



February 3, 2025

Town of Holden Beach, North Carolina

Explore executive recruitment solutions that check all the boxes on the way to addressing the needs of your community.

COPY



February 3, 2025

Heather Finnell, Town Clerk,
Town of Holden Beach
110 Rothschild Street,
Holden Beach, NC 28462

Baker Tilly Advisory Group, LP
17 Cowboys Way
Suite 800
Frisco, TX 75034
T: +1 (972) 748 0300
F: +1 (214) 452 1164

bakertilly.com

Delivered electronically

Dear Tom Myers:

The Town of Holden Beach (the Town) is seeking customized executive recruitment solutions. This proposal is the starting point — our vision of how we can assist with your goal of recruiting your next Town Manager.

For prosperous, efficiently run municipal organizations like Holden Beach, we know there's not just one finish line. Transformational success means looking beyond your first goal and imagining the next one. And the one after that. And then the one nobody has even thought possible. Your Baker Tilly team will support you through every step of the journey — during your executive recruitment process and beyond.

We understand that the successful recruitment of a new Town Manager is crucial to your operations. You seek executive search services that aim to elevate your organization. Luckily, we are ready to chart a course that guides the Town to its choice of experienced and well-qualified candidates that match your needs.

You need to find a Town Manager that is ready to step beyond the boundaries of everyday success. It's only natural. Governmental leaders don't live in comfort zones. Neither do we. This is why there's limitless potential ahead of us when we join forces.

We know that you have options for selecting a recruitment firm. Our unique approach, highly regarded customer service practices, and record of identifying and recruiting top-level executives in similar roles set us apart. Our commitment does not end once a candidate is placed; we offer ongoing support and services, including leadership services, human capital, financial management advisory, organizational management, and class and compensation.

We're prepared to redefine what service means for the Town of Holden Beach. It's not about ticking boxes. It's about navigating complex landscapes, seeing what others don't, and blazing new trails.

The road map shared in our proposal shows how important Holden Beach will be to us as a client.

We can't wait to get started.

Very truly yours,

A handwritten signature in blue ink that reads "Carol Jacobs".

Carol Jacobs, Managing Director

+1 (949) 809 5588 | carol.jacobs@bakertilly.com

A handwritten signature in blue ink that reads "Edward Williams".

Edward Williams, Director

+1 (214) 842 6478 | edward.williams@bakertilly.com

Contents

EXECUTIVE SUMMARY	1
RECRUITMENT METHODOLOGY	3
EXPERIENCE AND QUALIFICATIONS	10
REFERENCES	16
OUR PROJECT TEAM	17
COST	19
APPENDIX A: SAMPLE BROCHURE	23

“

Thank you and your team on behalf of the Town. The process, in-depth search, and information communicated were top-notch, and working with you and your team was a pleasure.

Assistant Town Manager | Baker Tilly client



The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2025 Baker Tilly Advisory Group, LP.

Baker Tilly US, LLP and Baker Tilly Advisory Group, LP and its subsidiary entities provide professional services through an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable laws, regulations and professional standards. Baker Tilly US, LLP is a licensed independent CPA firm that provides attest services to clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and business advisory services to their clients. Baker Tilly Advisory Group, LP and its subsidiary entities are not licensed CPA firms.

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, are independent members of Baker Tilly International. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity, and each describes itself as such. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP are not Baker Tilly International's agent and do not have the authority to bind Baker Tilly International or act on Baker Tilly International's behalf. None of Baker Tilly International, Baker Tilly Advisory Group, LP, Baker Tilly US, LLP nor any of the other member firms of Baker Tilly International has any liability for each other's acts or omissions. The name Baker Tilly and its associated logo is used under license from Baker Tilly International Limited.

Executive summary

This is more than a proposal. It's a promise. To serve as your sounding board, your navigator and your second set of eyes on the horizon and beyond.

Understanding your needs to help achieve your objectives

The Town of Holden Beach is seeking customized executive recruitment solutions to find a Town Manager who can effectively lead and manage the town's operations, ensuring the community's needs are met with efficiency and transparency. The ideal candidate will possess strong leadership skills, a deep understanding of municipal management, and a commitment to fostering a vibrant and sustainable community.. Baker Tilly proposes a comprehensive approach to assist the Town in finding the right person for this important position.

Our proposal outlines a tailored recruitment plan that highlights the Town of Holden Beach's unique needs and goals. We emphasize the importance of understanding the Town's culture, strategic initiatives and the specific challenges and opportunities the new Town Manager will face. Our approach includes developing a detailed candidate profile, creating a marketing and recruitment brochure, and conducting an extensive outreach campaign to attract a diverse pool of highly qualified candidates.

Baker Tilly's executive recruitment process is designed to be transparent, efficient, and effective. We utilize our team's extensive experience to screen and evaluate candidates, ensuring that only the best fit for the Town of Holden Beach's needs are presented. Our commitment extends beyond the selection of a candidate, offering ongoing support and services to ensure the successful integration and performance of the new Town Manager.

We guarantee a smooth and responsive recruitment process, backed by our extensive experience in public sector executive recruitment. Our team is dedicated to delivering exceptional service and results, ensuring that the Town of Holden Beach finds a Town Manager who can lead the Town to new heights of success.

