



December 16, 2024

# Albemarle County

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



December 16, 2024

Jessica A. Rice, SPHR, PSHRA-SCP, ARM, Director of Human Resources  
Albemarle County  
1600 5<sup>th</sup> St., Room B141  
Charlottesville, VA 22902  
*Delivered electronically*

Baker Tilly Advisory Group, LP  
8270 Greensboro Drive  
Suite 400  
McLean, VA 22102  
United States of America

T: +1 (703) 923 8300  
F: +1 (703) 923 8330

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

Dear Ms. Rice:

Albemarle County (the County) is seeking customized executive recruitment solutions for the Charlottesville-UVA-Albemarle Emergency Communications Center (ECC), which spans multiple government jurisdictions. This proposal is the starting point — our vision of how we can assist with your goal of recruiting the ECC's next Executive Director of Emergency Communications.

For well-managed organizations like the County, 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 Executive Director of Emergency Communications is crucial to the ECC's operations. You seek executive search services that aim to elevate the organization. Luckily, we are ready to chart a course that guides the Management Board to its choice of experienced and well-qualified candidates that match the ECC's needs.

You need to find an Executive Director of Emergency Communications 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, human capital, financial management advisory, organizational management and class and compensation services.

We're prepared to redefine what service means for the County and the ECC. 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 Albemarle County continues to be to us as a client. We appreciate the collaboration and work with the County in the past and look forward to working with them again through this Management Board appointment.

We can't wait to get started.

Very truly yours,

Anne Lewis, Managing Director  
+1 (703) 923 8214 | [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

Yolanda Howze, Director  
+1 (312) 240 3401 | [yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com)

# Contents

EXECUTIVE SUMMARY .....	1
SERVICE APPROACH.....	2
PROJECT TIMELINE .....	8
CLIENT PERSPECTIVES.....	9
THE RIGHT TEAM .....	13
VALUE FOR FEES .....	16
APPENDIX A: SAMPLE BROCHURE .....	20



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.

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 and mission

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies and materials that present the Charlottesville-UVA-Albemarle Emergency Communications Center as a recognized leader in Public Safety Communications and Emergency Management. Additionally, working for the ECC means contributing to a mission-driven organization that values generosity, openness, leadership, dedication, efficiency, and empathy. It's an opportunity to make a meaningful impact on community safety and preparedness while working in a supportive and professional environment. Furthermore, we will highlight that living in Albemarle County offers a unique blend of natural beauty, a vibrant community, and a rich history. Nestled in the foothills of the Blue Ridge Mountains, the county provides stunning landscapes and numerous outdoor activities. Residents enjoy a high quality of life with excellent public schools, diverse dining options, and a strong sense of community. The area is known for its wineries, historical sites, and proximity to the University of Virginia, making it a culturally rich and intellectually stimulating place to live.

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

Baker Tilly has distinguished itself from its peers in public sector executive recruitment in many ways. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs and does not end once the candidate is selected.**



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

---

# Service approach

*We blend technology with the wisdom of our team members to deliver quality and insights. Albemarle County and the Management Board 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 County and the ECC

No one achieves breakthrough results by following well-worn pathways. The ECC is a one-of-a-kind organization with unique risks, challenges and opportunities. We will build our recruitment plans with the County accordingly, tailoring our executive recruitment service methodologies to the ECC's specific needs.

The goals, culture and distinctive factors that impact your organizations and communities will play a role in shaping our approach. Along the way, our deep understanding of state and local government organizations and knowledge of the ECC's unique needs will fuel our dedication to helping you achieve your goal of recruiting exceptional candidates for the Executive Director of Emergency Communications position.

We take pride in our ability to provide the Management Board with comprehensive details and information about each candidate we present, expanding beyond applications, cover letters, and resumes to understand better the individual professional experience, leadership traits and management style they would bring to the ECC. 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 Management Board before, during and after each interview session and can facilitate the deliberations, employment offer, and negotiations with the individual selected as a finalist.

