



**Agenda of the Belton City Council
October 26, 2021 – 6:00 p.m.
520 Main Street, Belton Missouri
<https://www.belton.org/watch>**

Addendum

- I. CALL WORK SESSION TO ORDER
- II. ITEMS FOR REVIEW AND DISCUSSION
 - A. Presentation of the Comprehensive Annual Financial Report for the Year Ended March 31, 2021 – Troutt, Beeman & Co., P.C.
 - B. Municipal Court Summary Report for Review

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 - C. Baker Tilly Executive Recruitment
 - D. Recreational Burning Regulations
 - E. Permitting ATVs / Golf Carts / Recreational Off-Highway Vehicles

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 - F. Proposed UDC Amendments

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 - G. Route 58 & Powell Multimodal Traffic Relief Project Design
 - H. American Rescue Plan Act of 2021 (ARPA) Allowable Uses
 - I. Wastewater Treatment Plant Aerator Replacement
 - J. Bradford Place Traffic Study Results

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 - K. Rental Management Company
 - L. Need for Additional Firefighter Positions & SAFER Grant Status Update

- III. ADJOURN WORK SESSION
- IV. CALL MEETING TO ORDER
- V. PLEDGE OF ALLEGIANCE – Councilmember Clark
- VI. ROLL CALL
- VII. PERSONAL APPEARANCES

- A. Downtown Belton Main Street, Inc (325 Main St), re: Mayor’s Christmas Tree Lighting and Christmas on Main – Main Street closed from Herschel Street to Chestnut Street, including the intersections of Ella Street and Walnut Street, for the Mayor’s Christmas Tree Lighting and Christmas on Main; November 27, 2021 from 4:30 p.m. – midnight; December 3-4; 10-11; 17-18, 2021 from 5:00 p.m. – midnight; and January 7-8, 2022 from 5:00 p.m. – midnight.
- B. KC Holiday Light Pros (300 SW Newport Dr, Blue Springs, MO), re: lighting up City Hall, City Hall Annex, and plugging into the City-owned streetlights on Main Street for Christmas on Main from November 27, 2021 – January 8, 2022.

VIII. CONSENT AGENDA

One motion, non-debatable, to approve the "recommendations" noted. Any member of the Council may ask for an item to be taken from the consent agenda for discussion and separate action.

A. Motion approving the minutes of the October 12, 2021 City Council Meeting.

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B. Motion approving the Fire Department to add three additional Firefighter positions for FY2022.

The City of Belton applied for a Federal grant to add three additional firefighter positions for FY2022. The grant application was not successful, and the addition of these positions is crucial to the Fire Department’s operations. These positions will be funded by the public safety sales tax and the cost was included in the FY2022 adopted budget.

**C. Motion approving Resolution R2021-77
A resolution accepting the amended emergency operations plan.**

The complete Emergency Operations Plan can be viewed in the City Clerk’s office.

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- D. Motion approving Resolution R2021-78
A resolution approving Supplemental Agreement No. 1 with HDR Engineering, Inc. to perform additional design services for the Route 58 and Powell Road Multimodal Traffic Relief Project in the amount of \$61,344.00 increasing the amount of the design project to \$477,651.00.

Funding is available in the FY22 budget.

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- E. Motion approving Resolution R2021-79
A resolution approving Task Agreement 2021-20 with JCI Industries, Inc. for Aerator No. 3 replacement needs at the Wastewater Treatment Facility in the not-to-exceed amount of \$69,710.00.

This item is included in the FY22 Budget.

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- F. Motion approving Resolution R2021-80
A resolution approving Task Agreement No. 15 with Wilson & Company to prepare a City of Belton Northwest Area Plan in the not-to-exceed amount of \$99,966.00.

This item is included in the FY22 Budget.

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IX. REGULAR AGENDA

- A. Motion approving the final reading of Bill No. 2021-59
An ordinance of the City of Belton, Missouri amending Chapter 2, Division 4 – Personnel Code, Section 2-558(A) – legal holidays of the Code of Ordinances of the City of Belton, Missouri.
- B. Motion approving the first reading of Bill No. 2021-62
An ordinance of the City of Belton, Missouri, amending Section 9-78, Time for Filing Declaration of Candidacy, of the Code of Ordinances of the City of Belton, Missouri to conform with changes set out in House Bill 271.

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- C. Motion approving the first reading of Bill No. 2021-63
An ordinance of the City of Belton, Missouri, calling for and establishing the date of the General City Election for Municipal Officers to be held on April 5, 2022.

Filing for seats on the Belton City Council for the annual City election on Tuesday, April 5, 2022, opens Tuesday, December 7, 2021 at 8:00 a.m. and ends on Tuesday, December 28, 2021 at 5:00 p.m.

Filing may be recorded with the City Clerk at Belton City Hall, 506 Main Street, Belton, MO, during normal business hours from 8:00 a.m. until 5:00 p.m., Monday through Friday.

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- D. Motion approving the first reading of Bill No. 2021-64
An ordinance calling an election in the City of Belton, Missouri to authorize the issuance of General Obligation Bonds for streets and roads.

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- E. Motion approving the first reading of Bill No. 2021-65
An ordinance of the City of Belton, Missouri, amending Chapter 3, Intoxicating Liquor, of the Code of Ordinances of the City of Belton, Missouri to conform with changes set out in Senate Bill 126.

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- F. Motion approving the first reading of Bill No. 2021-66
An ordinance authorizing an agreement with Missouri Department of Social Services Family Support Division.

This ordinance allows eligible residents who have water and sewer utility service provided by the City of Belton to apply for assistance from the Low-Income Household Water Program, administered by the Missouri Department of Social Services (DSS) and funded by the Administration of Children and Families. The program will provide up to \$750 for water and sewer user fees and charges. For residents to be eligible they must be responsible for paying the water and/ or sewer bill, be a US citizen, have \$3,000 or less in bank accounts, retirement accounts or investments and meet specific income guidelines based on household size. DSS and West Central Missouri Community Action Agency will notify potentially eligible clients about the availability of the program. The program will continue until the available funding is spent, or through September 30, 2023.

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- G. Motion approving the first reading of Bill No. 2021-67
An ordinance authorizing an Access Agreement with the Port Authority of Kansas City, Missouri (Port KC).

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- H. *Motion approving Resolution R2021-81
A resolution approving the engagement of Baker Tilly US, LLP to conduct an executive search for City Manager.

X. CITY COUNCIL LIAISON REPORTS

XI. MAYOR'S COMMUNICATIONS

XII. CITY MANAGER'S REPORT

November/December 2021 City Council Meetings – 6:00 p.m.

