



**CITY COUNCIL MEETING
GLADSTONE, MISSOURI
MONDAY, APRIL 26, 2021**

The City Council will meet in Closed Executive Session at 5:40 pm Monday, April 26, 2021, Gladstone City Hall, 7010 North Holmes, Gladstone, Missouri. The Closed Executive Session is closed pursuant to RSMo. Open Meeting Act Exemption 610.021(1) for Litigation and Confidential or Privileged Communications with Legal Counsel, 610.021(2) Real Estate, and 610.021(3) Personnel.

OPEN STUDY SESSION: 6:00 PM

1. Fiscal Year 2022 Budget Presentation: Staff will discuss the proposed budgets for the General Fund, Capital Equipment Replacement Fund (CERF), Combined Waterworks and Sewerage System Fund (CWSS). (North and South Conference Rooms)
2. Trozzolo Communications Group: Natalie Long and Ross Wuetherich will present the conclusion of Phase 3 of the Perception Study.

REGULAR MEETING: 7:30 PM

TENTATIVE AGENDA

1. Meeting Called to Order.
2. Roll Call.
3. Pledge of Allegiance to the Flag of the United States of America.
4. Approval of Agenda.
5. Approval of the April '12, 2021, Regular City Council Meeting Minutes.

6. PROCLAMATION: Older Americans Month.

7. PROCLAMATION: Building Safety Month.

8. CONSENT AGENDA.

RESOLUTION R-21-21 A Resolution adopting changes to the Administration of the City of Gladstone's Flexible Benefits Plan.

RESOLUTION R-21-22 A Resolution authorizing the City Manager to execute a contract with Baker Tilly for the recruitment of a Police Chief.

CONSIDER SPECIAL EVENT PERMITS:

Big Shoal Heritage Area Farm, 4109 NE Pleasant Valley Road, Big Shoal Farm, February 1, through November 1, 2021.

Gladstone Spring Beautification Event, 7512 NE Antioch Road, Happy Rock Park West, Friday, April 30, through Sunday, May 2, 2021, 8:00-5:00 daily.

Gladstone Spring Brush Drop Off, 4000 NE 76th Street, Public Works Facility, Friday, May 7, through Sunday, May 9, 2021, 8:00-5:00 daily.

CONSIDER FINANCIAL REPORT FOR MONTH END MARCH, 2021.

REGULAR AGENDA.

9. Communications from the Audience.

Members of the public are invited to speak about any topic not listed on the agenda. When speaking, please state your name and address for the record and limit comments to 5 minutes.

10. Communications from the City Council.

11. Communications from the City Manager.

12. RESOLUTION R-21-23 A Resolution authorizing the City Manager to execute a contract with Blue Moon Hauling, LLC, in the total amount not to exceed \$1,143,619.55 for the 2021 Water Main Replacements-Phase 1, Project WP2186.

- 13. RESOLUTION R-21-24** A Resolution authorizing the City Manager to execute a contract with Custom Lighting Services, LLC DBA Black and McDonald, in the total amount not to exceed \$224,696.50 for the Northeast 72nd and North Troost Traffic Signal Upgrades, Project TP2102.
- 14. CONSIDER BUILDING PERMIT:** Gladstone Fire Station #2; Hoefer Welker, Architect, 6569 N. Prospect Avenue.
- 15. Other Business.**
- 16. Adjournment.**

Representatives of the News Media may obtain copies of this notice by contacting:

City Clerk Ruth Bocchino	Posted at 2:50 pm
City of Gladstone	April 22, 2021
7010 North Holmes	
Gladstone, MO 64118	
816-423-4096	



OFFICE OF THE CITY MANAGER
MEMORANDUM

DATE: APRIL 21, 2021

TO:

R. D. MALLAMS, MAYOR
BILL GARNOS, MAYOR PRO TEM
JEAN MOORE, COUNCILMEMBER
TOM FRISBY, COUNCILMAN
TINA SPALLO, COUNCILMEMBER

FROM:

SCOTT WINGERSON, CITY MANAGER
DOMINIC ACCURSO, DIRECTOR OF FINANCE
CHARLENE LESLIE, HUMAN RESOURCES ADMINISTRATOR

SUBJECT: BUDGET STUDY SESSION #1

GENERAL FUND CAPITAL EQUIPMENT REPLACEMENT FUND
(CERF), AND COMBINED WATERWORKS AND SEWERAGE SYSTEM
FUND (CWSS) BUDGET FISCAL YEAR 2022

The purpose of this memorandum is to transmit to the City Council information and exhibits specifically discussing the General Fund, Capital Equipment Replacement Fund (CERF), and the Combined Waterworks and Sewerage System (CWSS) revenues and expenditures for fiscal year 2022 (FY22). The General Fund, CERF and CWSS operating expenditures and revenues, including capital purchases, will be discussed at the initial Budget Study Session scheduled for 6:00 PM Monday, April 26, 2021. This correspondence is not intended to be the annual budget message; it is merely intended to provide a narrative explanation and summary of the information contained in the attached reports.

As in past years, the budget study sessions will be in two parts. During the first study session, staff will discuss the City Council goals, the impact COVID-19 has had on the City, present the revenue and expense projections for the 2022 fiscal year for the General Fund, CERF, CWSS, and personnel strategies and changes. The second study session (May 10th) will consist of revenue and expense projections for the CCPT and PSST funds along with the Capital Improvement program (CIST and TST). The public hearing for the proposed sewer rate change (rate structure will be discussed during the first study session) will be on the regular agenda following the second study session. The budget public hearing is scheduled for the May 24th City Council meeting. Formal budget adoption is planned for the June 14th meeting.

CITY COUNCIL GOALS

As in past years, the Budget Team began with City Council goals as the guiding policy to develop the budget. The proposed budget seeks to implement these goals through the reallocation of existing resources and to program new resources when they become available.

2021 CITY COUNCIL GOALS

1. Keep Gladstone as a safe place with a focus on crime reduction, traffic enforcement, and the recruitment and retention of high-quality police officers, firefighters and EMS personnel.
2. Prioritize the development of our Public Safety Building and Fire Station Number 2.
3. Continue implementation of parks, cultural arts, facilities, streets, sidewalks, storm water, potable water, and comprehensive master plans.
4. Continue commitment to downtown and commercial corridors through effective and innovative strategies.
5. Continue to enhance the proactive residential and commercial code enforcement program that has been established.
6. Develop an innovative housing strategy designed to meet the needs of our diverse residents, encourage quality residential density, promote investment, and preserve and increase housing values.
7. Create a long-term development and programming plan for Atkins-Johnson Farm and Museum to make it sustainable.
8. Complete the messaging strategy designed to communicate Gladstone as home.
9. Promote Diversity, Equity, and Inclusion in all that we do to continue to be a welcoming city to everyone.

COVID-19 IMPACT

The COVID-19 pandemic first appeared during the 2020 fiscal year. With very little statistical data available or comparable recent events to compare it to, the financial impact of the pandemic was difficult to forecast. Sales and use tax collections for the City continued to grow at a modest pace during the pandemic despite the limited operation or closing of local businesses. Revenue streams that were negatively impacted were the Community Center, Municipal Pool, emergency

medical services, recreation activities and fines and forfeitures. Reasonably calculating lost revenue due to the pandemic will be difficult. Using 2019 fiscal year actual amounts as a base year to compare fiscal year 2020 actual amounts to, the City's revenues were reduced approximately \$1.4 million in the 2020 fiscal year (\$1.1 million in the General Fund and \$375,000 for the Community Center). The revenue shortfall for the 2021 fiscal year (projected) will be approximately \$1.5 million (\$900,000 in the General Fund and \$600,000 for the Community Center).

On March 27, 2020 the CARES Act was signed into law offering state and local governments some relief from the impact of COVID-19. Clay County disbursed CARES Act funds to the City of Gladstone to mitigate the effects of the virus. The scope of allowable costs for these funds were very limited and "revenue replacement" was not an option. The City was able to use the funds to provide personal protective equipment (PPE) to employees and citizens while visiting City facilities, unbudgeted overtime costs due to the pandemic, COVID-19 testing, grants to Gladstone businesses, and utility or rent assistance for Gladstone residents. Funds were also used to increase the City's cyber security and improve "work from home" capabilities.

Recently, Congress passed the American Rescue Plan that will offer additional assistance to state and local governments. Details of the bill are scarce, but it has been reported that municipalities will be allowed to use the funds for revenue replacement to the extent the reduction in revenue is due to COVID-19, provide assistance to small businesses, households and economic recovery, and investments in water, sewer, and broadband infrastructure. The performance period for the available funds will be through December 31, 2024. Two restrictions of the bill are that funds cannot be used to directly or indirectly offset tax rate reductions or delay a tax or tax increase and that funds cannot be deposited into any pension fund. Funds that will be made available to the City of Gladstone have not been added or considered in this budget. Staff anticipates that additional information on the plan will be available in May.

GENERAL FUND

REVENUES

Revenue projections for FY22 are based on FY21 mid-year revenue projections, revenue trends, and the current local economy. Please reference Table 1 on the next page. Additional revenue detail is also included in Exhibit A and Exhibit B, Comparative Revenue Detail.

Total budgeted revenues are projected to be \$20,483,988, a net decrease of \$792,906. Total operating revenues are projected to be \$19,971,738, an increase of \$189,344 from midyear projections. The increase is mostly due to increases in charges for services and sales tax.

Property tax revenue is projected to be \$3,809,050 representing an increase of \$27,000. This year is an assessment year and real estate valuations are projected to increase based on increased property valuation and a positive CPI.

Table 1

<u>Revenue</u>	<u>2021 Expected</u>	<u>2022 Budget</u>	<u>Incr/(Decr) Over 2021 Expected</u>
Property Tax	\$ 3,782,050	\$ 3,809,050	\$ 27,000
Sales/Use Tax	4,240,275	4,405,000	164,725
2019 Sales Tax	1,750,000	1,795,000	45,000
Gross Receipts Tax	3,191,500	3,115,000	(76,500)
Licenses & Permits	658,050	649,530	(8,520)
Intergovernmental	1,472,800	1,358,000	(114,800)
Charges for Service	2,988,719	3,264,646	275,927
Fines & Forfeitures	660,000	660,000	-
Misc. Revenue	<u>1,039,000</u>	<u>915,512</u>	<u>(123,488)</u>
Operating Revenue	\$ 19,782,394	\$ 19,971,738	\$ 189,344
Transfers	\$ 314,500	\$ 207,250	(107,250)
Debt Proceeds	570,000	-	(570,000)
Equity Adjustment	<u>610,000</u>	<u>305,000</u>	<u>(305,000)</u>
Non-Operating Revenue	1,494,500	512,250	(982,250)
Total Revenue	<u>\$ 21,276,894</u>	<u>\$ 20,483,988</u>	<u>\$ (792,906)</u>

General Fund Sales Tax Revenue is projected to increase \$209,725 (\$164,725 for the 1% general sales tax and \$45,000 for the 2019 sales tax) to \$6,200,000. The 4% increase is due to the introduction of 2 new industries into the Gladstone sales tax mix for the 2022 fiscal year and the increased collection of use tax.

Gross Receipts Tax revenue is projected to be \$3,115,000 or \$76,500 below FY21 midyear projected. Gross Receipts revenue are based on historical trends and anticipated rate adjustments. Gross receipts are expected to continue decline in future years due to changes in patterns and legislation. For example, the number and cost of phone land lines continue to decrease as well as the number of people and businesses switching from cable television services to streaming

services. A new bill that is expected to pass in the state legislature will also decrease the taxable amount of cable services from 5% to 2%.

License and Permit revenue is projected to be \$649,530 for a decrease of \$8,520. Staff is expecting an increase in business licensing compliance with the new software and a decrease from permitting due to the number of expected large projects in the planning process.

Intergovernmental Revenue for FY22 is expected to decrease by \$114,800. These revenues are projected to be \$1,358,000 or 7% of total operating revenue. The decrease is due to the availability of CARES Act funds in the 2021 fiscal year but not in the 2022 fiscal year. Intergovernmental revenues are mainly composed of grants, gasoline taxes, vehicle registration taxes, motor vehicle sales taxes, and Special Road District revenues.

Charges for Services totaling \$3,264,646 or 16% of total revenues are projected to increase by \$275,927. The increase is due to the assumption that activity levels we begin to return to pre-COVID levels (recreation activities and emergency medical transports).

Fines and Forfeitures revenue accounts for 3% of total revenues and is estimated to be \$660,000 in FY22. Legislation, limited operations, and open positions have had a major impact on fines and forfeitures over the past years.

Miscellaneous Revenue and Transfers are projected to be \$915,512 for FY22. This is a decrease of \$123,488 from FY21. The decrease is mainly due the number and types of vehicles disposed of during the 2021 fiscal year (fire truck, and vehicles replaced by the Enterprise lease).

Total Non-Operating Revenues are projected to be \$512,250, a decrease of \$982,250 due to decreases in the equity transfer, debt proceeds, and transfers.

EXPENDITURES

General Fund FY22 projected expenditures are \$20,483,988. This represents a \$774,185 decrease compared to FY21 expected expenditures. Table 2 provides a budget comparison of the FY21 Expected Budget and the FY22 Proposed Budget, by object classification and department.

Additional detail is also provided in Exhibit C. The following narrative provides an explanation of the changes in each category of expenditures found in Table 2.

FY22 continues the Compensation and Classification Plan established in FY20. Notable changes in expenditures are a decreases in personnel services of \$203,044. The decrease is due to the retirement of multiple long time employees. Adjustments to benefit offerings plus budget strategies such as leasing equipment are being used to accomplish both Council and budget team goals. Additional capital and supplemental requests, operational increases, and a proposed average salary increase of 3% required funding. The following narrative provides additional expense budget details.

Supplies and Services Supplies and Services have increased by \$279,327 over FY21 expected. Supplies have decreased by \$15,533, due to small midyear adjustments during the 2021 fiscal year. Services are expected to increase by \$294,860. The increase in services is due to recreation activities returning to pre-COVID level (with the corresponding increase in Parks & Recreation).

Table 2

Expenditures	2021 Expected	2022 Budget	Incr/(Decr) Over 2021	% of Total
<u>Object Classification</u>				
Personnel Services	\$ 14,249,765	\$ 14,046,721	\$ (203,044)	68.6%
Supplies	978,038	962,505	(15,533)	4.7%
Services	3,440,649	3,735,509	294,860	18.2%
Debt/Capital/Transfers	2,589,721	1,739,253	(850,468)	8.5%
Total Expenditures	\$ 21,258,173	\$ 20,483,988	\$ (774,185)	100.0%
<u>Department</u>				
General Administration	\$ 1,409,571	\$ 1,358,314	\$ (51,257)	78.1%
Finance	1,458,819	1,484,803	25,984	85.4%
Public Safety	9,428,942	9,493,477	64,535	545.8%
Public Works	2,253,232	2,217,867	(35,365)	127.5%
Community Development	718,700	707,665	(11,035)	40.7%
Parks & Recreation	2,303,664	2,457,922	154,258	141.3%
Non-Departmental	1,095,524	1,024,687	(70,837)	58.9%
Operating Expenditures	18,668,452	18,744,735	76,283	
Capital & Supplemental	753,036	214,000	(539,036)	12.3%
Debt Requirements	534,685	323,253	(211,432)	18.6%
Transfers	1,302,000	1,202,000	(100,000)	69.1%
Total Non-Operating Expenditures	\$ 2,589,721	\$ 1,739,253	\$ (850,468)	100.0%
Total Expenditures	\$ 21,258,173	\$ 20,483,988	\$ (774,185)	

Debt Capital and Transfers Debt, Capital, and Transfers have decreased by \$850,468. Debt payments will decrease \$211,432 due to a onetime payment and refinancing of a lease purchase. Capital decreased \$539,036 due to the purchase of a new fire truck in fiscal year 2021. Transfers from the General Fund will decrease by \$100,000.

DEPARTMENT CAPITAL AND SUPPLEMENTAL REQUESTS

General Fund Budget capital and supplemental requests by department are detailed in Exhibit D. The proposed budget attempts to address the top budget priorities of Public Safety, Public Works, and Parks and Recreation. Capital and supplemental request in the amount of \$214,000 are recommended for funding for FY22. Details are provided in the following narrative for recommended capital and supplemental requests.

General Administration General Administration is requesting supplemental funding for a legal code review. The budget team is recommending the funding of the \$6,000 request.

Finance Technology requests from all departments (\$84,891) made up the majority of the Finance requests. The top recommendations from the technology committee are the funding of Microsoft office licenses (\$9,540), a new email server (\$7,500), and iPads with cell data for the recreation division (\$3,000). Requests for printers were made by Public Works and Community Policing. IT will purchase the new printers and Microsoft Office licenses (if budget allows) as part of their regular budget. Additional supplemental requests from the finance department included additional funding for travel and training in the amount of \$2,750. Staff is recommending funding for the email server, iPads, and training (\$1,500) for a total of \$12,000.

Public Safety Requests totaled \$375,000. The budget team is recommending funding \$90,000 for two patrol vehicles with emergency equipment (two patrol vehicles are proposed in the PSST Fund), \$32,000 for a Zoll monitor/defibrillator, a supplemental of \$1,500 for increases in ammunition and \$5,000 in medical supplies. Total capital and supplemental recommended for Public Safety is \$128,500.

Public Works Requests totaled \$471,250. A request for \$6,750 to continue with the Enterprise vehicle lease and \$7,000 for an increase in holiday lighting budget is being recommended by the budget team for a total of \$13,750.

Community Development Requests totaled \$20,250 to continue with the Enterprise vehicle lease. The budget team is recommending the funding of this request.

Parks and Recreation Requests totaled \$502,034, and \$33,500 is being recommended for funding. The funding includes \$20,000 for lawn equipment/UTV, \$5,000 for new pitching mounds or machines, \$3,500 for disc golf programing, \$2,500 for the treatment of the Ash trees, and records shredding (\$2,500). Larger parks maintenance and repair projects will be considered for funding by CIST.

Non-Departmental No requests were submitted.

PERSONNEL CHANGES

In the proposed FY22 Budget, personnel related expenditures of \$14,046,721 comprise 68% of the General Fund. Personnel services continue to represent the largest expenditure in the General Fund.

Base salary costs in FY22 include recommendations to address the challenges of meeting the council and budget goals and include an average 3% merit pay increase (\$300,000 estimate) to maintain the competitive salary structure established with the implementation of the new classification and compensation study (following the ½ cent sales tax initiative). These increases are somewhat offset by savings in various staffing modifications. The staffing modification savings include the continuation of hiring freezes for one new full-time position, and the continuation of FY21 hiring freezes for two full-time positions and two part-time positions.

Staffing The FY22 Budget proposal reflects the hiring freeze of a full-time position in Parks, Recreation and Cultural Arts – Recreation Specialist, a part-time position in Finance - Accounting Clerk and the reduction of overall part-time wages in Public Works – Streets and Parks, Recreation and Cultural Arts – Skating Attendants. It also includes the continuation of the FY21 hiring freeze of several additional positions: one regular full-time position in Public Works – Streets Maintenance Worker; one full-time position in Parks, Recreation and Cultural Arts – Parks Maintenance Worker, a part-time position in Community Development – Business Relations Commercial Code Enforcement Coordinator, and a part-time position in General Administration – Public Information Officer. These positions will be reconsidered at midyear.