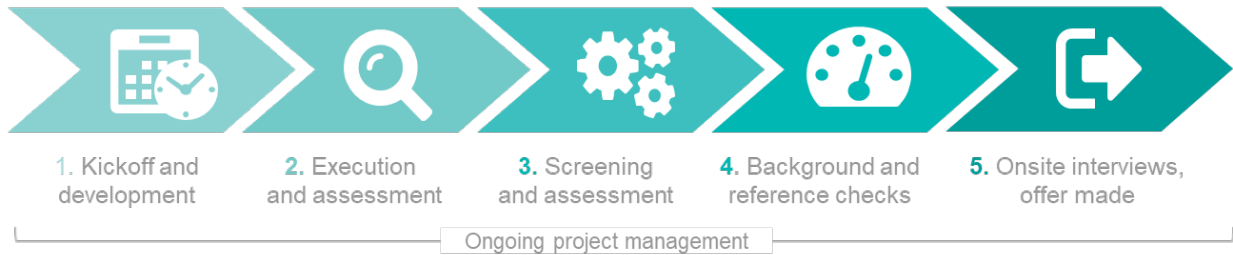
## Describing the Baker Tilly executive recruitment process

State and local government clients like Albemarle County 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 County, the Management Board and others designated as your technical advisor. We will conduct the recruitment process effectively, efficiently, transparently and professionally, consistent with best practices in the public sector executive recruitment space. Our agenda is your agenda. We aim to generate a list of highly qualified candidates and assist you with screening and evaluating these candidates to identify the next Executive Director of Emergency Communications.

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 ALBEMARLE COUNTY'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 the next Executive Director of Emergency Communications. The recruitment brochure will also include essential details about the ECC 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 Management Board or others designated to discuss the desired and required qualifications and coordinate stakeholder input upon the direction of the Management Board. During this meeting, we will also gather information on the strategic initiatives, goals and objectives, organizational culture, reporting structures, and similar information. Additionally, we attempt to understand the overall scope and responsibilities of the ECC's next Executive Director of Emergency Communications, including individual and organizational goals. We also try to understand the key issues, challenges and opportunities the Executive Director of Emergency Communications will face. We will also gather information about the total rewards (compensation and benefits) offered for this position.

Information from these meetings and our review of the job description and other ECC documents is used to prepare the position and candidate profile. The Management Board or designee 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 Management Board 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 County staff to include information about the search on the County and ECC'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 County'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 Executive Director of Emergency Communications 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 Executive Director of Emergency Communications 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 Executive Director of Emergency Communications 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 ECC, 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 the desired profile. We will then narrow the list to approximately 10 semi-finalists for review and identification of four or five finalists (often including an alternate) or the number of individuals the County 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 County 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 Management Board 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.

Public safety agencies typically seek a more thorough background check. We do not possess the credentials to perform these background searches. Still, we are familiar with individuals who provide those services and how to integrate those services into the search process. Information obtained from the background records check will be shared with the individual(s) who conduct the background check.

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**

*Albemarle County 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 the Management Board 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 ECC stakeholders, a presentation to the Management Board, and individual tours of the local community. 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 their final evaluation. If asked, we will help the Management Board develop a compensation package and related employment considerations and negotiate an employment agreement.

**Recruiting a diverse candidate pool for Albemarle County**

Baker Tilly’s recruiting strategy for the ECC 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 the ECC’s Executive Director of Emergency Communications position. We cultivate relationships with diverse networks of leaders who can bring new perspectives and experiences to the role.



## SERVICE APPROACH

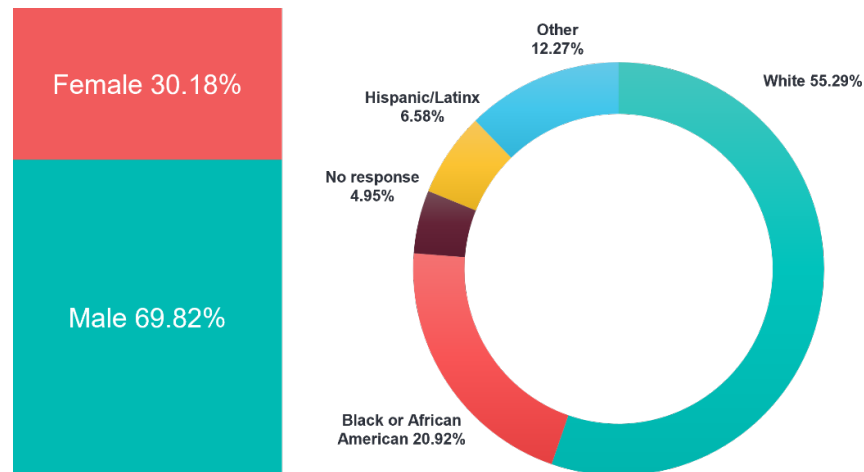
Our firm is a corporate member of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network. We serve on NFBPA's National Corporate Advisory Council and regularly participate in its membership events. As in every recruitment, we will call on our established 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 the ECC'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 organization to attract and retain diverse talent

