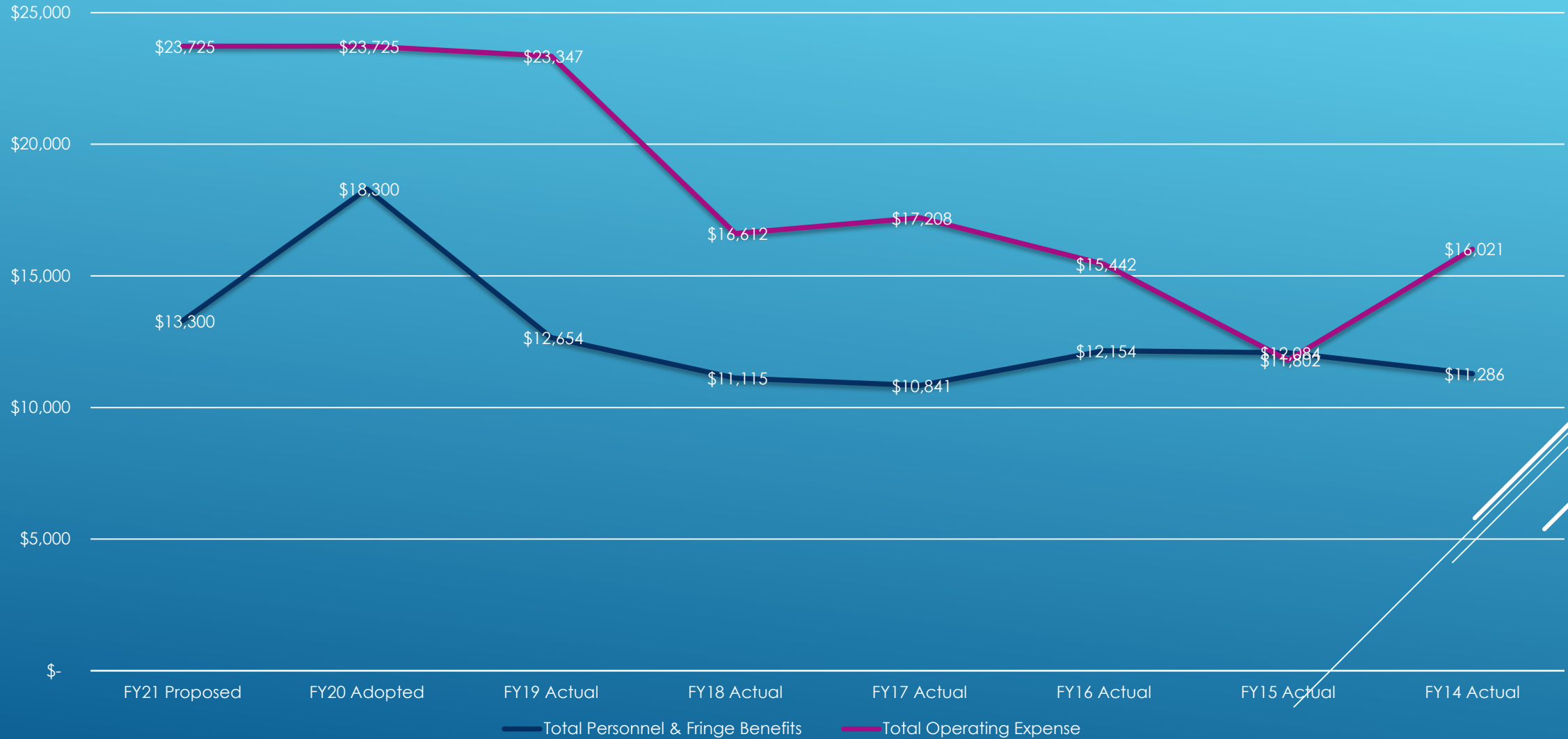
EMERGENCY SERVICES (SWAT)



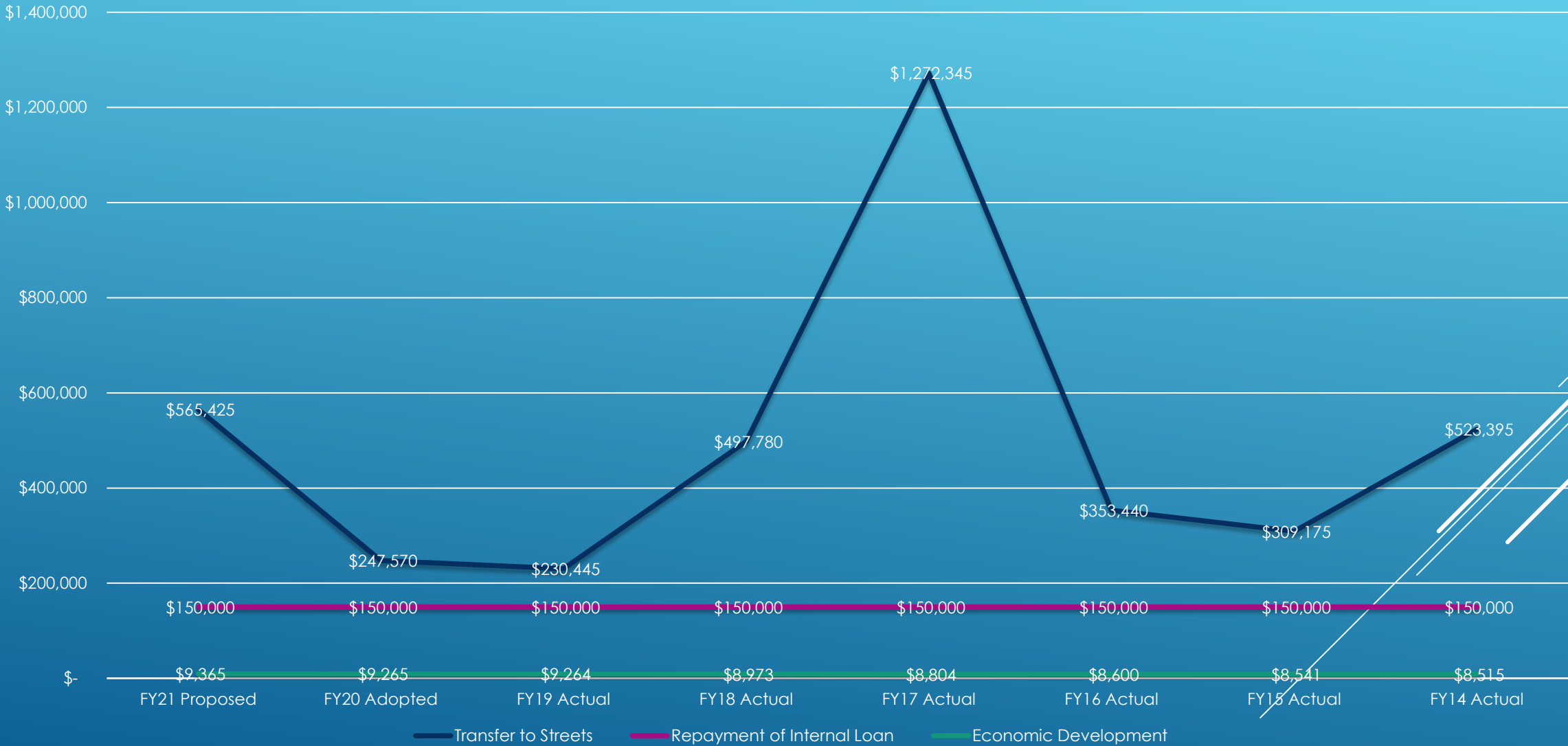
PLANNING & ZONING



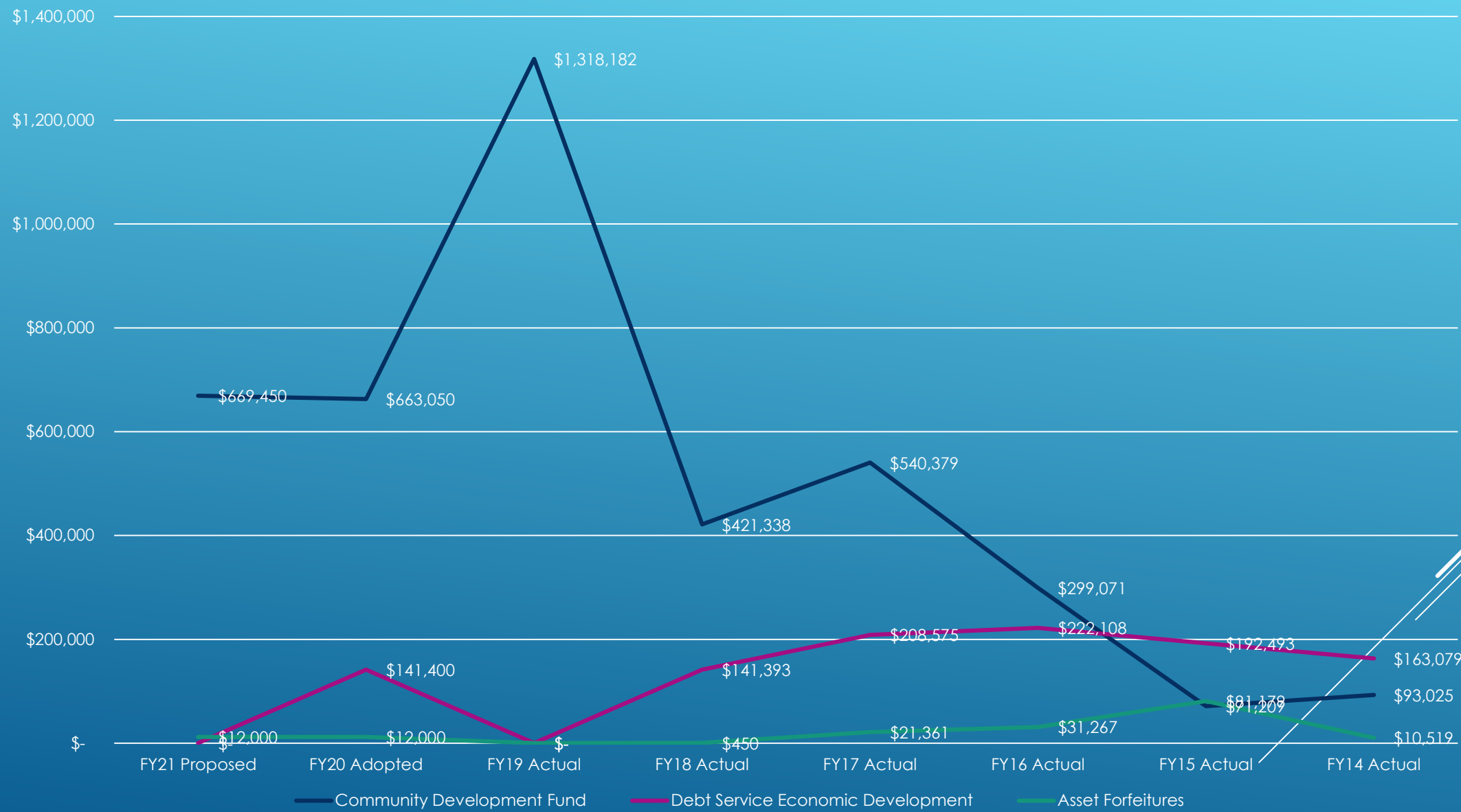
PLANNING BOARDS & COMMISSIONS



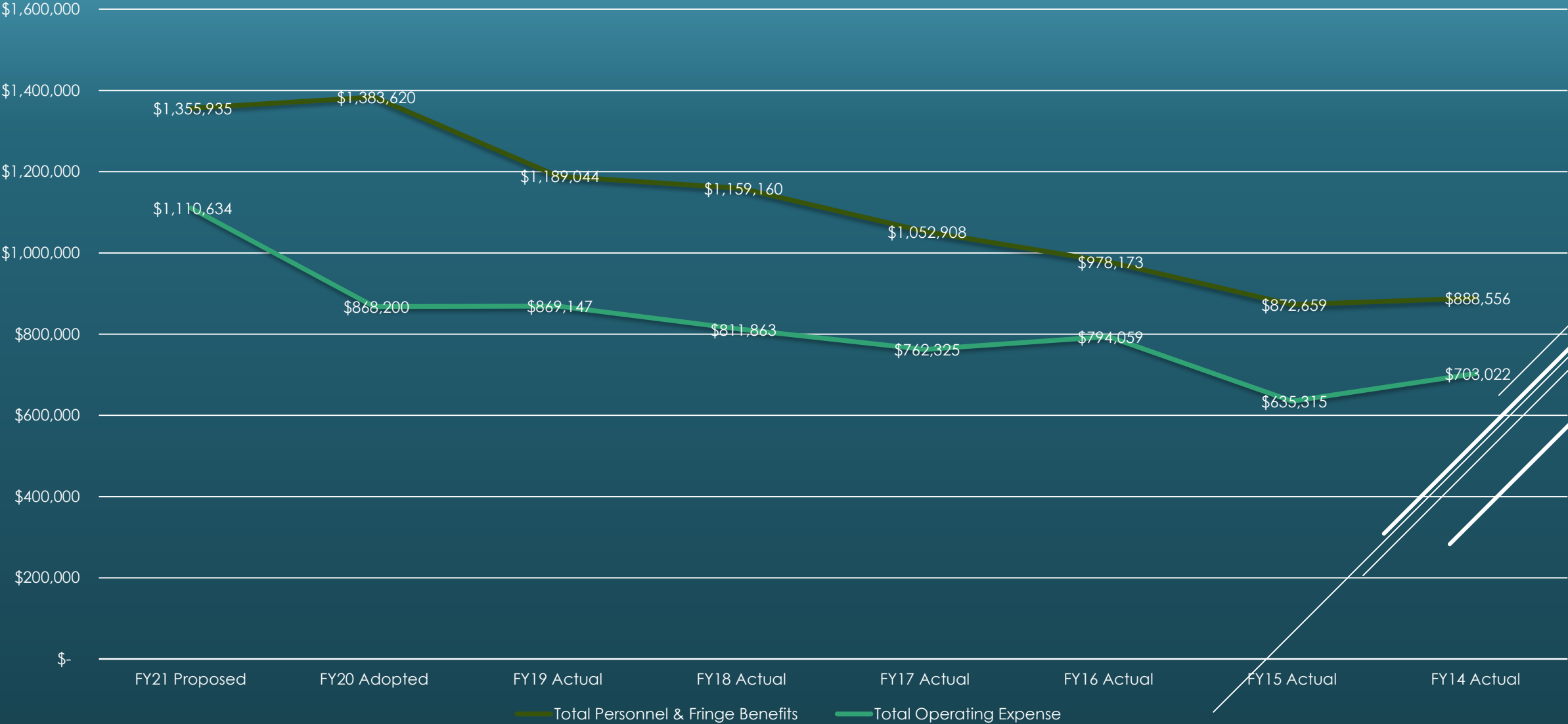
ECONOMIC DEVELOPMENT FUND / TRANSFER TO STREETS