Classification & Compensation Plan The FY22 Budget proposal continues to support the Compensation & Classification structure that was initially implemented in the 2020 fiscal year. It anticipates a continuation of the modified merit “pay for performance plan” and the Public Safety Structured Proficiency-based Performance Compensation Plan based on an average 3% merit pool (\$300,000). Compensation researchers are expecting another year of average pay increases at around 3%. The City of Gladstone continues to compete with neighboring municipalities to fill open front-line positions, due to limited potential incumbents – especially in law enforcement and EMS/Fire. The Structured Proficiency-based Performance Compensation Plan demonstrates a public safety infrastructure investment and supports the recruitment and retention of high quality police officers and paramedic/firefighters. During the latter part of FY21, the City was able to move several of the front-line Public Safety staff to the “master” compensation level which represents a minimum of 5 years of professional experience and the attainment of specific skill-sets. Both the Structured Proficiency-based Performance Compensation Plan and the merit pay plan recognize that employees may be absorbing some increases in health care costs while providing the potential for a slight increase in their overall compensation.

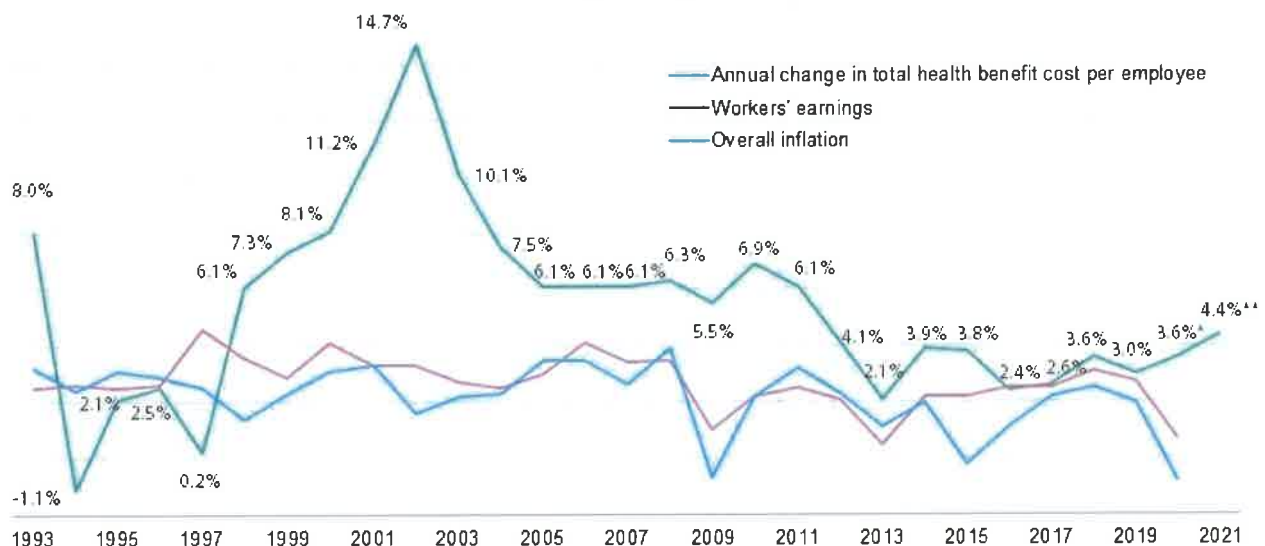
For organizations giving pay raises, the expected average percentage increase has not changed much, with a majority of employers citing increases of 3% or less for 2021. The Conference Board’s Salary Increase Budgets for 2021 project at a median, salary budgets will increase 3% across all job levels, in line with earlier forecasts. Although pay raises may be greater for large organizations because researchers are projecting a tsunami of employee turnover. According to

the Society of Human Resources Management 2020 survey, more than half of employees surveyed in North America plan to look for a new job in 2021, while separate research shows that a quarter of workers plan to quit their jobs outright once the COVID-19 pandemic subsides and recruiting efforts ramp up. Retention and turnover experts continue to predict voluntary job-leaving will increase significantly in 2021 as employees resume job searches they put off for the past year. However, in other research reports, economists and pay analyst are confirming the 2021 wage increases will stay moderate despite an expected pickup in economic growth as the COVID-pandemic recedes. It appears that much will depend on how quickly the COVID-19 crisis is resolved; companies appear to be taking a wait-and-see approach to adjusting their merit compensation programs.

Benefits

Employers expect a moderate health plan cost increase of 4.4%, on average, compared to the prior year, according to early results from HR consultancy Mercer's National Survey of Employer-Sponsored Health Plans. The increase is marginally lower than prior forecasts (before the uptake of the COVID-19 pandemic) which expected a 5.3% in health plan premiums for 2021. Mercer's projection is within the broad range of 4% to 10% forecasts by consultancy PwC's Health Research Institute. Mercer continues to report that health benefit cost growth is outpacing the rate of inflation and employee wages.

Change in Total Health Benefit Cost Compared to Inflation and Workers' Earnings



Sources: Mercer's National Survey of Employer-Sponsored Health Plans; US Bureau of Labor Statistics

*Projected.

**Preliminary Data

Midwest Public Risk (MPR), the public entity risk pool trust, reports some initial drop in healthcare spending in 2021 which may reflect a decrease in utilization for non-COVID medical care. It appears many individuals delayed or went without medical care they otherwise would have received, particularly early in the COVID-19 pandemic. However, healthcare use appears to be picking up toward the end of the current policy year. Therefore, staff is recommending an overall average health insurance premium increase forecast of 1.6%.

Specifically, the Budget forecasts a 1.5% premium increase to the Choice Fund 2000 High Deductible Health Plan (HDHP) plan, 1% premium increase to the Choice Fund 2500 High Deductible Health Plan (HDHP) plan, a 1.8% increase to the Open Access plan and a 3.5% increase to the INO Buy-Up (INO 2). There is no increase expected of the INO 500/1500 Surefit plan. Additionally, the proposed rates anticipate that the City of Gladstone will not experience a loss ratio surcharge this fiscal year.

Within the proposed budget, employees may elect among several combinations of medical, dental and vision coverage or they may enroll in the dental and/or vision coverage while waiving the medical coverage. The proposed budget includes no cost increase to the dental and vision plans for either the city or the employees. Therefore, the proposed employee contribution amounts for the dental and vision insurance from FY 21 to FY 22 remains as noted below:

Dental – Delta Dental of Missouri

Coverage Level	Current Contribution	Proposed Contribution
Employee only	\$6.00/mo.	\$6.00/mo.
Family	\$13.14/mo.	\$13.14/mo.

Vision – Vision Service Plan

Coverage Level	Current Contribution	Proposed Contribution
Employee only	\$1.96/mo.	\$1.96/mo.
Employee + Spouse	\$4.42/mo.	\$4.42/mo.
Employee + Child(ren)	\$4.42/mo.	\$4.42/mo.
Family	\$4.96/mo.	\$4.96/mo.

For access to healthcare providers by phone or digitally, MPR made a mid-year change to the telemedicine services coverage provision offering both medical and mental health services at no charge to covered individuals. Therefore, many eligible individuals did not have to choose between healthcare and social distancing. In FY22, MPR anticipates making telemedicine services a priority by continuing to offer this service at no cost to eligible individuals. No other changes are anticipated in the FY22 medical plan provisions. The City continues to provide comprehensive and affordable benefits to its employees, while generally mirroring health plans that are commonly available in the marketplace.

The budget recommends the continued practice of offering employees the option to participate in either one of the following five plans – Open Access (OAP) 2000, In-Network Only 500 Surefit (INO 500SF), In-Network Only Plan Buy-Up, the Choice Fund 2000 High Deductible Health Care Plan (HDHP) or the Choice Fund 2500 High Deductible Health Care Plan (HDHP).

The HDHP plans offer low up-front premiums paired with a tax-free health savings account to purchase medical and pharmacy services. Staff recommends continuing to fund contributions to participant accounts to encourage employee engagement and health care consumerism utilizing the same employer contribution strategy as previous years – the City contributing the same amount to all plans regardless of the chosen plan by coverage levels. During the 2020/2021 Open Enrollment, 89% of eligible employees chose one of the two HDHP coverage options.

The Choice Fund 2500, which was added in FY21, has an individual only coverage deductible of \$2,500 with a \$5,000 out of pocket maximum and a family coverage deductible of \$5,000 with a \$10,000 out of pocket maximum. This plan proposed to provide a higher shared cost of care for active employees and offer a cost effective plan option for retirees who are paying the full cost of health insurance.

Nationally, enrollments in HDHPs have remained steady report Mercer's National Survey of Employer-Sponsored Health Plans. More than half the larger employers offer HDHPs alongside another type of plan. According to the Kaiser Family Foundation (KFF), the average deductible for a Health Savings Account (H.S.A.) eligible HDHP plan is \$2,303 individual and \$4,552 for family coverage. The International Foundation of Employee Benefits report somewhat similar amounts; it found that the average plan deductibles are approximately \$2,200 individual and over \$4,000 for family.

The following table reflects estimated or proposed changes in employee contribution amounts for each health care plan (under the wellness component):

Coverage Level	Choice Fund 2000/4000 HDHP		Choice Fund 2500/5000 HDHP	
	Current Contribution HDHP 2000	Proposed Contribution HDHP 2000	Current Contribution HDHP 2500	Proposed Contribution HDHP 2500
Employee only	\$0/mo.	\$5/mo.	\$0.00/mo.	\$0.00/mo.
Employee + Spouse	\$20/mo.	\$25/mo.	\$0.00/mo.	\$6.50/mo.
Employee + Child(ren)	\$15/mo.	\$20/mo.	\$0.00/mo.	\$6.00/mo.
Family	\$25/mo.	\$30/mo.	\$0.00/mo.	\$7.00/mo.

Employers are typically offering a high deductible plan paired with either a tax-free health savings or health reimbursement account. The HDHP meets the qualified IRS requirements and permits participants to utilize a portable Health Savings Account (H.S.A.) to purchase routine medical and pharmacy services. Staff recommends continuing to fund contributions to participant accounts to encourage employee participation and health care consumerism. The following table reflects estimated or proposed changes in employer contribution H.S.A. amounts for each HDHP health care plan (under the wellness component):

Health Savings Accounts					
Coverage Level	Current Employer Contribution Choice Fund 2000	Proposed Contribution Choice Fund 2000		Current Employer Contribution Choice Fund 2500	Proposed Employer Contribution Choice Fund 2500
Employee only	\$121/mo.	\$118/mo.		\$153/mo.	\$148/mo.
Employee + Spouse	\$46/mo.	\$30/mo.		\$103/mo.	\$97/mo.
Employee + Child(ren)	\$46/mo.	\$30/mo.		\$103/mo.	\$97/mo.
Family	\$46/mo.	\$30/mo.		\$103/mo.	\$97/mo.

Staff recommends the continuation of the other three health plan options – two different co-payment in-network only plans; an enhanced and a base option. Also the Open Access 2000, which functions similar to a preferred provider 70 percent co-insurance plan. The following table reflects estimated or proposed changes in employer contribution amounts for each additional health care plan (under the wellness component):

Coverage Level	Enhanced CoPayment Plan		Base CoPayment Plan	
	Current Contribution Buy Up INO	Proposed Contribution Buy Up INO	Current Contribution INO 500 Sure Fit	Proposed Contribution INO 500 Sure Fit
Employee only	\$151.00/mo.	\$181.00/mo.	\$51.00/mo.	\$51.00/mo.
Employee + Spouse	\$626.00/mo.	\$696.00/mo.	\$386.00/mo.	\$386.00/mo.
Employee + Child(ren)	\$511.00/mo.	\$569.00/mo.	\$313.00/mo.	\$313.00/mo.
Family	\$743.00/mo.	\$825.00/mo.	\$461.00/mo.	\$461.00/mo.

	Open Access Plans	
Coverage Level	Current Contribution OAP 2000	Proposed Contribution OAP 2000
Employee only	\$79.00/mo.	\$93.00/mo.
Employee + Spouse	\$450.00/mo.	\$482.00/mo.
Employee + Child(ren)	\$367.00/mo.	\$395.00/mo.
Family	\$537.00/mo.	\$575.00/mo.

Staff recommends that, under the wellness discount, the City provide employee only coverage at no cost through the HDHP 2500 plan. It includes the flat dollar cost of the employer contribution for the HDHP plan with Health Savings Account (H.S.A.) being applied to the other plan options. Employees then pay the difference in the premium differential for the open access and copayment plans. Furthermore, the proposed employee only contribution of the HDHPs and INO 500 Surefit plan options meets the ACA affordability requirements.

The proposed contribution strategy continues to give participants greater financial stake in their health and health care purchasing decisions. Although an increase is noted in the employee contribution amount for some of the health coverage plan options, the budget does propose alternative plan design options. The proposed increases maintain affordable health care options for our employees, yet allow the City to more effectively manage rising health care costs. Additionally, the City continues to work to reduce health plan costs through wellness initiatives, health risk assessments, health status improvement and disease management programs.

The FY22 budget reflects no substantial increases in Life, Accidental Death or Dismemberment, or Long-Term Disability insurances. Projected premiums are not expected to increase. Overall, the proposed benefits represent a notable commitment by the City to employees, while supporting the City's market-based total compensation system.

Insurance The City of Gladstone, as a founding principal, is a member of the public entity risk pool, Midwest Public Risk (MPR), for Employee Benefits, Workers' Compensation, and Property and Liability programs. Projected premiums for FY22 were not available for evaluation in conjunction with the City's annual budget process. However, the FY 22 recommended budget includes an estimated average 12% increase to the property and casualty/liability coverage and a 5% differential in the worker's compensation coverage. This is in line with a recent survey by brokerage Alera Group, which shows an average forecasted rate increase across property/casualty/liability lines of coverage of 11.5% with a low of 4.7% for workers' compensation.

COMBINED WATERWORKS AND SEWERAGE SYSTEM FUND (CWSS) (Exhibit E-H)

The proposed budget for FY22 will provide for all operating costs and debt service requirements. Total revenues are estimated at \$12,227,438 and total expenses are estimated at \$12,227,438. Exhibit E, CWSS Fund Estimated Statement of Revenues and Expenses, itemizes the estimated revenues and expenses for the fund.

Revenue Operating revenues for the fund are \$12,161,800 for FY22, an increase of \$507,584 over FY21 expected operating revenues. The increase is due to an increase in both water and sewer rates. Miscellaneous revenues include interest revenue, interest subsidy, and other receipts. The decrease is due to decreases in interest revenue and conservative budgeting of delinquent fees. An equity transfer for FY22 is budgeted in the amount of \$65,638. This will provide funding to assist with capital and supplemental purchases. This projection is based on an analysis of current production and usage trends.

The current water rate is \$4.75 per thousand gallons with a monthly administration fee of \$9.27 per month. Water rates have remained unchanged since July of 2018. Staff is recommending an increase in the per thousand gallon charge of \$0.15 or 3% to \$4.90 per thousand gallons of usage. The monthly administration fee will stay the same at \$9.27 per month. The increase will help mitigate the increase in supplies and services costs that have continued to rise over the years. The average household uses 5,000 gallons of water per month, so the average cost of water would increase from \$33.02 to \$33.78.

The City's sewer treatment services are provided by Kansas City, Missouri and subject to their rate structure. Collection and treatment of sewerage is currently \$9.92 per 1,000 gallons and the sewer service charge is \$14.40 per monthly bill. Kansas City's new sewer fees have increased both the service charge and usage rate. The new sewer rate and fee changes to the City of Gladstone are effective as of May 1, 2021 (KCMO Ordinance No. 210177). The proposed new sewer charges are \$10.85 per 1,000 gallons with a service charge of \$15.26 per month. The average household produces 4,000 gallons of sewage per month, so the increase would take the average cost for sewer from 54.08 to \$58.66 or an increase of \$4.58 per month.

Exhibit F, Water and Sewer Rates of Metropolitan Cities, compares Gladstone's water and sewer rates to those rates charged in comparable area communities for a monthly bill. At the proposed rate, a Gladstone monthly average water bill will be \$33.78 compared to an average water bill of \$37.08 for the metro area. This is \$3.30 below the average water bill for the listed cities after recommended adjustments. After factoring in the sewer portion, Gladstone total water and sewer bill is slightly above average by \$9.17.

Expenses Exhibit G, Budget Comparison by Object Classification, indicates total expenses of \$12,227,438 in FY22 is a decrease of \$2,330,157 from FY21. The decrease is due to the 2020A COP (\$2.5 million for accelerated water main replacements).

The proposed FY22 operating expenses have increased by 3%. Additional details for personnel are provided below. Operational supplies and maintenance increased by \$1,800 while service operations and maintenance show an overall increase of \$325,070, due to the increase in payments to Kansas

City for sewer services.

Debt payments total \$1,682,300. Debt payments are as follows: \$647,500 for the 2020A COP, \$630,100 for the 2010 Bond Series, \$44,200 for the 2017 Lease Purchase (2011 COP plus new debt of \$167,398), \$267,200 for the 2013 lease purchase, \$28,200 for the 2016 First Bank lease, and \$65,100 for the 2015 lease purchase. Debt that will be falling of the schedule are as follows: 2015 lease purchase in fiscal year 2022, the 2010 Bond and 2013 lease purchase in fiscal year 2023, 2017 lease purchase in fiscal year 2032, 2016 lease purchase in fiscal year 2037, and the 2020A COP in the 2040 fiscal year.

Personnel and Benefit Changes The FY22 proposed budget reflects an increase in personnel services compared to FY21 Expected. This includes continued support for the Compensation and Classification Plan with a 1% range adjustment, as well as a 2% average merit pay increase which is consistent with the General Fund FY22 Budget. Benefit adjustments are also consistent with the General Fund FY22 Budget.

Supplemental Requests (Exhibit H) Capital and supplemental requests for CWSS amounted to \$210,750 and are listed in Exhibit G. A total of \$210,750 is recommended for funding. This consists of \$20,250 to continue the Enterprise vehicle lease (3 ½ ton trucks), \$182,500 for two new dump trucks, and \$8,000 to rebuild the backhoe boom.

CAPITAL EQUIPMENT REPLACEMENT FUND (Exhibit I)

The Capital Equipment Replacement Fund (CERF) was established in 2001. This fund provides funds for capital purchases and projects.

Revenue The Equipment Replacement Fund is projecting total revenue of \$600,000 from interest earnings, taxes and transfers. An equity transfer of \$87,947 will provide funding for additional capital and debt payments.

Expenditures Expenditures proposed for FY22 total \$687,947. This amount covers projected capital expenditures (\$300,000), and debt service of \$192,447. The majority of the capital and supplemental requests for General Fund will be funded by a transfer from CERF (\$195,500).

The estimated ending fund balance for FY22 will be \$250,149.