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



### DIVERSITY IN RECRUITMENT

*As evidenced by positive trends in our applicant diversity data, we are committed to broadening the candidate pool for this 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 Executive Director of Emergency Communications who matches the profile we develop with you. We further define success by identifying and presenting sufficient well-qualified applicants for the Management Board 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
<b>Commitment to the recruitment until a finalist is selected</b>	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.
<b>Guarantee the executive recruitment for 12 months</b>	We guarantee the executive recruitment against involuntary separation for 12 months. This means that if the employment relationship is ended 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 the 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.*

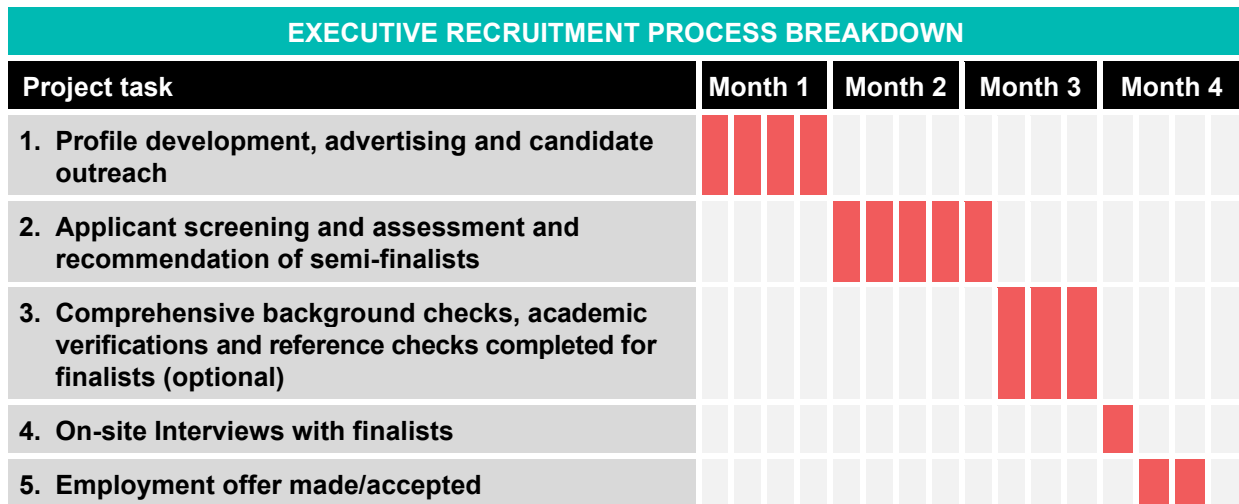
# Project timeline

*Albemarle County's time is valuable, and one significant way we will support the County and the Management Board is by delivering your services on time.*

## Timing is everything, so we'll meet Albemarle County's deadlines

The chart below represents our customized approach to deliver executive recruitment services to the County and Management Board 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 the 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.

To ensure a smooth and timely recruitment process, the County and the ECC will 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.



### OUR COMMITMENT TO ALBEMARLE COUNTY

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

# Client perspectives

*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.

CAPE FEAR PUBLIC TRANSPORTATION AUTHORITY (WAVE), NC			
<b>Name</b>	Mike Kozlosky	<b>Title</b>	Cape Fear Board Member and Wilmington Urban Planning Area MPO Executive Director
<b>Phone</b>	+1 (910) 342-2781	<b>Email</b>	<a href="mailto:mike.kozlosky@wilmingtonnc.gov">mike.kozlosky@wilmingtonnc.gov</a>
<b>Services</b>	Selection of Executive Director (2023)		

DISTRICT 19 COMMUNITY SERVICES BOARD (VIRGINIA)			
<b>Name</b>	Charles Thorns	<b>Title</b>	Human Resources Generalist
<b>Phone</b>	+1 (804) 862 8002, ext. 3188	<b>Email</b>	<a href="mailto:CThorns@d19csb.com">CThorns@d19csb.com</a>
<b>Services</b>	Selection of Executive Director (2023)		

HAMILTON COUNTY MENTAL HEALTH AND RESOURCE RECOVERY BOARD, OHIO			
<b>Name</b>	LaNora Godfrey	<b>Title</b>	President/CEO
<b>Phone</b>	+1 (513) 946 8625	<b>Email</b>	<a href="mailto:lanorag@hcmhrsb.org">lanorag@hcmhrsb.org</a>
<b>Services</b>	Selection of Chief Executive Officer (2023) and Chief Financial Officer (2023)		

### PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

*At Baker Tilly, relationships matter. Our team has a record of successfully enhancing and protecting similar clients' goals — resulting in experience-based insights for Albemarle County and the ECC.*

**Providing similar services to clients**

You will receive exceptional service from a qualified 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.