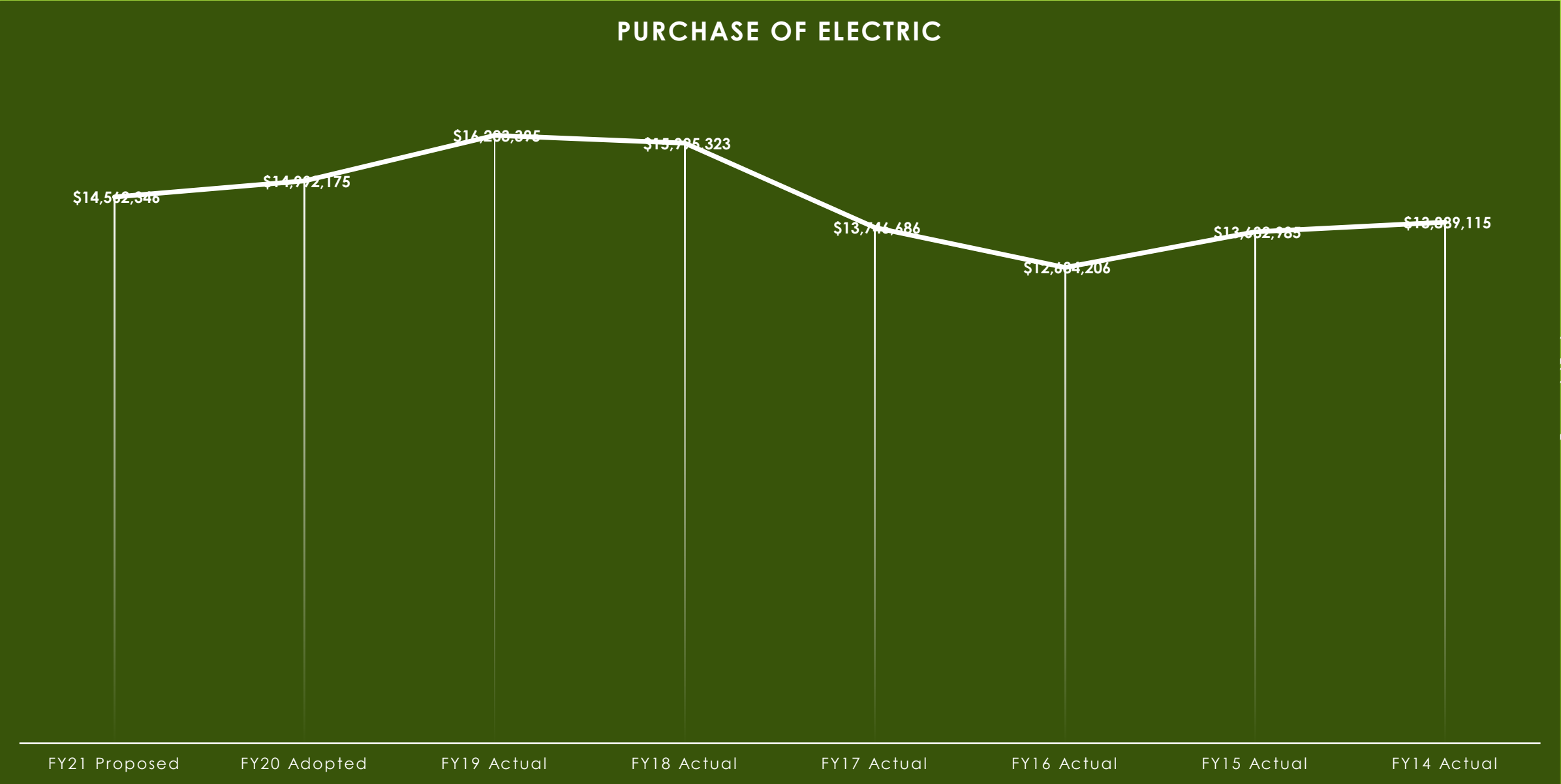
SPECIAL PROJECTS EXPENSES



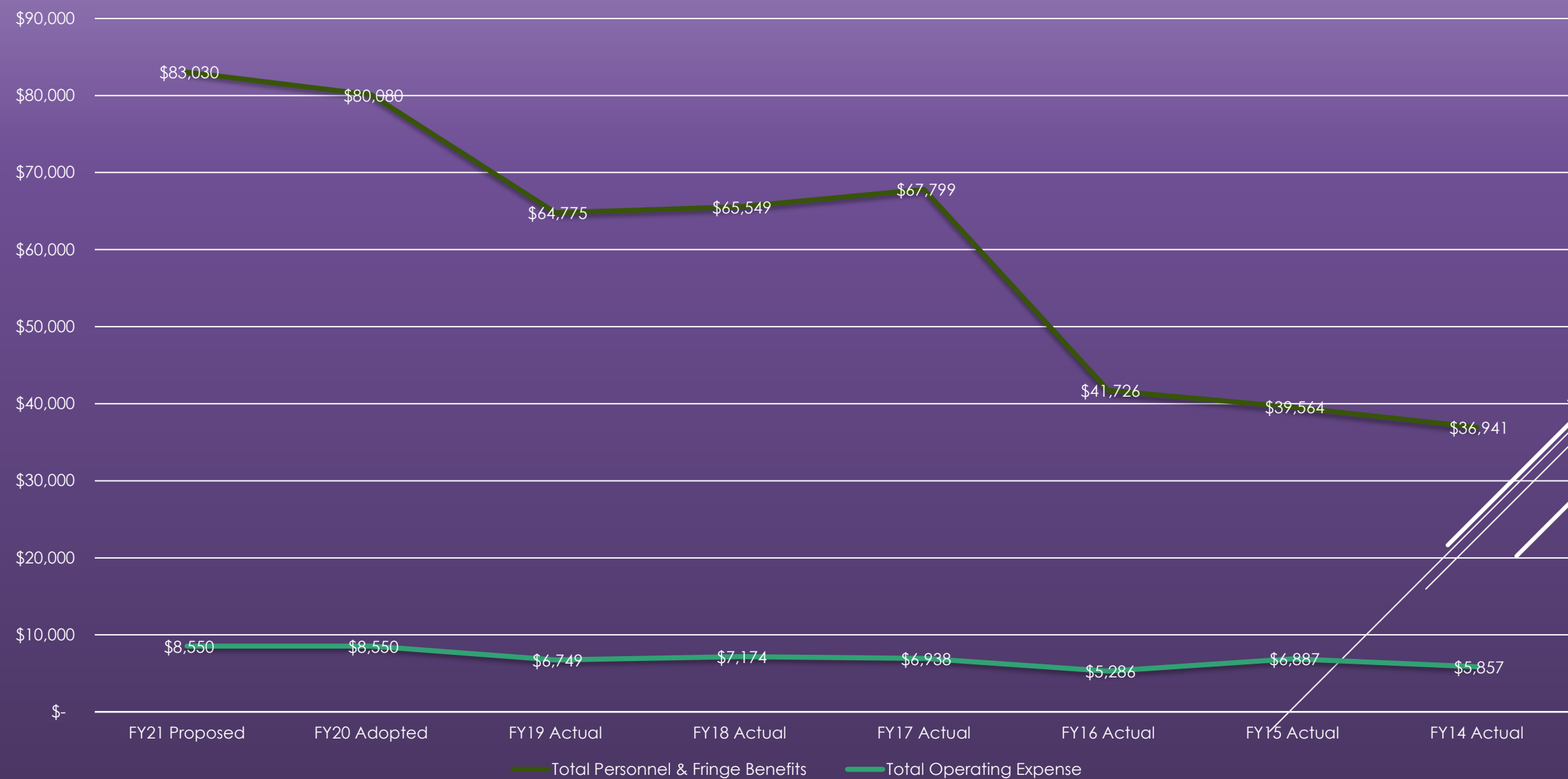
ELECTRIC DEPARTMENT



PURCHASE OF ELECTRIC



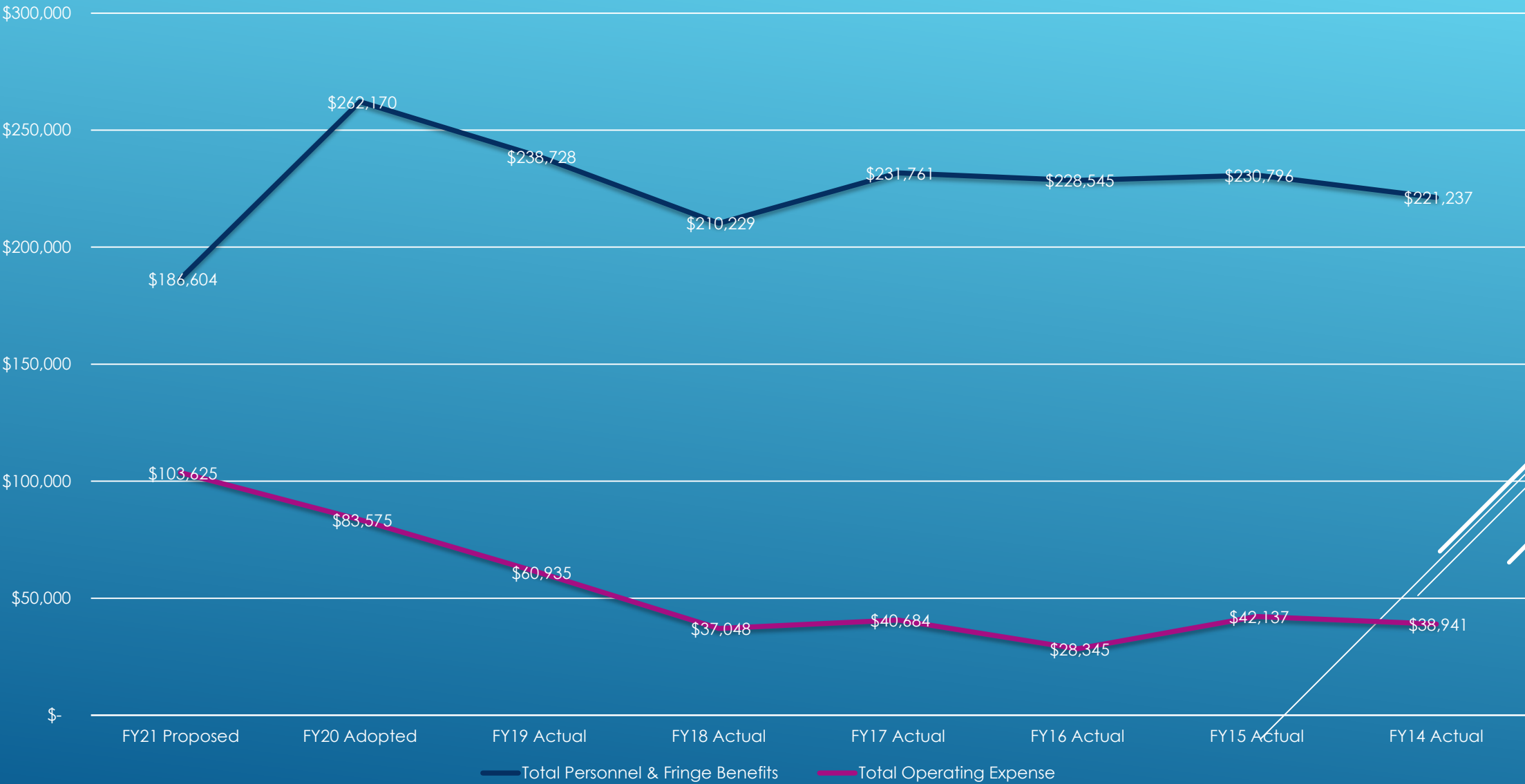
METER READING - ELECTRIC



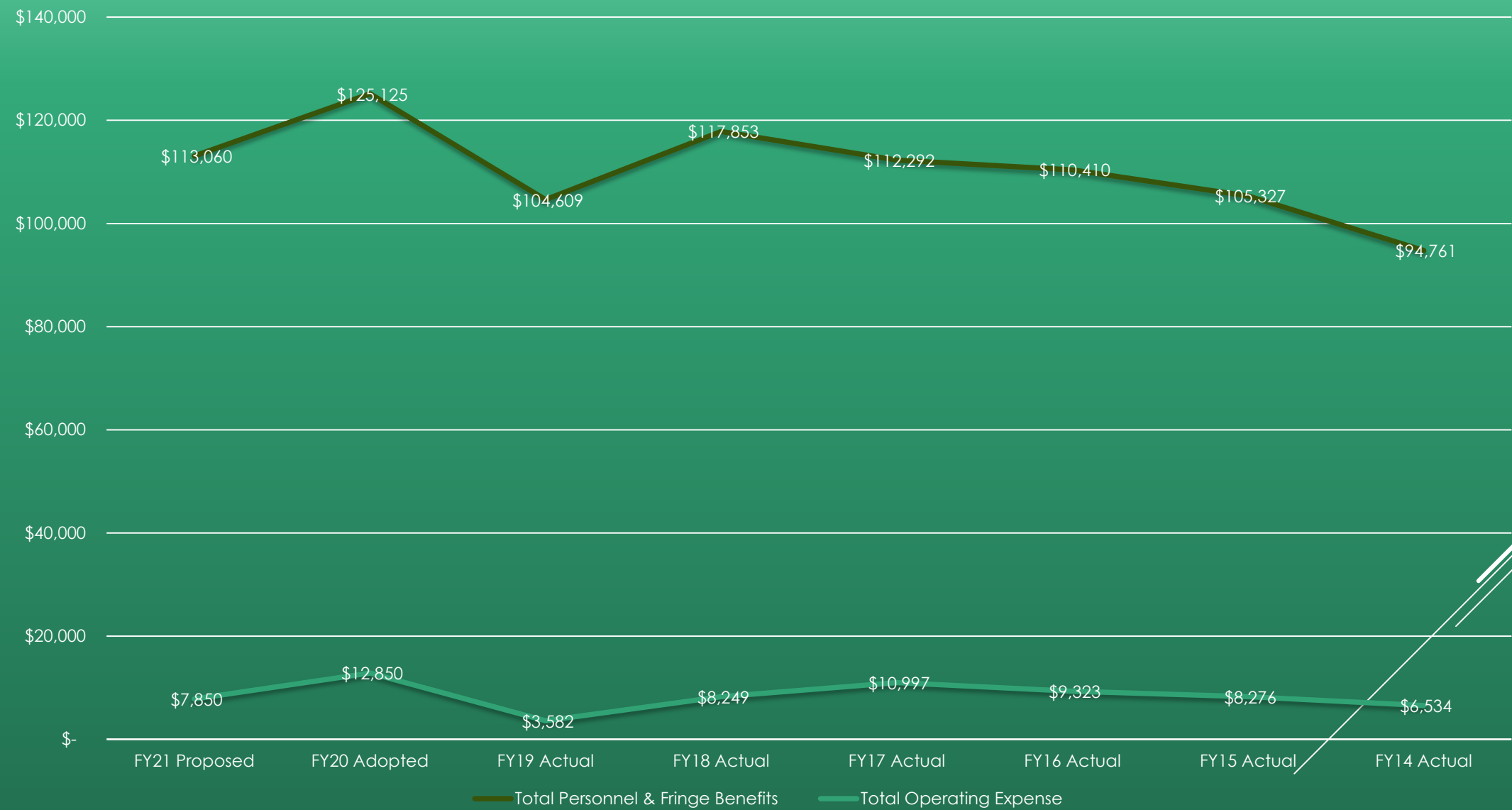
GENERAL PROPERTIES



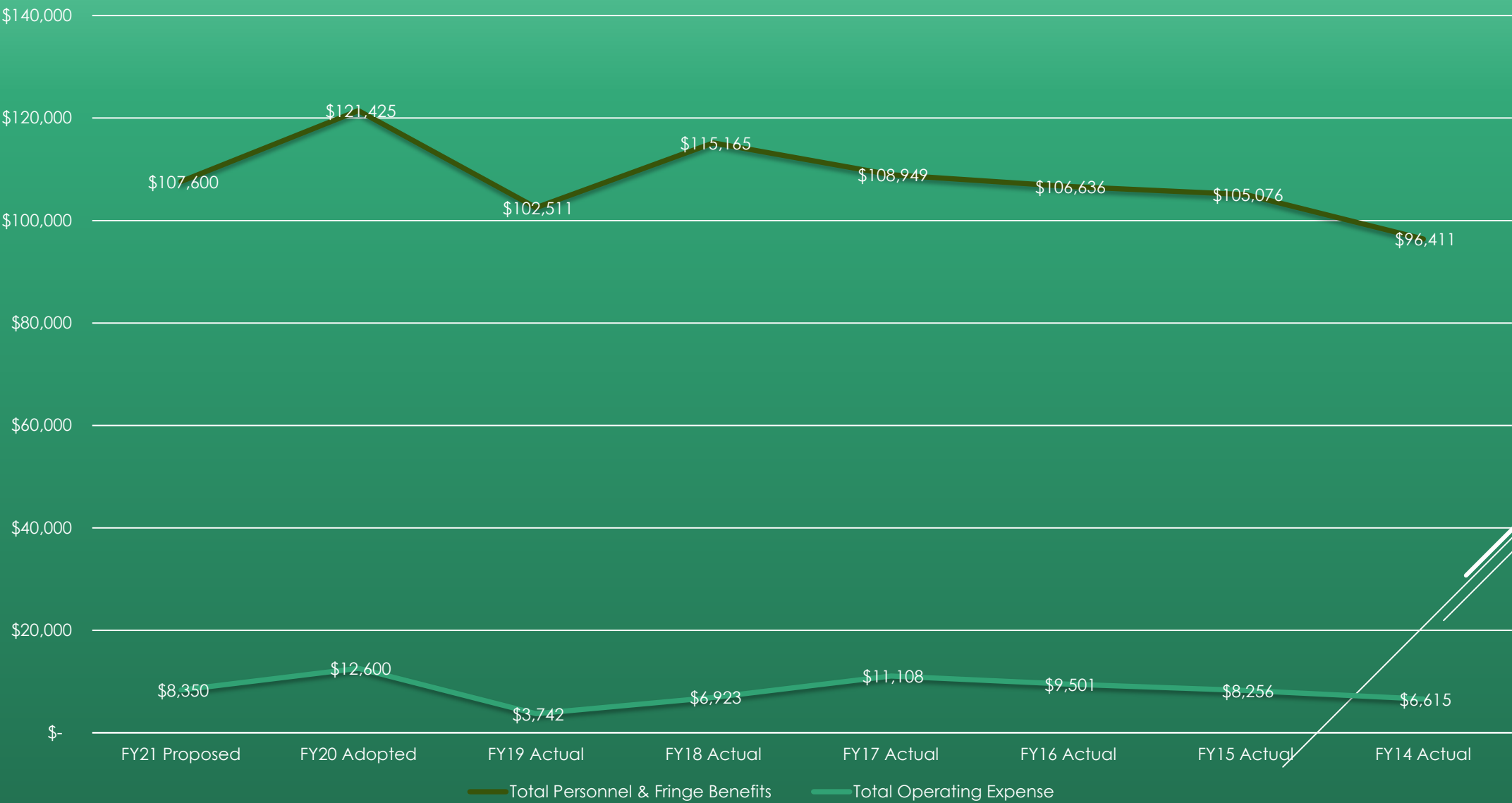
HORTICULTURE



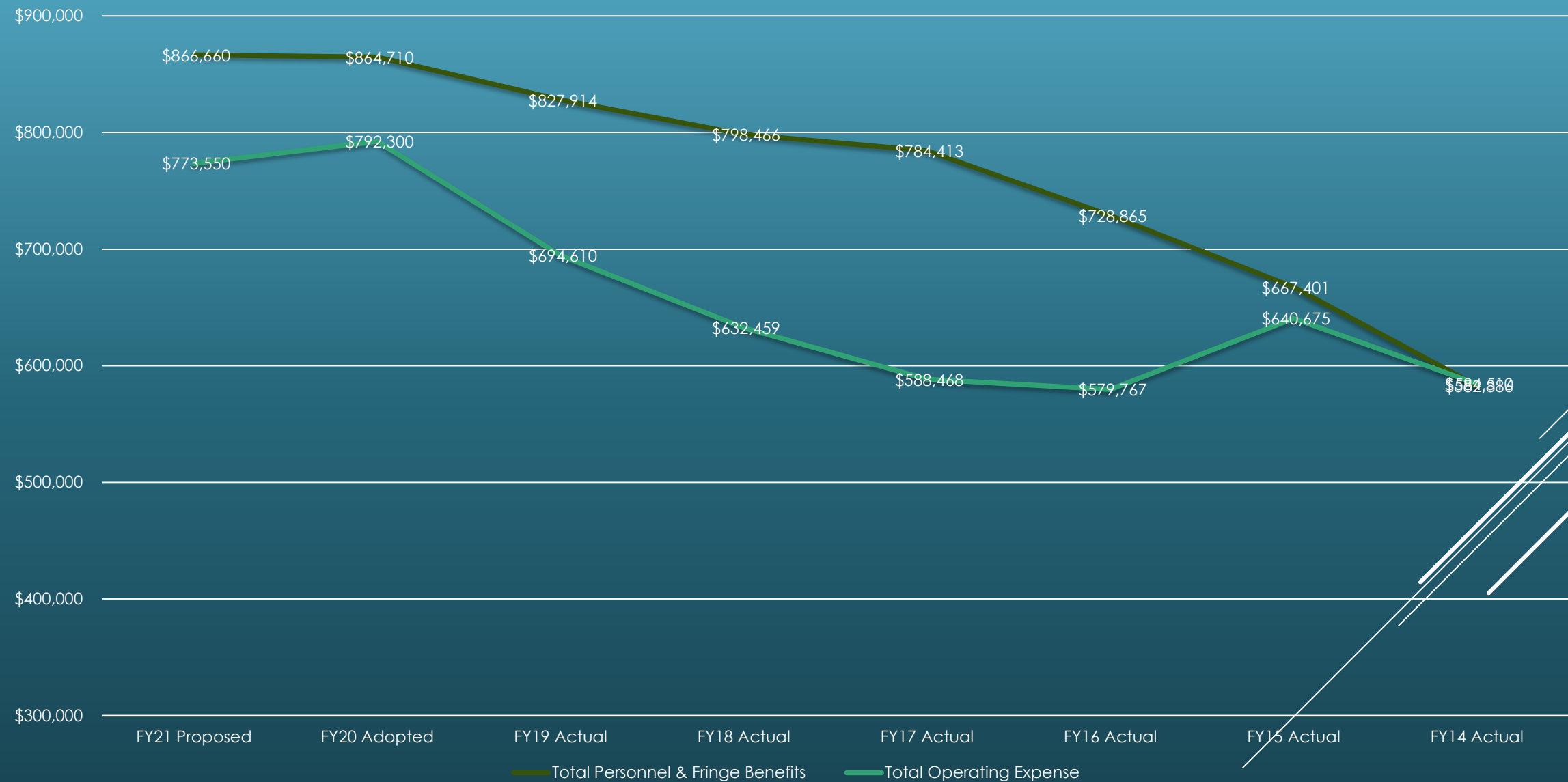