November 9, 2021

November 30, 2021 (moved from November 23, 2021)

December 14, 2021

December 28, 2021

XIII. COMMUNICATIONS FROM CITY COUNCIL

XIV. ADJOURN MEETING

R2021-81

A RESOLUTION APPROVING THE ENGAGEMENT OF BAKER TILLY US, LLP TO CONDUCT AN EXECUTIVE SEARCH FOR CITY MANAGER.

WHEREAS, the Charter requires that the City Council appoint a City Manager solely on the basis of such person’s executive and administrative qualifications; and

WHEREAS, the Mayor and City Council have determined it is the best interest of the City to utilize an executive search firm to conduct a national search for qualified and experienced candidates; and

WHEREAS, Baker Tilly US, LLP has submitted a proposal to meet the City’s recruitment needs.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BELTON, MISSOURI, AS FOLLOWS:

SECTION 1. That the City Council approves the engagement letter between the City of Belton, Missouri and Baker Tilly US, LLP to conduct an executive search for City Manager attached as **Exhibit A** and considered part of this resolution.

SECTION 2. That the Mayor is hereby authorized and directed to execute the letter on behalf of the City.

SECTION 3. That this resolution shall be in full force and effect from and after its passage and approval.

Duly read and passed this ____ day of _____, 2021.

Mayor Norman K. Larkey, Sr.

ATTEST:

Andrea Cunningham, City Clerk
of the City of Belton, Missouri

STATE OF MISSOURI)
COUNTY OF CASS)SS
CITY OF BELTON)

I, Andrea Cunningham, City Clerk, do hereby certify that I have been duly appointed City Clerk of the City of Belton, Missouri, and that the foregoing Resolution was introduced at a meeting of the City Council held on the ____ day of _____, 2021, and adopted at a meeting of the City Council held the ____ day of _____, 2021 by the following vote, to-wit:

AYES: COUNCILMEMBER:

NOES: COUNCILMEMBER:

ABSENT: COUNCILMEMBER:

Andrea Cunningham, City Clerk
of the City of Belton, Missouri



October 25, 2021

Mr. Norman K. Larkey, Sr.
Mayor
City of Belton
506 Main Street
Belton, MO 64012

Dear Mayor Larkey:

This letter documents the City of Belton’s (“you/r” or “Client”) engagement of Baker Tilly US, LLP (“we” or “Baker Tilly”) to conduct an executive search for a City Manager (the “Project”). This letter defines our and your respective obligations for the Project. Our proposal dated October 25, 2021, is incorporated by reference.

Scope, Objectives and Approach

A team approach, which uses a combination of your personnel and ours, is critical to the success of the Project. Your organization and its team members bring the knowledge of your particular needs and we bring a deep understanding of public sector executive recruitment and selection practices.

Phase	Description of Baker Tilly’s Professional Services
Phase I	<u>Task 1</u> – Develop the candidate profile and define the advertising and marketing strategy (<i>includes meetings for up to one day on site or virtually by the Project Team Leader</i>). <u>Task 2</u> – Identify qualified candidates that meet the profile.
Phase II	<u>Task 3</u> – Screen and submit list of recommended semi-finalists to client (<i>includes one day onsite or by virtual means by the Project Team Leader</i>).
Phase III	<u>Task 4</u> – Conduct reference checks, and academic verifications. A criminal and/or credit history report may also be conducted at this Phase or at the conclusion of Phase III, as specified by you. <u>Task 5</u> – Final process/on-site interviews with finalists (includes two days on site by Project Team Leader). <u>Task 6</u> – Assist Client in making offer, which may be made contingent upon the successful completion of a background check as specified by you.
Conclusion	Acceptance of offer by candidate.

Project Timing and Budget

The Project will commence upon your execution of this engagement letter and will remain in effect for the period necessary for successful completion of the Project.

1. Baker Tilly Consultant Art Davis will lead the engagement, and other professionals will be involved as required. The all-inclusive professional fee to complete the Project is **\$22,050** (the "Fee") and includes the cost of professional services by the Project Team Leader and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits by the Project Team Leader. Travel expenses incurred by candidates for on-site interviews with the Client are not the responsibility of Baker Tilly and shall be handled directly by the Client. The Client will make payments upon receipt of an invoice submitted by Baker Tilly. Payment to Baker Tilly is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, Baker Tilly's tax identification number is 39-0859910.
2. The Fee will be billed in four installments; 30% of the Fee will be billed upon execution of this Letter; 30% at the completion of Phase I; 30% at the completion of Phase II; and the final 10% upon acceptance of offer by the candidate. In the event either party terminates this agreement before the conclusion of the Project, the City will only be responsible for services provided for each Phase that has been completed.
3. If Client requests Baker Tilly to perform additional services beyond the services described above, such as conducting an employee/community survey or making additional on-site visits, such additional services shall result in additional fees. For additional on-site visits (beyond the three on-site visits which include four consulting days) described above, the additional fee would be our standard daily rate of \$1,800 plus expenses.

Baker Tilly's Guarantees

1. Baker Tilly shall remain on the Project until you find a candidate to hire. If you are unable to make a selection from the initial group of semifinalists or finalists, Baker Tilly will work to identify additional candidates for your selection.
2. We promise that if the candidate you select is terminated or resigns within 12 months from being hired, Baker Tilly will conduct an additional search for you for no additional professional fee, but only for project-related expenses. Internal candidates selected from within your organization do not qualify for this guarantee. Except as stated above, Baker Tilly cannot guarantee the success of any candidate or guarantee that he or she shall perform to your expectations, as those things are beyond Baker Tilly's control.
3. Baker Tilly will not solicit the candidate you select for any other position while the candidate is employed by your organization.
4. When Baker Tilly obtains a criminal or credit history report on the candidates, Baker Tilly shall comply with the Fair Credit Reporting Act (the "FCRA") in obtaining the reports. Baker Tilly cannot guarantee the completeness or accuracy of the information in the reports.
5. In identifying and screening candidates, Baker Tilly will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status or any other basis that is prohibited by federal, state or local law. Proactively, we shall make a good faith effort to include a diverse pool of qualified candidates in our search assignments.

Client's Obligations

1. You agree that you are responsible for candidate selections and that you will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status or any other basis that is prohibited by federal, state or local law.
2. If you decide to not hire a candidate as a result of a criminal or credit history report, you agree to comply with the FCRA with regard to any pre- or post-adverse action notices and requirements.
3. You agree to respond to drafts of documents and reports in a timely manner. Failure to do so on your part will protract timelines and can negatively influence the outcome of the process.

If this letter is in agreement with your understanding, please sign below and return one copy to us for our files. We look forward to working with you on this important project.