Following is a list of past recruitments we have provided to Albemarle County.

PAST ALBEMARLE COUNTY RECRUITMENTS	
Year	Position
2024	Chief of Budget
2023	Deputy County Executive
2023	Economic Development Director (partial)
2023	Human Resources Director
2017	911 Executive Director
2017	County Executive
2017	Economic Development Director
2017	Finance Director (partial)

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

LIST OF RELEVANT PROJECTS: PRESENT — 2019				
Year	Client	State	Project	Population
2024	Brooklyn Center	MN	Police Chief	31,006
2024	Chesterfield County	VA	Police Chief	383,876
2024	Columbia Heights	MN	Police Chief	21,961
2024	Lower Merion Township	PA	Police Superintendent	63,630
2024	Matthews	NC	Police Chief	29,435
2024	Midland	TX	Police Chief	132,520
2024	Plant City	FL	Police Chief	39,012
2023	Ann Arbor	MI	Police Chief	123,851
2023	Carrboro	NC	Fire Chief	21,230
2023	Kinston	NC	Police Chief	21,677
2023	Minneapolis	MN	Neighborhood Safety Director	429,954
2023	Montgomery County	MD	Director of Dept of Corrections & Rehab	1,006,000
2022	Beeville	TX	Police Chief	12,937
2022	Big Lake	MN	Police Chief	11,107
2022	Champaign	IL	Police Chief	87,636
2022	Lancaster	SC	Police Chief	9,175
2022	Rogers	AR	Police Chief	66,344
2022	Sugar Land	TX	Police Chief	111,026
2021	DePere	WI	Police Chief	24,903
2021	Edina	MN	Fire Chief	51,958
2021	Excelsior Springs	MO	Police Chief	11,640

## CLIENT PERSPECTIVES

LIST OF RELEVANT PROJECTS: PRESENT — 2019				
Year	Client	State	Project	Population
2021	Fond du lac	WI	Police Chief	42,909
2021	Gladstone	MO	Police Chief	27,126
2021	Joplin	MO	Fire Chief	50,386
2021	Oakdale	MN	Police Chief	27,963
2021	Orange County	NC	Emergency Services Director	140,352
2021	Port Arthur	TX	Fire Chief (partial)	53,937
2021	Racine	WI	Police Chief	77,432
2021	Troy	OH	Asst Director of Public Service & Safety	25,961
2021	Warrensburg	MO	Fire Chief	20,168
2020	Athens	TX	Police Chief	12,797
2020	Bedford County	VA	911 Director	6,181
2020	Belton	MO	Police Chief	23,480
2020	Centennial Lakes Police Dept	MN	Police Chief	
2020	Cloquet	MN	Police Chief	12,022
2020	Cloquet Area Fire District	MN	Fire Chief	11,938
2020	Lake Elmo	MN	Fire Chief	9,100
2020	Missouri 911 Service Board	MO	Executive Director	
2020	Petersburg	VA	Fire Chief	31,636
2020	Plant City	FL	Police Chief	39,012
2020	Raytown	MO	Police Chief	29,211
2019	Brooklyn Center	MN	Fire Chief	31,006
2019	Cedar Rapids	IA	Fire Chief	132,228
2019	Clayton	MO	Police Chief	16,805
2019	Metropolitan Council	MN	Chief of Metro Transit Police	2,980,000
2019	Mount Pleasant	WI	Police Chief	26,197
2019	Norfolk	VA	Fire Chief	246,393
2019	Oakland	CA	Fire Marshal	429,082
2019	Westerville	OH	Police Chief	39,737
2019	Worthington	OH	Police Chief	14,646

Following is a list of executive director executive recruitments delivered by the Baker Tilly team.

LIST OF RELEVANT PROJECTS: PRESENT — 2019				
Year	Client	State	Project	
2024	Middleburg Community Charter Schools	VA	Chief Operating Officer	
2023	Cape Fear Public Transportation Authority	NC	Executive Director	
2023	District 19 Community Services Board	VA	Executive Director	
2023	Hamilton County Mental Health & RSB	OH	Chief Executive Officer	
2023	League of Minnesota Cities	MN	Executive Director	
2023	Montgomery Village Foundation	MD	Executive Vice President	