We will showcase the Town of Holden Beach as a beautiful coastal haven, celebrated for its tranquil beaches, rich local culture, and dedication to sustainable growth. This delightful town provides a warm and inviting atmosphere for both residents and visitors, making it a perfect place to call home.

We will highlight the Town Manager position as a key role within a collaborative and supportive work environment, where innovation and community engagement are highly valued. The Town Manager will work closely with dedicated staff and community members to drive positive change and ensure the town's continued growth and prosperity.

EXECUTIVE SUMMARY

Additionally, the Town of Holden Beach offers a high quality of life with its friendly neighborhoods, excellent schools, and abundant recreational opportunities. Residents enjoy a peaceful coastal lifestyle, surrounded by natural beauty and a strong sense of community.

State and local government clients like the Town of Holden Beach are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs. What makes us different from other firms? **Our executive recruitment solution truly begins with your needs and does not end after the candidate is selected.**



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

Recruitment methodology

We blend technology with the wisdom of our team members to deliver quality and insights. The Town will benefit from our extensive experience and unwavering passion, having dedicated ourselves to this field full-time and successfully placing thousands of candidates across the United States.

Creating a customized recruitment plan unique to the Town of Holden Beach

No one achieves breakthrough results by following well-worn pathways. The Town is a one-of-a-kind organization with unique risks, challenges, and opportunities. We build our recruitment plans accordingly. Tailoring our executive recruitment service methodologies to your specific needs. Forging new routes to overcome your challenges.

Your goals, culture, and the distinctive factors that impact your organization and town will play a role in shaping our approach. Along the way, our deep understanding of state and local government organizations and knowledge of the Town's unique needs will fuel our dedication to helping you achieve your goal of recruiting exceptional candidates for your Town Manager position.

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

Describing the Baker Tilly executive recruitment process

State and local government clients like Holden Beach are central to our executive recruitment practice, and we apply experience-based insight to help fill your recruitment needs.

The Baker Tilly engagement team will collaborate with the Town Board of Commissioners and others designated as your technical advisor. As such, we conduct your recruitment process effectively, efficiently, transparently, and professionally, consistent with best practices in the public sector executive recruitment space. Our agenda is your agenda. Our objective is to generate a list of highly qualified candidates and assist you with screening and evaluating these candidates to identify your next Town Manager.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. Our 45+ years of consulting experience, coupled with our unique approach and personal touch, drives our internal standard for delivering outstanding services and leading-edge results.

Executive recruitment process



WORKING TOGETHER TO MAKE HOLDEN BEACH'S RECRUITMENT A SUCCESS

A successful recruitment will be delivered and backed by our guarantee.

Task 1: Kickoff, marketing, recruitment and outreach

Our comprehensive recruitment process begins with developing a detailed marketing and recruitment brochure, which includes specific details outlined in the candidate profile. We consider this the most important first step in your recruitment process. The candidate profile provides important information such as required and desired education, professional certifications, professional experience, leadership traits and attributes, management style and related personal characteristics. These qualifications may serve as predictive indicators of the success of your next Town Manager. The recruitment brochure will also include essential details about your Town and local community and information that captures and conveys the essence of your organization.

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

To launch the recruitment, the engagement team leader will meet (on-site or virtually) with the Town Board of Commissioners or designee to discuss your desired and required qualifications and coordinate stakeholder input upon the direction of the Town Board of Commissioners. During this meeting, we will also gather information on your strategic initiatives, goals and objectives, organizational culture, reporting structures and similar information. Additionally, we attempt to understand the overall scope and responsibilities of your next Town Manager, including individual and organizational goals. We also try to understand the key issues, challenges and opportunities your Town Manager will face. We will also gather information about the total rewards (compensation and benefits) you offer for this position.

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

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

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

If required, our team will place ads in relevant professional publications and websites and coordinate with Town staff to include information about the search on the Town's social media platforms. Baker Tilly also has a high-traffic website with an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will consist of

national, state, regional and local elements determined during our initial meetings with the Town's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to promote the Town Manager position further.

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

Utilizing the information developed in Task 1, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the Town Manager position. Generally, these individuals may not be actively seeking a job but may be open to "the right opportunity." This is another benefit and advantage we provide our clients, enabling us to access more passive job seekers. However, potential candidates presented with the opportunity directly and properly may apply. We take pride in locating a diverse pool of highly qualified candidates nationwide based on the professional contacts and relationships we have developed and maintained over many years.

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

We use NeoGov as our online application system. It efficiently manages applications and allows us to communicate in real time with applicants, engaging and informing them of each step in the search process. Within this system, we can access, review and evaluate prior applicants or individuals who have expressed interest in similar positions.

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

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

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. We will then narrow the list to approximately 8-10 semi-finalists for your review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider. The finalists will be selected based on written questionnaires, early due diligence information, consultant phone interviews and recorded and one-way video interviews.

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

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

Task 4: Conducting background checks and reference checks (optional service)

Once the Town Board of Commissioners has identified a list of finalists, Baker Tilly will begin conducting reference and background records checks upon request. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant's qualifications, management style, leadership traits or characteristics and professional work performance.