CONCLUSION

In summary, the General Fund, CWSS, and CERF FY22 Budget continues the emphasis on achievement of Council and Budget Team goals, sustainable budget practices, and support and funding for a competitive Compensation & Classification Plan.

The FY22 Budget is fiscally responsible and continues to support the provision of outstanding citizen services, programs, and staffing levels necessary to provide enhanced citizen services. The enclosed attachments present an illustration of the City of Gladstone's General Fund, CWSS Fund, and CERF Fund's financial condition.

The FY22 General Fund Budget revenues total \$20,483,988 and expenditures total \$20,483,988. The projected ending fund balance of \$3,759,331 exceeds the 20% requirement by \$71,384. This Budget represents a stable organization that continues to plan for the future, and an organization that believes in providing excellent basic services.

The contents of the fiscal year 2022 Budget are inclusive of various staff committee recommendations, department priorities, and review by the Budget Team comprised of City Manager Scott Wingerson, Assistant City Manager Bob Baer, Finance Director Dominic Accurso, Human Resource Administrator Charlene Leslie, and Interim Community Development Director Austin Greer. Thank you for your support and consideration of the proposed fiscal year 2022 Budgets. If you have any questions, please feel free to contact me.

GENERAL FUND COMPARATIVE REVENUE DETAIL

	2020 Actuals		2021 Expected			2022 Budgeted		
	Amount	% of Total Revenue	Amount	% of Change	% of Total Revenue	Amount	% of Change	% of Total Revenue
Taxes								
Real Estate Current	2,727,350	13.4%	2,800,000	2.7%	13.2%	2,827,000	1.0%	13.8%
Personal Current	551,943	2.7%	620,000	12.3%	2.9%	625,000	0.8%	3.1%
Real Estate Delinquent	67,063	0.3%	60,000	-10.5%	0.3%	60,000	0.0%	0.3%
Personal Delinquent	20,786	0.1%	45,000	116.5%	0.2%	45,000	0.0%	0.2%
Spec Assessments County	13,613	0.1%	17,500	28.6%	0.1%	17,500	0.0%	0.1%
Real Estate Railroad	122,694	0.6%	130,000	6.0%	0.6%	125,000	-3.8%	0.6%
Interest Penalty Property	23,773	0.1%	26,000	9.4%	0.1%	25,000	-3.8%	0.1%
Weed Mowing	6,520	0.0%	10,000	53.4%	0.0%	10,000	0.0%	0.0%
Sur Tax Current	55,375	0.3%	55,000	-0.7%	0.3%	56,000	1.8%	0.3%
Surtax Delinquent	3,059	0.0%	750	-75.5%	0.0%	750	0.0%	0.0%
PILOT	16,847	0.1%	17,800	5.7%	0.1%	17,800	0.0%	0.1%
Total Property Tax	3,609,023	17.7%	3,782,050	4.8%	17.8%	3,809,050	0.7%	18.6%
Sales Tax	3,830,008	18.8%	3,818,900	-0.3%	17.9%	3,905,000	2.3%	19.1%
Sales Tax-Additional General Sales Tax	822,054	4.0%	1,750,000	112.9%	8.2%	1,795,000	2.6%	8.8%
Use Tax	475,095	2.3%	421,375	-11.3%	2.0%	500,000	18.7%	2.4%
Total Sales Tax	5,127,157	25.1%	5,990,275	16.8%	28.2%	6,200,000	3.5%	30.3%
Cigarette Tax	120,848	0.6%	132,500	9.6%	0.6%	125,000	-5.7%	0.6%
Electric Gross Receipts	1,635,601	8.0%	1,784,000	9.1%	8.4%	1,750,000	-1.9%	8.5%
Natural Gas Gross Receipts	582,465	2.9%	670,000	15.0%	3.1%	635,000	-5.2%	3.1%
Telecom Gross Receipts	122,427	0.6%	85,000	-30.6%	0.4%	80,000	-5.9%	0.4%
Wireless Gross Receipts	224,240	1.1%	190,000	-15.3%	0.9%	175,000	-7.9%	0.9%
Cable Gross Receipts	336,250	1.6%	330,000	-1.9%	1.6%	330,000	0.0%	1.6%
Transient Tax	-	0.0%	-	0.0%	0.0%	20,000	0.0%	0.1%
Total Gross Receipts Tax	3,021,831	14.8%	3,191,500	5.6%	15.0%	3,115,000	-2.4%	15.2%
Total Taxes	11,758,011	57.6%	12,963,825	10.3%	60.9%	13,124,050	1.2%	64.1%
Licenses & Permits								
Liquor Sales Licenses	25,794	0.1%	25,000	-3.1%	0.1%	25,000	0.0%	0.1%

GENERAL FUND COMPARATIVE REVENUE DETAIL

	2020 Actuals		2021 Expected			2022 Budgeted		
	Amount	% of Total Revenue	Amount	% of Change	% of Total Revenue	Amount	% of Change	% of Total Revenue
Liquor Dispensing License	11,026	0.1%	10,000	-9.3%	0.0%	10,000	0.0%	0.0%
Animal License	17,814	0.1%	22,000	23.5%	0.1%	17,500	-20.5%	0.1%
General Business License	271,266	1.3%	225,000	-17.1%	1.1%	280,000	24.4%	1.4%
Electrician License	11,940	0.1%	13,000	8.9%	0.1%	12,000	-7.7%	0.1%
Plumber License	7,490	0.0%	8,000	6.8%	0.0%	7,000	-12.5%	0.0%
Cigarette License	25	0.0%	50	100.0%	0.0%	30	-40.0%	0.0%
Penalties & Interest	687	0.0%	2,000	191.1%	0.0%	2,500	25.0%	0.0%
Permits	346,042	1.7%	305,050	-11.8%	1.4%	354,030	16.1%	1.7%
Building Permits	165,205	0.8%	200,000	21.1%	0.9%	150,000	-25.0%	0.7%
Plumbing Permits	21,265	0.1%	30,000	41.1%	0.1%	27,000	-10.0%	0.1%
Electrical Permits	30,551	0.1%	35,000	14.6%	0.2%	30,000	-14.3%	0.1%
Mechanical Permits	28,458	0.1%	30,000	5.4%	0.1%	28,000	-6.7%	0.1%
Sign Permits	10,816	0.1%	12,000	10.9%	0.1%	10,000	-16.7%	0.0%
Special Event Permits	600	0.0%	1,000	66.7%	0.0%	500	-50.0%	0.0%
Inspection Permits	4,822	0.0%	15,000	211.1%	0.1%	10,000	-33.3%	0.0%
Right of Way Permits	35,170	0.2%	30,000	-14.7%	0.1%	40,000	33.3%	0.2%
Total Permits	296,887	1.5%	353,000	18.9%	1.7%	295,500	-16.3%	1.4%
Total Licenses & Permits	642,929	3.1%	658,050	2.4%	3.1%	649,530	-1.3%	3.2%
Intergovernmental								
Heart of Am Regional Cybercrimes	11,290	0.1%	105,000	0.0%	0.5%	-	-100.0%	0.0%
State Gasoline Tax	661,706	3.2%	660,000	-0.3%	3.1%	680,000	3.0%	3.3%
State Motor Vehicle Sales Tax	224,860	1.1%	245,000	9.0%	1.2%	230,000	-6.1%	1.1%
State Vehicle Registration Tax	111,530	0.5%	115,000	3.1%	0.5%	115,000	0.0%	0.6%
State Financial Institution Tax	18,608	0.1%	2,500	-86.6%	0.0%	5,000	100.0%	0.0%
Special Road District	167,303	0.8%	195,000	16.6%	0.9%	175,000	-10.3%	0.9%
NKC School Dist SRO	45,000	0.2%	45,000	0.0%	0.2%	45,000	0.0%	0.2%
Oaks Service Agreements	102,381	0.5%	105,300	2.9%	0.5%	108,000	2.6%	0.5%
Total Intergovernmental	1,342,678	6.6%	1,472,800	9.7%	6.9%	1,358,000	-7.8%	6.6%

GENERAL FUND COMPARATIVE REVENUE DETAIL

	2020 Actuals		2021 Expected			2022 Budgeted		
	Amount	% of Total Revenue	Amount	% of Change	% of Total Revenue	Amount	% of Change	% of Total Revenue
Charges for Services								
Charges for Services-General Government								
Admin Services	1,358,900	6.7%	1,438,146	5.8%	6.8%	1,438,146	0.0%	7.0%
Admin Svcs-Road District	57,602	0.3%	63,000	9.4%	0.3%	60,000	-4.8%	0.3%
Zoning / Subdivision Fees	3,507	0.0%	5,000	42.6%	0.0%	5,000	0.0%	0.0%
Maps Reports Other	9,423	0.0%	8,000	-15.1%	0.0%	8,000	0.0%	0.0%
Total Charges for Services-General Government	1,429,432	7.0%	1,514,146	5.9%	7.1%	1,511,146	-0.2%	7.4%
Charges for Services-Public Safety								
Emergency Medical Services	903,237	4.4%	940,000	4.1%	4.4%	990,000	5.3%	4.8%
Animal Control Fees	12,276	0.1%	12,000	-2.2%	0.1%	11,000	-8.3%	0.1%
Animal Control Microchipping	3,283	0.0%	2,000	-39.1%	0.0%	2,000	0.0%	0.0%
Animal Control Adoption Fees	2,865	0.0%	2,000	-30.2%	0.0%	2,000	0.0%	0.0%
Animal Control Donations	3,003	0.0%	3,000	-0.1%	0.0%	-	-100.0%	0.0%
Animal Control Adoption-Vet Fees	36,520	0.2%	25,500	-30.2%	0.1%	15,500	-39.2%	0.1%
Total Charges for Services-Public Safety	961,184	4.7%	984,500	2.4%	4.6%	1,020,500	3.7%	5.0%
Charges for Services-Public Works								
Brush Disposal	25,902	0.1%	30,000	15.8%	0.1%	30,000	0.0%	0.1%
Charges for Services-Parks & Recreation								
Skate Rental	1,181	0.0%	-	-100.0%	0.0%	-	0.0%	0.0%
Program activities revenue-Linden Square	13,111	0.1%	500	-96.2%	0.0%	10,000	1900.0%	0.0%
Recreation Concessions	36,914	0.2%	45,000	21.9%	0.2%	55,000	22.2%	0.3%
Athletic Leagues	108,582	0.5%	126,000	16.0%	0.6%	212,000	68.3%	1.0%
Classes & Craft Fees	11,786	0.1%	7,500	-36.4%	0.0%	38,000	406.7%	0.2%

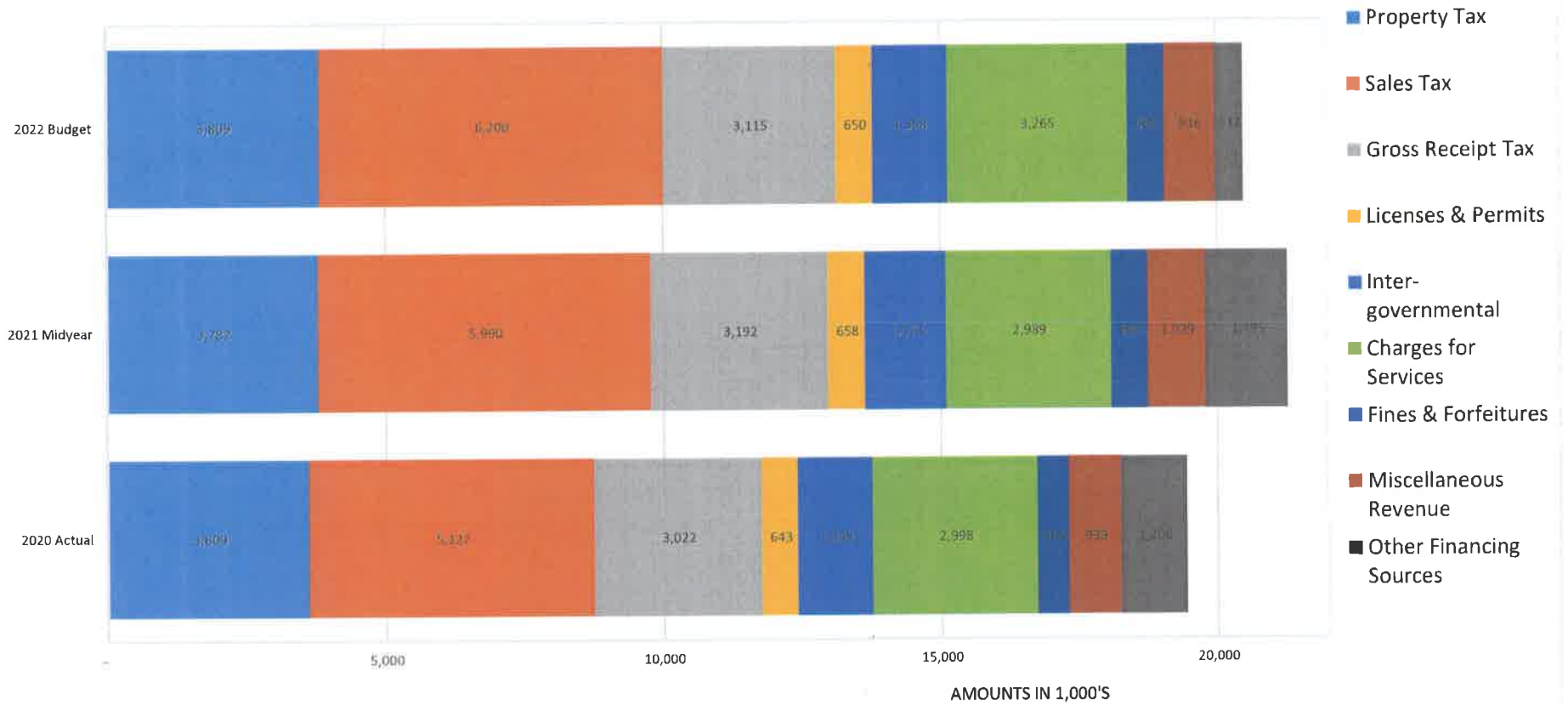
GENERAL FUND COMPARATIVE REVENUE DETAIL

	2020 Actuals		2021 Expected			2022 Budgeted		
	Amount	% of Total Revenue	Amount	% of Change	% of Total Revenue	Amount	% of Change	% of Total Revenue
Senior Activities-previous year	163,712	0.8%	124,073	0.0%	0.6%	-	-100.0%	0.0%
Senior Activities - Day Trip	86,105	0.4%	55,000	-36.1%	0.3%	66,000	20.0%	0.3%
Senior Activities - Overnight	142,185	0.7%	95,000	-33.2%	0.4%	300,000	215.8%	1.5%
AJ Crops	-	0.0%	-	0.0%	0.0%	12,000	0.0%	0.1%
Other - Recreation Income	17,577	0.1%	7,000	-60.2%	0.0%	10,000	42.9%	0.0%
Total Charges for Services-Parks & Recreation	581,153	2.8%	460,073	-20.8%	2.2%	703,000	52.8%	3.4%
Total Charges for Services	2,997,671	14.7%	2,988,719	-0.3%	14.0%	3,264,646	9.2%	15.9%
Fines & Forfeitures								
Fines / Municipal Court Fines	446,426	2.2%	520,000	16.5%	2.4%	530,000	1.9%	2.6%
Fines / Municipal Court Costs	48,363	0.2%	60,000	24.1%	0.3%	55,000	-8.3%	0.3%
Fines / Bond Forfeitures	51,330	0.3%	60,000	16.9%	0.3%	55,000	-8.3%	0.3%
Fines / DUI Recoupment	11,487	0.1%	10,000	-12.9%	0.0%	10,000	0.0%	0.0%
Fines / Inmate Security Fund	7,820	0.0%	10,000	27.9%	0.0%	10,000	0.0%	0.0%
Total Fines & Forfeitures	565,426	2.8%	660,000	16.7%	3.1%	660,000	0.0%	3.2%
Misc. Revenue								
Interest Revenue	67,477	0.3%	60,000	-11.1%	0.3%	20,000	-66.7%	0.1%
Public Buildings	23,834	0.1%	22,000	-7.7%	0.1%	37,000	68.2%	0.2%
Party Rental	-	0.0%	1,500	#DIV/0!	0.0%	1,500	0.0%	0.0%
Tower Rental	396,395	1.9%	375,500	-5.3%	1.8%	380,000	1.2%	1.9%
Rental of Buildings - Downtown	357,874	1.8%	375,000	4.8%	1.8%	377,012	0.5%	1.8%
Linden Sponsorship	4,200	0.0%	-	0.0%	0.0%	5,000	0.0%	0.0%
Sale of Assets	28,253	0.1%	120,000	324.7%	0.6%	30,000	-75.0%	0.1%
Insurance Settlements	47,078	0.2%	25,000	0.0%	0.1%	20,000	-20.0%	0.1%
Safety/Loss Control	-	0.0%	30,000	0.0%	0.1%	25,000	-16.7%	0.1%
Cash Short/Over	109	0.0%	-	0.0%	0.0%	-	0.0%	0.0%
Miscellaneous Revenue	13,840	0.1%	30,000	116.8%	0.1%	20,000	-33.3%	0.1%
Total Misc. Revenue	939,060	4.6%	1,039,000	10.6%	4.9%	915,512	-11.9%	4.5%

GENERAL FUND COMPARATIVE REVENUE DETAIL

	2020 Actuals		2021 Expected			2022 Budgeted		
	Amount	% of Total Revenue	Amount	% of Change	% of Total Revenue	Amount	% of Change	% of Total Revenue
Other Financing Sources								
Lease Proceeds	1,000,000	4.9%	570,000	0.0%	2.7%	-	-100.0%	0.0%
Transfer In - Tech	-	0.0%	64,500	0.0%	0.3%	11,750	-81.8%	0.1%
Transfer In - CERF	200,000	1.0%	250,000	25.0%	1.2%	195,500	-21.8%	1.0%
Equity Adjustment	-	0.0%	610,000	0.0%	2.9%	305,000	-50.0%	1.5%
Total Other Financing Sources	1,200,000	5.9%	1,494,500	24.5%	7.0%	512,250	-65.7%	2.5%
Total General Fund Revenues	19,445,775	95.2%	21,276,894	9.4%	100.0%	20,483,988	-3.7%	100.0%