## CLIENT PERSPECTIVES

### LIST OF RELEVANT PROJECTS: PRESENT — 2019

Year	Client	State	Project
2023	New Braunfels Utilities	TX	Chief Executive Officer
2023	SouthWest Transit	MN	Chief Executive Officer
2023	Williamsburg Area Transit Authority	VA	Executive Director
2022	Aquia Harbour Property Owners Association, Inc.	VA	General Manager
2022	Central Virginia Planning District Commission	VA	Executive Director
2022	Cleveland Public Power	OH	Public Utilities Director
2022	Crossroads Community Services Board	VA	Executive Director
2022	DuPage Water Commission	IL	General Manager
2022	Elk River Municipal Utilities	MN	General Manager
2022	Ocean Pines Homeowners Association	MD	General Manager
2022	Reston Association	VA	Executive Director
2022	Rock Region METRO	AR	Chief Executive Officer
2022	Rockville Economic Development Inc	MD	Women's Business Center - Managing Dir
2022	Stafford County, Rappahannock Regional Landfill	VA	Executive Director,
2021	Columbia Association	MD	President/CEO
2021	Hampton Roads Sanitation District	VA	General Manager
2021	Hibbing Public Utilities	MN	General Manager
2021	North Texas Municipal Water District	TX	Executive Director/General Manager
2021	Oklahoma Municipal Assurance Group	OK	Chief Executive Officer
2021	Shakopee Public Utilities Commission	MN	General Manager
2020	Marshall Municipal Utilities	MN	General Manager
2020	Missouri 911 Service Board	MO	Executive Director
2020	Unified Community Action Partnership	MN	Executive Director
2020	Virginia Railway Express (VRE)	VA	Chief Executive Officer
2019	Commonwealth of Virginia	VA	Chief Operating Officer
2019	Little Blue Valley Sewer District	MO	Executive Director
2019	Local Government Information Systems	MN	Executive Director
2019	North Coast County Water District	CA	General Manager

# The right team

*We assemble the right team with the right experience for Albemarle County to serve you project after project and take you further than anyone thought possible.*

## Aligning key engagement team members with your goals

Our executive recruitment team comprises seven recruitment professionals and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many disciplines comprising the ECC 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 1,753 executive searches.

### 1,753 recruitments

Our public sector executive recruitment practice has conducted 1,753 successful recruitment projects since 2000.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, which means a personal interest in Albemarle County and the ECC from some of our most experienced team members. Engagement team members are introduced on the following pages, and complete resumes are available upon request.

## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ALBEMARLE COUNTY

### Engagement leadership



#### Anne Lewis — Managing Director

8270 Greensboro Drive, Suite 400, McLean, VA 22102  
+1 (703) 923 8214 | [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

Anne leads Baker Tilly's public sector executive recruitment team. Before joining Baker Tilly, she was an assistant county administrator for Loudoun County, Virginia, a deputy city manager for Harrisonburg, Virginia and an assistant city manager for Winchester, Virginia. Over 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitor's bureau executive director. Anne was also responsible for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and not-for-profit organizations. Anne holds an advanced degree in Organizational Leadership and Public Administration and a Bachelor of Science in Business Administration and Management from Shenandoah University. Anne joined the firm in 2020.



INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ALBEMARLE COUNTY



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

205 North Michigan Avenue, 28<sup>th</sup> Floor, Chicago, IL 60601  
 +1 (312) 240 3401 | [yolanda.howze@bakertilly.com](mailto: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.

*Consulting team*



**Art Davis — Director**

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

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



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

17 Cowboys Way, Suite 800, Frisco, TX 75034  
 +1 (214) 842 6478 | [edward.williams@bakertilly.com](mailto: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 expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR ALBEMARLE COUNTY

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.

Project management



Michelle Lopez — Manager

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

ALBEMARLE COUNTY WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

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

# Value for fees

*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 Albemarle County and the ECC.*

## Sharing our transparent fee estimate

Albemarle County’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. Our fees allow for thorough and insightful advice from experienced professionals.

The professional fee includes the cost of services by the engagement team leader and project support staff. The County and Management Board can consider a partial recruitment where the County would assume some of the tasks to bring the search to a successful conclusion. The guarantee does not apply to a partial recruitment.

In the event that multiple candidates are hired 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 Yolanda Howze at [yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com); +1 (312) 240 3401 or Anne Lewis at [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com); +1 (703) 923 8214.

PROPOSED SERVICES	FEES
<b>Phase I</b>	
<b>Task 1</b> — Candidate profile development/email marketing and direct outreach	<b>\$5,370</b>
<b>Task 2</b> — Identify quality candidates	<b>\$4,000</b>
<b>Phase II</b>	
<b>Task 3</b> — Screening of applications and submission of recommended semi-finalists to the client	<b>\$9,600</b>
<b>Task 4</b> — Reference checks, background checks (optional fee)	<b>\$175 per candidate</b>
<b>Phase III</b>	
<b>Task 5</b> — Final process interviews with finalists	<b>\$10,530</b>
<b>Conclusion</b>	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
<b>TOTAL PROFESSIONAL FEE</b>	<b>\$29,500</b>

### OUR TRANSPARENT, FAIR FEE ESTIMATE

*Albemarle County can expect a competitive fee arrangement and continuous value.*

## VALUE FOR FEES

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 County's location for on-site interviews. Clients generally manage these matters directly with the finalists.