WATER ADMINISTRATION



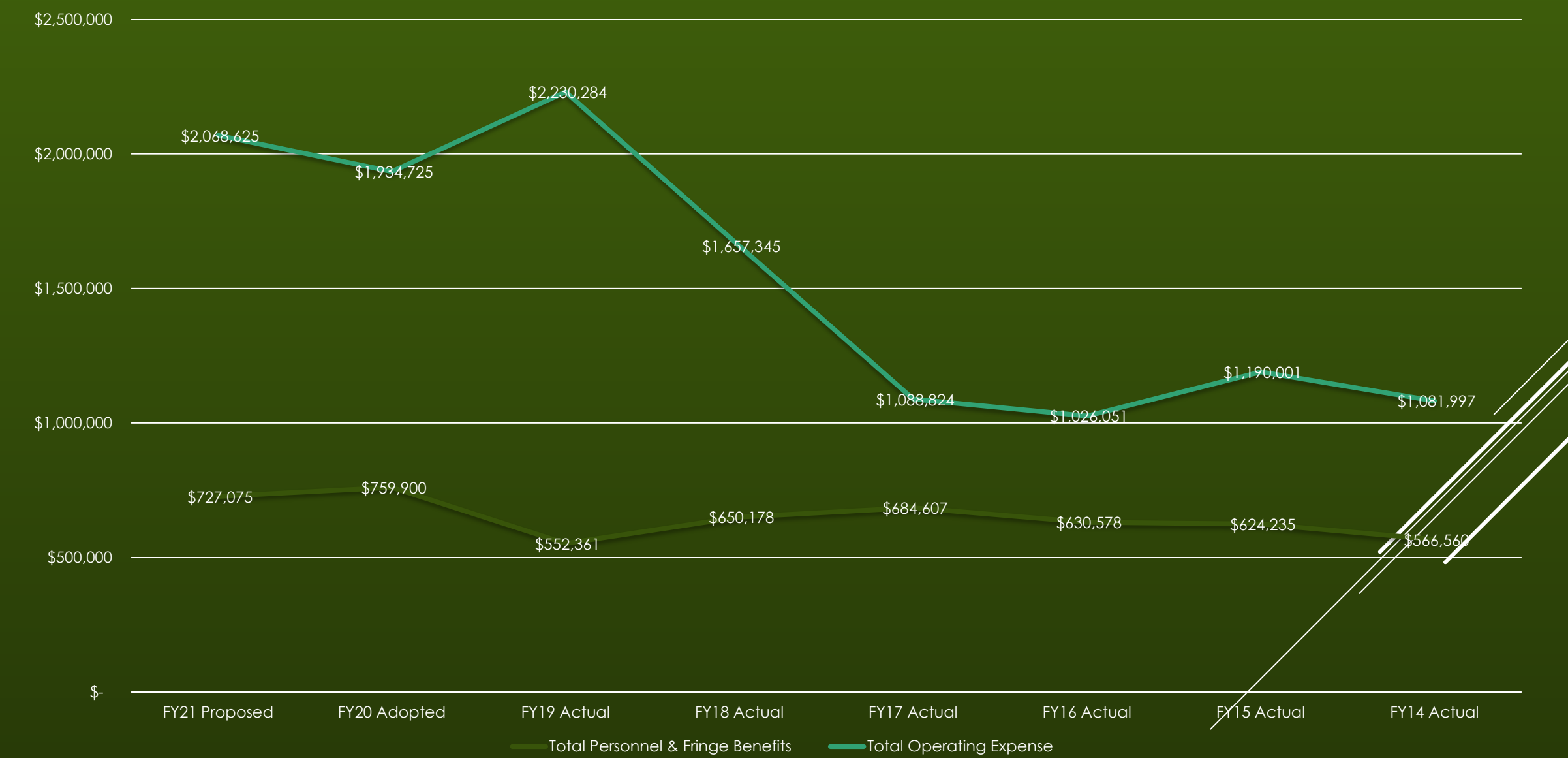
SEWER ADMINISTRATION



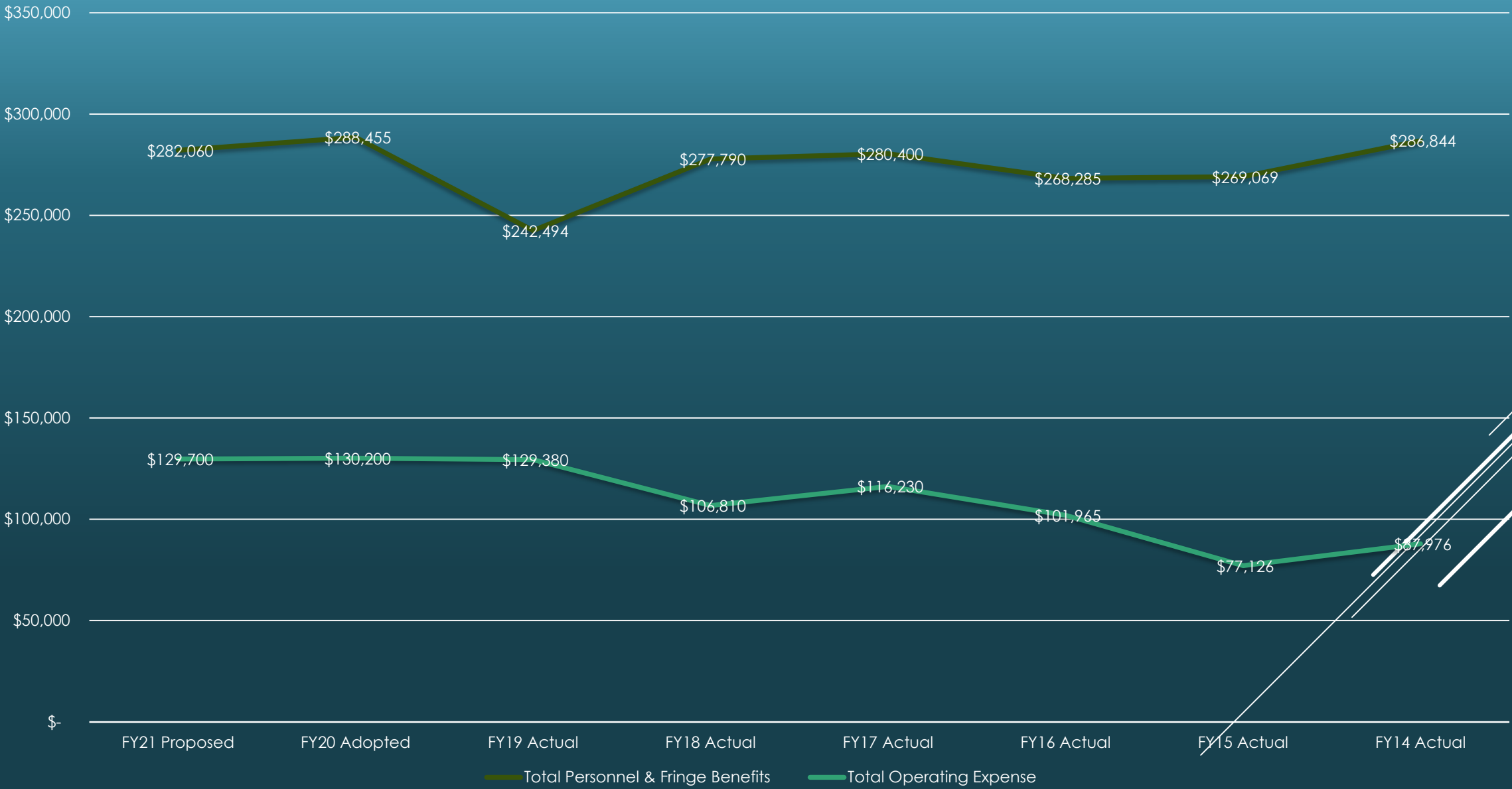
WATER PLANT



WASTE WATER TREATMENT PLANT



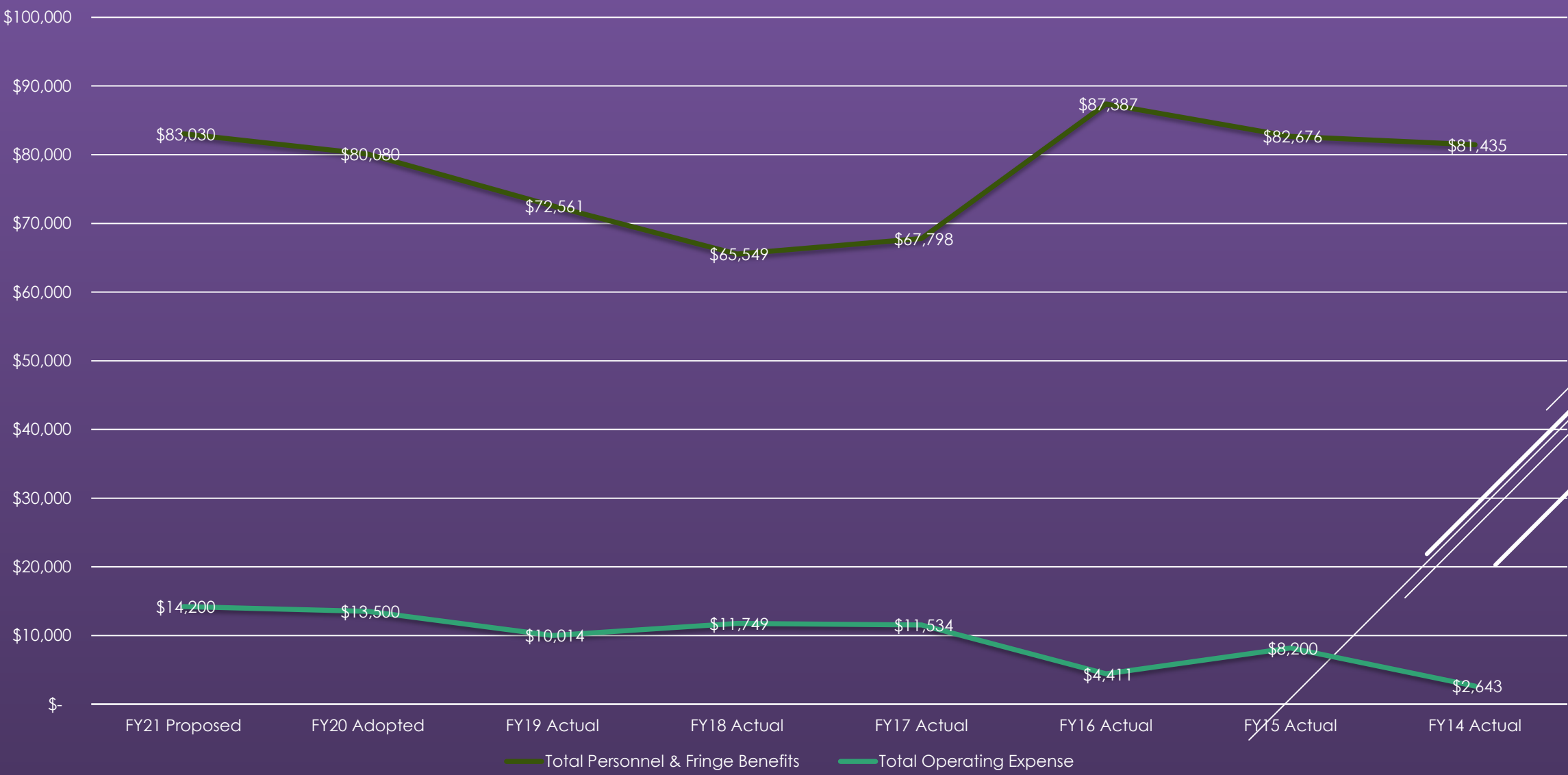
WATER LINE MAINTENANCE



SEWER MAINTENANCE



METER READING - WATER



SOLID WASTE



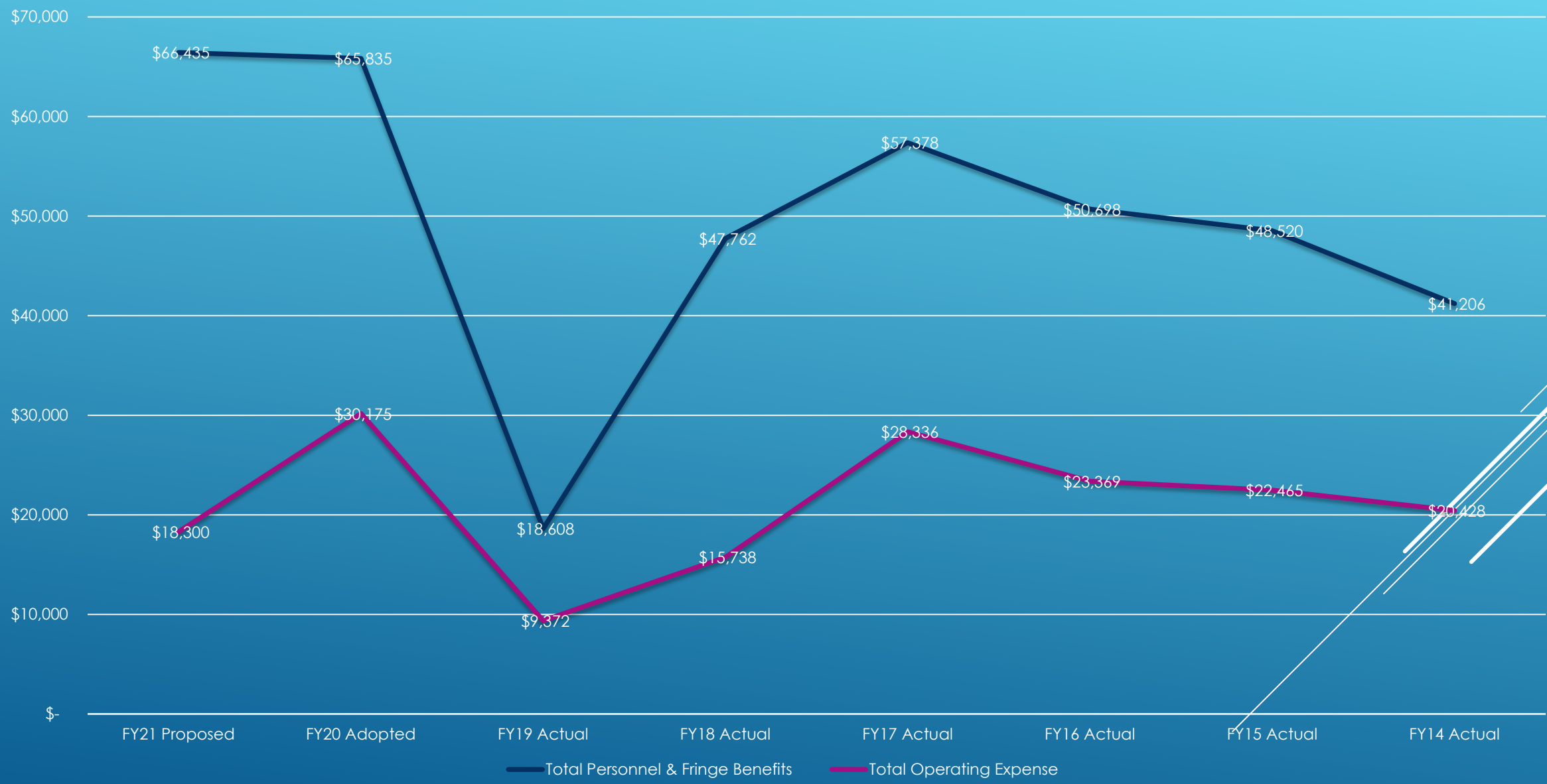
STREETS NON-VDOT



HIGHWAY MAINTENANCE