GENERAL FUND COMPARATIVE REVENUE



GENERAL FUND
DEPARTMENT OBJECT CLASSIFICATION EXPENDITURE SUMMARY
FISCAL YEAR 2020-2022

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
GENERAL ADMIN			
Personnel Services	832,928	980,176	1,002,709
Supplies	9,744	83,457	15,657
Services	333,239	345,938	339,948
Capital	-	-	6,000
TOTAL	1,175,911	1,409,571	1,364,314
FINANCE			
Personnel Services	999,217	1,027,255	1,040,236
Supplies	22,147	29,123	33,450
Services	365,840	402,441	411,117
Capital	-	64,500	12,000
TOTAL	1,387,204	1,523,319	1,496,803
PUBLIC SAFETY			
Personnel Services	8,367,446	8,812,584	8,893,819
Supplies	306,015	324,159	292,940
Services	286,187	292,199	306,718
Capital	73,825	627,036	128,500
Debt	69,888	69,875	-
TOTAL	9,103,361	10,125,853	9,621,977
PUBLIC WORKS			
Personnel Services	1,181,276	1,220,042	1,217,602
Supplies	306,017	257,940	237,350
Services	708,094	775,250	762,915
Capital	12,275	41,500	13,750
Debt	970	975	-
TOTAL	2,208,632	2,295,707	2,231,617
COMM DEVELOPMENT			
Personnel Services	646,769	569,726	569,941
Supplies	9,663	16,864	15,314
Services	103,721	132,110	122,410
Capital	-	20,000	20,250
TOTAL	760,153	738,700	727,915
PARKS & RECREATION			
Personnel Services	1,118,670	1,305,189	1,287,945
Supplies	225,064	250,597	299,399
Service	848,286	747,878	870,578
Capital	-	-	33,500
Debt	4,647	4,655	-
TOTAL	2,196,667	2,308,319	2,491,422

GENERAL FUND
DEPARTMENT OBJECT CLASSIFICATION EXPENDITURE SUMMARY
FISCAL YEAR 2020-2022

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
NONDEPARTMENTAL			
Personnel Services	91,392	334,796	34,469
Supplies	12,194	15,895	68,395
Service	695,367	744,833	921,823
Capital	735,962	-	-
Debt	277,999	459,180	323,253
Transfers	275,319	1,302,000	1,202,000
TOTAL	2,088,233	2,856,704	2,549,940
Total General Fund			
Personnel Services	13,237,698	14,249,768	14,046,721
Supplies	890,844	978,035	962,505
Service	3,340,734	3,440,649	3,735,509
Capital	822,062	753,036	214,000
Debt	353,504	534,685	323,253
Transfers	275,319	1,302,000	1,202,000
TOTAL GENERAL FUND	18,920,161	21,258,173	20,483,988

City of Gladstone - FY 2022 Supplemental and Capital Budget Requests

Narrative	Justification Amount	Budget Team recommend
General Administration	-	-
Second half of legal code review	6,000	6,000
Total General Administration	6,000	6,000
Finance		
Travel associated with training for accountant position	250	250
Training for Accountant Position	2,500	1,250
Scheduling software (ESO)	2,385	-
Microsoft Office licenses	9,540	-
Color laser jet (PW)	1,550	-
Laser printer (Community Policing)	1,000	-
3 iPad with cell data (Recreation)	1,600	3,000
Applicant Pro software	2,800	-
FARO Zone software	2,300	-
911 Inform phone upgrade	17,866	-
Avaya phone system upgrade	15,000	-
Exchange email server	7,500	7,500
VMware server	10,150	-
H & S servers	13,200	-
Total Finance	87,641	12,000
Public Safety		
Increased Ammunition Budget	3,500	1,500
2 of 4 Ford Interceptors	90,000	90,000
Increased Automotive Supplies	10,000	-
Increased EMS Supplies	10,000	5,000
Zoll X Series Manual Monitor/Defibrillator	32,000	32,000
Two Quad Cab 4X4 Pick up Trucks for Fire Marshal & Division Chief.	82,000	-
Incinerator Repair	5,000	-
Animal Control Incinerator and Processor	84,000	-
2021 Ford Transit Van T-250	58,500	-
Total Public Safety	375,000	128,500
Public Works		
Skid Loader	65,000	-
Trailer Mounted Air Compressor	30,000	-
F-750 or Equivalent Dump Truck w/ spreader and plow	100,000	-
F-750 or Equivalent Dump Truck w/ spreader and plow	100,000	-
F-550 or Equivalent Bucket Truck	158,000	-
24V Heavy Equipment Jump Box	4,500	-
Holiday Lighting Increase	7,000	7,000
Replace enterprise lease truck	6,750	6,750
Total Public Works	471,250	13,750
Community Development		

City of Gladstone - FY 2022 Supplemental and Capital Budget Requests

Narrative	Justification Amount	Budget Team recommend
Replace enterprise lease truck	20,250	20,250
Total Community Development	20,250	20,250
Parks & Recreation		
5 Portable Pitching Mounds or Machines	5,000	5,000
Disc Golf Instruction	3,500	3,500
New Lighting for City Fountain (Consider Capital)	9,000	-
Treatment of Ash Trees	5,500	2,500
Hobby Hill Landscaping N&S Side of Restroom	7,000	-
Employment Ads	2,000	-
City-Wide Record Shredding (Consider non-departmental)	2,500	2,500
Fence @ Animal Shelter (Consider Animal Control Allocation)	4,000	
Repair Tennis Courts 72nd (Consider Capital if resurfacing)	15,500	-
Resurface Happy Rock Tennis Courts (Consider Capital)	29,000	-
Hamilton Heights Park-Play Surfacing (Consider Capital)	16,000	-
Meadowbrook BB Court-Crack Fill Sealcoating	15,000	-
Meadowbrook Sidewalk and Play Equipment (Consider Capital)	6,500	-
Oak Grove Park Pond Dredging and Repair	64,000	-
PW Salt Storage New Roof (Consider Public Works Allocation)	31,000	-
Two New Mowers @ 13K each	26,000	10,000
Two New Utility Vehicles @ 11K Each	22,000	10,000
Replace Oak Grove Park Shelters	233,534	-
VIP Whiskey Fest Event	5,000	-
Total Parks and Recreation	502,034	33,500
Total Non-Departmental	-	-
Total General Fund Capital & Supplemental	<u>1,462,175</u>	<u>214,000</u>

COMBINED WATERWORKS & SEWER SYSTEM FUND
STATEMENT OF REVENUES & EXPENDITURES

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>	<u>Variance</u>
Revenue Sources				
Water	4,103,882	4,428,600	4,499,300	70,700
Sanitation	6,699,556	7,116,872	7,617,500	500,628
Misc. Revenue	92,250	108,744	45,000	(63,744)
Operating Revenue	10,895,687	11,654,216	12,161,800	507,584
Debt Proceeds	-	2,500,000	-	(2,500,000)
Equity Transfer	-	403,379	65,638	(337,741)
Total Non-Operating Revenue	-	2,903,379	65,638	(2,837,741)
Total Revenue	10,895,687	14,557,595	12,227,438	(2,330,157)
Expenditures				
Water Production	1,294,574	1,335,560	1,328,271	(7,289)
Water Operations & Maintenance	779,840	1,026,311	1,005,826	(20,485)
Sewer Collection	374,674	473,967	463,746	(10,221)
Non Departmental	6,519,398	6,804,822	7,171,545	366,723
Operating Expenses	8,968,485	9,640,660	9,969,388	328,728
Capital & Supplemental	1,109,317	2,963,500	525,750	(2,437,750)
Debt Requirements	1,059,341	1,903,435	1,682,300	(221,135)
Transfers	50,000	50,000	50,000	-
Total Non-Operating Expenditures	2,218,659	4,916,935	2,258,050	(2,658,885)
Total Expenditures	11,187,144	14,557,595	12,227,438	(2,330,157)

Analysis of Funds Available

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
Beginning Funds Available	3,284,539	2,993,083	2,589,704
Revenues	10,895,687	14,557,595	12,227,438
Equity Adjustment	-	(403,379)	(65,638)
Net Funds Available	14,180,226	17,147,299	14,751,504
Expenditures	(11,187,144)	(14,557,595)	(12,227,438)
Ending Funds Available	2,993,083	2,589,704	2,524,066
20% Fund Balance Requirement		1,928,132	1,993,878
Over/(Under)		661,572	530,188

Revenue Over(Under) Expenditures

-

-

Proposed Water & Sewer Rates of Metropolitan Cities
Based on Average Household Usage
As of April 1, 2021

Assumption: Average water and sewer bill based on
 5,000 gallons water and 4,000 sewer monthly

<u>City</u>	<u>Water Amount</u>	<u>Sewer Amount</u>	<u>Total Amount</u>
Kansas City	\$ 46.83	\$ 71.29	\$ 118.12
Liberty	34.31	64.36	98.67
Gladstone (Proposed 7/01/19)	33.78	58.66	92.44
Raytown	43.35	48.71	92.06
Parkville	40.24	50.57	90.81
Gladstone (Current as of 7/01/18)	33.02	54.08	87.10
Grandview	54.91	29.38	84.29
Lee's Summit	34.23	39.24	73.47
Blue Springs	39.30	30.00	69.30
Independence	28.02	36.25	64.27
North Kansas City	16.56	38.04	54.60

Gladstone Comparison to Average Rate of Metropolitan Cities

	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
Average Rate as of 4/1/21	\$ 37.08	\$ 46.19	\$ 83.27
\$ Below/ (Above) Average	\$ 3.30	\$ (12.47)	\$ (9.17)
% Below (Above) Average	8.90%	-26.99%	-11.01%
\$ Below/ (Above) Highest	\$ 21.13	\$ 12.63	\$ 25.68

COMBINED WATERWORKS & SEWER SYSTEM FUND
DEPARTMENT OBJECT CLASSIFICATION EXPENDITURE SUMMARY
FISCAL YEAR 2020-2022

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
PRODUCTION			
Personnel Services	524,080	536,505	529,216
Supplies	223,391	221,255	221,055
Services	547,103	577,800	578,000
Capital	-	200,000	-
TOTAL	1,294,574	1,535,560	1,328,271
OPERATIONS & MAINT.			
Personnel Services	542,431	751,316	770,831
Supplies	172,299	172,995	175,995
Services	65,110	102,000	59,000
Capital	1,109,317	2,663,500	425,750
TOTAL	1,889,157	3,689,811	1,431,576
SEWER			
Personnel Services	226,377	304,367	294,146
Supplies	26,317	35,150	34,150
Services	121,980	134,450	135,450
Capital	-	50,000	50,000
TOTAL	374,674	523,967	513,746
NONDEPARTMENTAL			
Personnel Services	-	12,366	12,219
Supplies	-	990	990
Service	6,519,398	6,791,466	7,158,336
Capital	-	50,000	50,000
Debt	1,059,341	1,903,435	1,682,300
Transfers	50,000	50,000	50,000
TOTAL	7,628,739	8,808,257	8,953,845
Total Fund			
Personnel Services	1,292,888	1,604,554	1,606,412
Supplies	422,007	430,390	432,190
Service	7,253,591	7,605,716	7,930,786
Capital	1,109,317	2,963,500	525,750
Debt	1,059,341	1,903,435	1,682,300
Transfers	50,000	50,000	50,000
TOTAL CWSS FUND	11,187,144	14,557,595	12,227,438

City of Gladstone - FY 2022 Supplemental and Capital Budget Requests

Fund	Narrative	Justification Amount	Budget Team recommend
CWSS			
	Rebuild Boom on Backhoe	8,000	8,000
	F-750 or Equivalent Dump Truck	100,000	100,000
	F-650 or Equivalent Dump Truck	82,500	82,500
	Replace Enterprise lease vehicles (3)	20,250	20,250
	Total CWSS	210,750	210,750

CAPITAL EQUIPMENT REPLACEMENT FUND

STATEMENT OF REVENUES & EXPENDITURES

	2020	2021	2022	
	<u>Actual</u>	<u>Midyear</u>	<u>Proposed</u>	<u>Variance</u>
Revenue Sources				
Taxes/Transfers	512,804	500,000	536,000	36,000
Misc. Revenue	78,054	101,000	64,000	(37,000)
Equity Transfer	-	40,000	87,947	47,947
Total Revenue	590,858	641,000	687,947	46,947
Expenditures				
Capital Expenditures	127,151	300,000	300,000	-
Debt Requirements	57,354	88,960	192,447	103,487
Transfers out	200,000	250,000	195,500	(54,500)
Total Expenditures	384,506	638,960	687,947	48,987

Analysis of Funds Available

	2020	2021	2022
	<u>Actual</u>	<u>Midyear</u>	<u>Proposed</u>
Beginning Funds Available	169,704	376,056	338,096
Revenues	590,858	641,000	687,947
Equity Adjustment	-	(40,000)	(87,947)
Net Funds Available	760,562	977,056	938,096
Expenditures	(384,506)	(638,960)	(687,947)
Ending Funds Available	376,056	338,096	250,149
Revenue Over(Under) Expenditures		2,040	-



***Department of Community Development
Memorandum ASG 21-4***

DATE: April 21, 2021

TO: Scott Wingerson, City Manager

FROM: Austin Greer, Assistant To The City Manager & Community Development Director

SUBJECT: Perception Study & Unified Messaging Strategy by Trozzolo Communications (Phase 3)

Description: City Staff has been working with Trozzolo Communications to gauge residents/non-resident's perception of the City of Gladstone as well as developing and implementing a unified messaging strategy internally and externally.

Background: Trozzollo has been engaged and performed a perception analysis. This analysis determined that Gladstone currently lacks identity in the region. Since completion of the perception analysis, City Staff has been working with Trozzollo on Phase 3, which focuses on key brand messaging, logo, and tagline.

Attached, you will find logo testing results.

These findings are based on a sample (62 respondents) of Boards & Commissions participants. This method provided an opportunity to dig deep into the concepts and deliver direction for moving forward.

The conclusion of Phase 3 will provide the following:

- Final logo, seal and tagline
- Brand graphic standards with logo, tagline, color palette and font library

On Monday, April 26th, the team from Trozzolo will present the conclusion of Phase 3 to the City Council and will be available for questions.

The consultants from Trozzolo that will be presenting on Monday night will be Natalie Long, Ross Wuetherich, and Joshua Brewster.

Methods and Sample

The City of Gladstone partnered with Trozzolo to deploy an online survey to city commission and committee members on March 11 to test four new logo concepts. Following are the results from the survey, and conclusions to guide next steps.

A Note About Qualitative Research

- These findings are based on a small sample (62 respondents) of carefully selected participants. While the results are not statistically projectable to larger populations, the method provided opportunity to dig deep into the concepts and deliver direction for moving forward.

Logos Tested

Following are the four logo concepts tested in the online survey.

①



②



③



④







Key Findings

- Two logos immediately emerged as preferred among participants. Logos one and two had the most positive feedback and seemed to have the strongest connection to the community and its features.
- The colors and liveliness of the first two logos were mentioned frequently. Participants liked how “fresh” and “natural” the designs were and how they link to the bright future and connectivity within the community.
- Some first impressions suggest tweaking the designs a bit, but overall, the messages for the first two logos were positive to neutral.
- Logos three and four had similar confusions on what the logo was trying to convey. It was more difficult for participants to relate it back to the community.

- Participants felt that logos three and four were more basic and corporate feeling. They didn't have the same personality and openness the first two conveyed.
- Throughout the survey, multiple participants suggested using a landmark that Gladstone is known for in the logo. Landmarks that were mentioned are:
 - Linden Square
 - Outline of the water tower
 - The river

Survey Respondent Reactions

	<ul style="list-style-type: none"> • "Accurately conveys Gladstone's positive message of growth for the future." • "Is simple, clean and cheerful, which sums up what makes Gladstone a good place to live." • "Conveys the community is tied together." • "The colors are calm and soothing, but fun." • "It's very fresh and natural looking. It makes me think of a community with a lot of outdoor spaces and programs." • "It looked like a tree but the more I look at it now I start to see a head." • "It looks like a community missing a link. I feel like the loop design should be a complete circle." • "I can see this on a health care company, or a hospital."
	<ul style="list-style-type: none"> • "Morning sunshine." • "Playful and bright." • "Happy, upbeat." • "The city has a bright future." • "Looks like energy company." • "I think it's too long. Do not like the 'Gladstone' font." • "A little bit like Walmart." • "Seems more childlike than the trendy, creative, tech-savvy image the city has been working to achieve."

	<ul style="list-style-type: none"> • "Conveys a city atmosphere." • "Looks like a building." • "Open doors." • "Looks like more of a building. I do like the colors. I like the coral." • "Initially saw a desktop computer." • "Looks more like a corporate logo." • "Boxed in."
	<ul style="list-style-type: none"> • "Too minimalist ... It's very nice, but it lacks the warmth of the first two logos." • "The horizontal line cut at the angle gives the impression of forward momentum." • "It looks like an icon for a letter or mailer ... I get the sense of a roof and home with an embracing arm." • "I keep thinking of real estate and home sales." • "Kind of G? Hugging arms? Needs one more color at least." • "Nerdy. Sterile ... Looks very IT."

Conclusions

- The colors and iconography, along with the natural and warm feel, of logos one and two were received most positively. Participants liked how they could relate it to the connectivity and bright future of the community.
- Participants didn't prefer the corporate and simple feel of the third and fourth logos. It was too difficult to positively relate them back to the community.
- There are elements of the tree design and sun design in the first two logos that can be explored, such as addressing the sun mark to be less childlike.

MONDAY, APRIL 26, 2021

Gladstone Brand Recommendations



BRAND INITIATIVES

Primary Research

- Deep-dive meeting with city leadership.
- 32 interviews with residents, nonresidents, business owners and council members.
- Perception survey.

Brand Messaging

- Summary of key findings and insights for brand strategy.
- Brand messaging platform and key message framework.

Logo and Tagline

- Design of four logo concepts.
- Four tagline options.
- Logo testing with key city constituents.
- Final logo and brand guidelines for the city.

BRAND STRATEGY



SUMMARY OF KEY INSIGHTS

- **Everyone feels at home.** We don't know an outsider here.
- **One degree to action.** People feel heard and are responded to.
- **Community culture.** Public services, parks and rec, festivals.
- **"Real" transformation.** Evolving and improving community, yet staying true to its roots.