Sincerely,



Edward G. Williams, Director

Client Signature:

Name: _____
Norman K. Larkey, Sr., Mayor

Date: _____



City of Belton, Missouri

Proposal to provide executive recruitment services for a City Manager

October 25 2021

October 25, 2021

Mayor Norman K. Larkey, Sr.
and members of the City Council
City of Belton
506 Main Street
Belton, MO 64012

Dear Mayor Larkey and members of the City Council:

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

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

- **Commitment to a successful recruitment is guaranteed:** Baker Tilly will be meticulous and responsive to you - the client - and with prospective applicants using an approach of “*doing whatever it takes to get the job done right!*” Please notice our “Triple Guarantee” referenced in this proposal.
- **Focused strategy for success:** Baker Tilly will conduct a comprehensive, national search to identify exceptional candidates with a proven record of strong leadership and management. Baker Tilly recommends advertising and recruiting nationally, but will also focus on making contact with city management professionals that are currently working in the Midwest believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Missouri and this part of the Country.
- **Talented and experienced recruitment consultants:** Baker Tilly’s recruitment team is outstanding! Baker Tilly has provided executive recruitment and human resources related services to local governments for more than 30 years. Our team has had tremendous success working on recruitments throughout the country and we encourage you to contact our references. The professional experience of our consultants includes three former city managers/administrators, a former human resources director, police chief and a former superintendent of schools. The result – a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits Belton with a more targeted and qualified pool of candidates.
- **Video Interviews to screen semi-finalists:** Baker Tilly will use an online video interview process to assist the City Council in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will assist the City Council in screening candidates, and could possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews.
- **Leadership assessment of finalists:** Baker Tilly will conduct a strengths assessment and management / leadership style testing, which some may refer to as “*personality and behavioral testing.*” This assessment is completed online by the finalists prior to interviews and determines if a candidate’s management style matches the profile created by the City in an effort to find the “ideal” candidate and determine whether each candidate is a good fit for Belton and the community.

- **Comprehensive vetting of finalists (includes social media search):** Baker Tilly's multiple layered vetting process of screening candidates provides a qualified pool of individuals to consider with not only the skills and experience desired, but most importantly, a leadership and management style that best fits the City and community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review (e.g., criminal, civil, credit and driving record, academic and employment verification, a Nexus search with a comprehensive report on each candidate's media and on-line presence, and a comprehensive reference report on all finalists prior to interviews occurring - **Note: Baker Tilly must conduct these background checks for the "Triple Guarantee" to remain in effect**).
- **Commitment to pursue a diverse pool of candidates:** Baker Tilly will take responsibility for ensuring diversity in our candidate pools. In your recruitment, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with the City of Belton.
- **Online application and communication system:** Baker Tilly utilizes a proprietary online application system exclusively licensed to facilitate talent management for our clients. The system has been designed to customize applicant flow and tracking, allowing for ease of communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired levels of experience and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that your next City Manager is a "great fit" for Belton and the community. Our professional background and many years of experience in recruiting local government managers will provide you invaluable insight into finding and selecting the best candidate.

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

Very truly yours,

BAKER TILLY US, LLP



Edward Williams, Ph.D.

Director

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1. General information

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For 90 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with Belton as we seek to become your **Value Architect™**.

Executive recruitment for public and non-profit clients has been a part of Baker Tilly's portfolio of advisory services for more than 30 years. Within Baker Tilly, our executive recruitment team consists of 10 recruitment consultants 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 different disciplines that comprise the Belton organization. Baker Tilly's consultants bring an experienced, participatory and energetic perspective to each engagement. Our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Since 2016, our combined consultant team has conducted more than 475 executive searches.

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

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

Project contacts and locations

Edward Williams, Ph.D., Director

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E: art.davis@bakertilly.com

2. Understanding and approach

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

Our understanding of Belton's needs

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

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

We recognize that there is significant competition for experienced local government managers today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that the City receives a qualified candidate pool.

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

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

Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team leader will work closely with Belton's designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may include virtual or telephonic meetings, interviews or conversations.

2. Understanding and approach

As such, we will creatively collaborate with your organization to provide you with access to critical information you may need to make your hiring decisions. Additionally, we can utilize our capability for video conferencing during meetings, candidate interviews, etc.

When the time arrives for the City Council to interview candidates, we may encourage and support the steps established or recommended by local, state or federal guidelines, public health and medical professionals, including social distancing guidelines and protocols.

Baker Tilly has successfully organized several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Art Davis is able to provide corresponding on-site support and assistance, if requested.

Remote work



For Baker Tilly, the safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. The City's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and the City are not able to meet in person, we have web conferencing software – including Zoom, WebEx and Microsoft Teams – to quickly set up online meetings. **Please understand that we are prepared to deliver an exceptional service experience remotely if necessary.**

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for Belton and Baker Tilly to come together, share files, assign tasks, and track activity in a secure environment.



Using Huddle as a central hub of activity means we all spend less time organizing documents, chasing approvals and searching through email – and more time achieving tangible results. The platform also enables real-time communication, meaning the status of your engagement will always be available.

Proposed solution to meet Belton's needs

The recruitment will be conducted out of our Kansas City area office. Art Davis will serve as the project team leader. Our proven process includes five major tasks:

1. Recruitment brochure development and advertising

- We schedule and meet with Belton's elected officials, appointed management team members and key stakeholders, as requested, to understand your desired needs, strategic directions, overall candidate expectations and to develop a candidate profile

2. Execution of recruitment strategy and identification of quality candidates

- Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted recruitment campaign
- Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
- Using our proprietary applicant tracking system, we communicate and update applicants on key processes and corresponding search progress

3. Screening of applications, recommendation of semi-finalists and selection of finalists

- Once we identify the most promising applicants, we ask them to complete our due diligence questionnaire and a candidate questionnaire while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment
- These applicants also complete a recorded, one-way video interview of selected questions designed to secure a different perspective on the applicant's overall qualifications
- We provide you with a Semi-Finalists Report of the top candidates, which includes resumes, cover letters and due diligence questionnaire responses
- Selected finalists complete a management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.

4. Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications

- Background records checks and academic verification
- References

5. Final interview process

- Once the City Council identifies its top 3-5 finalists, we work with you and the finalists to coordinate all aspects of the interview process
- Employment offer – assistance and feedback

Recruitment approach

Task I. Recruitment brochure development and advertising

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

To prepare the recruitment brochure, the project team leader will come on site to meet with the City Council, City staff and other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your City Manager. We meet individually (or collectively depending upon your preference) with members of the City Council to broaden our understanding of the position’s leadership and management requirements, current issues, your strategic priorities and your expectations for the City Manager. [See example of a recruitment brochure in [Appendix I.](#)]

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

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

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

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

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the

2. Understanding and approach

opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

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

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

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

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

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

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

In Task III the project team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profile and develop a list of semi-finalists for recommendation to the City Council. We will then narrow the list to a group of 8-12 semifinalists for review and select finalists on the basis of written candidate questionnaires, early due diligence information, consultant phone interviews and recorded, one-way video interviews.