CONSTRUCTION/INSPECTIONS

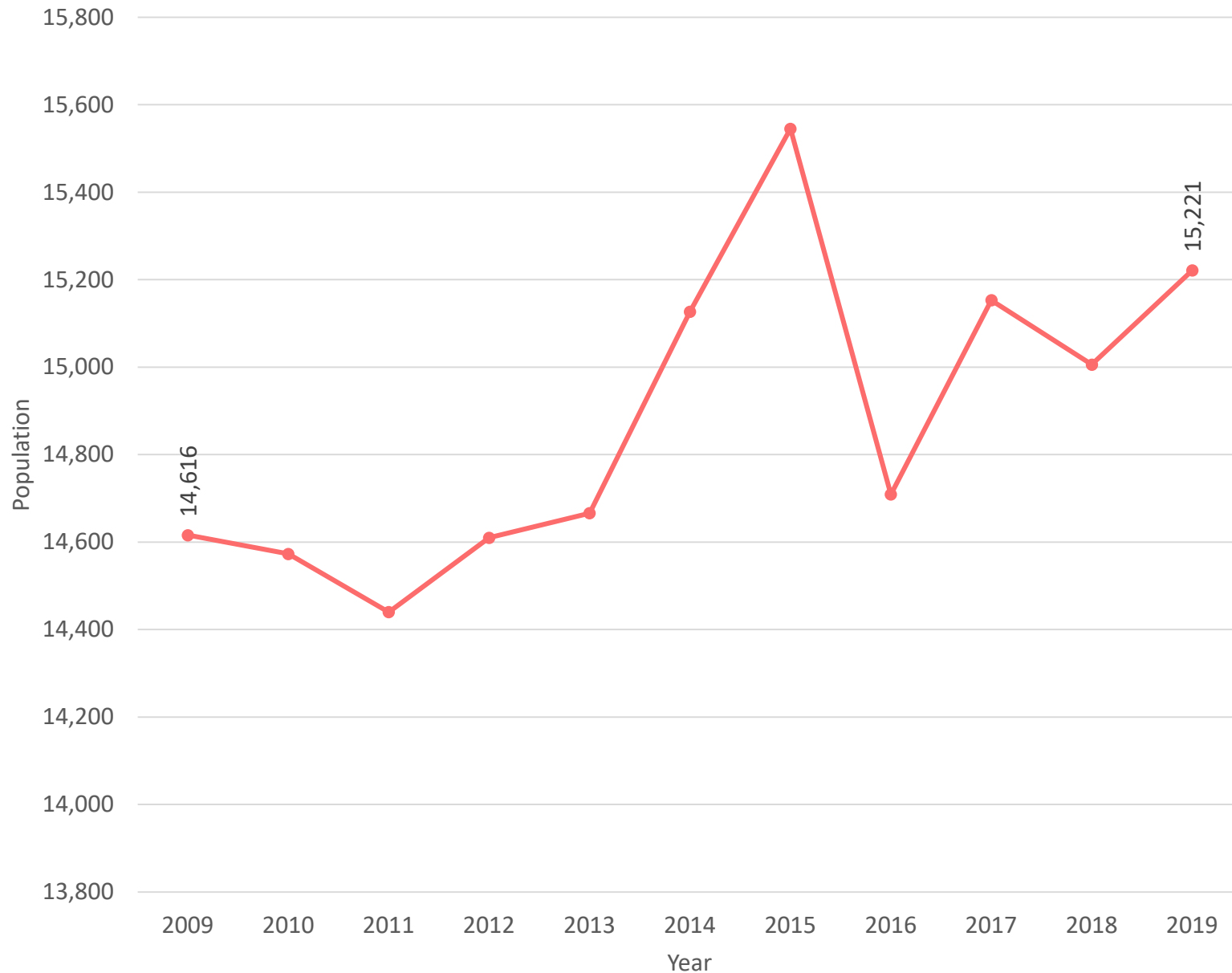




TOWN OF FRONT ROYAL HISTORICAL TRENDS

02/03/2020

Town of Front Royal Population



Population Trend

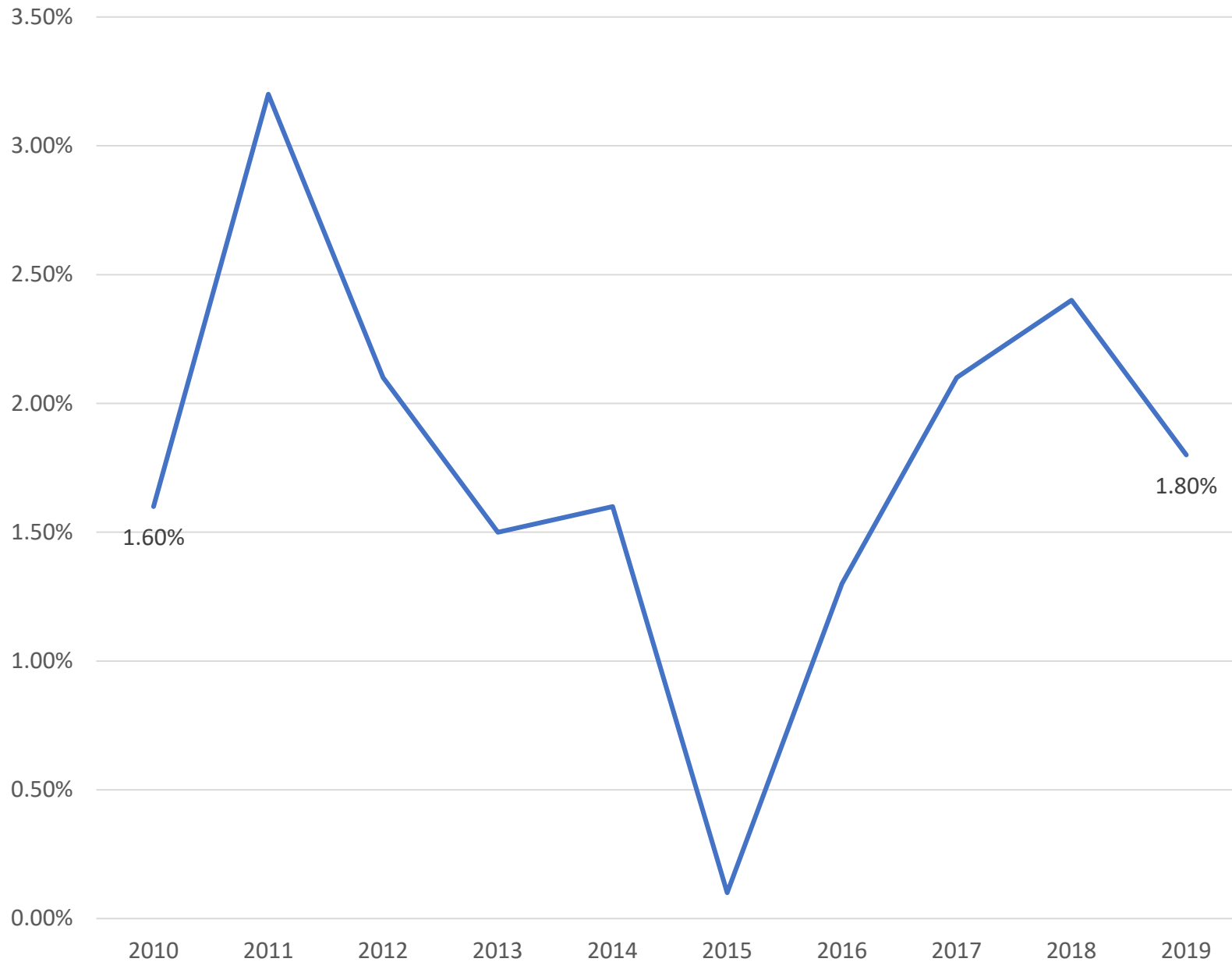
10 Year Cumulative

- +605 residents
- +4.1%

5 Year Cumulative

- -324 residents
- -2%

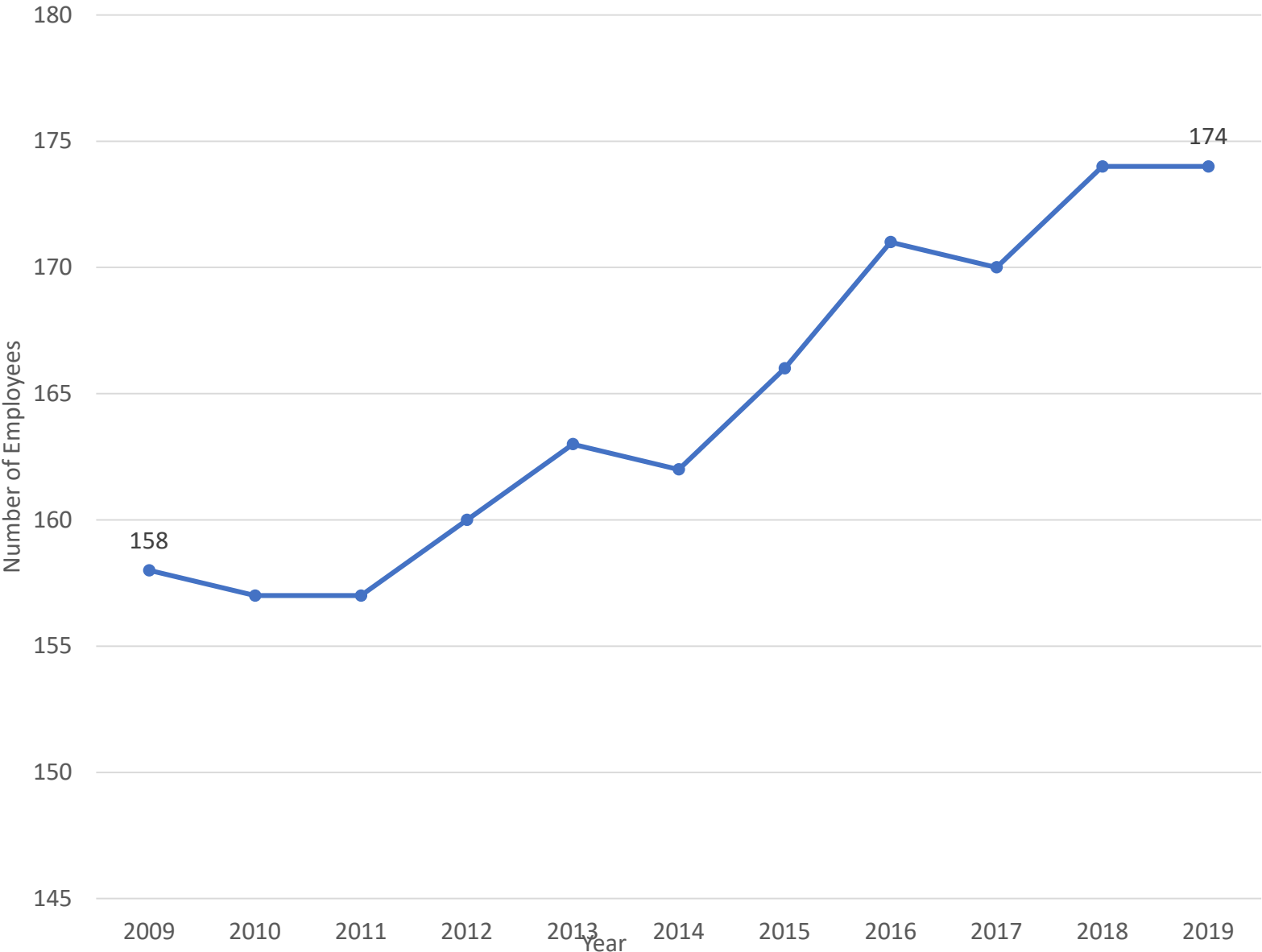
Consumer Price Index (CPI)