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:

- | | |
|---|--|
| • Consumer credit | • Bankruptcy |
| • National/city/county – criminal | • State district Superior Court – criminal |
| • City/county – civil litigation | • State district Superior Court – civil litigation |
| • Judgment/tax lien | • Federal district - criminal |
| • Motor vehicle driving record | • Federal district – civil litigation |
| • Homeland Security/Office of Foreign Assets Control (OFAC) | • Employment verification (current/most recent) |
| • Education verification | • Sex offender registry |

REFERENCE CHECKS AND BACKGROUND CHECKS

Holden Beach will receive a report that thoroughly verifies each finalist's background.

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

Task 5: Final interview process

In Task 5, we will work with your Town Board of Commissioners and designated staff to develop the final interview process. We customize the process according to your needs, desired outcomes, position functions, preferences, and directives. This may include steps that are important to you, our client. As such, the final interview process may consist of meetings with department heads, the opportunity for a meet and greet with community members, and individual tours of the Town. We work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

We will provide a Final Report that will include guidelines for interviewing the candidates, suggested interview questions, and a candidate assessment process for your interview panel(s) before the interviews.

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

Recruiting a diverse candidate pool for the Town of Holden Beach

Baker Tilly's recruiting strategy for Holden Beach reflects our firm's core values and commitment to diversity, inclusion, belonging and societal impact. Our work begins long before we collaborate with you to find the right candidate for your Town Manager position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.

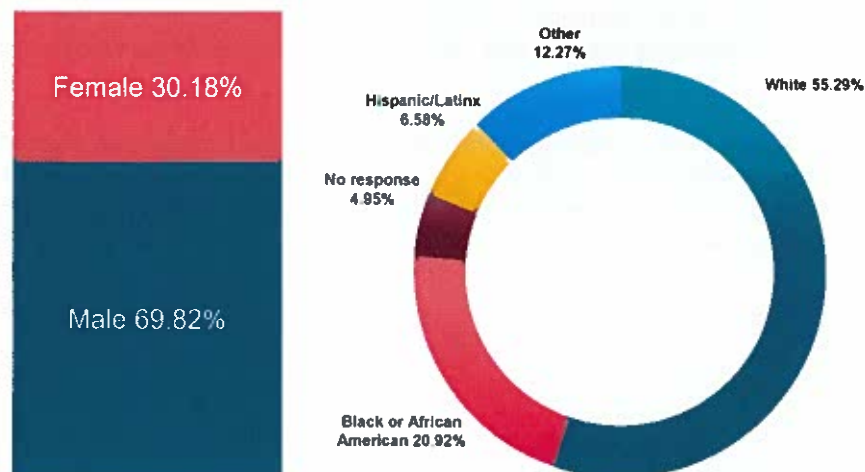
Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA's National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established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

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

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

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

This past year, 95% of our applicants provided their race, and 98% shared their gender during the recruiting process. We saw a 3.05% increase in the number of Black/African American applicants, a 4.11% increase in the category of other races, and a 5.82% increase in female applicants over the same time frame in 2022. The demographic breakdown of 852 candidates presented to our clients was as follows:



DIVERSITY IN RECRUITMENT

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

Guaranteeing your recruitment

We define success as a smooth, effective and responsive executive recruitment that culminates in hiring a highly qualified Town Manager who matches the profile we develop with you. We further define success by identifying and presenting sufficient well-qualified applicants for the Town Board of Commissioners to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer the following guarantee.

HIGHLIGHTS OF OUR GUARANTEE	
Service	Result
Commitment to your recruitment until you select a finalist	We commit to presenting a qualified group of candidates who meet the qualifications in the approved recruitment brochure. If you cannot reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second group of qualified applicants to consider at half of our professional fee plus project-related expenses.
Guarantee your executive recruitment for 12 months	We guarantee your executive recruitment against involuntary separation for 12 months. This means that if you end the employment relationship for cause, we will repeat the executive search at half of our professional fee plus project-related expenses. Please note that candidates appointed from within your organization do not qualify for this guarantee. <i>This guarantee is subject to further limitations and restrictions of your state laws.</i>

COMMITMENT TO YOUR RECRUITMENT

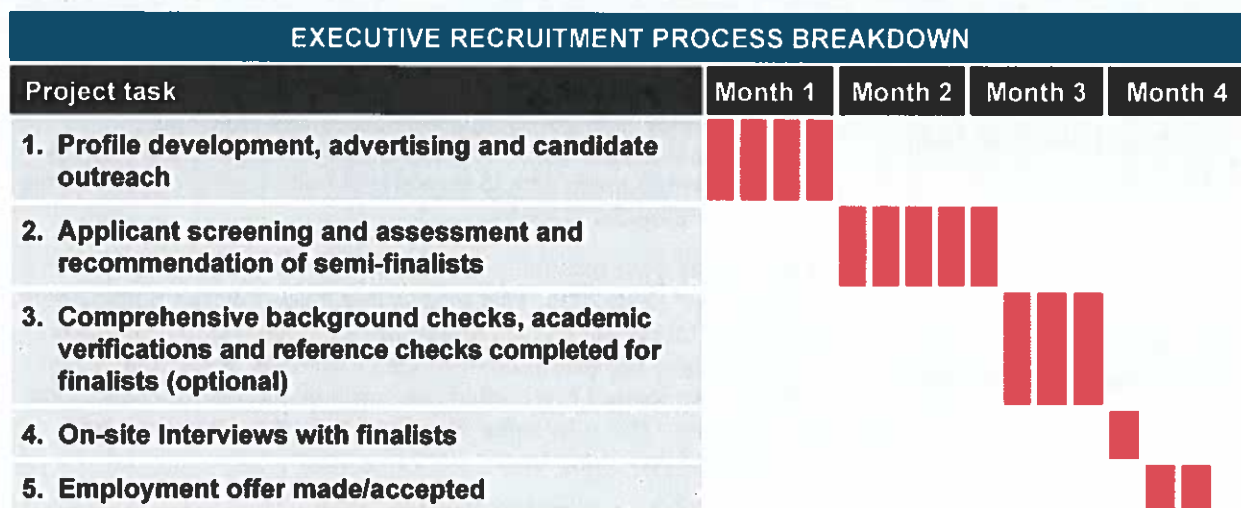
We commit to executive recruitment that culminates in finding the right finalist to achieve your recruitment goals.