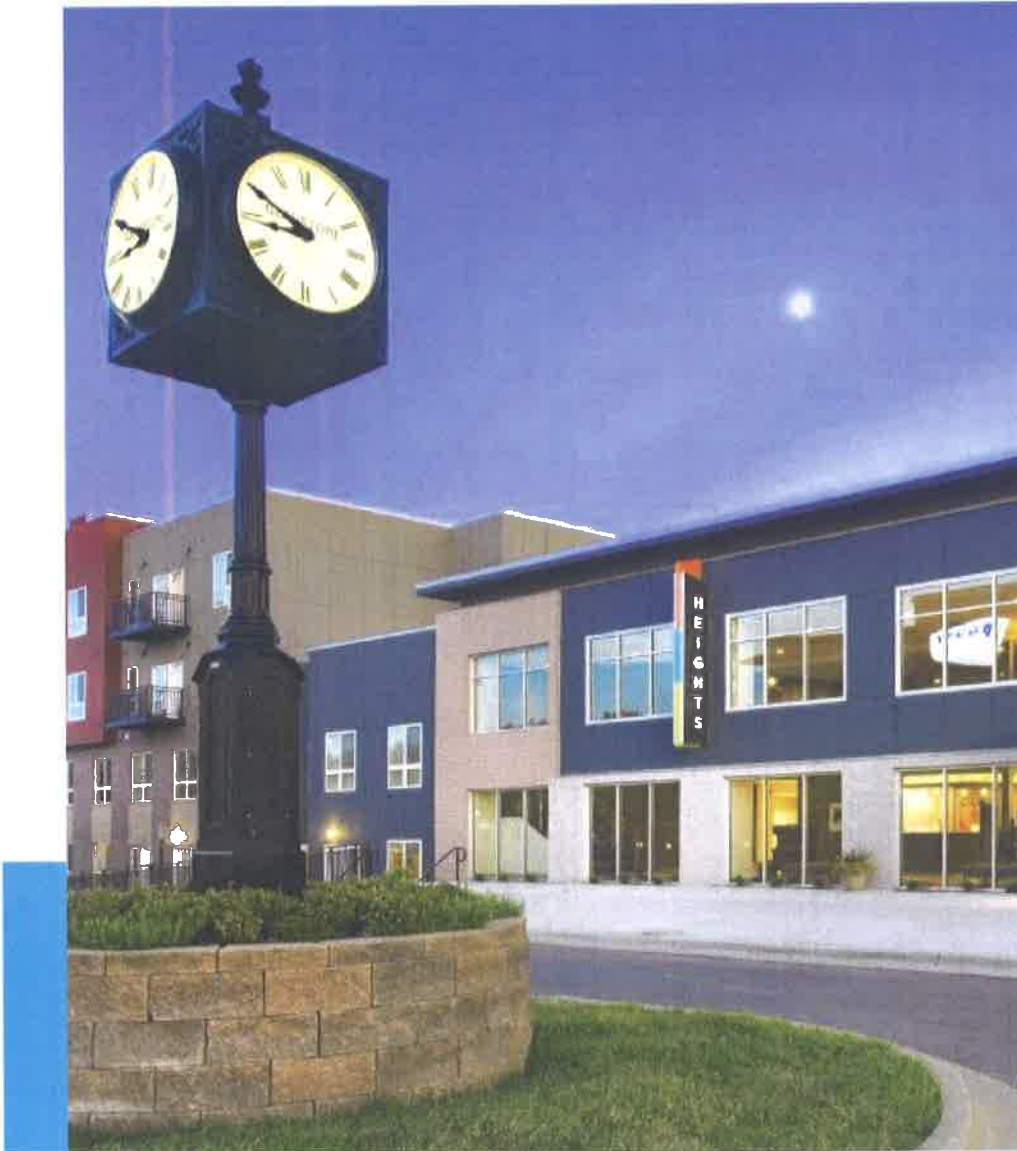
BRAND STRATEGY



Brand Platform



BRAND STRATEGY



Brand Statement:

Gladstone provides a real place to call home with an evolving community and excellent city services.

A brand statement describes the “mental space” an organization should occupy in the minds of a target audience. It serves as a foundational, internal statement to guide a brand’s marketing strategies.



Brand Idea:

***Where innovation and
progress call home.***

A simple phrase or statement that clarifies why the brand is important in the eyes and hearts of your target audience. It is more than what you do and how you do it. It defines your purpose, your cause, your belief.



Brand Driver:

We're all in.

A word, phrase or notion that captures the essence of the brand's promise and is relevant to the target audience. It must be clear, simple and inspire action.

LOGO EXPLORATION

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CITY OF GLADSTONE VISUAL AUDIT



LOGO OPTIONS TESTED

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②



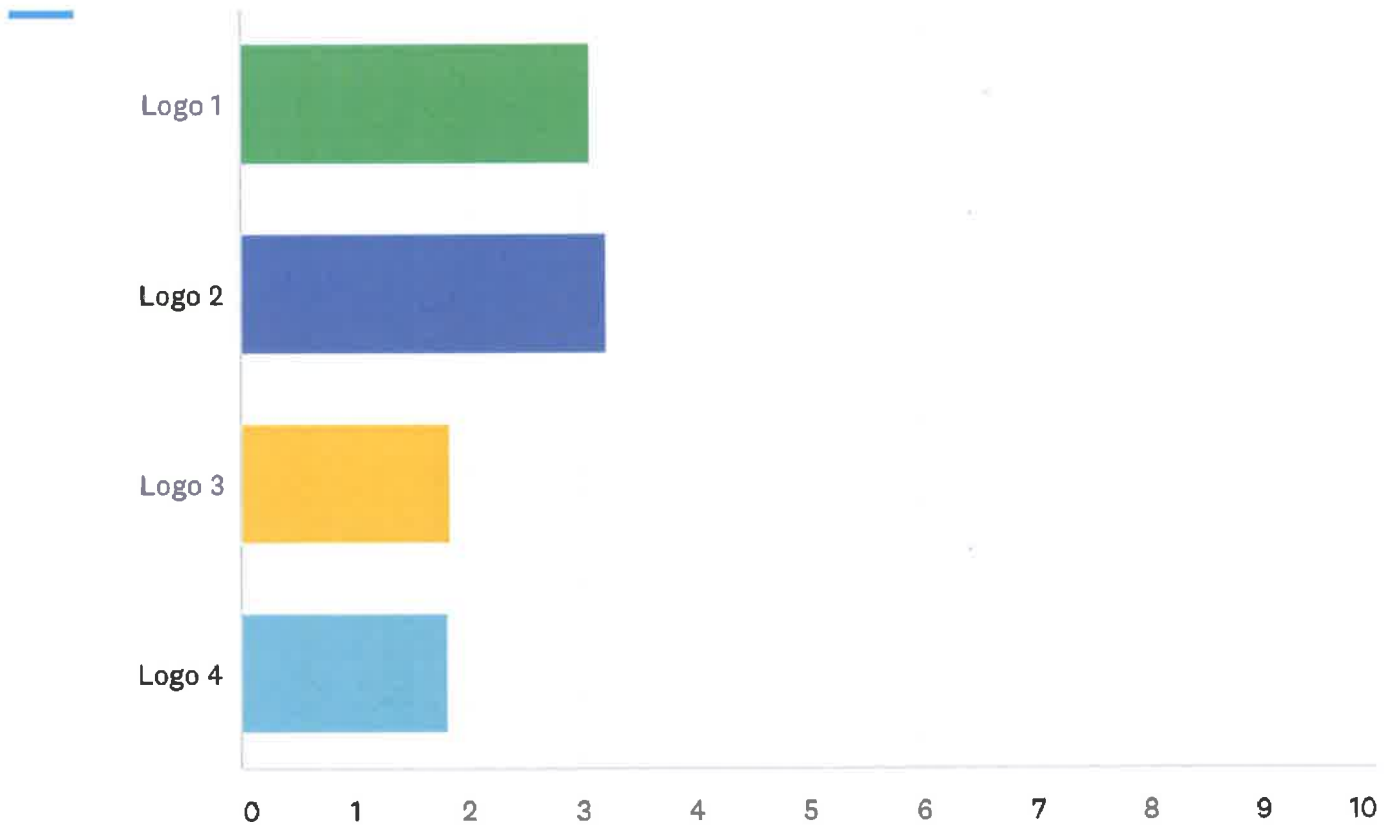
③



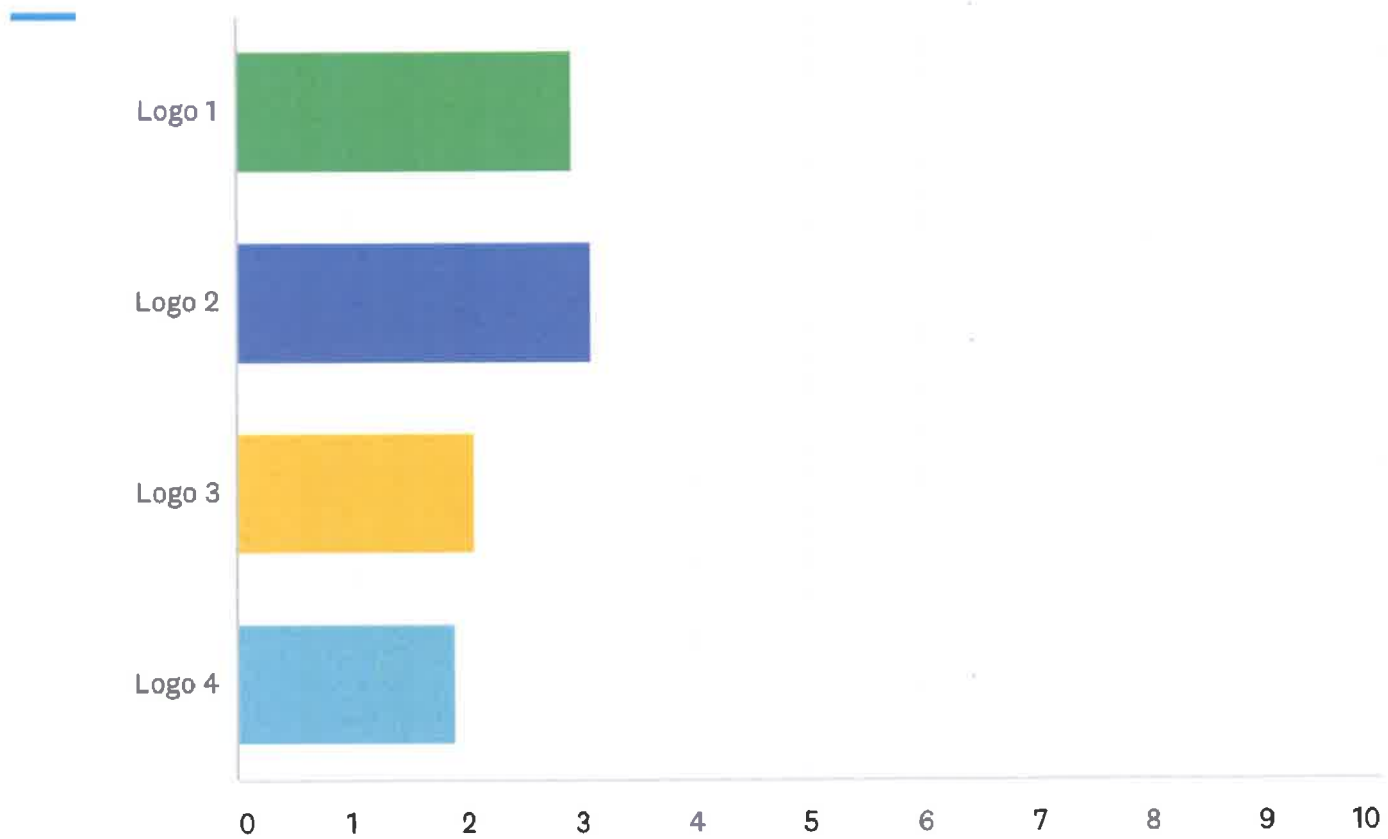
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MOST APPEALING



MOST APPROPRIATE OR RELEVANT



SURVEY CONCLUSIONS

- The colors and iconography, along with the natural and warm feel, of logos one and two were received most positively. Participants liked how they could relate it to the connectivity and bright future of the community.
- Participants didn't prefer the corporate and simple feel of the third and fourth logos. It was too difficult to positively relate them back to the community.
- There were elements of the tree design and sun design that were addressed to help resolve some of the concerns.

FINAL LOGO CONCEPTS

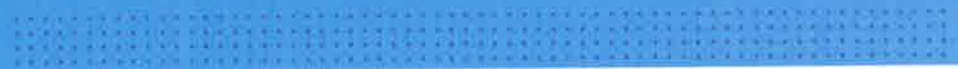


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LOGO EXPLORATION



Concept 1



CONCEPT 1

This logo mark is an overarching expression of growth and connection. Visually, there is a nod to our city's roots. The symbol of a tree also suggests community, a place we all call home. The diverse shades of interwoven lines make a statement of coming together for the betterment of Gladstone.

CONCEPT 1



CONCEPT 1





LOGO EXPLORATION



Concept 1: Alt

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CONCEPT 1: ALT



CONCEPT 1: ALT





LOGO EXPLORATION



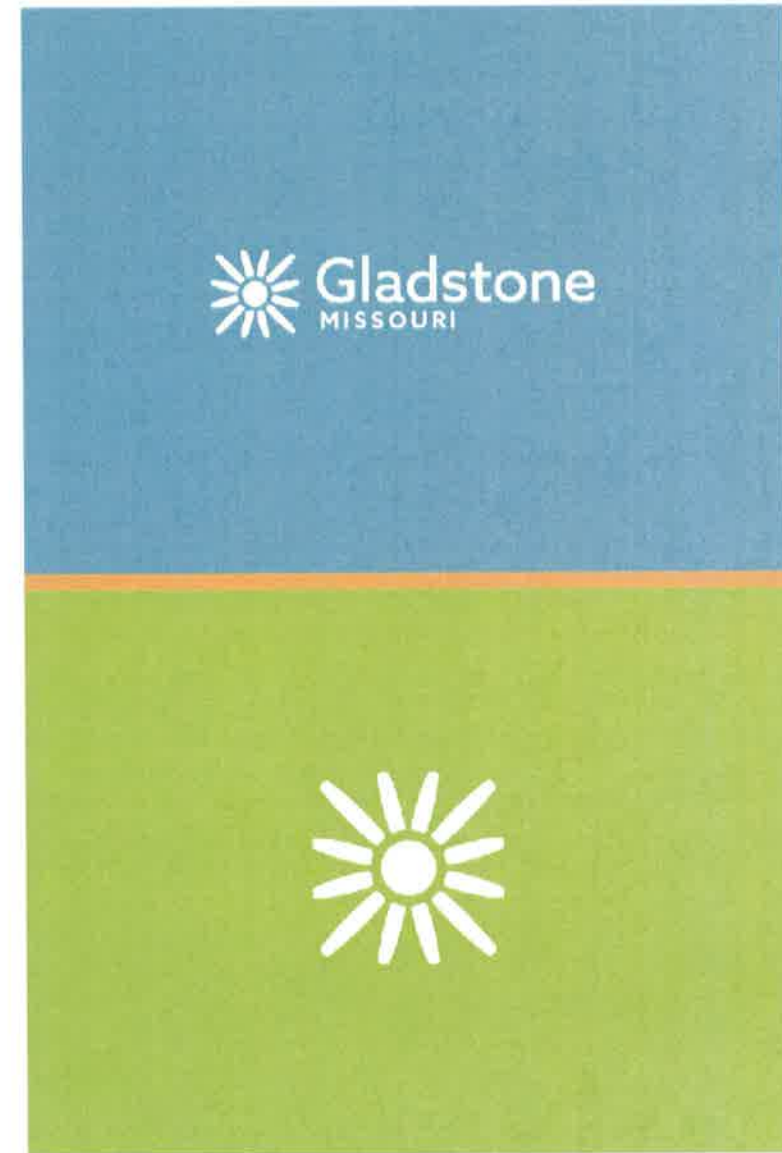
Concept 2



CONCEPT 2

In an evolving community like Gladstone, there's opportunity for everyone. We built this mark to express the warm, welcoming feeling of home and a sense of community. The organic shape gives it an approachable feel while symbolizing the spark of excitement that comes with big ideas and innovation.

CONCEPT 2



CONCEPT 2





ALL LOGOS



LOGO EXPLORATION



Next Steps

NEXT STEPS

- Final logo, seal and tagline.
- Brand graphic standards with logo, tagline, color palette and font library.



Thank you.



trozzolo.com

816.842.8111





**MINUTES
REGULAR CITY COUNCIL MEETING
GLADSTONE, MISSOURI
MONDAY, APRIL 12, 2021**

PRESENT: Mayor Jean Moore
Mayor Pro Tem R.D. Mallams
Councilman Bill Garnos
Councilman Tom Frisby
Councilmember Tina Spallo

City Manager Scott Wingerson
Assistant City Manager Bob Baer
City Clerk Ruth Bocchino
City Attorney John Mullane

Item No. 1. On the Agenda. Meeting Called to Order.

Mayor Moore opened the Regular City Council Meeting Monday, April 12, 2021, at 7:30 pm.

Item No. 2. On the Agenda. ROLL CALL.

City Clerk Ruth Bocchino called Roll. All Councilmembers were present.

Item No. 3. On the Agenda. Pledge of Allegiance to the Flag of the United States of America.

Mayor Moore asked all to join in the Pledge of Allegiance to the Flag of the United States of America.

Item No. 4. On the Agenda. Approval of Agenda.

The agenda was approved as published.

Item No. 5. On the Agenda. Approval of the March 22, 2021, Closed City Council Meeting Minutes.

Mayor Pro Tem Mallams moved to approve the minutes of the March 22, 2021, Closed City Council meeting as presented. **Councilmember Spallo** seconded. The Vote: "aye", Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Item No. 6. On the Agenda. Approval of the March 22, 2021, Regular City Council Meeting Minutes.

Mayor Pro Tem Mallams moved to approve the minutes of the March 22, 2021, Regular City Council meeting as presented. **Councilmember Spallo** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Item No. 7. On the Agenda. CONSENT AGENDA.

Following the Clerk’s reading:

Mayor Pro Tem Mallams moved to approve the Consent Agenda as published. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Mayor Pro Tem Mallams moved to approve **RESOLUTION R-21-18** A Resolution authorizing the City Manager to execute a contract with Gunter Construction Company in the total amount not to exceed \$2,558,149.65 for the Northeast 76th Street Improvements: North Oak Trafficway to North Brooklyn, Project TE1818. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Mayor Pro Tem Mallams moved to approve **RESOLUTION R-21-19** A Resolution authorizing the City Manager to execute a contract with Site Rite Construction Company in the total amount not to exceed \$224,702.06 for the Northeast 76th Street and North Tracy Storm Drainage Improvements, Project CP2131. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Mayor Pro Tem Mallams moved to approve **RESOLUTION R-21-20** A Resolution authorizing the City Manager to execute a contract with Epoxy Coating Specialists, Incorporated, in the total amount not to exceed \$36,060.00 for coating the indoor pool deck, Project CO2057. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Mayor Pro Tem Mallams moved to approve **SPECIAL EVENT PERMIT:** Gladstone Farmers Market, 602 NE 70th Street, Linden Square (East side), May 1, 2021, through October 30, 2021; Saturdays only; 8:00 am – 1:00 pm. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Item No. 8. On the Agenda. INTRODUCTION OF PAST MAYORS AND CITY COUNCIL MEMBERS.

Mayor Moore stated: *“I see only my husband in the audience.”*

Item No. 9. On the Agenda. MAYOR'S STATE OF THE CITY ADDRESS.