ESTIMATED REIMBURSABLE EXPENSES	
Service	Cost
Advertising	\$1,500 - \$2,000
Baker Tilly travel for onsite visits	\$1,350 per visit

### Describing our optional services

We offer the following optional services to meet the needs of the ECC, your community and the recruitment.

OPTIONAL SERVICES		
SERVICE	DESCRIPTION	FEE
<b>ADDITIONAL SERVICES AVAILABLE DURING THE SEARCH</b>		
<b>Community survey</b>	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
<b>Translation services for printed materials</b>	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
<b>Translation services for survey responses</b>	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
<b>Background and reference checks</b>	Once the Management Board 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
<b>Leadership/ management style assessment</b>	While recruitment is underway, the engagement team will work with up to 10 subject matter specialists (SMS) who know what successful performance in the Executive Director of Emergency Communications position looks like to reach a consensus on the ideal candidate's desired leadership and management style.	\$215 base fee plus \$50 per candidate

## VALUE FOR FEES

OPTIONAL SERVICES		
SERVICE	DESCRIPTION	FEE
	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 ECC. 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.	
<b>Second round of interviews</b>	Each additional round of interviews beyond the first round	Billed at time and travel
<b>Other services</b>	Baker Tilly will bill Albemarle County 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		
<b>Six-month check-in</b>	A facilitated session allows the new Executive Director of Emergency Communications and the Management Board 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
<b>Executive coaching</b>	Coaching can help improve communication, leadership, prioritization, and other skills needed for peak performance. It also provides professional and personal counsel to the new Executive Director of Emergency Communications. For a six-month coaching engagement, we will team up the new executive director with a seasoned executive director who can help enhance skill sets to set the team up for success.	\$4,000
<b>Performance evaluation plan</b>	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 board/executive director relationship.	\$12,000
<b>Organizational review</b>	A structured review of the organization's structure and function and identifies ways to increase efficiency and effectiveness. It is especially helpful for the new Executive Director of Emergency Communications because it provides an objective agenda for improvement.	TBD

OPTIONAL SERVICES		
SERVICE	DESCRIPTION	FEE
<b>Goal setting</b>	A facilitated session that allows the Management Board to develop goals for the new Executive Director of Emergency Communications. This process establishes goals so the community can move important initiatives forward.	TBD
<b>Strategic planning</b>	A three to five-year plan to provide the Executive Director of Emergency Communications and the Management Board with the tools to make progress on community needs.	TBD
<b>Classification and compensation study services</b>	Classification and compensation study approach and project tools developed by our team of Certified Compensation Professionals will provide your organization with sound results and recommendations that are fair and defensible.	TBD

**DELIVERING OPTIONAL SERVICES TO BENEFIT ALBEMARLE COUNTY**

*Albemarle County and the ECC may benefit from the additional services we offer. No additional services will be billed without the express consent and agreement with the County.*

**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 County for any unpaid portion of the fee.

**Negotiating mutually acceptable terms and conditions**

If selected, we will provide Albemarle County with our standard engagement terms. Should the County 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**



# CHIEF EXECUTIVE OFFICER

## **Hamilton County Mental Health and Recovery Services Board**

First Review of Applications: May 23, 2023



# THE COMMUNITY

Hamilton County (2020 pop. 830,639), the third most populous county in Ohio, is nestled in the heart of the Greater Cincinnati region. The county features three stunning rivers: the mighty Ohio, the Little Miami, and the Great Miami. The valleys that surround these rivers have created unparalleled vistas that surprise visitors with breathtaking views to the south, east, and west.

One of the biggest attractions of Hamilton County is its world-class public amenities. The county boasts of top-ranked public libraries, nationally ranked Cincinnati Children's Hospital, and parks that have been recognized nationally. Hamilton County is ranked No. 9 on Forbes' list of "The Best Cities for Raising a Family." As well, the county enjoys several Fortune 500 companies, including Kroger, Procter & Gamble, and Macy's.

The county has something for everyone, including over 96 regional and neighborhood parks, 143 miles of trails, community and recreation centers, and aquatics complexes. Hamilton County is home to a thriving arts scene, with the Cincinnati Art Museum, Cincinnati Museum Center, and Taft Museum of Art attracting visitors from around the world. The county has a rich history, having once played significant roles in the Underground Railroad and the Civil War. Today, visitors can explore historic sites like the Harriet Beecher Stowe House and the National Underground Railroad Freedom Center.