2. Understanding and approach

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

Project milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> – Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database – Most promising applicants are asked to complete candidate questionnaires and provide due diligence information – Media, internet and social media scan for information pertinent to future employment – Top 8-12 candidates identified as semi-finalists – Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered – Baker Tilly and the City Council review video interviews – Project team leader meets with the City Council to review recommended semi-finalists – City Council selects finalists for on-site interviews – Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed 	2-3 weeks

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

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

Background checks will include information from the following areas:

Consumer credit	Bankruptcy
City/county – criminal	State district Superior Court – criminal
City/county – civil litigation	State district Superior Court – civil
Judgment/tax lien	Federal district - criminal
Motor vehicle driving record	Federal district – civil litigation
Educational verification	Sex offender registry

To ensure that our quality standards are maintained, we require a minimum of 10-15 business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

2. Understanding and approach

Project milestone	Deliverables	Timeline
Design final process with City for on-site interviews with finalists	<ul style="list-style-type: none"> – Baker Tilly confirms interviews with candidates – Travel logistics are scheduled for candidates 	1-2 days
Background and reference checks and academic verification	<ul style="list-style-type: none"> – Baker Tilly completes background checks, reference checks and academic verifications for finalists 	2-3 weeks

Task V. Final interview process

Upon completion of Task IV, we will work with the City Council to develop the final interview process, including the use of virtual platforms as requested. We customize the final interview process according to the needs and functions of the position and according to your preference, instructions and directives to include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads, a City tour and the opportunity for a meet and greet, if requested by the City. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

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

Project milestone	Deliverables	Timeline
Final Report prepared and delivered to the City	<ul style="list-style-type: none"> – Final Report is prepared; including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions 	1 day
On-site interviews with finalists	<ul style="list-style-type: none"> – Interviews are scheduled – Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates 	1-2 days
Offer made/accepted	<ul style="list-style-type: none"> – If requested, Baker Tilly participates in candidate employment agreement negotiations – Baker Tilly notifies candidates of decision – Baker Tilly confirms final process close out items with the City of Belton 	1-2 days

Our strategy for recruitment of diverse candidates

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

2. Understanding and approach

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

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

Commitment to Diversity, Inclusion and Belonging for Success (DIBS)

At Baker Tilly, diversity, inclusion and belonging is *who we are* rather than *what we do*. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. **When our contributions reflect our individual best, we achieve better results for Belton.**

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.

Throughout the firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences. We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities.

DIBS steering committee




Baker Tilly's national DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. Theresa Nickels, partner and chief legal counsel, chairs this committee. A cross-section of leaders across the firm oversee our strategy – from inclusion-related communications to accountability measures for our key diversity goals and coordination of our signature initiatives described below.

Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered and supports our advocacy of advancing women in business. It also helps us share knowledge gained with clients and creates a workforce that reflects our client base.



We choose to embed DIBS into all aspects of our business – from strategy to operations.

From how we recruit, develop and promote team members, to the way we serve clients, manage projects and treat each other.

Day in, day out.

Supporting Opportunity, Advancement and Retention for all (SOAR)



acquisition, advancement, education and awareness and recognition.

SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. Our SOAR strategy rests on four key pillars: talent

NexGen: joining workforce generations



aim to empower the next generation of team members to collaboratively engage in the firm's progress while promoting an overall investment in our future. Key components of NexGen's vision involve discovering how different generations can build rewarding professional relationships that are mutually beneficial. NexGen amplifies the voices of our firm's next generation of professionals – providing leadership and growth opportunities along the way.

Today, four generations coexist in the workplace – baby boomers, Gen X, millennials and Gen Z – and each brings unique viewpoints influenced by events and experiences in their lifetime. With NexGen, we

PRIDE team member network



across the firm.

Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace. We also acknowledge this effort includes the involvement, support, understanding and acceptance from colleagues

Racial Equity Action Plan (ACTION) and focus on social justice



DIBS steering committee and formed a racial equity advisory group consisting of a diverse group of team members. We then worked closely with a highly respected consulting firm with more than 30 years of experience to assess the current state of our workplace as it relates to diversity, inclusion and racial equity. We used their recommendations to refine our DIBS strategic plan and inform the next steps in our journey.

Our firm developed an ACTION plan to support our strategic goal of increasing the retention of team members of color, and also to create positive change in our communities and our profession. As initial steps in our plan, we convened our

During the past few months, Baker Tilly team members have taken the time to have difficult conversations and reflect deeply. Colleagues shared stories of how racism and discrimination affect their daily lives – stories they did not feel comfortable sharing before. Others gained new insight into their own unconscious biases and the steps needed to overcome them. As a firm, we are committed to continue on this learning journey and achieve tangible results together.

Baker Tilly Foundation support for racial justice advocacy



As a firm, we have made our position clear: we stand against racism and discrimination in any form. The Baker Tilly Foundation's board of directors, with input from our team members, recently selected key racial justice organizations as recipients of direct financial support from our firm –with a commitment to match team member donations. Additionally, our SOAR committees support local social justice causes through event sponsorship, fundraising initiatives and volunteer engagement.

Tone from the top: CEO Action for Diversity & Inclusion

CEO ACT!ON FOR DIVERSITY & INCLUSION

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#), a steering committee of CEOs focused on making diversity and inclusion a business priority. CEO Action for Diversity & Inclusion is the most extensive alliance of business leaders openly committed to sharing successful diversity initiatives and lessons learned. This corporate exchange provides a central hub for participating businesses to share successes and challenges. As a member, Baker Tilly pledges to:

- Make our workplaces trusting places to have open conversations about diversity and inclusion
- Implement and expand unconscious bias education
- Share best, and unsuccessful, practices