Mayor Moore stated: *"It has been an interesting, challenging, and unprecedented year to say the least. When the COVID-19 shutdown came in March 2020, much of the world came to a standstill. But we knew as a City that this was not an option for us. Our residents were counting on us; they expected the services of Public Safety, Fire/EMS, Public Works, Water, Parks, Code Enforcement and of course everyone's favorite, snow removal. But there was no roadmap for what to do when COVID hit. We could only guesstimate the impact the shutdown would have on the City's economy, our residents, and our businesses. We had to create new ways to adapt and adjust and deal with a force as deadly as the coronavirus. I cannot even express how proud I am of the professional staff of this City. Led by the masterful direction of City Manager Scott Wingerson, Assistant City Manager Bob Baer, and the entire Leadership Team, our staff put their heads down and went to work. When other cities were canceling City Council meetings, canceling building inspections, and canceling infrastructure projects, we innovated, we forged ahead, and we found ways to keep Gladstone moving forward and to safely do the business of the City. In partnership with Clay County EDC, we provided \$105,000.00 of the CARES funds we received to give grants to small businesses located here in Gladstone. And in partnership with the Northland Assistance Center, we provided \$60,000.00 of CARES funds for relief grants to assist Gladstone needy residents with rent and utilities.*

In an effort to discuss the State of our City, I would like to offer a summary of projects that we have either completed over the past year, those we are continuing to work on, or those in the pipeline:

- *We expanded the Shoal Creek Trail eastbound located at Happy Rock Park.*
- *Plans are underway for Phase 2 of the Rock Creek Greenway Trail.*
- *We finished the Old Pike Road Complete Streets project.*
- *We completed over 1.5 miles of water main improvements.*
- *We completed over \$1.5 million of city street maintenance including resurfacing parts of major roadways on 72nd Street, N. Oak Trafficway, N. Flora, and N. Troost.*
- *We opened the brand new and very popular disc golf course at Hobby Hill Park (west).*
- *Hy-Vee re-invested and remodeled their grocery store and convenience store.*
- *Gladstone Foods, our hometown taco factory, is significantly expanding.*
- *Woof's Play & Stay, a pet daycare center, has constructed a brand new building on Old Pike Road.*
- *We welcomed a new Wendy's on Antioch Road.*
- *Little Caesar's came back to town and reinvested in an existing building on N. Oak Trafficway.*
- *The decrepit car wash located on 60th Street behind Burger King off Antioch Road has been razed and interest has been expressed in re-developing this property.*
- *Construction continues on the brand new \$17 million Fairfield Inn & Suites by Marriott. We are so excited about this addition to our downtown and estimate that this project will be completed in the fall of this year. Councilman Frisby and I, along with City Manager Wingerson, had a tour recently, and I can promise you will not be disappointed.*

- *DaVita Kidney Dialysis Medical Center is under construction at the former Tommy's restaurant site at 6221 N. Chestnut. This facility will go a long way to remove the blight of the former structure and bring renewal to this location along Antioch Road.*
- *White Chapel Funeral Home razed their former building and is in midst of constructing a brand-new structure on the site at 6600 NE Antioch Road.*
- *Olympic Car Wash on N. Oak Trafficway is expanding and renovating to include one new tunnel wash bay and one new touchless drive-through wash bay.*
- *Demolition has been completed on the blighted former BP Amoco Gas Station at NE 58th Street and North Oak Trafficway.*
- *The long-awaited NE 76th Street project is finally approved for construction to begin this summer. This project will include new curbs, sidewalks, stormwater improvements, a new water main, street re-surfacing, bicycle lanes, decorative street lighting, and landscaping.*
- *The North Kansas City School District has opened a 121,000 square foot Early Education Center at Prospect Plaza. This is truly a great project for our community as it transforms and brings back to life a large portion of Prospect Plaza that was formerly the home of Hobby Lobby and Price Chopper. We could not be more proud for Gladstone to be the home of this amazing Center which in the fall will provide an incredible learning space for approximately 800 3, 4, and 5 year olds in the District. Congratulations to the School Board, Dr. Clemmons, and his talented leadership team for their vision and creativity with this project. We deeply appreciate and value our ongoing partnership with the NKC School District.*
- *In another example of partnership with the School District, construction is underway on a shared concession stand/restroom facility to be used by Oak Park High School and patrons of Oak Grove Park. This new construction, to be completed later this spring, will provide much-needed improvements for this very busy, popular park.*
- *Exciting plans are in the works for major renovations to our outdoor pool bathhouse, which has not been substantially changed since it was constructed in 1979. Funding is in place, drawings are being finalized, and the bid award is scheduled soon. Construction is scheduled to begin at the close of the outdoor pool season in late August.*
- *Drawings have been submitted for a new Downtown Parking Plan to help beautify the area and provide increased parking spaces.*

WOW--These are just some of the more visible projects going on in Gladstone. Over the past 12-16 months, we estimate that over \$70 million dollars have been invested in our community. In the midst of a pandemic, that investment is something we can all celebrate and take great pride in.

Behind the scenes:

- *We have completed Phase III of a perception and messaging strategy for the City to communicate Gladstone as HOME.*
- *We have conducted a city-wide citizen satisfaction survey to take the pulse from our residents about what they think we are doing right and wrong in the City and priorities they think should be addressed.*
- *We have initiated a Citizen-Based Task Force to start the process to develop a new Gladstone Comprehensive Plan.*

- *And, we are constantly striving to meet—and most often EXCEED—the yearly goals set by the Council each fall.*

From a revenue perspective, the City of Gladstone is well-balanced and diversified. I am pleased to report that the City of Gladstone is financially stable and in good standing. Our sales tax revenues have actually increased during these past months. This year, for the 36th consecutive year, the City has been awarded the Government Finance Officers Association Distinguished Budget Presentation Award for the 2021 fiscal year budget document. Special thanks to Director of Finance Accurso and the entire budget team for their diligent and financial oversight of city funds and for their creativity and determination to always generate the most from the funds the city has available.

On a personal note, I was thrilled that the Mayor's Christmas Tree raised over \$40,000.00 this year. In the midst of all the chaos and uncertainty that everyone has experienced, the residents, business leaders, and faith leaders of this community dug deep to make a significant, positive difference for the families and children served by Feed Northland Kids and the Northland Christmas Store. I was incredibly touched and honored and once again extend my thanks to each of you who contributed so generously.

As you know, the most recent Public Safety Sales Tax, initiated as a result of the Shaping Our Future strategic plan (led capably by our own Councilmember, Tina Spallo), was approved by the voters in 2019 by an unheard-of margin of over 80%. City Leadership and City Staff have been working tirelessly on a new Public Safety HQ and the Fire Station #2 Renovation which are key elements of this tax package. I am pleased to report that renovation of Fire Station #2 will begin this summer. I hope that many of you had the opportunity to attend one of the recent public open houses where these plans were unveiled. This is an exciting project for the community and will provide long-awaited and much-needed improvements for our firefighters and EMS teams. In addition, we were able to fund a new pumper truck to be delivered later this year. We are moving full speed ahead on plans for a new Police Headquarters scheduled to be located in the vicinity of City Hall. There are lots of moving pieces, but funding is being set into motion, architects have been hired, and a construction team is in place. We hope to break ground on this construction in early 2022.

In the midst of all our achievements, we always have our challenges. After 37 years of remarkable service to the City, our Public Safety Director, Mike Hasty, will retire June 1. The City is making a transition from a combined Public Safety Department to separate departments for Police and Fire. This will no doubt bring challenges as we transition. Assistant City Manager Bob Baer, whose experience is vast in both police and fire, will take the reins of the department until a new Police Chief can be hired. As with all challenges, we must turn our focus to the opportunities this will provide the City as we work to establish departments that are the envy of the metro. The safety and protection of our residents will always be our key priorities.

Codes enforcement continues to be a City Council goal each year and a challenge. We are definitely making progress on commercial and residential codes enforcement, but there is much work to be done, and we pledge to continue to push ahead to keep this City safe and beautiful.

At our last Council meeting, I was excited when we heard about the 2021 events scheduled for AJ Farm, along with an outline of the programs slated for Linden Square. We actually approved Special Event Permits for Food/Art/Drink, Bluesfest, Fiesta on the Square, Whiskey Fest, Sounds on the Square and other events; actions that we have not been able to take since the pandemic began. For the first time in a long while, it felt like we are starting to make progress toward a 'normal' that we all seek. We can't let our guard down yet, we must get our vaccines, we must wear our masks, but we are at least taking some baby steps to move past the pandemic. It has been a very long and onerous slog as the coronavirus forced us to cancel Gladstone events that are near and dear to our hearts. No festivals, no parades, no concerts at Linden Square, no in-person lighting of the Mayor's Christmas Tree, no Daddy Daughter Dance, no hugs, no handshakes, and on and on. With the delay of last April's municipal election until June, even my time as Mayor was cut short. I honestly felt that I was not serving the City as Mayor like I should be when my calendar was blank and opportunities to be in community with all of you were simply not possible. We have all experienced losses. We have all been challenged to find new ways of working, playing, and living our lives.

I want to take this opportunity to express my most sincere thanks to our residents, business owners, and city staff for everything that each of you has done; to continue to do to keep up your spirits and to keep Gladstone safe. Heroes are everywhere among us: our businesses who have had to re-group and re-invent themselves to stay afloat, our teachers who have had to shuffle between in person and virtual learning to serve their students, our health care workers who have made untold sacrifices to deal with sickness and death, our public safety and fire/EMS workers who have been out there every day keeping us safe, our city volunteers, notably Bob Baer, Sean Daugherty, and Shawn Rulon, who have poked vaccines in more arms than any other volunteers for Operation Safe, our public works crews who never missed a flake of snow this winter and have already used seven tons of patch for pot holes, and our water department staff who makes sure every day that we always have clean, safe drinking water.

It has been an honor and a privilege to serve as Mayor, and I extend my deepest thanks to the Council for entrusting me with this responsibility. I am so indebted and deeply appreciative to everyone who has worked alongside me, supported me, and given me wise counsel throughout this journey.

Remember, we truly are Gladstone Strong! Thank you."

REGULAR AGENDA.

Item No. 10. On the Agenda. FIRST READING BILL NO. 21-13 An Ordinance declaring the results of the Gladstone General Municipal Election held on Tuesday, April 6, 2021, as certified by the Clay County Board of Election Commissioners; declaring that candidates R.D. Mallams and Jean B. Moore have been elected to three year terms on the Gladstone City Council.

Councilman Garnos moved **Bill No. 21-13** be placed on its First Reading. **Councilmember Spallo** seconded. The Vote: "aye", Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0). The Clerk read the Bill.

Councilman Garnos moved to accept the First Reading of **Bill No. 21-13**, waive the rule, and place the Bill on its Second and Final Reading. **Councilmember Spallo** seconded. The Vote: "aye", Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0). The Clerk read the Bill.

Councilman Garnos moved to accept the Second and Final Reading of **Bill No. 21-13**, and enact the Bill as **Ordinance 4.551**. **Councilmember Spallo** seconded. The Vote: "aye", Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams, and Mayor Jean Moore. (5-0)

Item No. 11. On the Agenda. **CITY COUNCIL OATH OF OFFICE.** R.D. Mallams and Jean B. Moore.

City Clerk Ruth Bocchino administered the Oath of Office to Councilman Elect R.D. Mallams, for the position of Councilman, effective April 6, 2021.

City Clerk Ruth Bocchino administered the Oath of Office to Councilmember Elect Jean B. Moore, for the position of Councilman, effective April 6, 2021.

Item No. 12. On the Agenda. **ELECTION OF MAYOR AND OATH OF OFFICE.**

Mayor Moore presided and opened nominations for the office of Mayor of the City of Gladstone.

Councilman Garnos stated: *"It is my honor to nominate R.D. Mallams to serve as the Mayor of Gladstone."*

Councilmember Spallo seconded.

As there were no further nominations for the office of Mayor to come before the City Council, **Mayor Moore** called for a vote. The Vote: "aye", Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Mayor Pro Tem R.D. Mallams and Mayor Jean Moore. (5-0)

City Clerk Ruth Bocchino administered the Oath of Office for the position of Mayor of the City of Gladstone, Missouri, to **Mayor Pro Tem R.D. Mallams**. The audience applauded the newly elected Mayor.

Item No. 13. On the Agenda. **ELECTION OF MAYOR PRO TEM.**

Mayor Mallams presided and opened nominations for the office of Mayor Pro Tem of the City of Gladstone.

Councilmember Moore stated: *"It is my honor to nominate Councilman Garnos to fill the spot of Mayor Pro Tem."*

Councilmember Spallo seconded.

As there were no further nominations for the office of Mayor Pro Tem to come before the City Council, **Mayor Mallams** called for a vote. The Vote: "aye", Councilmember Tina Spallo, Councilman Tom Frisby, Councilman Bill Garnos, Councilmember Jean Moore, and Mayor R.D. Mallams. (5-0)

Councilman Garnos was voted in as Mayor Pro Tem.

Item No. 14. On the Agenda. Communications from the audience.

There were none.

Item No. 15. On the Agenda. Communications from the City Council.

Councilmember Spallo stated: *"Well, again, congratulations to Jean and R.D., very happy to serve with you again, very excited for the next year. I'd like to encourage everyone, as Jean did in her speech, to get the vaccine. Now that all residents qualify, I think it is very important for us to take advantage of the opportunity and look to the vaccine navigator to get scheduled or other organizations that are offering it and get your vaccines. I'd also like to thank Public Works for their continued filling of potholes. I drive a long way to work every day and I see a lot of potholes so it makes me really take note of the job that you guys are doing, and we really appreciate it. To Justin; congratulations, this past week you had the best weather in the world for Arbor Day on Friday, and the kids from Oak Hill Day School were just fantastic. I absolutely loved their jokes. Then, you had to turn around on Saturday with your staff and you were all out there in the pouring rain offering Walk-N-Wag. Walk-N-Wag has got to be over 20 years old now at this point (20th) and it is a great event. It raises money for our Animal Shelter which is greatly needed and they did the best job they could in the conditions; but I really thought it was great having it at the Atkins-Johnson Farm. It contributed to the intimacy of the event, really, and I would encourage that we continue doing that there. Just one other item, looking forward to our third Comp Plan Task meeting this coming Monday, April 19; shout out to Austin Greer for your leadership; he is guiding this task force. The folks that were chosen to sit on the task force have been very engaged and I think that they are really going to help us make some decisions and I look forward to that meeting and the presentation that is going to be put on by Gould-Evans. Thank you."*

Councilman Frisby stated: *"Mayor Mallams, I'm glad you asked. I, too, would like to congratulate my colleagues, once again, former Mayor Moore and once again Mayor Mallams for their victories in the election. I would encourage anyone else, even remotely interested in being involved in politics, or just the operations of the city, to get involved. You just get on a board or a commission when you get the chance. Volunteer at one of the numerous events held each year to get to know people involved and make those connections. Former Mayor Moore, and current Councilmember, I would like to thank you for bringing civility and positivity back to the State of the City Address; for using your pulpit to focus on the positive of the collective and not the negative individual grievances. I look forward to working with this Council, Leadership Team, and staff to continue the positive progress. Finally, I would like to remind these fine*

residents and visitors of Gladstone to please properly dispose of your face coverings. I walk this downtown area every day, several times a day, and I see numerous masks discarded in the gutters and on the sidewalks; so please, I think we are creating an environmental disaster with these things; please try to dispose of them correctly. Thank you."

Councilman Garnos stated: "Thank you, Mayor Mallams. I look forward to your upcoming term and our city's return to normalcy. Jean, if my math is correct, you have been on City Council for more than 10 years now, as of February. I believe this is the third time I've had to congratulate you on a successful year as Mayor. The first time, I wrote a really touching speech that talked about your grace, your enthusiasm, and your dedication to the City of Gladstone. The second time I was lazy and just re-read the same speech. This year I wanted to add an acknowledgement about how badly you have been screwed during the pandemic. Instead of welcoming everyone to Bluesfest and the 4th of July and Gladfest, you got to watch as everything got shut down and cancelled. Instead of attending ribbon cuttings for new businesses in Gladstone, you got to attend Zoom meetings on COVID restrictions. As you know, normally the life of a Gladstone Mayor is very glamorous, with all the fancy luncheons and banquets and cocktail parties, and riding in the Gladfest parade, which I know is one of your favorite things. I'm sorry you did not get to do all the fun things that come with being Mayor, but I couldn't have been happier that you were there for us and for our city during this past crappy year. Thank you."

Councilmember Moore stated: "I want to thank all those individuals who voted for me, supported me with yard signs, financial contributions, phone calls/texts/notes to friends and neighbors; each of you made the election victory possible. I am especially grateful to my husband, Rick, in 9 square miles, nearly drove the wheels off the big red truck; planting signs, repairing signs, taking down signs, and always being there as my rock and support. I also want to extend special thanks to the Gladstone IAFF and Gladstone Police Officers Association for their endorsements and support. I am grateful for the confidence the residents of Gladstone have shown in me to continue serving on the Council for the next 3 years, and I promise to do my best to continue to achieve great progress that we have made so far."

Mayor Mallams stated: "Rick, she didn't thank me. We were partners, shake and bake! M&M! The past election was challenging not only for us but for our spouses. My wife, Toni, oh my gosh, she put up with me, Jeanie put up with me; we are both first born, I mean the world needs us, we believe. To the members of the City Council, I can say very honestly, I'm glad this team is not broken up. We have five wonderful people up here that do so much for this community. To our City Manager, Assistant City Manager, and to the Leadership Team: We are a winning team. We support you. I made a comment Tuesday evening in regard to like the Chiefs, or the Royals, either the Superbowl or the World Series; we are a winning team and people want to be a part of this and it is very indicative to what you do to support our city and our residents. What I'd like to be able to do, then, is finish up by asking our City Manager Wingerson for your comments."

Item No. 16. On the Agenda. Communications from the City Manager.

City Manager Wingerson stated: "Thank you, Mayor, and congratulations to Mayor Pro Tem Garnos and thanks to all the partners and spouses of the City Council who help to support you

and allow you to lead our community. This is the hardest time of the night; any City Manager's night, when a Mayor comes in and when a Mayor leaves. Mayor Moore, former Mayor Moore, I just want to thank you for everything over the last year; for your advice, for your firm hand when necessary, for your calm, for your stability; and for being you more than anything else and above all of that, for caring about our community and being dedicated and selfless as we move forward through some pretty difficult times. A small sample of progress is you are sitting at the podium tonight. That hasn't happened in a year. I heard you talking before the meeting as a Council that Councilman Frisby and Councilmember Spallo have never sat at the podium even though they are duly elected City Councilmembers. Congratulations to everybody with all of that. Really, former Mayor Moore, on behalf of the Leadership Team and all the staff and the community, thank you. Thank you for your service and thank you for being our Mayor during this most difficult times."

Item No. 17. On the Agenda. Other Business.

There was none.

Item No. 18. On the Agenda. Adjournment.

Mayor Mallams adjourned the April 12, 2021, Regular City Council meeting at 8:08 pm.

Respectfully submitted:

Ruth E. Bocchino, City Clerk

Approved as presented: ____

Approved as modified: ____

Mayor R.D. Mallams

PROCLAMATION OF THE MAYOR

WHEREAS, Gladstone, Missouri, is a community that includes 6,748 citizens aged 60 and older; and

WHEREAS, the older adults in Gladstone, Missouri, are among our most treasured resources, united by historical experiences, strengthened by diversity, and interpreting events through varied perspectives and backgrounds to bring wisdom and insight to our community; and

WHEREAS, increasing numbers of adults are reaching retirement age and remaining strong and active for longer than ever before; and

WHEREAS, the older adults in Gladstone, Missouri, deserve recognition for the contributions they have made and will continue to make to the culture, economy, and character of our community and our nation; and

WHEREAS, our community can provide that recognition and respect by improving the quality of life for older Americans by:

Increasing their opportunities to remain active and engaged in community life;

Providing individualized services and support systems to maintain the dignity, independence, and self-determination of older Americans as they age;

Combating ageist attitudes by honoring their past, present, and future contributions.