Meeting the Town of Holden Beach's deadlines

Timing is everything

They say time is money, and we agree. Every moment holds opportunity and we make the most of each moment together — adding value, supporting your goals and always delivering your services on time.

The chart below represents our customized approach to deliver executive recruitment services to the Town on time. And it's just our starting point. We'll collaborate closely with you to finalize a recruitment plan that meets your needs — especially your timing. We intend to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. A typical timeline is 100-120 days from project kickoff to extending an offer of employment.



OUR COMMITMENT TO HOLDEN BEACH

Working closely with you and your team, we will co-develop a timeline to deliver recruitment services on time.

To ensure a smooth and timely recruitment process, the Town will need to promptly provide photos, graphics and necessary information for developing the recruitment brochure, narrowing the candidate field and conducting interviews. *Please note that delays in providing these materials may extend the timeline at Baker Tilly's discretion and could impact the overall outcome.*

Experience and qualifications

Guiding you with our resources, reputation and reach

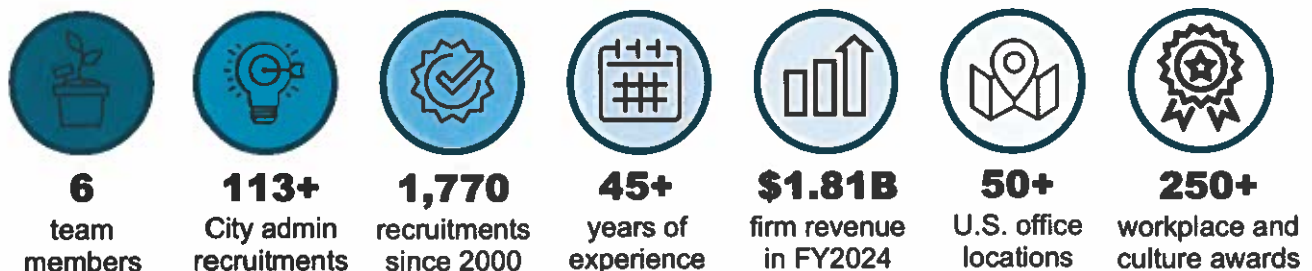
Making decisions today to shape tomorrow is especially challenging in these extraordinary times. The Town of Holden Beach requires a firm with executive recruitment specialists who combine functional experience, industry knowledge and technical expertise to respond to your recruitment needs and support you as your Town evolves.

Baker Tilly is that firm. We pay special attention to the intersection of strategy and execution to deliver:

- **Innovative and pragmatic approaches** for assessing candidates, adapting quickly, implementing best practices and competing in any environment
- **Strategies** to identify a diverse pool of qualified candidates
- **Solutions** for your toughest recruitment challenges

When you work with Baker Tilly on your recruitment needs, you work alongside an agile team that drives transformation by supporting you with a flexible engagement model "right sized" to your unique culture and circumstances. We dedicate ourselves to delivering industry insights, efficiencies, creativity, flexibility and forward-thinking ideas every step of the way.

More than anything, the Town will receive an exceptional experience for your mayor, Board of Commissioners, leadership team, and — ultimately — your citizens. Below are some key facts about our public sector recruitment practice, including the depth of resources that stand ready to support your core project team:



GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

Baker Tilly will successfully guide Holden Beach through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, assurance and tax firms in the United States.

Our executive recruitment team consists of six recruitment professionals and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the Town of Holden Beach organization. Our consultants bring an experienced, participatory and energetic perspective to each recruitment. As such, we present our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2000, our public sector executive recruitment practice has completed 1,770 executive searches.

1,770 recruitments

Our public sector executive recruitment practice has conducted 1,770 successful recruitment projects since 2000.

EXPERIENCE AND QUALIFICATIONS

Providing similar services to clients

You will receive exceptional service from a qualified local team that can draw on our firm's broad national resources as your goals or needs evolve. We are well-versed in state regulatory requirements and value our local government clients, including, but not limited to, the following entities:

RECENT NORTH CAROLINA RECRUITMENT CLIENTS

- Cleveland County
- Brevard
- Carrboro
- Matthews
- Valdese
- Cape Fear Public Transportation Authority
- Kinston
- Mooresville
- Morehead City
- Apex
- Salisbury
- Orange County