CPI

- Average annual 1.77%

Full-Time Employees



Full-Time Employees

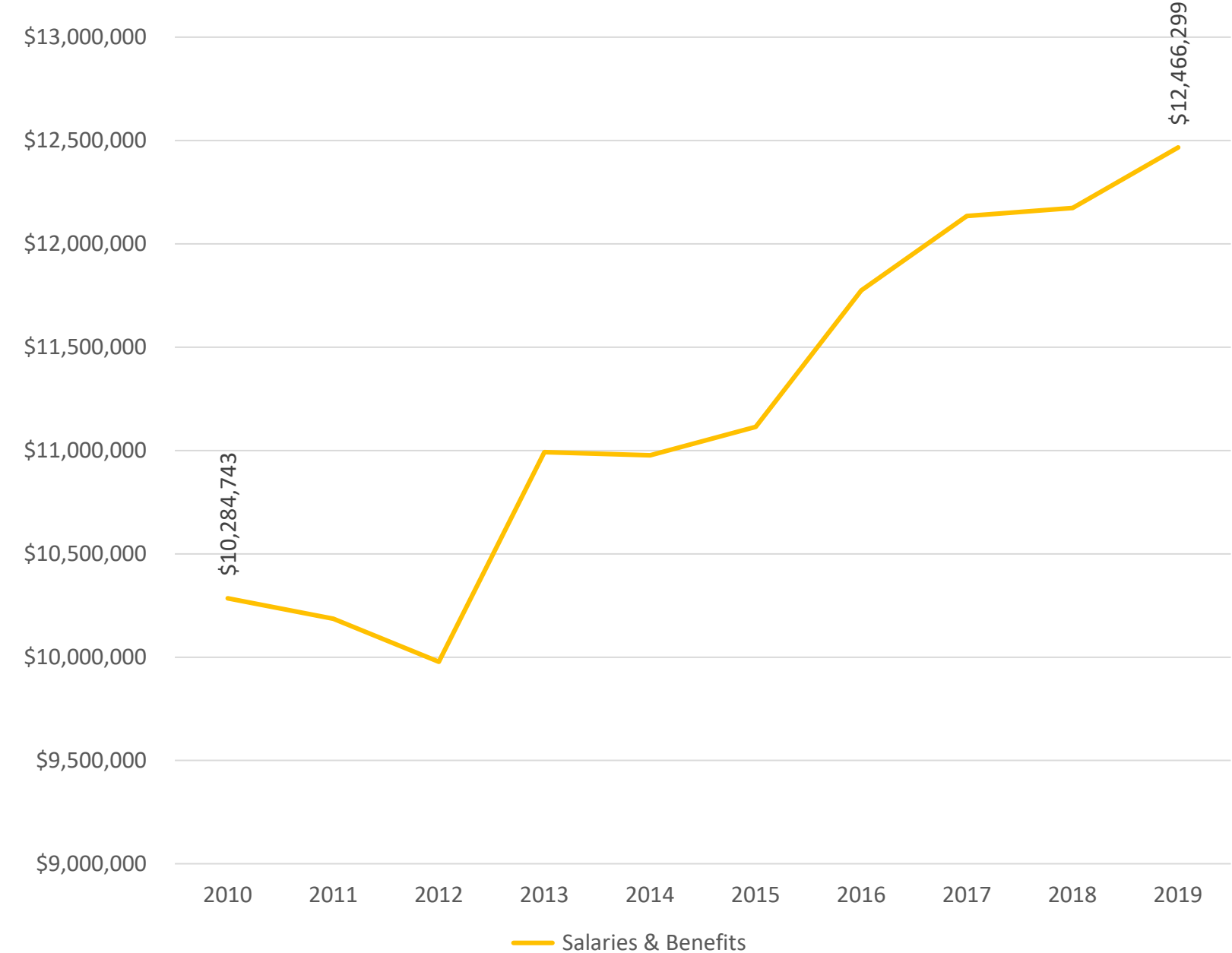
- +16 employees
- +10.1%

Note:

177 FY20 Budgeted

173 FY21 Budgeted

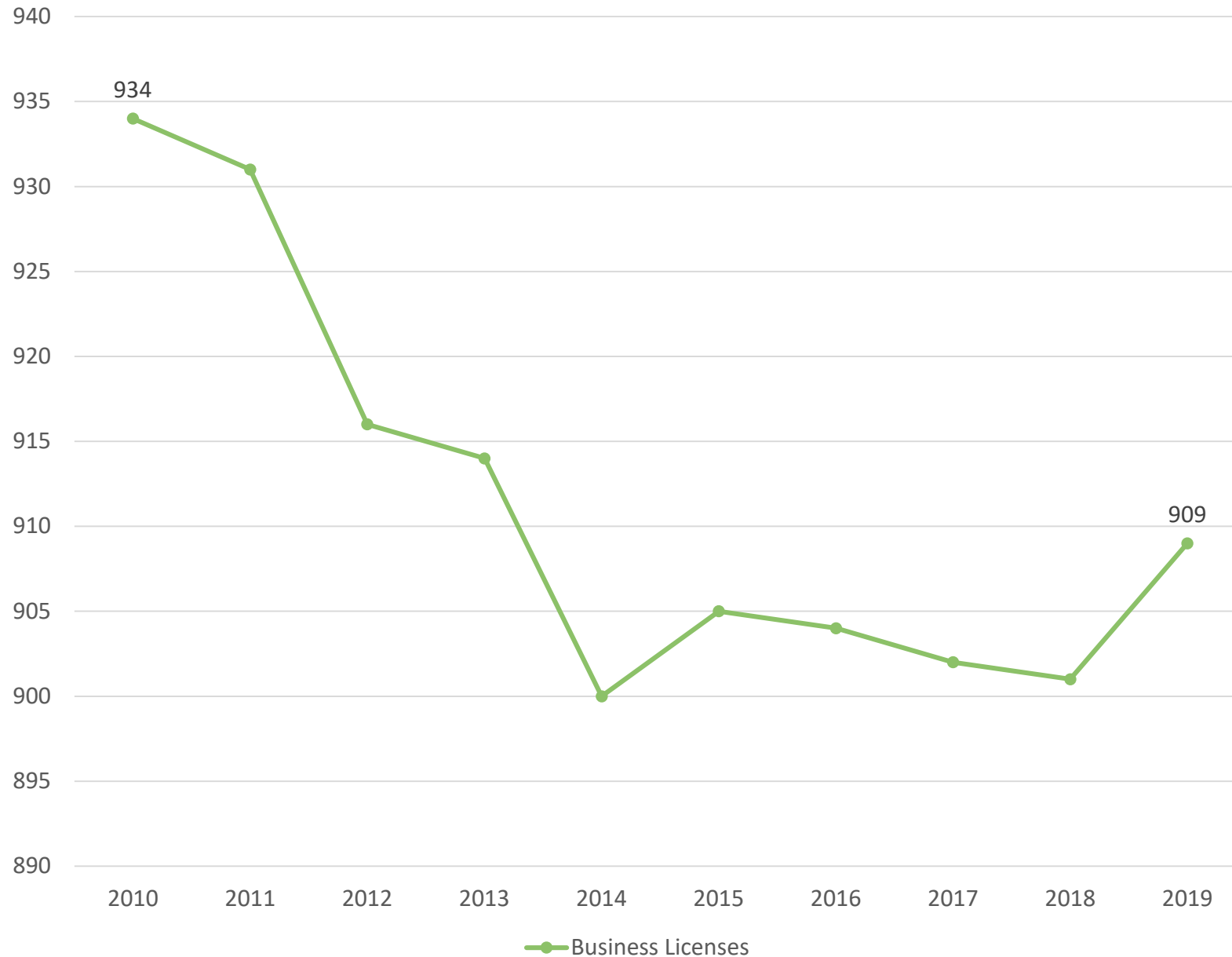
Salaries & Benefits



Salaries & benefits

- +2.2M
- +21.2%

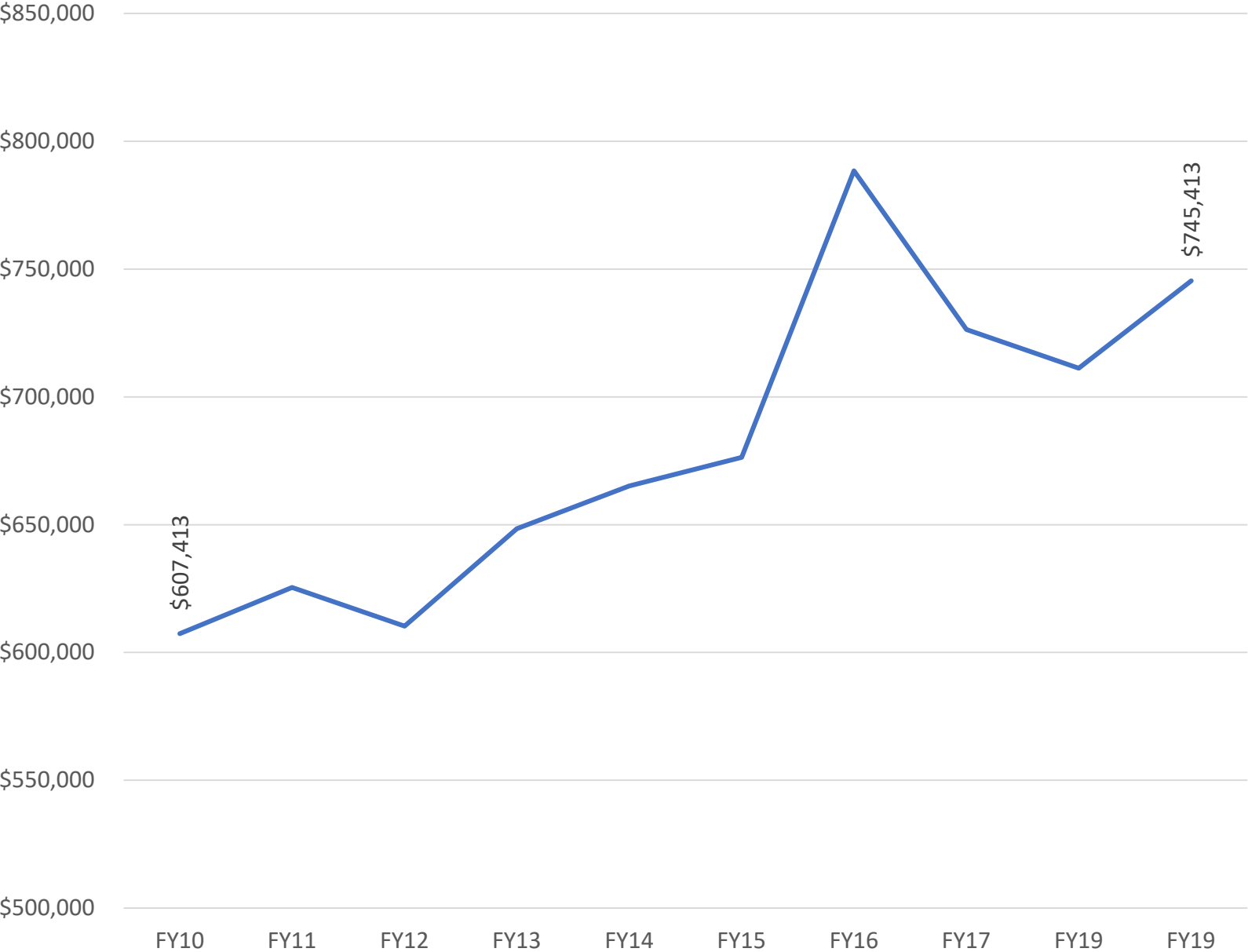
Business Licenses



Business Licenses Issued

- -25 licenses
- -2.7%

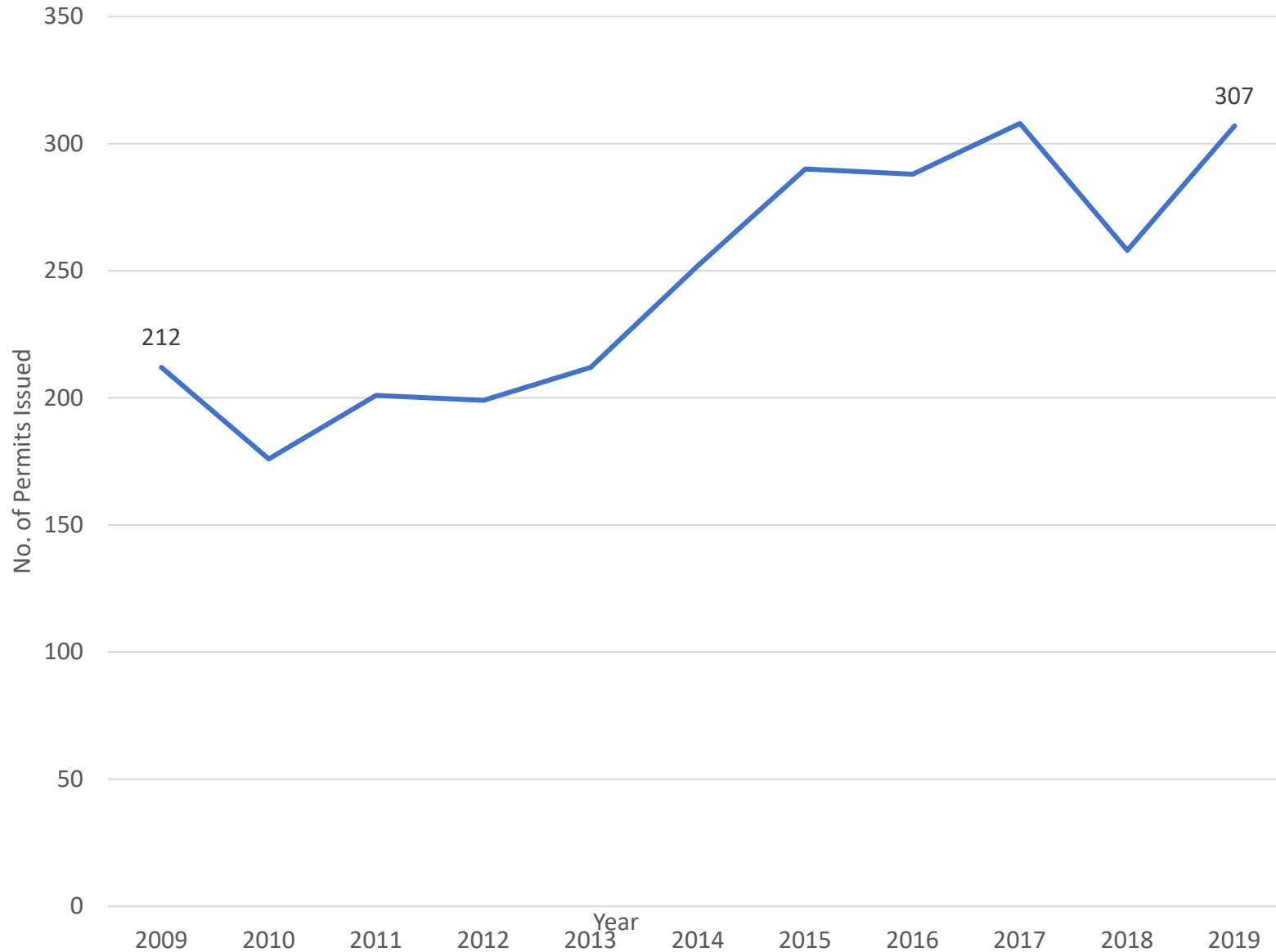
Business Professional Occupational License (BPOL)