NOW, THEREFORE, I, Mayor R.D. Mallams, on behalf of the City Council and the residents of the City of Gladstone, Missouri, do hereby proclaim May 2021 to be:

OLDER AMERICANS MONTH

and we urge every citizen to take time this month to honor our older adults and the professionals, family members, and volunteers who care for many of them. Our recognition and involvement of older Americans can enrich our entire community's quality of life.

Signed this 26th Day of April 2021

PROCLAMATION

WHEREAS, the City of Gladstone is committed to recognizing our growth and strength depends on the safety and economic value of the homes, buildings and infrastructure that serve our citizens, both in everyday life and in times of natural disaster, and confidence in the structural integrity of these buildings that make up our community is achieved through the devotion of vigilant guardians—building safety and fire prevention officials, architects, engineers, builders, tradespeople, design professionals, laborers and others in the construction industry—who work year-round to ensure the safe construction of buildings; and

WHEREAS, these guardians are dedicated members of the International Code Council, a nonprofit that brings together local, state and federal officials that are experts in the built environment to create and implement the highest-quality codes to protect us in the buildings where we live, learn, work, worship, play; and

WHEREAS, our nation benefits economically and technologically from using the International Codes that are developed by a national, voluntary consensus codes and standards developing organization, our government is able to avoid the high cost and complexity of developing and maintaining these codes, which are the most widely adopted building safety and fire prevention codes in the world; and

WHEREAS, these modern building codes include safeguards to protect the public from natural disasters such as hurricanes, snowstorms, tornadoes, wildland fires, and earthquakes; and

WHEREAS, Building Safety Month is sponsored by the International Code Council, to remind the public about the critical role of our communities' largely unknown guardians of public safety—our local code officials—who assure us of safe, efficient and livable buildings that are essential to keep America's prosperity; and

WHEREAS, "Safety Buildings, Safer Communities, Safer World," the theme for Building Safety Month 2021, encourages all Americans to raise awareness of the importance of building safe and resilient construction; fire prevention; disaster mitigation, and new technologies in the construction industry. Building Safety Month 2021 encourages appropriate steps everyone can take to ensure the safety of our built environment, and recognizes that the implementation of safety codes by local and state agencies has saved lives and protected homes and business; and

WHEREAS, each year, in observance of Building Safety Month, Americans are asked to consider the commitment to improve building safety and economic investment at home and in the community, and to acknowledge the essential service provided to all of us by local and state building departments, fire prevention bureaus and federal agencies in protecting lives and property.

NOW, THEREFORE, I, R.D. Mallams, Mayor of the City of Gladstone, Missouri, on behalf of the members of the Gladstone City Council and all Gladstone residents, do hereby proclaim May 2021, as:

BUILDING SAFETY MONTH

RESOLUTION NO. R-21-21

A RESOLUTION ADOPTING CHANGES TO THE ADMINISTRATION OF THE CITY OF GLADSTONE'S FLEXIBLE BENEFITS PLAN.

WHEREAS, the City of Gladstone has established a Section 125 flexible benefits plan for employees to provide reasonable health insurance options for its employees by providing increased flexibility in its personnel management system, and by assisting in the attraction and retention of competent personnel; and

WHEREAS, the City of Gladstone has determined that the continuance of the flexible benefits plan, in accordance with IRS requirements, will serve these objectives.

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

THAT, the City of Gladstone hereby restates the City's flexible benefits plan to allow pre-tax salary redirection under the Plan to General Purpose Health Care/Medical Reimbursement Plan or Limited Purpose Health Care Reimbursement Plans, and/or to the Dependent Care Reimbursement Plans within the maximums set forth by the IRS.

THAT, the City of Gladstone hereby amends and restates the City's flexible benefits plan to allow unlimited dollars of unused amounts remaining at years of participating employee accounts – instead of forfeiting or limiting – to roll-over from the 2020/2021 plan year to the 2021/2022 plan year within the maximums set forth by the IRS.

THAT, the City of Gladstone hereby amends and restates the City's flexible benefits plan to allow midyear election changes for Dependent Care Reimbursement Plans for the plan ending in 2021 as set forth by the IRS.

FURTHER, THAT, the City Manager of the City of Gladstone, Missouri, is hereby authorized to execute a contract with Benefits Direct for voluntary benefits and Flex Made Easy for the administration of the City's flexible benefits plan for the FY 2022 plan year.

INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, THIS 26th DAY OF APRIL 2021.

Mayor R.D. Mallams

ATTEST:

Ruth E. Bocchino, City Clerk



Request for Council Action

RES ☒ # R-21-21

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/12/2021

Department: General Administration

Meeting Date Requested: 4/26/2021

Public Hearing: Yes ☐ Date: [Click here to enter a date.](#)

Subject: City of Gladstone Flexible Benefits Plan

Background: Generally, the Flexible Benefits Plan allows employees to deduct select healthcare premiums from gross earnings before taxes are computed. More specifically, a Flexible Spending Account (FSA) provision allows employees to elect a pre-tax amount to be withheld from their paycheck each month and held in a separate account. The funds in this account are then made available to eligible employees to use their contributions to pay or be reimbursed for eligible out-of-pocket expenses (medical, dependent care and limited health). Typically, this gives employees more spendable income because current after-tax expenses, such as health care expenses and benefits, can be paid for with pre-tax dollars.

In 2016, we amended the medical and limited health flexible benefit plan to allow for the \$500 rollover provision. Under the Consolidate Appropriations Act, the IRS modified the "use it or lose it" rule to allow plans to rollover an unlimited amount of unused funds from the 2020/2021 plan year to the 2021/2022 plan year. Secondly, under the American Rescue Plan, the IRS has increased the annual dependent care flexible spending accounts (FSAs) pre-tax contribution limit to \$10,500 (up from \$5,000 for single taxpayers and married couples filing jointly) and up to \$5,200 (up from \$2,500) for married individuals filing separately. The limit applies to taxable years beginning after December 31, 2020 and before January 1, 2022. We respectfully request an amendment to provisions of the City's flexible benefits plan to include both the unlimited rollover provision and the increased limits of the Dependent Care FSA, as noted in the attached draft resolution.

We wish to restate the current provisions of the City of Gladstone's Flexible Benefit Plan through an agreement with Flex Made Easy for administration, recognizing the changes to the health care plans and the new IRS limits. Therefore, we respectfully request authorization from the Council to execute the restated plan. Thank you for the opportunity to assist with this important employee benefit.

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Budget Discussion: Funds are budgeted in the amount of \$ 0 from the N/A Fund. Ongoing costs are estimated to be \$ 0 annually. Previous years' funding was \$

Public/Board/Staff Input:

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Charlene Leslie
Department Director/Administrator

JM
City Attorney

SW
City Manager

RESOLUTION NO. R-21-22

**A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE
A CONTRACT WITH BAKER TILLY FOR THE RECRUITMENT OF A
POLICE CHIEF.**

WHEREAS, three proposals were received for the recruitment of a Police Chief, and the proposal of Baker Tilly has been determined by the City staff to be the most qualified firm.

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

THAT, the City Manager of the City of Gladstone, Missouri, is hereby authorized to execute a contract with Baker Tilly for work as outlined in the proposal.

FURTHER, THAT, funds in the amount of \$24,500.00 for such purpose are authorized from the General Fund.

**INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY
OF GLADSTONE, MISSOURI, THIS 26th DAY OF APRIL 2021.**

Mayor R.D. Mallams

ATTEST:

Ruth E. Bocchino, City Clerk



Department of General Administration

Memorandum SCW 21-07

DATE: April 22, 2021

TO: Mayor and City Council

FROM: Scott Wingerson, City Manager

SUBJECT: Executive Recruitment

After almost 37 years of service, Director of Public Safety Mike Hasty has announced his retirement on June 1, 2021.

When critical leadership positions become vacant, it is prudent to review the current organizational structure to seek improvements. In this case, a reporting structure that creates the position of Fire Chief and Police Chief reporting through the Assistant City Manager is recommended. While a strong internal candidate exists in Fire, no clear candidate exists in Law Enforcement.

In order to have the best possible pool of candidates, it is recommended that the City engage an executive search firm. To that end, staff requested proposals from three firms: Baker Tilly, Mercer, and SGR. Each of the three firms would do a good job, however Baker Tilly slightly out-scored the others.

Baker Tilly has a local presence and local contacts led by former Lee's Summit Administrator Art Davis. Baker Tilly also excels at providing a diverse pool of candidates that are fully vetted. Finally, Baker Tilly provides a flexible and transparent selection process.

Based primarily on the above referenced information, staff recommends engaging Baker Tilly for the Police Chief executive search.

If you should have any questions or desire additional information, please advise.



Request for Council Action

RES ☒ # R-21-22

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/22/2021

Department: General Administration

Meeting Date Requested: April 26, 2021

Public Hearing: Yes ☐ Date:

Subject: Executive Recruitment-Baker Tilly

Background: With the retirement Mike Hasty, Director of Public Safety, on June 1, 2021, the need for an executive search firm is necessary to fill the position. Proposals from three firms were requested; however, Baker Tilly slightly outscored the other choices.

Budget Discussion: Funds are budgeted in the amount of \$ 0 from the Fund. Ongoing costs are estimated to be \$ 0 annually. Previous years' funding was \$0

Public/Staff Input/Commission: Please see attached memorandum.

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Scott Wingerson
Department Head

JM
City Attorney

SW
City Manager



City of Gladstone, Missouri

Proposal to provide executive search services

March 22, 2021

March 22, 2021

Mr. Scott Wingerson
City Manager
Gladstone City Hall
7010 N Holmes Street
Gladstone, MO 64118

Dear Mr. Wingerson:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to the City of Gladstone (the City) to help you identify your next Police Chief. 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 public safety professionals that are currently working in the Midwest region 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 Gladstone 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 Manager and others designated in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will assist the City Manager 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 Gladstone 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 Gladstone.
- **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 Police Chief is a "great fit" for Gladstone and the community. Our professional background and many years of experience in recruiting local government leaders and managers will provide you invaluable insight into finding and selecting the best candidate.

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

Very truly yours,

BAKER TILLY US, LLP



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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 the City 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 ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the City of Gladstone organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Since 2016, our combined consultant team has conducted nearly 400 executive searches.

The Baker Tilly project team will collaborate with the City Manager and the City's designated staff as your technical advisor to ensure that the recruitment process for your next Police Chief 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 only outstanding services and leading-edge products.

Project contacts and locations

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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 Gladstone's needs

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

Baker Tilly will work with the City 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 Gladstone and the vacancy to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting the City of Gladstone as a vibrant and thriving community in which to live.

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 Manager 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 the Gladstone 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.

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 Manager 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. As of this writing, our firm is directing all professionals work remotely. Because Gladstone expects and deserves tailored, personalized service, we recognize that this policy may cause concern. **Please understand that we are prepared to deliver an exceptional service experience remotely if necessary.**

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.

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for the City 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. We also use Microsoft Teams, which facilitates easier communication and project management.



Proposed solution to meet Gladstone's needs

The recruitment will be conducted out of our Kansas City 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 your City'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 your City Manager 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 Police Chief. The recruitment brochure will also include a profile that captures the essence of the City of Gladstone as a highly-attractive venue for the successful candidate to live and work.

2. Understanding and approach

To prepare the recruitment brochure, the project team leader will come on site to meet with the City Manager and designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your Police Chief. We meet with the City Manager to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and your expectations for the Police Chief. [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 Manager 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 of Gladstone 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 the City'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 Police Chief position.

Advertisements for the Police Chief position could be placed with:

Baker Tilly Website
City of Gladstone Website
International Association of Chiefs of Police (IACP) – DiscoverPolicing.org
Police Executive Research Forum (PERF)
International City/County Management Association (ICMA)
National Organization of Black Law Enforcement Executives
National Association of Women Law Enforcement Executives
Missouri Police Chiefs Association
CALEA - Online
Missouri Municipal League (MML)
Careers in Government + Diversity Boost (careersingovernment.com)

Baker Tilly has access to numerous contact lists, websites and listservs specific to law enforcement, universities and their alumni, regional councils of government, and contact lists throughout Missouri, Kansas, the Midwest and nationwide that are focused on local law enforcement management and leadership.

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 the City's budgets, organizational charts, images, logos, etc. – Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) 	2 weeks
Approve brochure, commence advertising and distribute marketing letter	<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 Police Chief. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. 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 Police Chief 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 Manager and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the Police Chief and match the candidates to each attribute.

While the recruitment is under way, the project team will work with a City designated team of subject matter experts (SMEs) who know what successful performance in the Police Chief 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 the City. 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 Police Chief – 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 Manager. 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.

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 Manager, 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.

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

Project milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<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 review video interviews – Project team leader meets with City Manager to review recommended semi-finalists – City Manager 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 Manager 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.

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

Background checks will include information from the following areas:

Consumer credit	Bankruptcy
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.

Project milestone	Deliverables	Timeline
Design final process with the 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 Manager and others designated 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 Manager. 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 If requested, Baker Tilly participates in candidate employment agreement negotiations 	1-2 days
Offer made/accepted	<ul style="list-style-type: none"> Baker Tilly notifies candidates of decision Baker Tilly confirms final process close out items with the City of Gladstone 	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.

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 Gladstone's Police Chief 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 and inclusion

Diversity, inclusion and belonging is **who we are** rather than simply what we do. We take a holistic approach by embedding the philosophy and practices of diversity, inclusion and belonging into all aspects of our business.

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#) launched on June 12, 2017 through a steering committee of CEOs focused on making D&I a *business priority and conversation*. It is the largest collection of business leaders openly committed to sharing successful diversity and inclusion initiatives and lessons learned. This corporate exchange provides a unified hub to share successes and challenges.

**CEO ACT!ON FOR
DIVERSITY & INCLUSION**

As a member, we pledge to:

1. Continue to make our workplaces trusting places to have complex and sometimes difficult, conversations about diversity and inclusion.
2. Implement and expand unconscious bias education.
3. Share best—and unsuccessful—practices.

Growth and Retention of Women (GROW)

Baker Tilly believes that the education and advancement of women creates a more diverse and engaging culture. We believe that this makes our workplace, profession and industry stronger and better through a diverse, engaging and inclusive workplace where exceptional people thrive.

Through our GROW committee, 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, supports our advocacy of advancing women in business, helps us to share knowledge gained through this initiative with clients and creates a workforce that is reflective of our client base.



Supporting Opportunity, Advancement and Recognition for All (SOAR)

Baker Tilly's diversity and inclusion initiative, SOAR, focuses on bringing team members together from different backgrounds to create a more creative, innovative and productive workforce. Simply put, diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. SOAR focuses on ensuring all team members are supported, valued and respected regardless of ethnicity, race, gender, age, physical ability, faith, sexual orientation, education, personality, skills or life experiences.



SOAR was recently named Corporate Partner of the Year by the Washington, D.C. chapter of the National Association of Black Accountants, Inc. (NABA), recognizing our significant achievements in diversity within our organizations and in the industry.

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 Gladstone, Missouri Executive Recruitment Preliminary Timeline

The following timeline represents a preliminary schedule for your executive recruitment based on a commencement date of **Tuesday, April 13, 2021**. Actual target dates will be developed in consultation with and approved by the City Manager.

Project milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> - Baker Tilly completes meetings to develop candidate profile & recruitment brochure; City approves ad placement schedule/timeline - Baker Tilly sends draft recruitment brochure to the City - City returns draft recruitment brochure (with edits) to Baker Tilly - Baker Tilly commences executive recruitment advertising and marketing - Online data collection/profile development 	April 13 – June 8
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 on-line interview - Baker Tilly completes formal review of applications and sends selected resumes to the City for review - Candidates' recorded interviews are presented - Consultant meets with City on June 22nd to recommend semi-finalists; City selects finalists for on-site interviews - Finalists complete candidate mgt style assessment, responses reviewed, and interview questions developed 	June 8 - 22
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> - Baker Tilly completes reference, background & academic verification checks on finalists (Backgrounds require min. 10-15 workdays) - Baker Tilly sends documentation for finalists to City 	June 23 - July 14
On-site Interviews with finalists	<ul style="list-style-type: none"> - City conducts on-site interviews 	Week of July 19 or Week of July 26
Employment offer made / accepted	<ul style="list-style-type: none"> - City extends employment offer to candidate 	Friday, July 30

Why Baker Tilly is ideally suited to serve Gladstone

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

- **We are experienced and passionate about what we do.** Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. The Baker Tilly team has recruited and placed more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist the City of Gladstone 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 the City’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 of Gladstone.
- **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 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 Baker Tilly 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 Police Chief 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 Gladstone

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 Gladstone 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 Police Chief position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the City of Gladstone 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 Manager and designated staff 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 City 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 of Gladstone seeks a Police Chief 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		\$24,500

Optional services for consideration	Fee
At the City'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 Police Chief. 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. 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 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 Police Chief 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 Belton, Missouri (Pop. 24,000)

Name	Alexa Barton	Title	City Manager
Phone	(816) 304 1780	Email	abarton@belton.org
Services	Recruitment of Police Chief (2021)		

City of Raytown, Missouri (Pop. 30,000)

Name	Damon Hodges	Title	City Administrator
Phone	(816) 772 5560	Email	damonh@raytown.mo.us
Services	Recruitment of Police Chief (2020)		

City of Rockville, Maryland (Pop. 70,000)

Name	Rob DiSpirito	Title	City Manager
Phone	(240) 314 8102	Email	rdispirito@rockvillemd.gov
Services	Recruitment of Police Chief in 2018		

City of Lenexa, Kansas (Pop. 55,294)

Name	Todd Pelham	Title	Deputy City Manager
Phone	(913) 477 7556	Email	tpelham@lenexa.com
Services	Recruitment of City Attorney (2020), Information Technology Director/CIO (2020)		

City of Overland Park, Kansas (Pop. 195,000)

Name	Kristy Stallings	Title	Deputy City Manager
Phone	(913) 971 8701	Email	kristy.stallings@opkansas.org
Services	Recruitment of Chief Information Officer (2019)		

Little Blue Valley Sewer District, Jackson Co., MO (Serving a Pop. of over 400,000)

Name	Blue Springs Mayor Carson Ross	Title	Chair, LBVSD Board of Directors
Phone	(816) 228 0110	Email	cross@bluespringsgov.com
Services	Recruitment of CEO/Executive Director (2019, 2011)		

City of Grand Rapids, MI (Pop. 210,000)

Name	Anita Hitchcock	Title	City Attorney
Phone	(616) 828 3775	Email	ahitchco@grand-rapids.mi.us
Services	Recruitment of City Manager (2018); Fire Chief (2016)		

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	Edina	MN	Fire Chief	51,958
Current	Orange County	NC	Emergency Services Director	140,352
Current	Racine	WI	Police Chief	77,432
2021	Athens	TX	Police Chief	12,797
2020	Belton	MO	Police Chief	23,480
2020	Centennial Lakes Police Department	MN	Police Chief	
2020	Cloquet	MN	Police Chief	12,022
2020	Cloquet Area Fire District	MN	Fire Chief	11,938
2020	Lake Elmo	MN	Fire Chief	9,100
2020	Missouri 911 Service Board	MO	Executive Director	
2020	Plant City	FL	Police Chief	39,012
2020	Raytown	MO	Police Chief	29,211
2019	Brooklyn Center	MN	Fire Chief	31,006
2019	Cedar Rapids	IA	Fire Chief	132,228
2019	Metropolitan Council	MN	Chief of Metro Transit Police	2,980,000
2019	Mount Pleasant	WI	Police Chief	26,197
2019	Norfolk	VA	Fire Chief	246,393
2019	Warrensburg	MO	Fire Chief	20,168
2018	Brooklyn Park	MN	Fire Chief	79,707
2018	Charlottesville	VA	Police Chief	46,597
2018	Chickasha	OK	Police Chief	16,425
2018	Greenbelt	MD	Police Chief	23,909
2018	Midland	TX	Police Chief	134,610
2018	North Mankato	MN	Police Chief	13,439
2018	Pharr	TX	Police Chief	77,320
2018	Rochester	MN	Police Chief	114,011
2018	Rockville	MD	Police Chief	70,000
2018	St. Charles	MO	Fire Chief	69,293
2018	Stafford County	VA	Chief of Fire and EMS	136,788
2017	Albemarle County	VA	911 Executive Director	103,000
2017	Chesterfield County	VA	Police Chief	327,745
2017	Goddard	KS	Police Chief	4,582
2017	Inver Grove Heights	MN	Police Chief	34,344
2017	St. Louis Park	MN	Police Chief	47,411
2017	Takoma Park	MD	Police Chief	17,765
2016	Fairmont	MN	Police Chief	10,434

4. Firm experience

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
2016	Grand Rapids	MI	Fire Chief	192,294
2016	Greensboro	NC	Assistant City Manager, Public Safety	279,639
2016	Lancaster	TX	Police Chief	38,071
2016	Loveland	CO	Police Chief	71,334
2016	Tarrant County College District	TX	Director of Emergency Management	
2016	Warrensburg	MO	Chief of Police	19,927

5. Project team members

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

The project team represents experienced professionals who will be working on this Police Chief 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 Gladstone.