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

LIST OF RELEVANT PROJECTS: PRESENT – 2020

Year	Client	State	Project	Pop.
Current	Ann Arbor	MI	Deputy City Administrator	123,851
Current	Brooklyn Center	MN	Deputy City Manager	31,006
Current	Cape Charles	VA	Town Manager	1,183
Current	Dallas	TX	City Manager	1,302,868
Current	Herndon	VA	Town Manager	24,456
Current	Huntsville	TX	City Manager	48,552
Current	Macon	MO	City Administrator	5,456
Current	Monett	MO	City Administrator	10,129
Current	Munster	IN	Town Manager	23,614
Current	Paris	TX	City Manager	24,969
Current	Troy	MO	City Administrator	14,591
2024	Abington Township	PA	Town Manager	58,451
2024	Amarillo	TX	City Manager	202,169
2024	Beckley	WV	City Manager	16,576
2024	Brevard	NC	Asst City Manager/City Engineer (partial)	7,900
2024	Carrboro	NC	Town Clerk	21,230
2024	Carrboro	NC	Town Manager	21,230
2024	Columbia Heights	MN	City Manager	21,961
2024	Crookston	MN	City Administrator	7,482

EXPERIENCE AND QUALIFICATIONS

LIST OF RELEVANT PROJECTS: PRESENT – 2020

Year	Client	State	Project	Pop.
2024	Denton	TX	City Secretary	136,195
2024	El Paso	TX	City Manager	678,815
2024	Fulshear	TX	City Manager	34,264
2024	Lexington	VA	City Manager	7,400
2024	Manassas	VA	City Manager	42,668
2024	Manassas Park	VA	City Manager	16,361
2024	Marceline	MO	City Manager	2,123
2024	Nevada	MO	City Manager	8,262
2024	Oxford	MD	Town Manager	817
2024	Pensacola	FL	City Administrator	54,316
2024	Rice Lake	WI	City Administrator	9,012
2024	Troy	MO	City Administrator	13,951
2024	Tybee Island	GA	City Administrator	3,158
2024	Valdese	NC	Town Manager	4,698
2023	Belle Meade	TN	City Manager	2,912
2023	Beloit	WI	City Manager	36,657
2023	Bemidji	MN	City Manager	14,570
2023	Carrboro	NC	Assistant Town Manager	21,230
2023	Corpus Christi	TX	Assistant City Manager	323,733
2023	Fargo	ND	City Administrator	121,889
2023	Fernley	NV	City Manager	22,343
2023	Freeport	ME	Town Manager	8,737
2023	Greenbelt	MD	City Manager	24,921
2023	Highland Park	TX	Town Administrator	8,993
2023	Huber Heights	OH	City Manager	43,439
2023	Midland	TX	City Manager	132,520
2023	Morehead City	NC	City Manager	9,556
2023	Perrysburg	OH	City Administrator	21,730
2023	Portland	ME	City Manager	66,595
2023	Spartanburg	SC	Assistant City Manager	38,732

EXPERIENCE AND QUALIFICATIONS

LIST OF RELEVANT PROJECTS: PRESENT – 2020

Year	Client	State	Project	Pop.
2023	Warrenton	VA	Town Manager	10,057
2023	West Fargo	ND	City Administrator	38,626
2023	Wyoming	MI	City Manager	76,501
2022	Apex	NC	Assistant Town Manager	58,780
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Branson	MO	City Administrator	10,000
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Evans	CO	City Manager	22,165
2022	Golden	CO	City Manager	20,399
2022	Harrisonburg	VA	City Manager	54,033
2022	Hastings	NE	City Administrator	25,152
2022	Joplin	MO	Assistant City Manager	50,386
2022	Kinston	NC	City Manager	20,083
2022	La Marque	TX	City Manager	16,627
2022	Minnetrista	MN	City Administrator	7,621
2022	Oak Hill	TN	City Manager	4,587
2022	Oakland	CA	Deputy City Administrators	440,646
2022	Overland Park	KS	City Manager	191,278
2022	Plain City	OH	Village Administrator	4,065
2022	Port Arthur	TX	Assistant City Manager	53,937
2022	Salisbury	NC	City Manager	33,727
2022	Shorewood	MN	City Administrator	7,974
2022	Spicer	MN	City Administrator	1,188
2022	Staunton	VA	City Manager	25,750
2022	Westminster	CO	City Manager	116,317
2022	Willmar	MN	Asst City Admin/City Operations Director	19,628

EXPERIENCE AND QUALIFICATIONS

LIST OF RELEVANT PROJECTS: PRESENT – 2020

Year	Client	State	Project	Pop.
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager (limited)	192,294
2021	Greeley	CO	City Manager	105,888
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Riverside	OH	City Manager	25,093
2021	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Sidney	OH	City Manager	20,590
2021	Stonecrest	GA	City Clerk	54,202
2021	Woodlawn	OH	Village Manager	3,365
2020	Clayton	OH	City Manager	13,269
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Community Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Middletown	OH	City Manager	48,121
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083

EXPERIENCE AND QUALIFICATIONS

LIST OF RELEVANT PROJECTS: PRESENT – 2020

Year	Client	State	Project	Pop.
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	Springdale	OH	Assistant City Administrator	11,223
2020	St. Joseph	MO	City Manager	74,959

References

Don't just take our word for it. Talk with similar clients to learn how we help them overcome challenges and reach new heights.

Demonstrating that we've been down this path before

The experiences of our clients speak more to Baker Tilly's capabilities than any proposal ever could. That's why we encourage you to talk with our clients. Here are a few individuals who welcome the opportunity to share their Baker Tilly experience.

Each will give you an authentic perspective as you consider your own needs.