Timeline

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

City of Belton, Missouri Executive Recruitment Preliminary Timeline		
The following timeline represents a preliminary schedule for your executive recruitment based on a commencement date of Tuesday, November 16, 2021 . Actual target dates will be developed in consultation with and approved by the City Council.		
Project milestone	Deliverables	Target date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> – Baker Tilly completes interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline – Baker Tilly sends draft recruitment brochure to the City – The City returns draft recruitment brochure (with edits) to Baker Tilly – Baker Tilly commences executive recruitment advertising and marketing – Online data collection and profile development 	Nov. 16 – Jan. 18
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> – Baker Tilly commences formal review of applications; most promising candidates complete questionnaires – Candidates complete recorded interview online – Baker Tilly completes formal review of applications and sends selected resumes to the City Council for review – Candidates' recorded interviews are presented – Baker Tilly meets with the City Council and recommends semi-finalists; City Council selects finalists for on-site interviews – Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed 	Jan. 18 – Feb. 1
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> – Baker Tilly completes reference checks / background checks/ academic verification on finalists – Baker Tilly sends documentation for finalists to the City Council 	Feb. 2 - 23
On-site Interviews with finalists	<ul style="list-style-type: none"> – The City Council conducts on-site interviews with finalists 	Week of Feb. 28 or Week of Mar. 7
Employment offer made / accepted	<ul style="list-style-type: none"> – The City Council extends employment offer to selected candidate 	Fri., Mar. 11, 2022

Why Baker Tilly is ideally suited to serve Belton

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

We are experienced and passionate about what we do

Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. Our team has recruited and placed more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.

We are focused on exceeding your expectations

We believe in local government and want to assist the City of Belton organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.

We believe that “ethical business practices” are a catalyst for success

These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.

We believe in diversity

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.

We conduct a timely, high-quality recruitment that is within budget

For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the project team leader, the project support staff and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to Belton’s needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the City.

We utilize the latest technologies that uniquely sets us apart

Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our management/leadership style assessment analysis to our proprietary online application system, we efficiently manage candidate information and provide the City Council with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.

We offer a “Triple Guarantee” that commits us to the City’s success

- We remain focused to assist with your executive recruitment until you make an appointment
- We guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill the City Manager position for no additional professional fee
- We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization

Benefits to Belton

Selecting Baker Tilly to conduct your executive recruitment provides you with the following benefits:

Comprehensive and structured process

Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.

Transparency

Baker Tilly comes to the City without having any preconceived notions or expectations about the City and prospective candidates. The Baker Tilly team works closely with the City to make sure the process is transparent.

Confidentiality

Prospective candidates know that their application will be kept confidential, allowing them to express interest in the City Manager position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the City can count on maximizing the number of qualified candidates interested in the position.

Candidate recruitment

Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.

Focused use of the City's time

Baker Tilly's comprehensive process incorporates the active participation of City Council members at key steps in the process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment process or to put aside other pressing issues facing the City.

Minimize staff disruption

Baker Tilly's search process also minimizes disruptions to Belton's staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.

Thorough evaluation of candidates

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

3. Proposed fees

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

Professional fee

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

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

All questions regarding the professional fees and project-related expenses should be directed to Art Davis at art.davis@bakertilly.com or via phone at (816) 868 7042.

Phase	Description of professional services	Fee
Phase I	Task 1 Candidate profile development/advertising/marketing Task 2 Identify quality candidates	
Phase II	Task 3 Screening of applications and submission of recommended semi-finalists to client Task 4 Reference checks, background checks and academic verifications	
Phase III	Task 5 Final process/on-site interviews with finalists	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$22,050 ¹

¹As a previous customer within the past 12-months, the City of Belton will receive a 10% reduction (\$2,450) from our standard executive recruitment fee.

Optional services for consideration	Fee
At the City of Belton's option, Baker Tilly will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Manager. This survey is completed by community leaders, citizens and City employees and would alter the project timeline.	\$2,000
On rare occasions, Baker Tilly is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City of Belton. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. Baker Tilly will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple guarantee

Our Triple Guarantee is defined as:

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

Negotiations

If selected, we will provide the City of Belton with our standard engagement terms. Should the City 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.

4. Firm experience

References

Art Davis is the designated project lead for the City Manager recruitment. Feel free to contact any of the individuals listed below to verify the quality of work Baker Tilly provides to each client as part of these recently completed executive recruitment projects.

City of Rockville, Maryland (Pop. 70,000)			
Name	Rob DiSpirito	Title	City Manager
Phone	(240) 314 8102	Email	rdispirito@rockvillemd.gov
Services	Successful recruitments: Deputy City Manager (2021), Deputy Economic Development Director, Rockville Economic Development Inc. (REDI) (2021), Police Chief (2018), Director of Economic Development & CEO, REDI (2018)		

Lancaster County, South Carolina (Pop. 105,000)			
Name	Steve Harper	Title	Chair, County Council
Phone	(803) 804 5325	Email	steveharper@lancastercountysc.net
Services	Successful recruitments: County Administrator (current), Director of Development Services, (2019), Deputy County Administrator (2018)		

City of Billings, Montana (Pop. 110,000)			
Name	Bill Cole	Title	Mayor
Phone	(406) 670 5921	Email	coleb@ci.billings.mt.us
Services	Successful recruitment: City Administrator (2018)		

Experience

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

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
Current	Blue Springs	MO	City Administrator	54,850
Current	Grand Rapids	MI	Deputy City Manager	210,000
Current	Greeley	CO	City Manager	105,888
Current	Kearney	NE	City Manager	33,464
Current	La Marque	TX	City Manager	16,627
Current	Louisville	CO	City Manager	20,860

4. Firm experience

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
Current	North Kansas City	MO	City Administrator	4,477
Current	Oak Hill	TN	City Manager	4,587
Current	Spicer	MN	City Administrator	1,188
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	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Moline	IL	City Administrator	41,902
2021	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2020	Eau Claire	WI	City Manager	68,866
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/Comm Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636

4. Firm experience

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Admin/Public Utilities GM	3,453
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	11,938
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Roxbury Township	NJ	Township Manager	23,324
2016	Brooklyn Center	MN	Deputy City Manager	31,006
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168

4. Firm experience

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Asst City Manager, General Government	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooresville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206

5. Project team members

The Baker Tilly project team is designed specifically for the City of Belton.

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

Project team leader

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Our engagement team
has completed more
than 475 successful
searches since 2016.

Art Davis

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



Baker Tilly US, LLP

Director

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art.davis@bakertilly.com

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Education

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

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

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

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

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

Patricia Heminover

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



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Education

Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas (Saint Paul, Minnesota)

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

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

Specific experience

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

Industry involvement

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

Continuing professional education

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

Sharon G. Klumpp

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



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Education

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

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

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

Specific experience

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

Industry involvement

- International City/County Management Association (ICMA)

Anne Lewis

Anne Lewis, a director with Baker Tilly, has worked for local governments for nearly 20 years.