Hamilton County is a fantastic place to live, work, and visit. With its natural beauty, world-class amenities, and rich culture and history, it's no wonder why so many people are proud to call it home.



## HAMILTON COUNTY MENTAL HEALTH AND RECOVERY SERVICES BOARD

Hamilton County Mental Health and Recovery Services Board (HCMHRSB or MHRSB) provides leadership in public behavioral health care with planning, funding, managing, and evaluating behavioral health care in Hamilton County. MHRSB is statutorily prohibited from providing direct care to clients and instead contracts with numerous non-profit agencies to provide direct care in a community-based setting. Through the 38 non-profit providers who deliver non-hospital behavioral health services—crisis care, outpatient, residential, and housing—MHRSB serves over 26,000 mental health and addiction clients annually. MHRSB's CY2023 Budget includes \$76M in revenues and planned and Board-approved expenditures of \$92M, \$16M of which is earmarked for a future capital project that is expected to roll into CY2024 or beyond.

The mission of Hamilton County Mental Health and Recovery Services Board is to develop and manage a continuum of mental health, addiction, and prevention services that have a positive impact on the community, are accessible, results oriented, and responsive to individual and family needs.



## MHRSB PRIMARY SERVICE GOALS

- Provide a System of Care with a wide array of Evidence Based Treatment Services that ensures a high quality of care for Hamilton County residents and promotes recovery and a favorable quality of life.
- Promote prevention and education efforts that reduce the impact of mental illness and addiction in the community.
- Ensure individuals with behavioral health needs are treated in an environment that best meets their needs.
- Reduce the impact of opiate addiction on individuals and the community.
- Expand recovery supports.
- Support the development and retention of a professional workforce adequate to meet the needs of the community.
- Enhance opportunities to integrate behavioral health and primary health care.

## MHRSB STEWARDSHIP GOALS

- Maximize efficiency and effectiveness of the Hamilton County behavioral health system.
- Ensure financial viability of the HCMHRSB and its service delivery system through efficient, accountable, and responsible financial management.
- Maintain system-wide procedures that achieve compliance with all legal obligations and reporting requirements.
- Organize board staff and other resources in a manner consistent with established priorities and available resources and monitor organization at all levels for effectiveness and efficiency.
- Advocate to local community, and state and national elected officials to provide increased support for community-based services.
- Prepare for changing community needs and changing financial environments while maintaining consistent levels of care.



# THE POSITION

This is a rare opportunity for a seasoned strategic professional to lead a comprehensive system of publicly funded behavioral healthcare available to Hamilton County residents. The Chief Executive Officer is appointed by Hamilton County Mental Health and Recovery Services Board to develop and lead a system of care to support HCMHRSB's mission and goals. The CEO identifies factors that enhance consumer value and establishes system-wide procedures that achieve compliance with all legal obligations, reporting requirements, and outcome expectations. The CEO directly supervises the Executive Vice President, Vice President of External Affairs, Vice President of Mental Health and Addiction Services, Chief Financial Officer, Director of Administrative Services, and an Executive Assistant. HCMHRSB employs a total staff of 24.8 employees.



## The essential functions of this position include:

- Supervises addiction services, mental health services, recovery supports, and facilities provided, operated, contracted, or supported by the board to the extent of determining that services, supports, and facilities are being administered in conformity with ORC Chapter 340 and rules of the director of mental health and addiction services.
- Provides consultation to community addiction services providers and community mental health services providers.
- Recommends to the board the changes necessary to increase the effectiveness of addiction services, mental health services, and recovery supports and other matters necessary or desirable to carry out this chapter.
- Employs and removes from office such employees and consultants in the classified civil service and, subject to the approval of the board, employs and removes from office such other employees and consultants as may be necessary for the work of the board, and fixes their compensation and reimbursement within the limits set by the salary schedule and the budget approved by the board.
- Encourages the development and expansion of preventive, treatment, and consultative services, as well as recovery supports, in the fields of addiction services and mental health services with emphasis on continuity of care.
- Prepares for board approval an annual report of the addiction services, mental health services, recovery supports, and facilities under the jurisdiction of the board, including a fiscal accounting of all services and supports.
- Conducts such studies as may be necessary and practicable for the promotion of mental health, promotion of addiction services, and the prevention of mental illness, emotional disorders, and addiction.
- Authorizes the county auditor to issue warrants for the payment of board obligations approved by the board, provided that all payments from funds distributed to the board by the department of mental health and addiction services are in accordance with the budget submitted pursuant to section 340.08 of the Revised Code, as approved by the department of mental health and addiction services.