TOWN OF HIGHLAND PARK, TX

Name	Will C. Beecherl	Title	Mayor
Phone	(214) 838-2780	Email	wcb@beecherl.com
Services	Town Administrator Executive Recruitment Services (2023)		

CITY OF EL PASO, TX

Name	Mary Wiggins, PHR, SHRM-CP	Title	Chief Human Resources Officer
Phone	(915) 212-1267	Email	Wigginsml@elpasotexas.gov
Services	City Manager Executive Recruitment (2024)		

CLEVELAND COUNTY, NC

Name	Lauren Sloan, MBA	Title	Assistant HR Director
Phone	(704) 484-4837	Email	lauren.sloan@clevelandcountync.gov
Services	Director of Finance (2023) and Human Resources Director (2025)		

CITY OF PORT ARTHUR, TX

Name	Ronald Burton	Title	City Manager
Phone	(409) 983-8101	Email	ron.burton@portarthurtx.gov
Services	Assistant City Manager (2023) Fire Chief (2022) Executive Recruitments		

EXPERIENCE MATTERS. ESPECIALLY THE EXPERIENCE OUR CLIENTS RECEIVE
Connect with our clients to learn more. Additional references are available by request.

Our Project team

We assemble the right team with the right experience for the Town of Holden Beach to serve you project after project and take you further than anyone thought possible.

Aligning key engagement team members with your goals

While other firms may not always assign their best and most experienced people to executive recruitment engagements, that is not the case at Baker Tilly. We believe in strong personal relationships, and this means a personal interest in the Town of Holden Beach from some of our most experienced team members. You will work with our best and brightest public sector executive recruitment professionals who will be dedicated to you and the organization you serve. This handpicked team offers a collaborative focus supported by the breadth and depth of our firm's resources. Engagement team members are introduced below, and complete resumes are available upon request.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR HOLDEN BEACH

Engagement leadership



Edward G. Williams, Ph.D. — Director

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

Edward has more than 25 years of collective experience in human resources and organizational development at various levels and across multiple disciplines, including state and municipal government, community and educational institutions. His areas of specialization include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, Texas, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, an Educational Specialist degree in Higher Educational Administration, a Master of Higher Education Administration, and a bachelor's in education from the University of Missouri. He is bilingual and proficient in Spanish. Edward joined the firm in 2019.

Consulting team



Art Davis — Director

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

Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR HOLDEN BEACH

Art has served as a city administrator in Missouri and other local government positions in Kansas and Texas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas and a Bachelor of Arts in Political Science and Public Administration from William Jewell College.



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

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

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources at the City of University City, Missouri and director of human resources at the City of Bellaire, Texas. Before joining Baker Tilly, Yolanda was a senior consultant II at another human capital consulting firm where she was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include executive recruiting services, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, employee and labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management. Yolanda earned a dual Bachelor of Arts in Psychology and Organizational Leadership from Maryville University and a Master of Arts in Public Administration and Policy Analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, PSHRA-SCP and she speaks at conferences and authors professional articles. Through the Texas Municipal Human Resources Association (TMHRA), her peers selected her as Human Resources Professional of the Year. Yolanda joined the firm in 2022.

Project management



Michelle Lopez — Manager

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

Michelle is a manager with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle is crucial in ensuring that recruitment projects are completed thoroughly and on time. She has more than 10 years of experience as a critical support staff member. Her colleagues appreciate her customer service skills and determination to ensure clients and candidates remain informed and engaged throughout the recruitment process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. She is currently pursuing a Bachelor of Science degree in Organizational Leadership. Michelle joined the firm in 2017.

HOLDEN BEACH WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

All engagement team members are committed to Holden Beach's success. Their state and local government experience and service expertise translates into tangible results for the Town.

Cost

When we say value, we mean achieving your objectives and imagining new ones. We mean sharing public sector insights, gaining efficiencies and directing our best resources to the Town of Holden Beach.

Sharing our transparent fee estimate

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving the Town of Holden Beach's objectives.

The Town's fee estimate is based on what we've learned is important to you. We'll go beyond what's expected to deliver a return on your investment. We have prepared this fee based on the needs and objectives you have shared and our experience conducting similar executive searches for our public sector clients. A detailed budget of the optional activities is provided on the following pages.

The professional fee includes the cost of services by the engagement team leader and project support staff.

In the event that multiple candidates are hired for the Town through the same search process and candidate pool, a percentage fee of the original contract per candidate will be negotiated.

Feel free to direct all questions regarding the professional fee and project-related expenses to Edward G. Williams at edward.williams@bakertilly.com or +1 (214) 842 6478.

SERVICE	TOTAL FEE
Recruitment services for Holden Beach's Town Manager	\$29,500

OUR TRANSPARENT, FAIR FEE ESTIMATE

Holden Beach can expect a competitive fee arrangement and continuous value.

All project-related expenses such as advertising, candidate background, reference and academic verification checks, and travel expenses for on-site visits will be billed at cost. Baker Tilly is not responsible for candidates' travel expenses to the Town's location for on-site interviews. Clients generally manage these matters directly with the finalists.

Describing our optional services

We offer the following optional services to meet the needs of your town and your recruitment.