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Director

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Education

Master of Science, Organizational Leadership
and Public Administration
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration
and Management
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an Assistant County Administrator for a Virginia county, a Deputy City Manager and an Assistant City Manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Task Force on Recruitment Guidelines Handbook
 - Task Force on Women in the Profession
 - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

Community involvement

- Shenandoah University Alumni Association, Executive Committee
- Shenandoah Apple Blossom Festival®, Board of Directors

Continuing professional education

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

Edward G. Williams, Ph.D.

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



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Languages

English
Spanish

Education

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

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

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

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

Specific experience

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

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

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

Continuing professional education

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

Cecilia Hernández

Cecilia Hernandez is a senior recruitment analyst with Baker Tilly's executive recruitment practice.



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Senior Recruitment Analyst
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Languages

English
Spanish

Education

Bachelor of Science, Public Affairs
University of Texas at Dallas (Richardson, Texas)

Master of Public Affairs with a Local Government
Concentration
University of Texas at Dallas (Richardson, Texas)

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

Specific experience

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

Michelle Lopez

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



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Senior Recruitment Analyst
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Education

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

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

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

Specific experience

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

Appendix I: sample brochure

NORTH
KANSAS CITY
• Virtually Urban. Supremely Suburban.



CITY ADMINISTRATOR

NORTH KANSAS CITY, MISSOURI

A dynamic, diverse and highly desirable community in which to live and work — North Kansas City is a small, growing community of nearly 5,000 residents and a daytime population of 30,000 — located in the heart of a big city! The Mayor and Council are seeking an experienced and strategic local government management professional to help lead the organization, manage projects, and facilitate the community's continued rebirth and evolution.



PUBLIC SECTOR EXECUTIVE RECRUITMENT



THE COMMUNITY

North Kansas City, Missouri, spread over 4.6 miles, is surrounded by Kansas City, Missouri and benefits from its central location with easy access to all parts of the Greater Kansas City region. The community is served by I-35/I-29, Missouri Hwy 9 and Missouri Hwy 210 and is home to nearly 900 businesses engaged in manufacturing, warehousing, transportation, wholesale and retail trade, and business and personal services contributing toward a strong and stable economic base. The vitality of the City is evidenced by renovation and re-tenanting of older buildings as well as the creation of a new planned mixed-use development – One North. There are three separate recently approved developments underway that include more than 500 new apartments adding to the City's growth. North Kansas City's Downtown is an eclectic mix of visitors, restaurants, bars, business and residents to keep the days and nights interesting.

Major businesses include: Cerner Corporation's world headquarters, Harrah's Casino & Hotel, BNSF Railway Company, Ingredion, Helzberg Diamond's corporate headquarters and Meierotto Jewelers. North Kansas City Hospital, an important and highly respected regional health care provider operates an acute care facility with 451 licensed beds, more than 3,000 employees, and 508 physicians representing 46 medical specialties. The hospital is a component unit of the City of North Kansas City and its governing board is appointed by the Mayor and confirmed by the City Council, but receives no City tax revenues or other sources of revenue from the City, nor is the hospital subject to any operational control on the part of the City.

Larger scale development in North Kansas City was not possible before the construction of levees protecting it from flooding from the Missouri River. The levee on the north bank of the Missouri River was constructed between 1909 and 1912 and is owned and maintained by the North Kansas City Levee District. The City is also protected by a hillside levee. The community offers a variety of residential units from well established and mature neighborhoods to a modern apartment, townhouse or duplex. The award winning and AAA-rated North Kansas City School District serves the community's youth with outstanding Pre-K-12 educational opportunities. Advanced and adult education is readily available among area community colleges and four-year colleges and universities located in the metropolitan area. North Kansas City has become a "go-to" place for food, beverage and entertainment. In North Kansas City you will find pickleball, rock climbing, and an abundance of independent restaurants and brew pubs for adults. Parks offer a spray park, a dog park, tennis courts, athletic fields and play grounds.

THE COMMUNITY *(CONTINUED...)*

North Kansas City is a bicycle-friendly town. From NKC, it is only a ten-minute drive to see the Truman Sports Complex to attend a Kansas City Royals baseball or Kansas City Chiefs football game. It only takes five minutes to drive to the River Market, Power & Light and Crossroads districts in Downtown Kansas City. Within ten to fifteen minutes of North Kansas City are Crown Center, Westport, world-famous Country Club Plaza, the Starlight Theater and the Kansas City Zoo. Ten 18-hole golf courses are within a 30-minute drive.

North Kansas City may be geographically small, but it offers a big package of services. Fire and police protection rank among the best in Missouri and in the Kansas City metro area, resulting in low property insurance rates for residents and businesses. Macken Park is a large, beautiful park with a walking trail, running track, picnic shelters, playgrounds, lighted tennis courts, baseball fields, soccer fields and basketball courts. Dagg Park has recently been upgraded to offer spray park and playground for young children.

North Kansas City, just across the Missouri River from Downtown Kansas City, is next door to Kansas City Municipal Airport, and just 20 minutes north is Kansas City International Airport. The Area Transportation Authority, which operates a metropolitan wide bus system, provides frequent, low cost service to all sections of North Kansas City.

NORTH KANSAS CITY VISION

We are a vibrant, urban village with a great sense of community that is reinventing itself. We are a safe, welcoming city with great amenities where people choose to be.

Goal 1: Preserve and enhance local identity, uniqueness and community connections

Goal 2: Provide a variety of quality housing options, styles and price ranges

Goal 3: Pursue economic growth

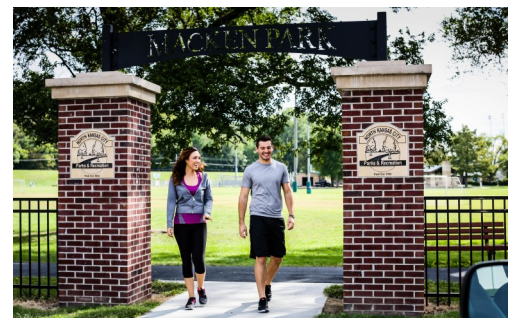
Goal 4: Deliver sustainable and high-quality infrastructure, public facilities and transportation services

Goal 5: Maintain an organization that provides excellent public services and operates in a financially sustainable manner

THE ORGANIZATION

North Kansas City utilizes a Mayor/Council/City Administrator form of government. The City Council is comprised of eight members elected to two-year, staggered terms from each of the four wards. The Mayor is elected at large and serves a four-year term, and the current Mayor was most recently elected in April of 2021. The City Council establishes overall policy and appoints a city administrator to oversee and manage all day-to-day City operations, including oversight and responsibility for preparing and implementing the annual budget and capital improvements program. The city administrator also implements all policies and ordinances approved by the City Council. The City has a Collective Bargaining Agreement (CBA) with employees of IAFF Local #42, as well as with employees of the Fraternal Order of Police Lodge #50.