# LEADERSHIP OPPORTUNITIES

**Conduct a needs assessment.** The CEO will have the opportunity to conduct a needs assessment of mental health, addiction, and recovery services in Hamilton County to evaluate the necessity of additional services and identify areas of improvement including lean provider reporting, case management and peer support. This assessment should involve community stakeholders, mental health and addiction professionals/providers, staff, and individuals with lived experience. As needs are identified, the CEO will work to secure additional resources to respond and implement to enhance the crisis continuum.

**Mental health levy.** Voters approved a mental health levy in November 2022; the first increase since 2007. The levy covers services to adults and children who are mentally disabled and/or are addicted to alcohol and drugs. Services include mental health and addiction treatment, housing, employment, vocational help and court assistance and it covers contracts with 38 behavioral health organizations and county departments. This is a five-year levy and the CEO will need to have an eye towards the next opportunity and additional diverse revenue streams.



**Culture optimization.** The CEO will walk into an established culture of excellence among the board, staff, providers, and recognize what each brings to the table. Through showing trust, trustworthiness, respect, visibility but not micromanagement, transparency, and acknowledgement, the new CEO will have an opportunity to elevate the existing thriving culture and capitalize on strengths and opportunities throughout the organization. The CEO will be deliberate about teambuilding and the vision of what organization looks like with continuity of staff.

**Strengthen the agency's capacity to provide culturally responsive services.** This may involve hiring additional staff who are fluent in multiple languages and from diverse cultural backgrounds and may require seeking out new funding sources to support the provision of culturally responsive services. The CEO will work to build relationships with community partners who can help support this work, such as local cultural centers and advocacy groups.

## DESIRED CAPABILITIES

The desired candidate for the Chief Executive Officer position is an engaging and visionary well-rounded servant leader with the passion, compassion, and knowledge to effectively advocate for and collaborate with the public, providers, and other partnering agencies. The CEO will strive to build strong relationships with the board, staff, business communities, philanthropic organizations, chambers of commerce, and other stakeholders; and essentially serve as the go-to contact for mental health services and issues in the county.

The next CEO will be a qualified mental health or alcohol or drug addiction services professional with administrative experience or a professional administrator with mental health or alcohol or drug addiction services experience. The hired candidate will possess knowledge of budgeting, government structure and process, agency goals and objectives, the Alcohol, Drug Addiction, and Mental Health Services Act of 1988; public relations, the Ohio Revised Code (Section 340), and public administration.

The next CEO will know the space and learn the place and be a strong but humble leader by embodying a perspective of a service recipient and run MHRSB with a driving philosophy of recovery; be progressive in keeping MHRSB going by expanding and keeping up with national standards; be data-driven and collect, interpret, analyze, and distribute the right data for decision-making and advocating for mental health and substance use comorbidity programming.

In addition, the desired candidate will possess the ability to apply management principles to solve agency problems, understand, interpret, and apply laws, rules, or regulations to specific situations, develop complex reports and position papers, prepare and deliver speeches and presentations, and handle sensitive inquiries from and contacts with officials and general public.



## EDUCATION AND EXPERIENCE

The position requires a Master's degree in human services, public/business administration, or social/behavioral science, or closely related field. Experience working with diverse groups including but not limited to Federal partners, State Legislators, and community partners; and ability to build consensus among diverse groups. Proven track record of progressive leadership positions within the mental health or addiction services field. Working knowledge of Ohio's mental health system is a plus.

# COMPENSATION AND BENEFITS

The salary range for this position will be \$200,000 - \$250,000. HCMHR SB offers a comprehensive benefits package to include medical, dental, and vision insurance, HRA, 11 paid holidays, vacation and sick leave, eligibility for Hamilton County Employees' Federal Credit Union, deferred compensation, life and supplement life insurance, flexible spending accounts, employee assistance program, college advantage savings plan, and participation in Ohio Public Employees Retirement System (OPERS).

## APPLICATION AND SELECTION PROCESS

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

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

This position is open until filled; however, interested applicants are strongly encouraged to apply no later than **May 23, 2023**. Following the first review date, we will evaluate all applications against the criteria outlined in this brochure. For more information, please contact Yolanda Howze at [yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com) or by calling (312) 240-3401.

For more information about Hamilton County Mental Health and Recovery Services Board, please visit

<https://www.hcmhrsb.org/>

Hamilton County Mental Health and Recovery Services Board is an Equal Opportunity Employer.