OPTIONAL SERVICES		
SERVICE	DESCRIPTION	FEE
ADDITIONAL SERVICES AVAILABLE DURING THE SEARCH		
Community survey	Baker Tilly can conduct an online community survey to help your organization identify key issues or priorities that your organization may consider as you launch an executive search. Depending on your needs, we administer the survey, that your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.	\$2,500
Translation services for printed materials	Professional translation of the brochure or survey into any world language is available for an additional fee. Google Translate is not used; all translations are performed by professionals.	\$250 per language
Translation services for survey responses	Professional translation of the survey responses into any world language is available for an additional fee. Google Translate is not used; all translations are performed by professionals. Up to 500 survey responses.	\$250 - \$450 per language
Background and reference checks	After the Town Board of Commissioners has identified a list of finalists Baker Tilly will conduct reference checks and background records checks. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant's qualifications, management style, leadership traits or characteristics and professional work performance.	\$175 per candidate
Leadership/management style assessment	While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the Town Manager position looks like to reach a consensus on the ideal candidate's desired leadership and management style. We ask the SMS to complete a 30-minute online questionnaire. When aggregated, these responses generate a benchmark that prioritizes this position's key competencies, work values, and leadership and management style attributes, creating a framework for assessing if the candidate fits with the Town. Later in the process, finalists are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark.	\$215 base fee plus \$50 per candidate

OPTIONAL SERVICES		
SERVICE	DESCRIPTION	FEE
Second round of interviews	Each additional round of interviews beyond the first round	Billed at time and travel
Other services	Baker Tilly will bill Holden Beach at an hourly rate, plus expenses, if applicable, for additional work requested explicitly by your organization outside this project's scope or as described in the proposed scope. Before beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required before commencing any additional services.	\$350 per hour, plus expenses
POST-SEARCH SERVICES		
Six-month check-in	A facilitated session allows the new Town Manager and the Town Board of Commissioners to discuss progress, goals and vision. It is usually structured as a half-day session and can form the basis for future performance evaluations.	\$1,000
Executive coaching	Coaching can help improve communication, leadership, prioritization and other skills needed for peak performance. It also provides professional and personal counsel to a new Town Manager. For a six-month coaching engagement, we will team up the new manager with a seasoned manager who can help enhance skill sets to set the team up for success.	\$4,000
Performance evaluation plan	An annual performance review process led by a third party facilitator ensures valuable feedback, constructive dialogue and agreement on priorities. It can also strengthen the Commission/manager relationship.	\$12,000
Organizational review	A structured review of the organization's structure and function and identifies ways to increase efficiency and effectiveness. It is especially helpful for new Town Managers because it provides an objective agenda for improvement.	TBD
Goal setting	A facilitated session that allows the Town Board of Commissioners to develop goals for the new Town Manager. This process establishes goals so the community can move important initiatives forward.	TBD
Strategic planning	A three-to-five-year plan to provide the Town Manager and the Town Board of Commissioners the tools to make progress on community needs.	TBD
Classification and compensation study services	Classification and compensation study approach and project tools developed by our team of Certified Compensation Professionals will provide your	TBD

OPTIONAL SERVICES		
SERVICE	DESCRIPTION	FEE
	organization with sound results and recommendations that are fair and defensible.	

DELIVERING OPTIONAL SERVICES TO BENEFIT HOLDEN BEACH

Holden Beach may benefit from the additional services we offer. No additional services will be billed without the express consent and agreement with the Town.

Providing our invoicing procedures

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

Negotiating mutually acceptable terms and conditions

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

Appendix A: Sample brochure



TOWN ADMINISTRATOR

HIGHLAND PARK, TEXAS

First Review of Applications: January 30, 2023

The Town of Highland Park

A haven for home and fireside.

Undisturbed by conflict of commercial or political interests.

*The function of government in Highland Park
is protection of the home.*

*Citizens who cherish their homes will
vigilantly preserve their heritage of self-government.*

by J.W. Bartholow, Sr., written circa 1942

THE COMMUNITY

The Town of Highland Park, incorporated in 1913 and chartered as a home-rule city under Texas law in 1975, is a fully developed upper-class residential community located in the heart of Dallas, three miles north of the Dallas central business district. The Town occupies approximately 2.2 square miles and serves a population of about 8,864. This small, well-managed, luxurious community is one of the most exclusive suburbs in the state of Texas and is known for its opulent homes, well maintained properties, high end shopping, fine dining, superb public safety, beautiful parks, and top rated schools. [Click here for more about Highland Park, TX](#)



THE ORGANIZATION

Highland Park operates under the council-manager form of government. The Mayor and five (5) Council members (all elected at large) have policy-making and legislative authority, approve ordinances, adopt the Town's annual budget, appoint committees, and hire both the Town Administrator (manager) and Town Attorney. With an [FY22-23 budget](#) of \$52,195,245 and 122 Full-Time Employees, Highland Park provides a full range of services including public safety (police, fire, and emergency medical services), street maintenance, infrastructure, sanitation services, treated water distribution, storm sewer collection and transmission systems, library services and general administrative services. [Click here to learn more about the Town of Highland Park - Administration](#)

THE POSITION

The Town Administrator is the chief administrative officer and therefore is responsible to the Mayor and Town Council for the leadership, management, and service delivery excellence of all Town affairs and services assigned by charter, ordinance, or Town Council directives. Additionally, the Town Administrator plans and ensures the efficient execution of the day-to-day operations of the Town including service delivery structures, personnel, equipment, employee development, recruitment, training, retention and promotion, capital improvement programs, zoning, and land use. The Town Administrator also establishes performance measures, supervises all departments, agencies, and offices of the Town, leads the implementation of processes to ensure effective, efficient, and responsive operation of the Town, which includes preparation, presentation, and administration of the Town Council meeting agenda, which is twice per month, and attends other special meetings relating to citizen concerns or requests, budget matters, the implementation of traffic, zoning, utility rate ordinances and keeps the Town Council informed on relevant issues. The Town Administrator also communicates official plans, policies, and procedures to staff and the public.