BPOL Revenue

- +138K
- +22.7%

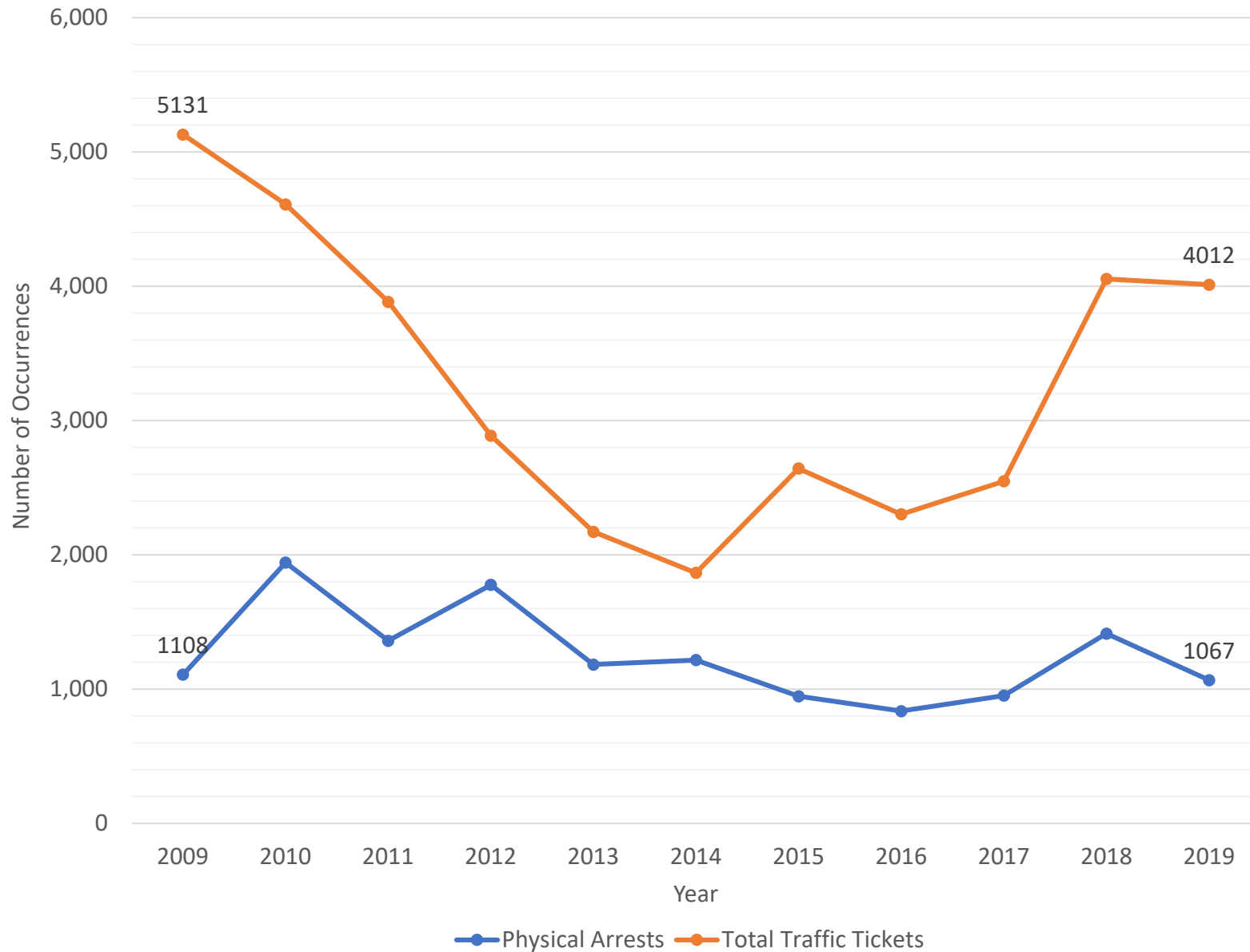
Zoning Permits Issued



Zoning Permits Issued

- +95 permits
- +44.8%

Police Departments Stats



Police Department Stats

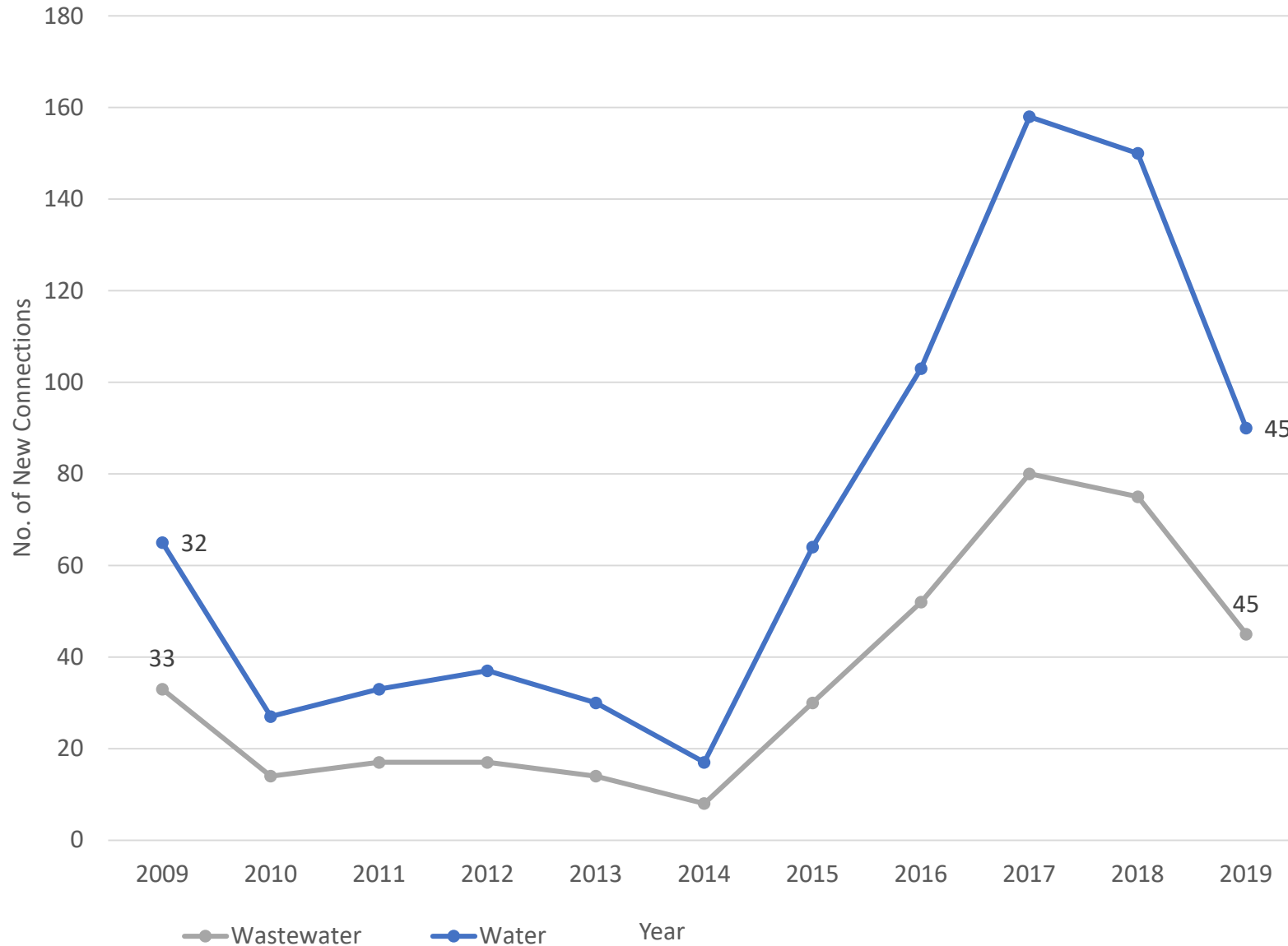
Traffic tickets

- -1119 tickets
- -21.8%

Arrests

- -41 arrests
- -3.7%

New Water/Wastewater Utility Connection



New Water & Wastewater Utility Connections

Water

- +13 connections
- +40.6%

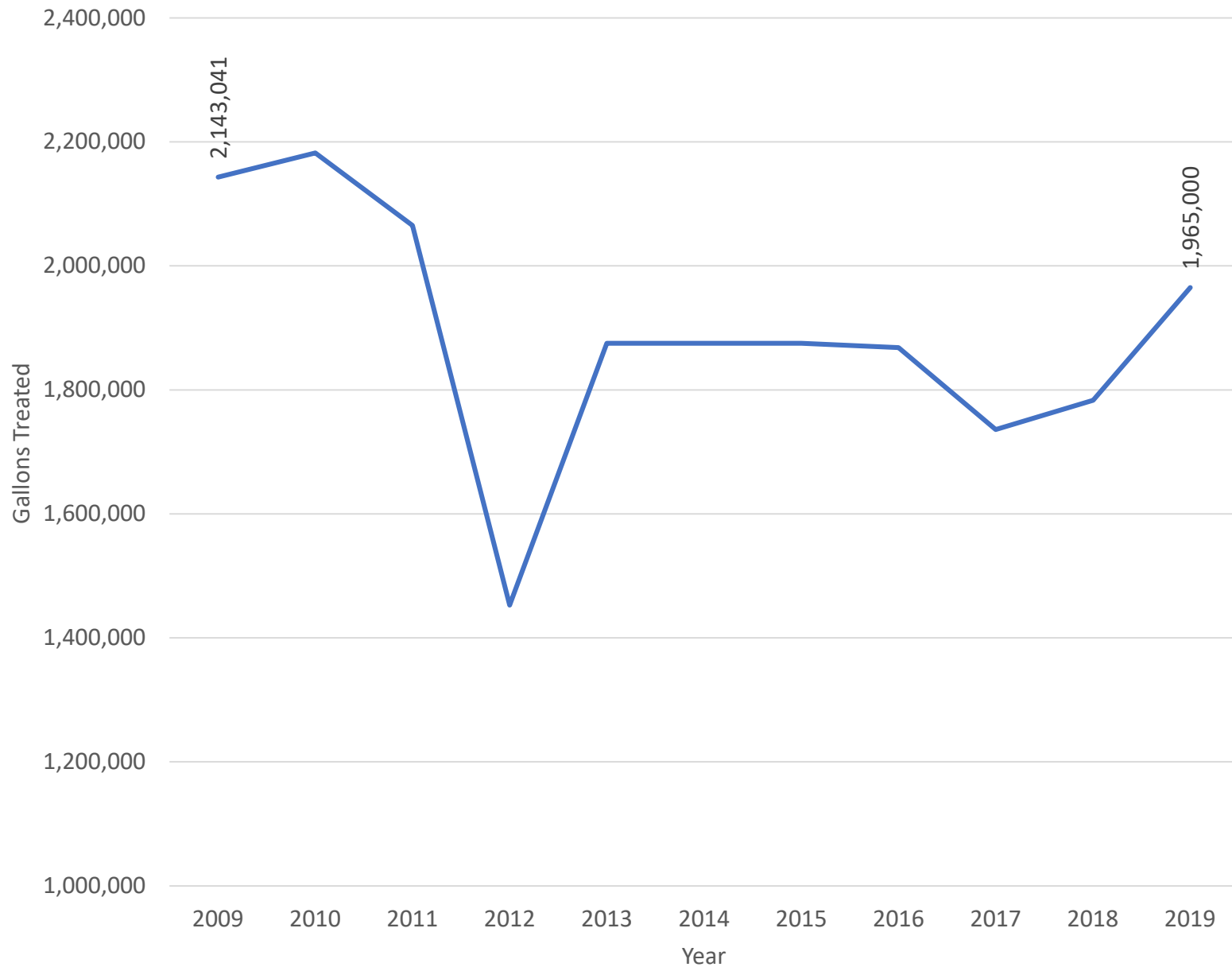
Wastewater

- +12 connections
- +36.4%

Totals:

- +25 connections 10

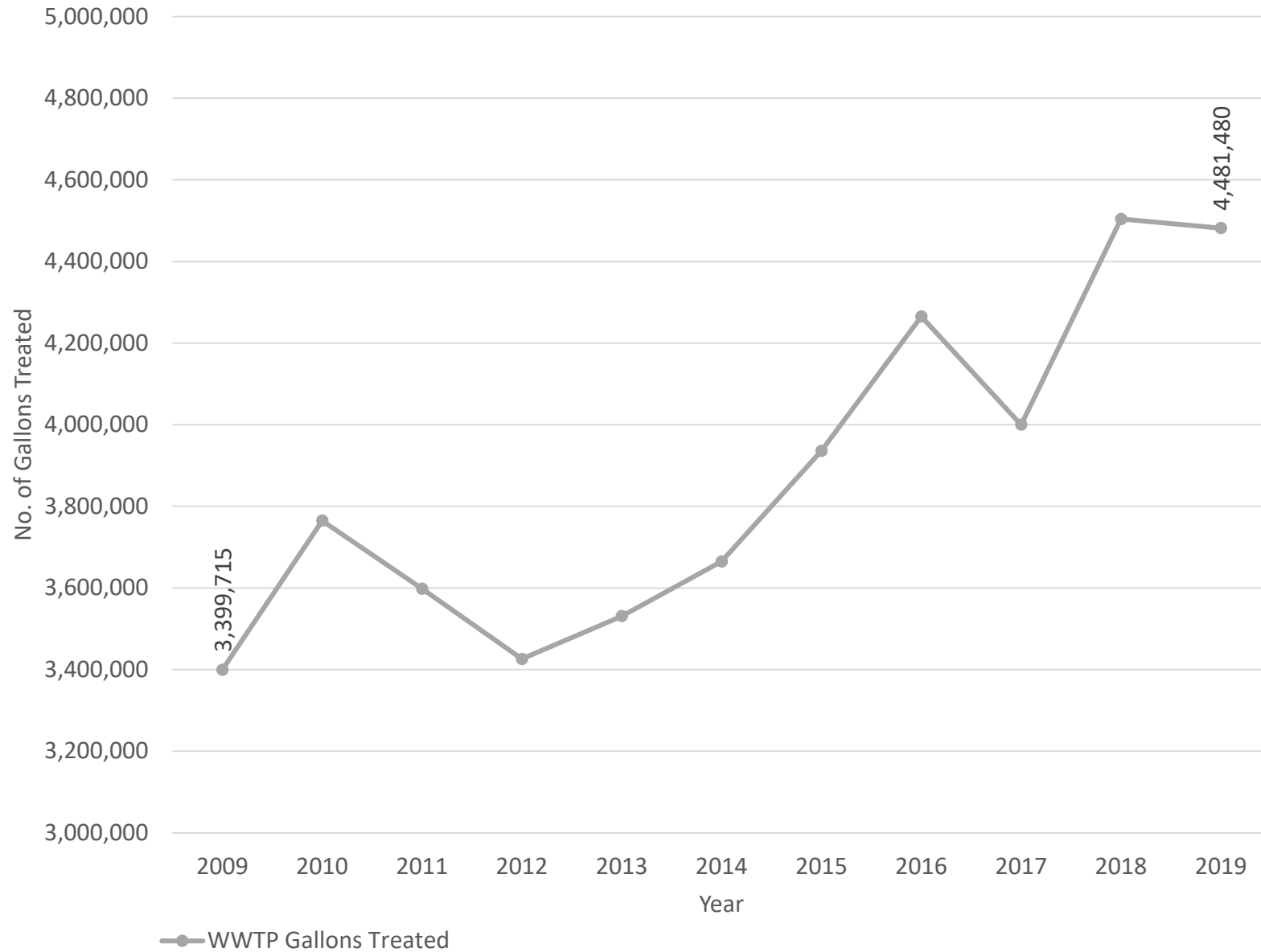
Water Average Daily Consumption



Water Average Daily Consumption

- -175K gallons
- -8.3%

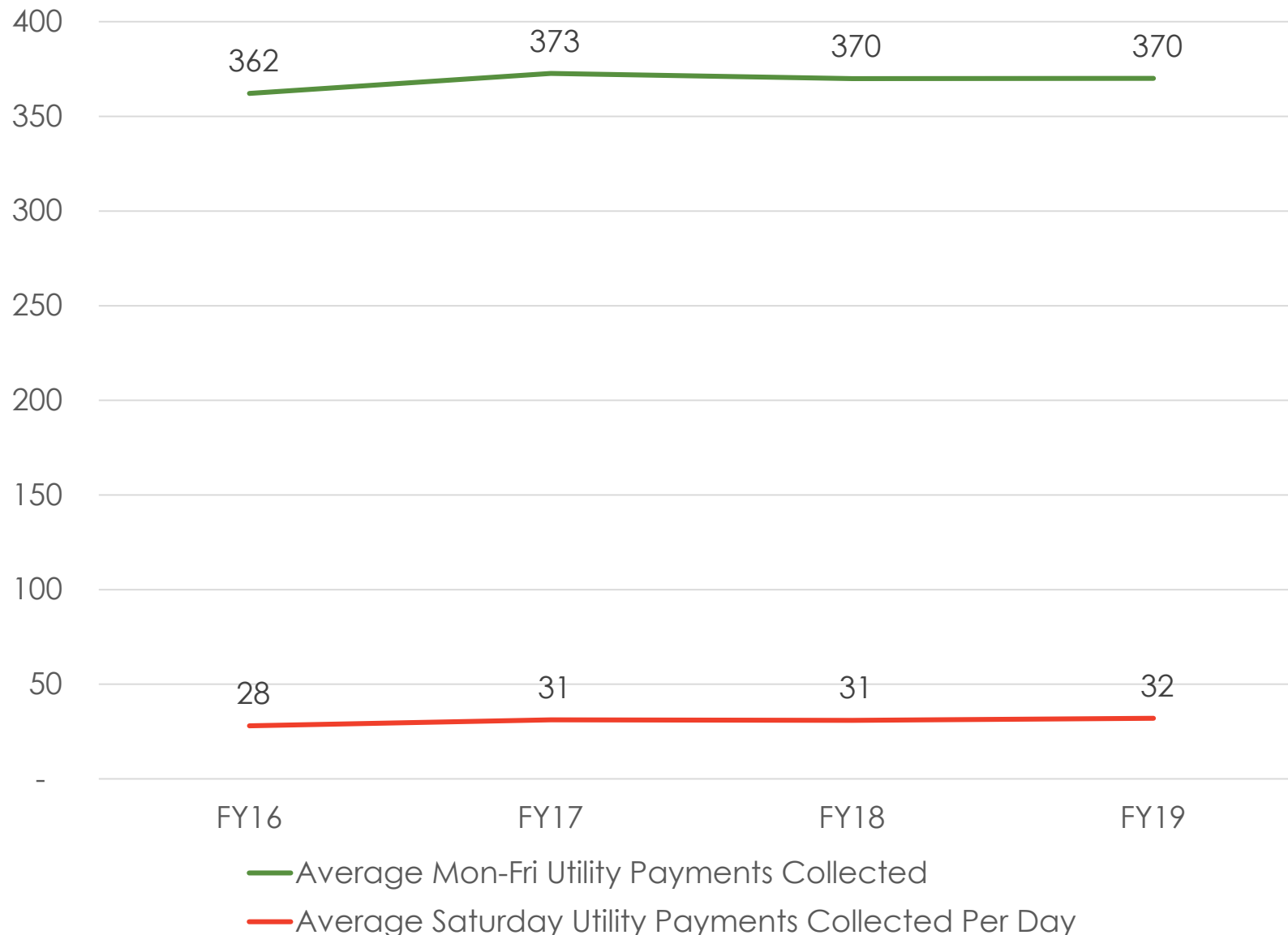
WWTP Average Daily Gallons Treated



Wastewater Treatment Plant Statistics (WWTP)

- +1.1M gallons
- +31.8%

Avg Weekday Utility Payment Received vs Saturday Payments Received

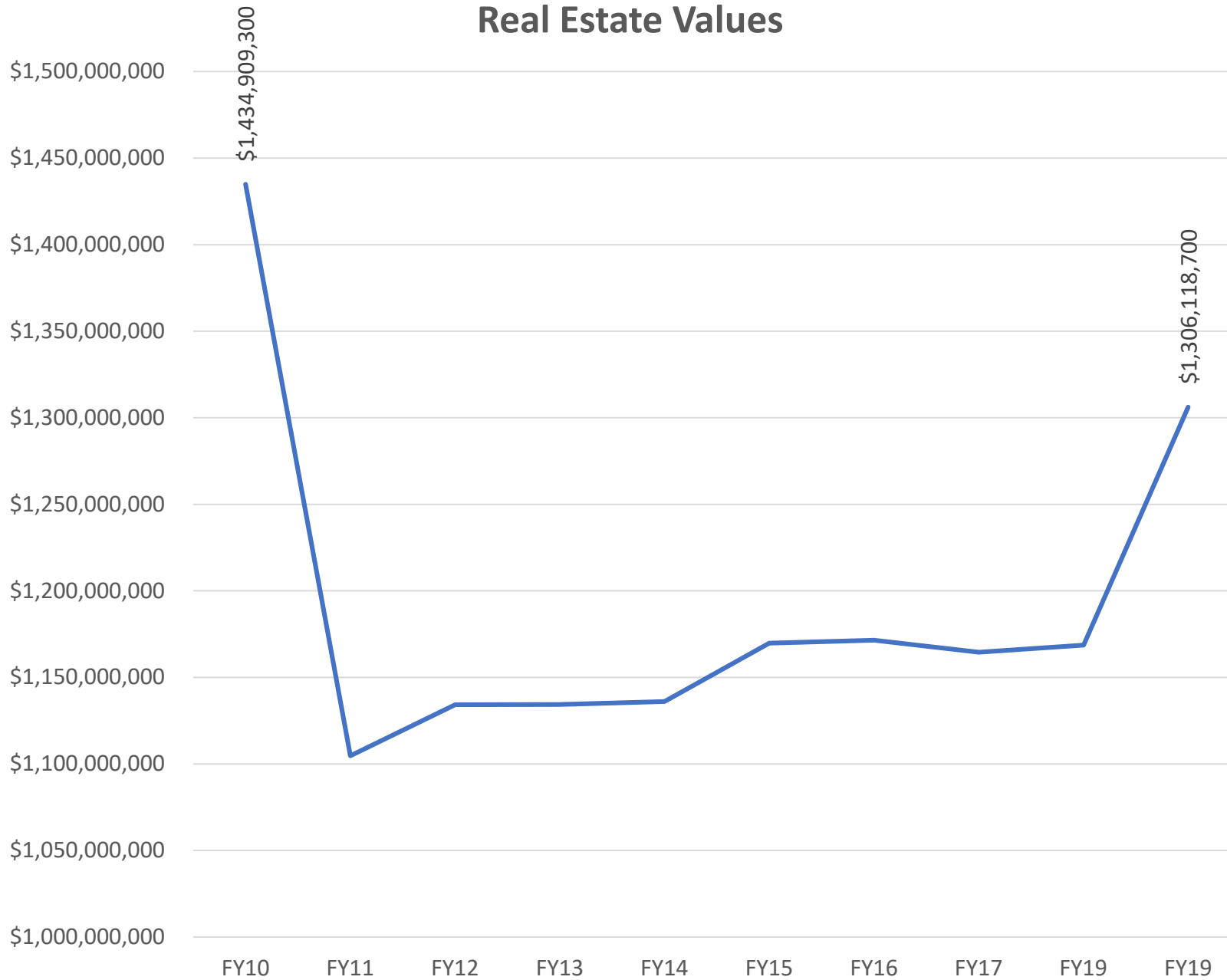


Avg# **Saturday** Payments - **30**

Avg# **Weekday** Payments - **389**

- Saturday payments have not increased since the Town began opening the drive-thru on Saturdays.
- Services provided on Saturdays is limited to only accepting payments; whereas, the vast majority of payments received could be placed in the dropbox located next to the drive-thru window.