[CLICK HERE TO VIEW THE CITY'S ORGANIZATIONAL CHART](#)





CURRENT PRIORITIES

The following list represents a few of the priorities the new City Administrator will be asked to address during their first year of employment.

- Continue to assess and maintain viable options for possible extension and funding of the Kansas City Streetcar north and across the Missouri River into North Kansas City
- Continue to pursue implementation of the Burlington Corridor Project, an initiative to create a more attractive, welcoming, and green street that integrates all modes of transportation - including vehicles, transit, pedestrians, and bicyclists – while supporting redevelopment activities
- Pursue an increase in the number of housing opportunities in the community; assess options to improve code compliance for existing housing
- Continue the City's focus on implementing projects currently underway such as improving parks, creating walkable sidewalks, and completing a variety of stormwater, sanitary sewer, and water treatment projects
- Continue to build / maintain a strong relationship with the North Kansas City Levee District
- Continue to improve the City's website and implement user friendly changes
- Complete major development projects: full-service grocery store and redevelopment of Town Square in Downtown North Kansas City; One North; 23rd & Swift; 18th & Swift
- Establish a relationship with all major property owners within North Kansas City

THE POSITION

The city administrator serves as the chief administrative officer of an organization that employs approximately 191 FTEs and is supported by a FY 2021 combined funds budget of \$64.5 million. The operations and functional areas of responsibility for the city administrator include: police and animal control, fire and emergency medical, finance, municipal court, community development, information technology, human resources, and public works, which consists of building and grounds, water and wastewater services, and transportation. Parks and recreation and library services are overseen by a separate appointed board. Positions reporting directly to the city administrator include an assistant city administrator, finance manager, information technology manager, community development director, public works director, fire chief, police chief and human resources manager.



CANDIDATE PROFILE

The current city administrator is retiring after seven years of service to the City. The Mayor and City Council are seeking candidates with exceptional communication and listening skills that are experienced in local government and passionate about serving the community. Candidates should possess a record of exceptional leadership and unquestioned personal and professional ethics, and utilize a collaborative and team-oriented approach. Possessing the ability to effectively speak in public, write proficiently, and encourage transparency throughout the City organization is highly desired. To be successful, the selected candidate must be able to establish and maintain effective working relationships with elected officials, the City's leadership team, employees, and the community. The successful candidate will be an effective team builder, exhibit a collaborative style and be committed to mentoring and developing employees. The ideal candidate will also be strategic and collaborative, fiscally prudent, and possess outstanding "people skills". The ability to remain neutral even in politically charged situations is essential. The new city administrator must possess a record of demonstrating high integrity and ethical behavior and believe in and ensure there is organizational and individual accountability throughout the organization. The ideal candidate will possess outstanding interpersonal skills and the self-confidence and wisdom to listen to other points of view without being offended. This position requires patience, good instincts, excellent judgement, and the ability to say "no" when necessary. The new city administrator must also have respect for community and organizational traditions and values, the role of the City Council, and at the same time move the organization forward in a positive direction.



EDUCATION AND EXPERIENCE

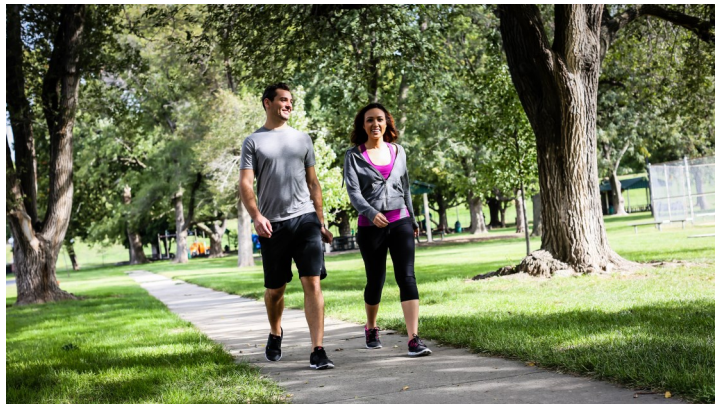
To qualify for this position, candidates must possess a Master's degree in public administration, public affairs, city planning, or a related field, and at least five years of progressively responsible and directly related experience. An additional two years of directly related experience may substitute for a Master's Degree if there is demonstrated knowledge, ability and skills to perform the work. The selected candidate must possess a valid driver's license.

To be competitive, candidates should also have a strong working knowledge of local government operations in areas such as budgeting and municipal finance, and familiarity with bond rating agency reviews and the issuance of public debt. Other areas include human resources, capital improvements, strategic planning, economic development and redevelopment. Experience working on successful commercial, neighborhood and downtown revitalization and redevelopment is strongly desired. The city administrator will be expected to effectively negotiate on behalf of the city with developers, neighborhood groups, property owners and other governmental and nonprofit agencies. The ability to collaborate and work closely with neighboring communities, counties, the Mid America Regional Council and Missouri Department of Transportation (MODOT) is extremely important. To be competitive, candidates must be willing to embrace new technologies in an effort to promote innovation and creative problem solving throughout the organization. A record of visibility in the community, and an ability to think strategically and remain focused on the City's long-term goals is important.

COMPENSATION AND BENEFITS

The salary range for the position of City Administrator is **\$125,000 - \$175,000**. The starting salary will be market competitive and depend on the experience and qualifications of the selected individual. The City participates in the Local Government Employees Retirement System (LAGERS) at the L-6 level covering annual contributions for both employer and employee with a five-year vesting requirement. The City will also match employee contributions up to three-percent (3%) for a 457 defined benefit plan. Additional benefits:

- Vacation/Sick Leave – 20 days of vacation, accrued sick leave of 12 days per year
- Employer contributions toward health, dental and vision
- Vehicle allowance provided
- Residency within City limits is not required, but the selected candidate must agree to establish residence within a 25-mile radius of City Hall within 12 months of employment.



APPLICATION AND SELECTION PROCESS

Qualified candidates should submit a cover letter and resume on-line at:

<https://bakertilly.recruitmenthome.com/postings/2969>.

This position is open until filled; First review of candidates will take place beginning on **Thursday, August 5, 2021**. For more information, please contact Art Davis: Art.Davis@BakerTilly.com, or at 816.868.7042.

To learn more about North Kansas City, please see their website at <http://www.nkc.org/>.

The city of North Kansas City is an Equal Opportunity Employer (EOE) and values diversity at all levels of its workforce.