LEADERSHIP OPPORTUNITIES

Quality Service Delivery: The new Town Administrator will have an opportunity and responsibility of leading a financially sound organization, with a highly skilled, competent, and enthusiastic workforce, all charged with delivering effective, efficient, and responsive services to the residents.

Staff Selection and Workforce Planning: Highland Park has an outstanding group of resolute, talented, enthusiastic, and service delivery champions, many of whom have enjoyed long tenures, and others who are new to the organization. The new Town Administrator will have an opportunity to evaluate the current workforce, current and future opportunities to fill key vacancies, and lead the selection of highly skilled professionals in various departments who can continue the tradition of outstanding service delivery, while improving the Town's commitment to service excellence, people development, and competence. Collaborating with key members of the organization and other stakeholders, the Town Administrator will have an opportunity to select the Town's next Public Safety Director who will lead the well-established practice of outstanding customer service.

High Performing Team: The new Town Administrator will have a unique opportunity to build upon an existing high performing team that champions a culture of cooperation and the highest level of customer service imaginable, while inspiring and empowering employees to serve with excellence, responsiveness, and integrity.

Teamwork, Cooperation and Collaboration: The Town Administrator will rely on a supportive Town Council who thrives on visionary leadership, effective communication, and outstanding interpersonal and servant leadership attributes, to build and maintain a respectful, trusting, accountable, and professional partnership dedicated to serving the current and future needs of the community.

DESIRED CAPABILITIES

The Town Council desires to hire an experienced, accomplished service delivery champion, who is also an effective communicator, collaborative, politically astute leader, and dedicated public service professional as its next Town Administrator. This executive is a trusted leader, who is proficient in municipal government administration and operations, has a verifiable record of effectively empowering individuals at all levels within the organization to deliver outstanding customer service, while demonstrating leadership, problem solving competence, critical thinking skills, honesty, integrity, and undying commitment to customer service, continuous improvement, and innovation. The new Town Administrator must offer a verifiable record of ethical behavior, and personal accountability, supported by outstanding interpersonal skill, and the ability to listen to, and embrace, divergent perspectives. The Town Council expects that the new Town Administrator will have considerable knowledge of modern policies and practices of public administration; working knowledge of municipal finance, human resources, public works, public safety, community development, and can respect historical town and organizational traditions and values, while inspiring and leading the organization forward in a positive, customer centered direction, with innovation, transparency, and inclusiveness.

EDUCATION AND EXPERIENCE

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



COMPENSATION AND BENEFITS

The Town of Highland Park offers a generous, market competitive annual salary in the \$220,000 - \$250,000 range. The Town provides an exceptional retirement benefit through the Texas Municipal Retirement System, where the Town matches your contributions 2 to 1. An optional 457 Deferred Compensation Plan through MissionSquare Retirement (formerly known as ICMA) is also provided. Additionally, the Town offers a \$900 monthly vehicle allowance, mobile telephone, Medical, Dental, Vision, Basic Life, Accidental Death, and Dismemberment, Long-Term Disability, Employee Assistance Program, optional additional coverage via AFLAC, 9 Holidays (New Year's Day, Martin Luther King, Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Friday after Thanksgiving Day, Christmas Eve, Christmas Day), Vacation, discretionary, and major medical leave.

Other benefits include professional dues associated with ICMA, TCMA, and payment for travel and business-related expenses for professional, official business travel, professional associations, and membership dues. The Town may offer a housing allowance and relocation assistance. Residence inside the city limits is not required.

As a Highland Park employee, you become a Member of the Texas Municipal Retirement System (TMRS). [Click here to see what your Highland Park Salary and TMRS Benefit could mean for your financial future.](#)

APPLICATION AND SELECTION PROCESS

We invite qualified professionals to click the link below, visit the Baker Tilly Application Portal, review the desired traits, attributes, and characteristics, apply, and allow us the privilege of considering your qualifications for this outstanding career opportunity.

[Governmentjobs.com/careers/BakerTilly](https://governmentjobs.com/careers/BakerTilly)

Application review begins on Monday, January 30, 2023. Following the first review date, the lead consultant will evaluate all applications against the posted qualifications and may invite a select number of applicants to complete additional assignments and participate in virtual or in-person interviews.

This announcement will remain posted, and we will continue to accept applications until the town extends an offer to one finalist. Our process requires the expressed authorization by applicants before we conduct criminal background report check, credit check, academic verification or contact references.

Pursuant to state or local laws governing access to public records, all information submitted and associated with an individual's applications, including resumes and cover letters, may be subject to public disclosure. For more information, please email edward.williams@bakertilly.com or call (214) 842-6478.

Highland Park, TX is an Equal Opportunity Employer



2500 Dallas Parkway | Plano, TX | 972-748-0300 | bakertilly.com