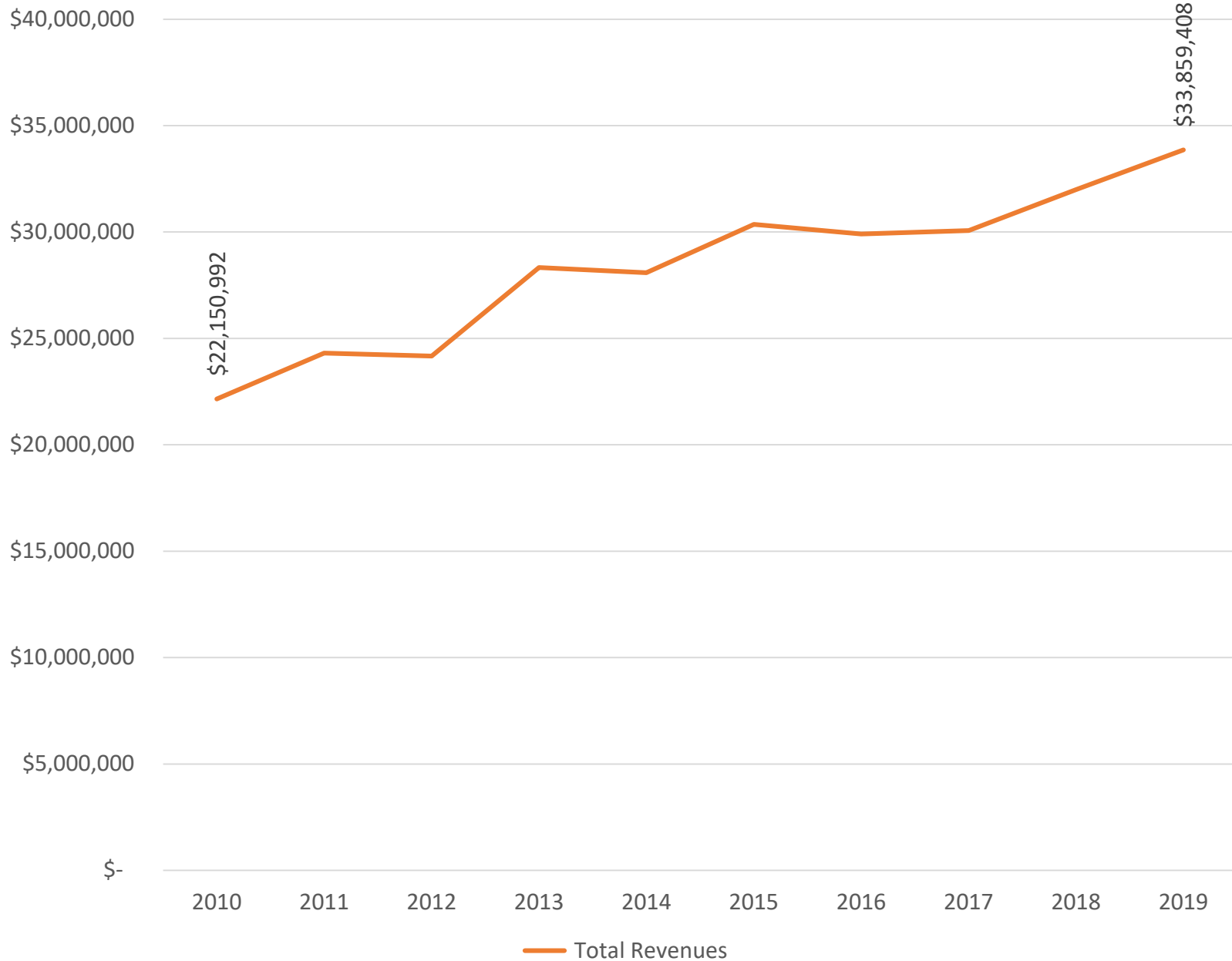
Real Estate Values



Real Estate Values

- **-\$1.3M**
- **-9%**

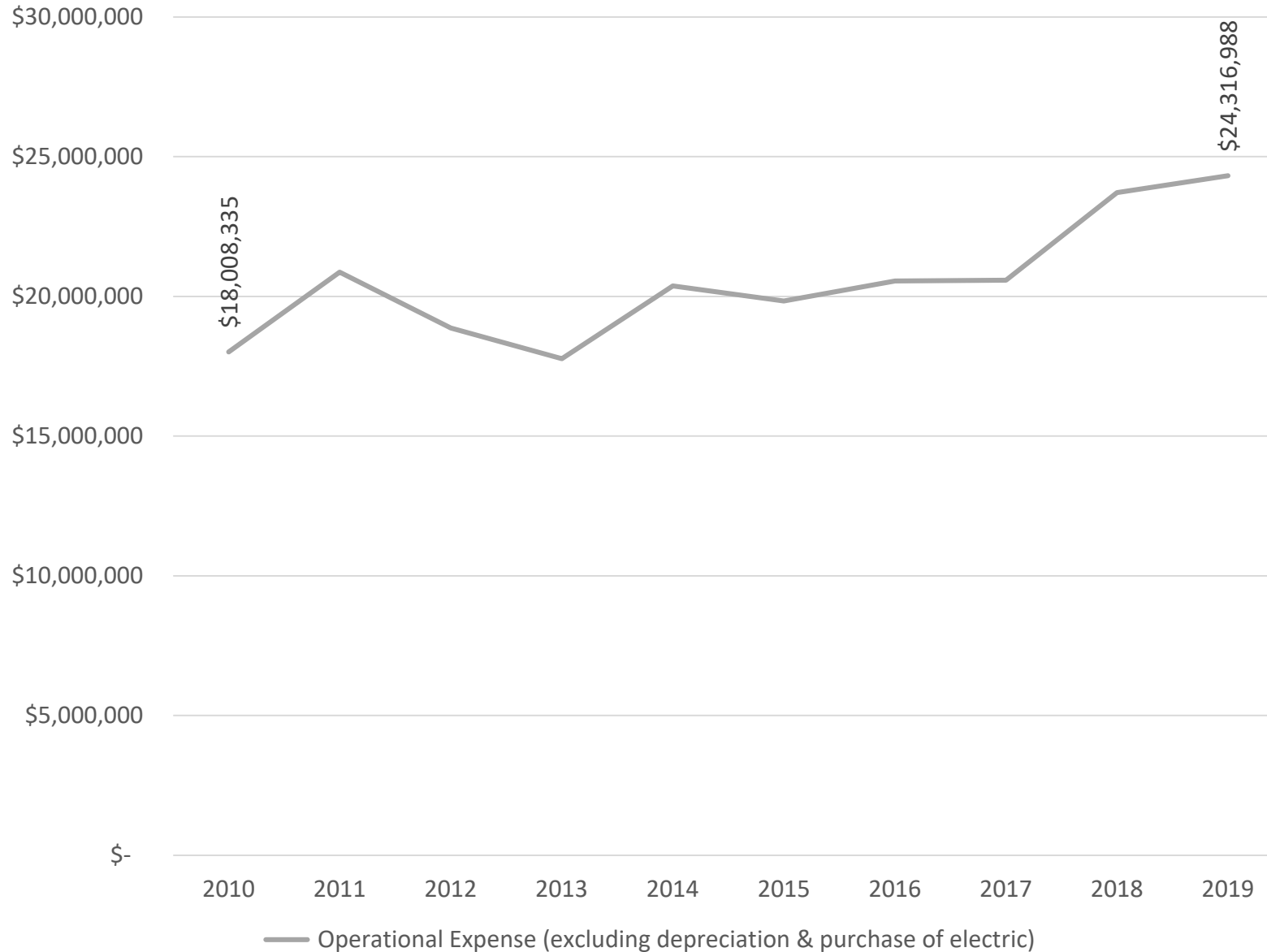
Total Revenues



Total Revenues

- +11.8M Cumulative
- +52.9%

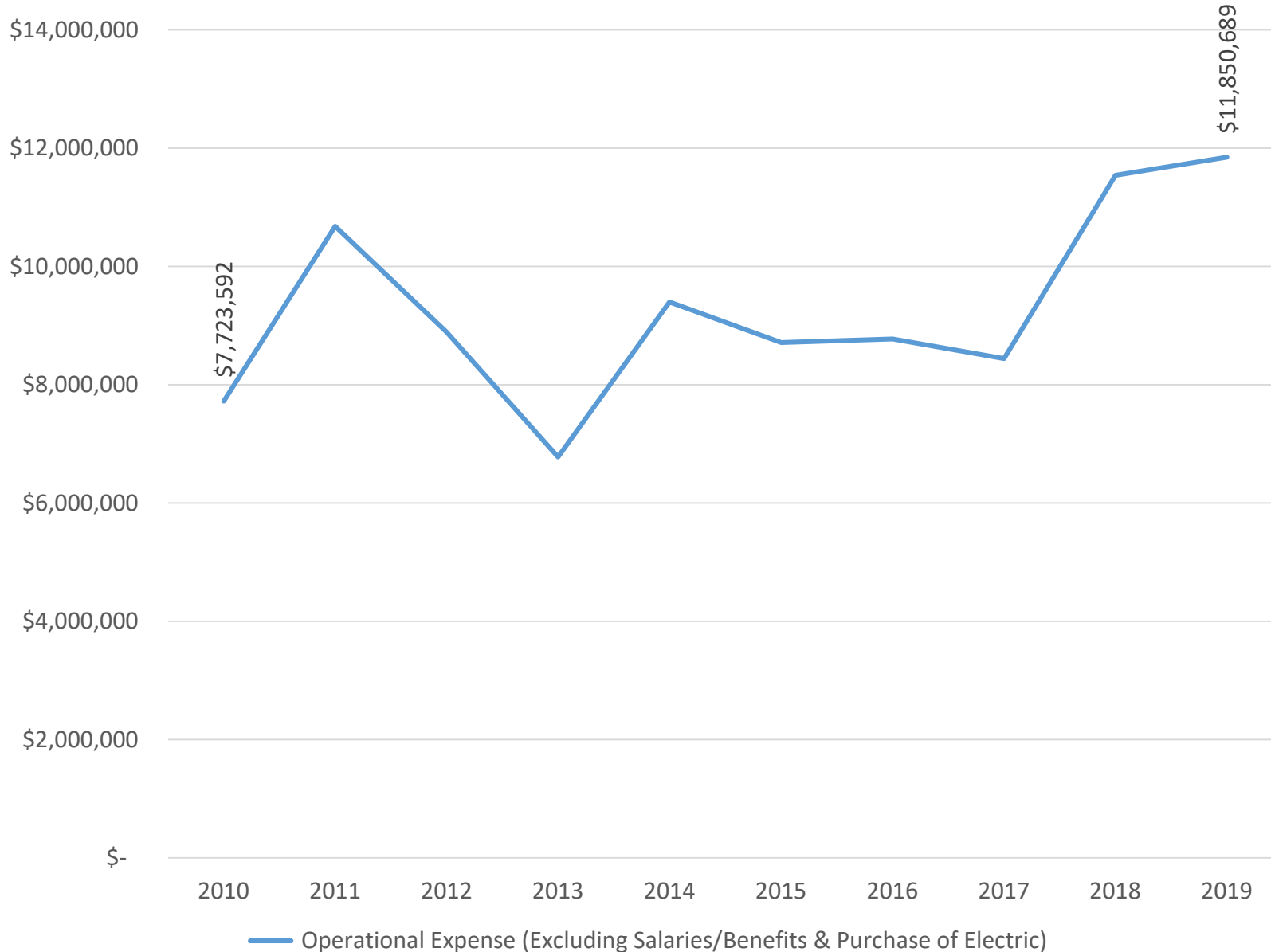
Operational Expense (excluding depreciation & purchase of electric)



Operational Expense
(excluding
depreciation &
purchase of electric,
includes salaries &
benefits)

- +6.3M Cumulative
- +35%
- Over **8 times** the rate of Population Growth

Operational Expense (Excluding Salaries/Benefits & Purchase of Electric)

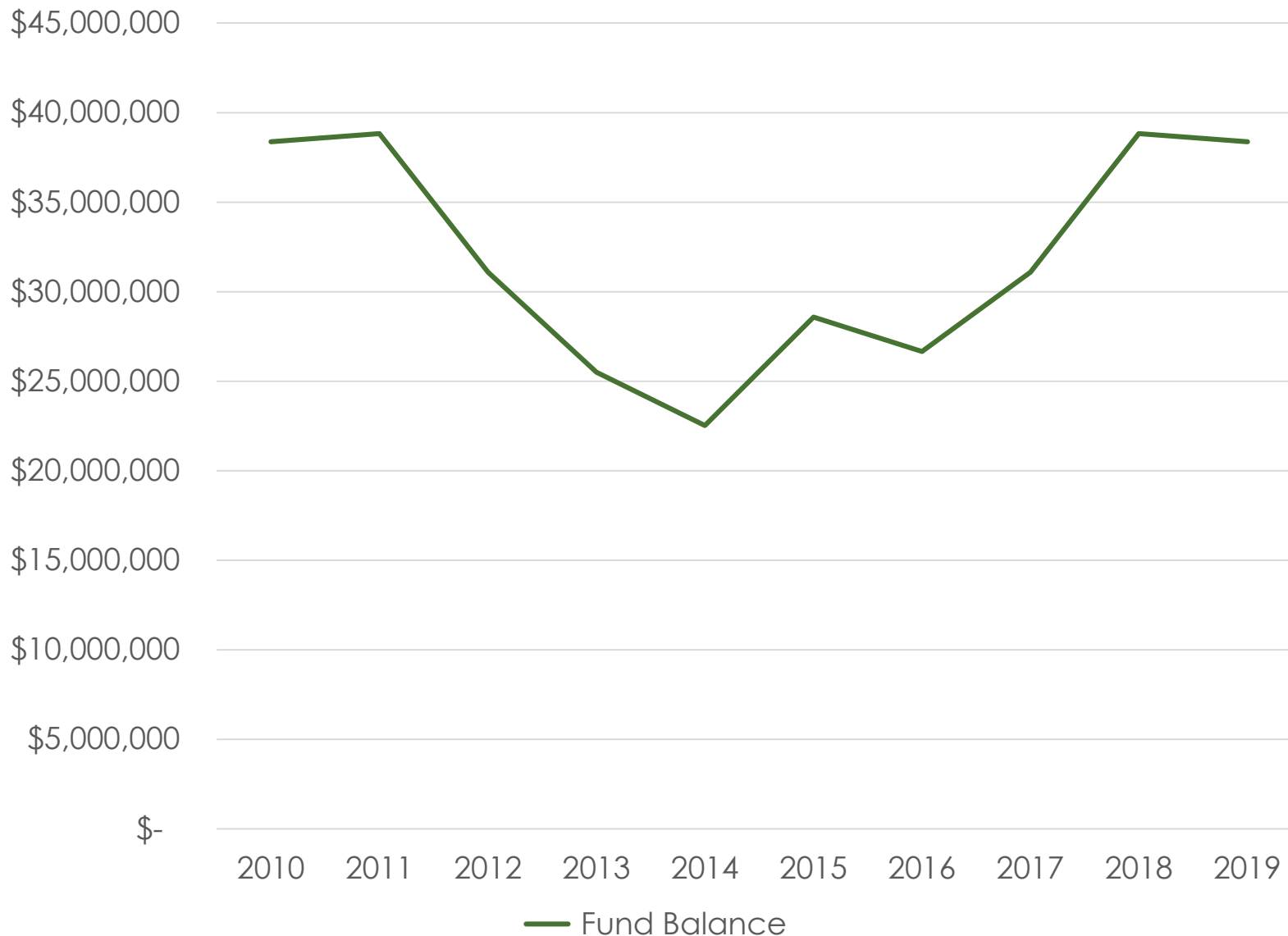


Operation Expense
(excluding
salaries/benefits &
purchase of electric)

- +4.1M
- +53.4%

Over **13 times** the rate of
Population Growth

Fund Balance (Excluding reserves & Carry Over Purchase Orders)



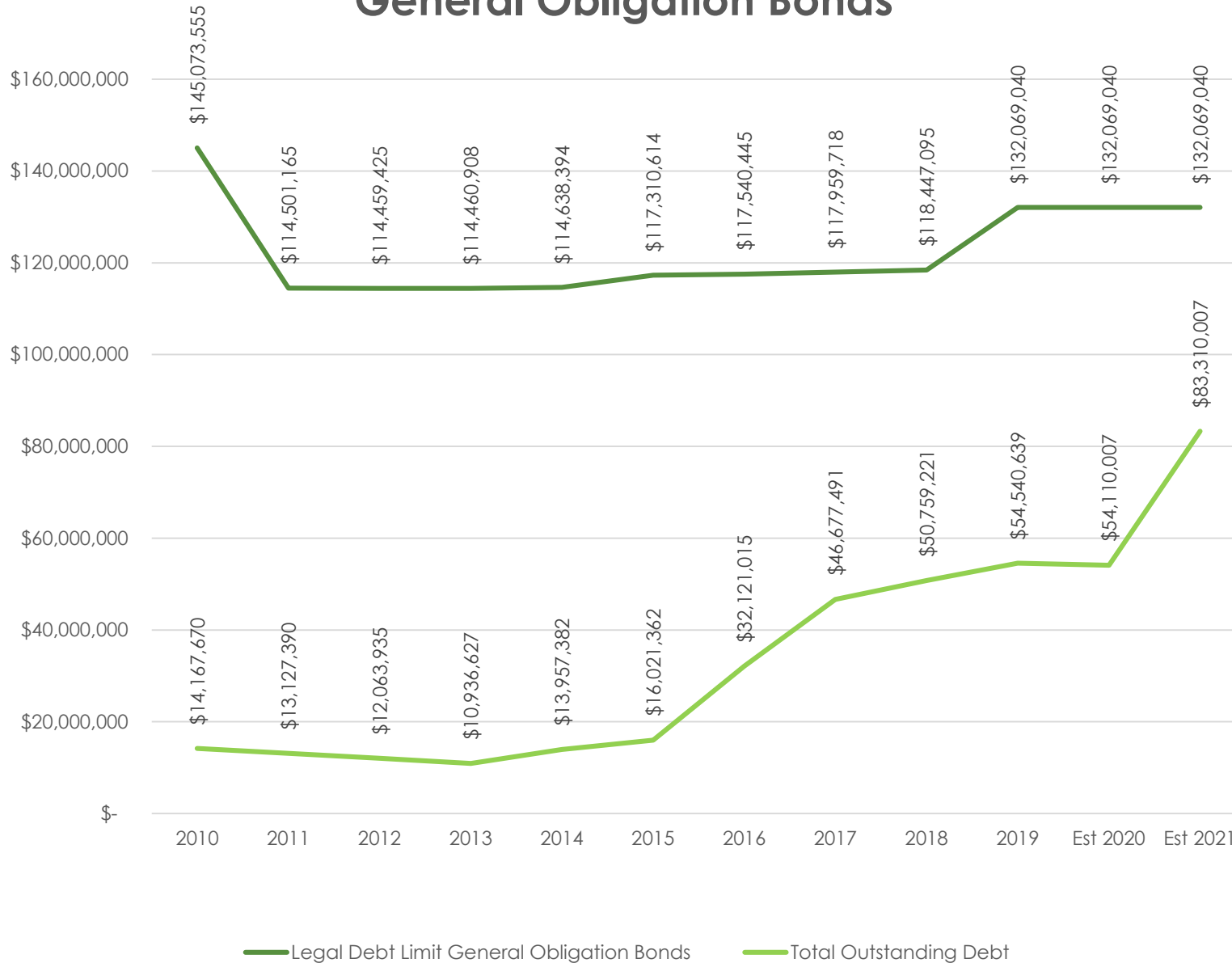
2011-2014 began liabilities associated with O.P.E.B. liabilities

2016-2018 includes capitalization of Wastewater Treatment Plant Construction

2018-2019 Electric Fund decrease and increase in Electric Rates were adjusted accordingly

Amounts do not include reserve amounts or reflect amounts carried forward to future years

General Obligation Bonds



-Debt limit shown on graph only relates to General Obligation Bonds (in General Fund)

-Revenue Bonds (in Enterprise Funds) do not have a set limit of maximum debt

-Outstanding Debt shown includes all Town debt

-Comparison is provided to show that the Town's current total debt remains below legal debt limit for just General Obligation Bonds

-2010 - \$130,905,885 below

-2019 - \$77,528,401 below

-Est. 2021 - \$48,759,033 below

Proposed Major Capital Investments

- ❖ **\$12.0M** - Redundant Water Line – If line were to break, customers would be out of water for extended period of time. Contractually, \$3.5M received from Dominion; in addition to, increase in Dominion's water rates are projected to pay for line (according to CHA presentation August 24, 2019)
- ❖ **\$ 8.0M** - Infiltration and Inflow (I&I) Abatement – either we proceed with abatement or the State/Fed's will require another upgrade to the WWTP of approx. \$21M
- ❖ **\$ 4.8M** - Secondary Road Paving Plan – Slurry seal is nothing more than patch work; no significant investment in last 15 yrs
- ❖ **\$ 2.8M** - Secondary Water Line Upgrades – If you're paving, might as well replace aging water line to prevent future breaks and increased cost for repairs
- ❖ **\$ 1.6M** - Fleet Management Building Rehabilitation – Building cannot handle the capacity of current volume and is outdated
- ❖ Total of **\$29.2M** in Major Capital Investments. Approximately \$2.8M used from Water / Sewer Fund Balance. Debt financing of approximately **\$26.4M**

Redundant Water Line:

2011 - Contract with Dominion Power Signed

2013 - Pennoni Hydraulic Study Recommended
Morgan Ford Route - Waterline costs estimated at \$92/LF

2014 - Contract Water Rates in Effect
Guard Hill PS upgrades completed

2017 - CHA Reliability Study
Recommended Parallel Waterline

2019 - Feasibility Study:
Purpose: Decide on a constructible, cost effective redundant route

2019 - PER
Purpose: Obtain VDH Approval to Design / Pursue VRA Funding

2020 – Prepared to award bid for engineering

Interest rates are very low. Are we going through with this project or not?

I & I:

2017 – 3 bypasses = 2.1 MG
2018 – 12 bypasses = 35 MG
2019 – 4 bypasses = 1.52MG
2020 – 1 bypass = 2.1 MG

Three Basic Options

If you want to move forward with the Major Capital Projects and Investments in the Town's aging infrastructure, I see only three basic options:

Option 1 – Reduce Operational Cost

- Rightsizing Town government operations through reorganization and strategic reductions in force
- Reduction in force of 5 Full-time Equivalents (FTE's) and 4 Part-time
- Approximate **\$573,000** reduction in Personnel Expenditures, all in the General Fund

**Option 1 is my recommended Course of Action -
the Proposed Budget as presented**

I was tasked with attempting to fund most of the Proposed Major Capital Investments

As I see it, there are three options: Reduce Operational Cost, Increase Revenue, Do nothing – I chose this option

I have executed the reduction in force; however, Council can always override my decision

Three Basic Options

Option 2 – Increase Revenues

- If Council wants to keep Operational Expenses similar to FY20, then a Tax Increase would be required
- If Option 2 is Council's desire, I would suggest the Tax Increase burden be spread across three sectors: Property Owners (Real Estate Tax), Renters (Personal Property Tax) and Business Owners (Business License Tax). For example to recoup just the \$573,000:
 - Real Estate Tax Increase – **\$.02 (\$258,514) (15% increase)**
 - Personal Property Tax Increase – **\$.15 (\$140,130) (23% increase)**
 - Business License Tax Increase – **(appx. \$175,000) (25% increase)**

For Perspective:

\$.01 in Real Estate Tax = \$129,257

\$.01 in Personal Pro. Tax = \$9,342

1% increase in BPOL = \$7,621

Three Basic Options

Option 3 – Do Nothing

- “Kick the can down the road” another year
- Perhaps some combination of Option 1 & Option 2

We need to determine which Option you choose so staff can prepare the budget and set tax rates.

Staff will need your consensus as to which Option you prefer



Questions?

Comments?

Transition to Proposed Budget and Supplemental Graphs