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

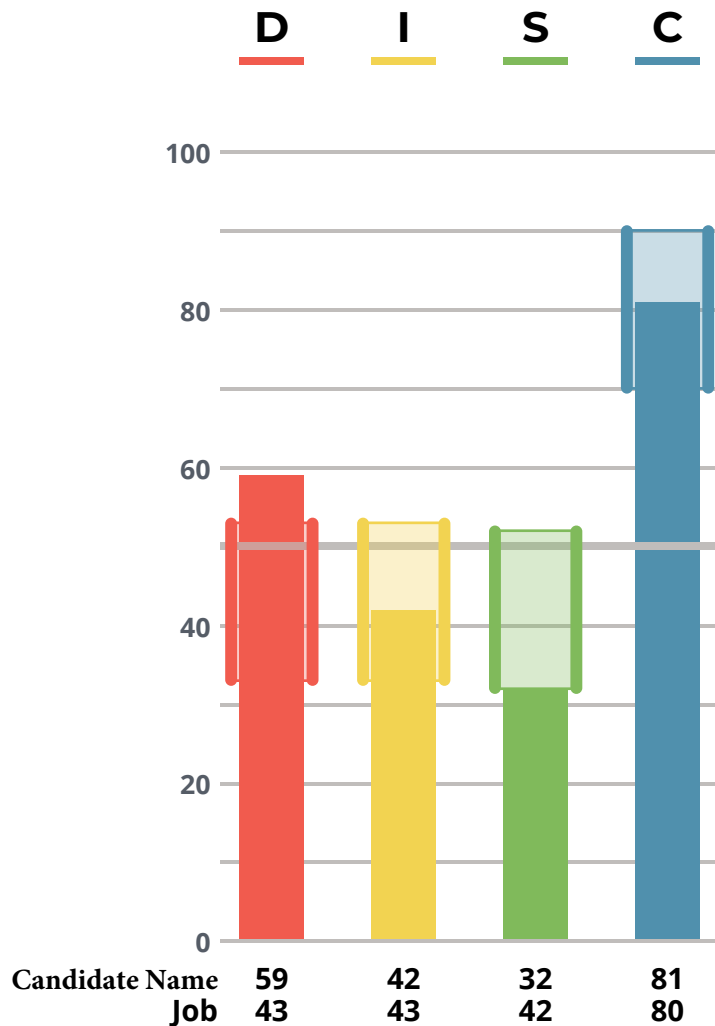
Appendix II: sample excerpt of TTI report


Workplace Behaviors®



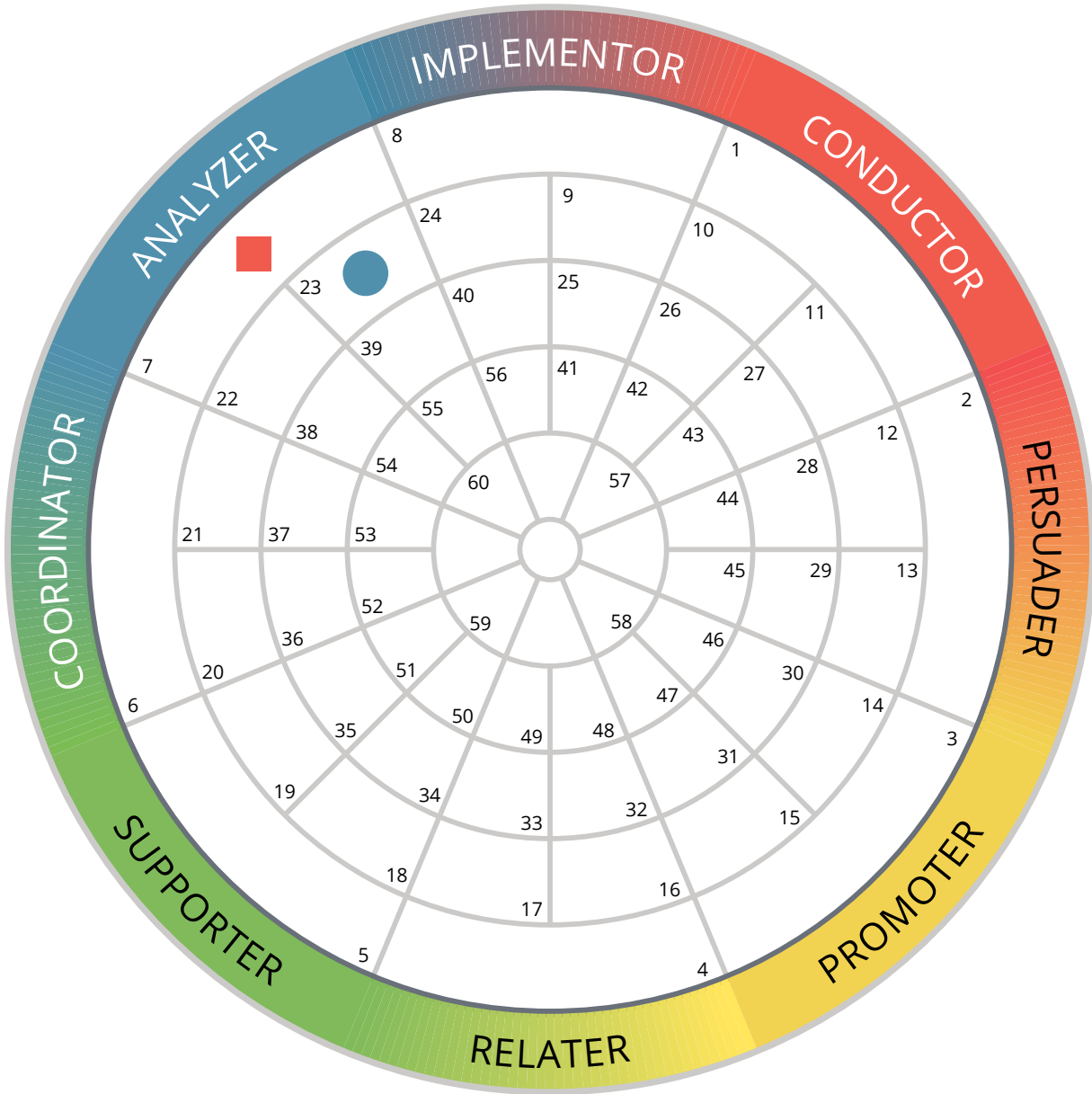
Candidate Name

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



 Job Range (20 point range)

The Success Insights® Wheel










■ Job - (7) ANALYZER





● Candidate Name - (23) IMPLEMENTING ANALYZER





Comparison Analysis






For Consulting And Coaching



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

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

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

 Exact match
  Fair compatibility
 Good compatibility
  Poor compatibility
  Over-focused