Project team leader

Art Davis, Director

T: +1 (816) 868 7042

E: art.davis@bakertilly.com

Additional project team members

Chuck Rohre, Firm Director

T: +1 (214) 466 2436

E: chuck.rohre@bakertilly.com

Patricia Heminover, Director

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E: patty.heminover@bakertilly.com

Sharon Klumpp, Director

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E: sharon.klumpp@bakertilly.com

Edward G. Williams, Ph.D., Director

T: +1 (214) 842 6478

E: edward.williams@bakertilly.com

Anne Lewis, Director

T: +1 (703) 923 8214

E: anne.lewis@bakertilly.com

Cecilia Hernández, Senior Recruitment Analyst

T: +1 (214) 736 1606

E: cecilia.hernandez@bakertilly.com

Jenelle McDonald, Senior Recruitment Analyst

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E: jenelle.mcdonald@bakertilly.com



Art Davis

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



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Director

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bakertilly.com

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

Charles A. Rohre

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



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Firm Director

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Education

Master's Degree, Human Relations and Management
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development
Abilene Christian University (Dallas, Texas)

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

Specific experience

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as city and assistant city managers, police chiefs, fire chiefs, library directors, chief information officers, city/county attorneys, parks & recreation directors, finance directors and public works directors, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

Continuing professional education

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

Patricia Heminover

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



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bakertilly.com

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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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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bakertilly.com

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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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)

Cecelia 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

Jenelle McDonald

Jenelle McDonald, a senior recruitment analyst at Baker Tilly, has been with the firm since 2016.



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Education
Bachelor of Business Management
Arlington Baptist College (Arlington, Texas)

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

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

Appendix I: sample brochure



THE COMMUNITY

Belton, a dynamic and growing community, is seeking to fill the position of Police Chief. Belton is the largest city in Cass County with an estimated population of 25,000. Belton benefits from its convenient location with a short 35-minute commute to Downtown Kansas City, direct access to Interstate 49 at four interchanges, and close proximity to the region's fast-growing Highway 150 Corridor - an east/west connection crossing just north of Belton through southern Kansas City into Johnson County, Kansas, just 4 miles to the west.

Belton offers an excellent residential and business location with Interstate 49 providing access to several major interstate highways just miles to the north, and Lake of the Ozarks and Truman Lake to the south. Completed and near future major road projects in Belton have produced tremendous growth for new businesses in Belton and for prospective businesses wanting good major highway visibility in a solid and growing setting on the outskirts of the Greater Kansas City Area. In July, Chewy, Inc., announced the development of an 800,000 square foot e-Commerce fulfillment center in Belton.

Following direction provided by the City Council, the City organization has made great strides in 2019 and 2020 to address the highest priorities of Roads and Infrastructure, Public Safety (adoption of a half cent sales tax for Public Safety), and Code Enforcement. Because of the community's continued support for strategic investment into facilities, infrastructure and long-term planning, Belton's economic future will continue to prosper. Strong community support is also evident with a number of institutions beyond the City, including Belton Regional Medical Center and its recently completed and planned future expansions, and Belton Public Schools, a highly respected district operating six elementary and two middle schools, plus a high school that recently expanded its campus with additional classrooms, new aquatic and performing arts centers, and a gymnasium. This is the inaugural year of Next Generation Learning (NGL), an advanced studies program.

The City has experienced strong commercial growth in 2018 with over \$33 million invested in 15 new projects, and the ongoing development and construction of an estimated \$200 million redevelopment, Southview Commerce Center, a 148-acre business park. In 2020, Belton ranks number 5 out of 70 Kansas City area cites for new residential building permits issued.

Belton offers its next Police Chief an outstanding environment to live, work and raise a family, with inviting professional challenges and opportunities to grow and develop as a police professional while making a difference in the life of the community.



BELTON POLICE DEPARTMENT

The Police Chief commands a modern and progressive agency responsible for law enforcement, crime prevention, traffic control, animal control and dispatch for police, fire and emergency medical services. Authorized staffing includes 67.5 full-time equivalents, of which 48 are commissioned peace officers, augmented by 4 reserve officers. The supervisory staff includes the Police Chief, a captain, 3 lieutenants and 5 sergeants. Non-sworn staffing includes animal control, jail, emergency management coordinator, communications, records, property, victim advocate, and a custodian/groundskeeper.

Belton Police Department utilizes several vehicles to connect with and serve the Belton community, including Problem-Oriented Policing, emergency notification system (Everbridge), bicycle patrol, Citizen Police Academy and the Community Video Partnership, among others. Key crime prevention efforts include neighborhood watch, National Night Out against Crime (block parties), security surveys, and identi-kid programs. The City is also evaluating a drone program for all City departments, an effort that is led by BPD.

For calendar year 2019, BPD responded to over 37,000 total incidents, of which 18,571 were calls for service, 2,648 were arrests of adults, and 325 were arrests of juveniles. Traffic citations issued totaled 4,817 and the daily inmate population in the jail averaged 10.1 over the year.

The following is a representative summary of the duties and responsibilities of the Police Chief and a link to the full job description:

This is an appointed position answering to the City Manager. This position directs, plans, and manages all functions and operations of law enforcement of the Police Department for the City of Belton, including Administration, Animal Control, Communications, Emergency Management, Investigations, Jail, and Patrol. The Police Chief directs the enforcement of laws and ordinances, the prevention of crime, and protection of life and property.

The complete job description of the appointed Police Chief is available at the following link:

[JOB DESCRIPTION LINK](#)

MUNICIPAL ORGANIZATION

The City of Belton, Missouri, was incorporated in 1872. In November 2008, Belton voters approved a charter and Belton became a charter city utilizing a Mayor/Council/Manager form of government. Registered voters elect a mayor and eight council members to serve four and three-year terms, respectively. The Mayor is a voting member of the City Council, resulting in a nine-member City Council. An election for one councilman in each of four wards is conducted as a unit in two of every three years. The election for Mayor is conducted every four years. The City Manager is appointed by the City Council and is responsible for day-to-day operations of the City.

The City of Belton provides a comprehensive range of municipal services normally associated with a municipality including highly rated police and fire protection, public works services, parks and recreation facilities, and general administrative services. The City also provides trash, water and sanitary sewer services and a public golf course (Eagles' Landing Golf Course) within its 14.9 square miles of land area.

The City has an annual operating budget of \$75.9 million and a staffing of 238.5 full-time equivalents. The City Manager appoints all department directors, including the Police Chief, following a charter change approved in the November 2018 charter election; previously, the Chief was an elected position. The elected Police Chief will remain in place until April 2021, at which time the appointed Police Chief will assume command, allowing a seamless transition of leadership of the Police Department.

CURRENT ISSUES AND PRIORITIES

Internal Relationships and Communications – The City is seeking a Police Chief who can build trust with the Department's line officers, command staff and City administration in terms of establishing improved communications and credibility. The new Chief must endeavor to communicate on an equitable and timely basis with sworn and non-sworn members of the Department - at all levels - and exhibit a management and leadership style that engenders mutual trust in order to retain and re-establish credibility and communication with the entire staff.

Issues of Diversity and Inclusion – Issues involving community diversity and local law enforcement, social equity, and specific law enforcement questions related to the right to free speech and alleged racial profiling practices are rapidly escalating at the local, regional and national level. The Police Chief must embrace diversity and inclusion, and be open to community dialogue at an authentic level. The Chief must provide leadership in non-lethal and de-escalation techniques, while maintaining public order and preventing violence and property damage.

Labor Relations – Sworn members of the Belton Police Department are represented by Fraternal Order of Police Lodge 50. The labor agreement between the City and the Lodge expires in March 2021 and is currently under negotiation. The agreement ratified in 2017 expired in March 2020 and was extended for one year. The Chief will maintain a productive and cordial relationship with the Lodge while effectively representing the City and its interests.

Community Engagement – The new Chief will be an advocate for innovative practices to effectively

engage in open dialogue with the Belton community, to include social media.

Growth and Development – Belton will continue to develop, and the Chief must be an articulate advocate for adequate resources to include staffing, facilities, fleet, equipment and technology within available resources. The Chief will be an integral component of the City's leadership team and strive for what is best for the entire community, avoiding silos and turf battles.

Interlocal Agreements – The new Chief must be comfortable and experienced in working with other agencies in a mutually dependent and cooperative environment. The Chief must maintain successful partnerships while ensuring that Belton's interests are protected.

Training and Staff Development – The Police Chief will be an advocate for effective and realistic training and staff development and committed to opportunity for all staff based on individual initiative and achievement, without favoritism. With the impending retirement of the elected Police Chief and other seasoned members of BPD, the appointed Police Chief will have a unique opportunity to influence the direction and culture of the department.

Resource Management – The new Chief will be innovative in maximizing the utilization of human, facility, technology and equipment resources. The Police Chief will be open to examination of non-traditional and innovative policies, procedures and specialized units to advance the department and its effectiveness.



CANDIDATE PROFILE

The City seeks a strong and visionary leader who is team-oriented, possesses exceptional communication skills, and utilizes a style that engenders mutual trust and openness among all levels of the Department's operations, including command staff, sworn and non-sworn personnel. The Chief of Police will be a key member of the City's leadership team possessing highly developed and polished technical, communication and presentation skills with an ability to perform well under pressure and meet deadlines. The ideal candidate will have an established record of teamwork in law enforcement, possessing a record of building and maintaining strong relations in the community, including marginalized and minority communities.

The next Chief must be an advocate for the Department and balance the ability to develop and maintain credibility and trust with the department and City staff, the public, and cooperating agencies at the local, state, and federal levels. The successful candidate will have in-depth knowledge and experience in the management of municipal police departments, especially those providing a high level of community engagement and crime prevention practices. The ideal candidate will have significant operational experience in the various ranks of a police department throughout their career progression.

As the chief executive of the Police Department, the Chief will manage its personnel, budget, programs and activities with an eye for continuous improvement to meet the needs of a growing suburban community. A strong and visionary style of leadership, both engaging and personable, emphasizing the needs of the Department's internal and external customers, is essential. The Chief must be willing to make tough, even unpopular, decisions that benefit the organization, maximize its human and equipment resources, and provide the best possible services to residents and businesses the department protects. Other characteristics and traits sought in the next Chief of Police include operating as a decisive leader willing to collaborate with staff while remaining responsible and accountable for the final decision. A priority for the new Chief will be a smooth transition from the elected to appointed leadership of the Police Department.



CANDIDATE PROFILE *(CONTINUED...)*

The successful candidate must have a commitment to mentoring, training, staff development and involvement, while valuing employee input into decisions and developing the leadership and vision for the future of the Department. The Chief will have a high degree of visibility in the Department and community, both on and off the job. The successful candidate will have the desire to enter a long-term relationship with the City and the Belton community. The Chief will maintain an active commitment and appropriate level of involvement in professional networking and training to keep the Belton Police Department in the forefront of the most applicable and effective equipment, training methods, procedures and technology that will enable the Department to respond to future as well as current service demands. Familiarity with emerging technologies and a willingness to embrace and utilize new trends using video and social media as it relates to law enforcement are strongly desired. The Chief will be astute politically without engaging in politics and display impeccable character, candor and professional reputation.

The ideal candidate will be forward-thinking and visionary in the field of law enforcement with the experience and confidence to effectively address and speak to issues of diversity, social equity and racial profiling. The Chief should be attuned to developing and maintaining connection with diverse elements of the community and represent professional law enforcement through important, ongoing conversations about race and equity in the Kansas City region.

The next Police Chief must also have the courage to provide an independent and objective view, giving candid advice to the City Manager and carry out responsibilities without being unduly influenced by outside sources or elected officials. They shall assess, maintain and establish an organizational culture that seeks continuous improvement, aspires to achieve excellence, and supports the continued recruitment of a diverse and talented group of law enforcement personnel and support staff. . Finally, the Police Chief must exhibit an appreciation for the history and culture of the Belton community and the Belton Police Department.



QUALIFICATIONS & EXPERIENCE

Education and Experience:

Bachelor's Degree in Criminal Justice, Law Enforcement, Justice Administration, Public Administration, Business Administration or related field (graduate degree is preferred) and Missouri POST Certification and six years (10 years preferred) of supervisory/management experience in career law enforcement work that includes responsibility for a variety of police functions including major command responsibilities, crime detection, and investigative work; and three years of staff supervisory, budgetary, and management responsibility; OR an equivalent combination of education, training and experience.

Candidates should demonstrate knowledge of police department operations and management, public administration of local governments, and knowledge of best practices in the management of municipal police services. The ideal candidate will have police management experience in a community comparable or larger than the City of Belton and within a major regional population hub. Advanced training such as the FBI National Academy, Southern Police Institute or equivalent programs is preferred.

Required Licenses or Certifications:

Possession of or the ability to obtain a valid Missouri State Driver's License and Missouri Class A POST certification (or other equivalent state/federal training programs) is required. Out of state hires must obtain Missouri Class A POST certification within one year of hire.

COMPENSATION

The salary range will be \$96,000 to \$146,000 with a probable starting salary at the mid-point, about \$120,000, depending upon the qualifications and experience of the successful candidate. A vehicle is provided, along with a highly competitive benefits program including Missouri LAGERS Retirement System at a favorable percentage, a voluntary 457 plan, health, dental and life insurance, short-term and long-term disability, paid vacation and sick leave. Working conditions within the City are outstanding and Belton offers its residents a prime quality of life. Relocation assistance and temporary housing allowance considerations are available for the successful candidate. Establishing residency in Belton within 6 months of appointment is required.



APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2683>

This position is open until filled; first review of resumes occurs on **November 2, 2020**. Following this date, applications will be screened against criteria outlined in this brochure. Applicants selected as finalists for this position will be subject to a criminal history, credit, driver's license, educational credentials and personal background check prior to interviews. The City Manager will offer interviews in Belton or virtually to candidates identified as finalists. The selected candidate will be subject to a comprehensive background review in accordance with Missouri POST standards.

For more information about this position, please contact:

Art Davis
Art.Davis@BakerTilly.com
816-868-7042

Chuck Rohre
Chuck.Rohre@BakerTilly.com
214-608-7477

The City of Belton is an equal opportunity employer and values diversity at all levels of its workforce.



2500 Dallas Parkway, Suite 300 | Plano, TX 75093 | 972-481-1950
<https://bakertilly.recruitmenthome.com/>

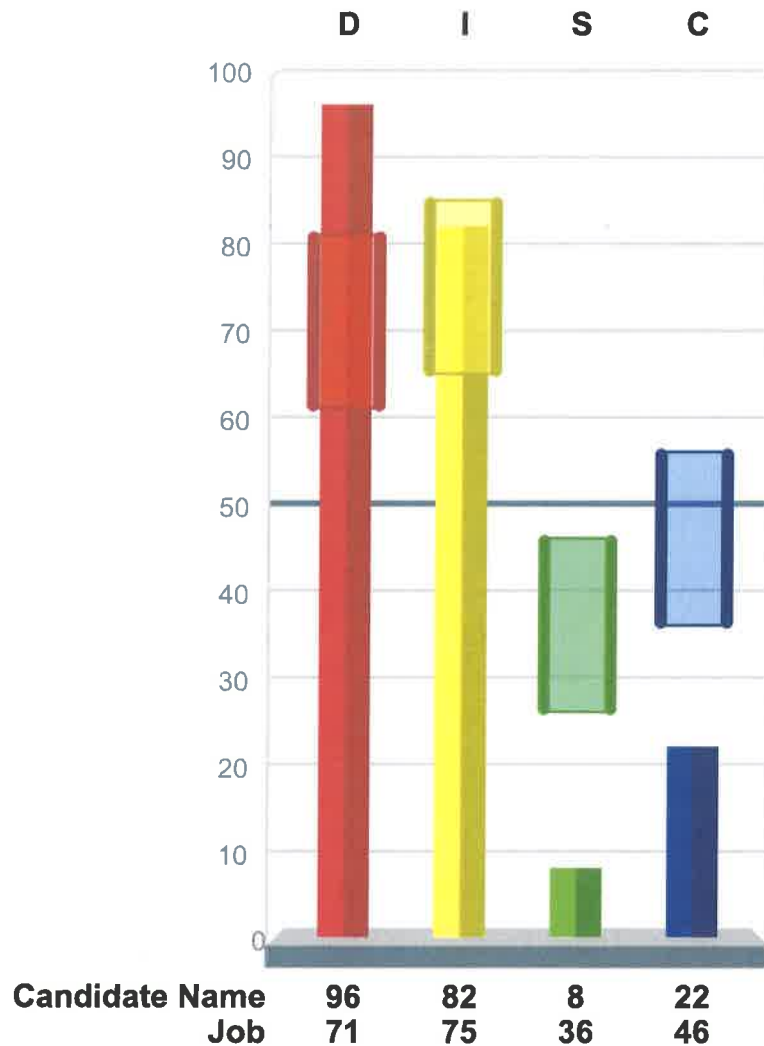



Appendix II: sample excerpt of TTI report



Workplace Behaviors[®] Candidate Name

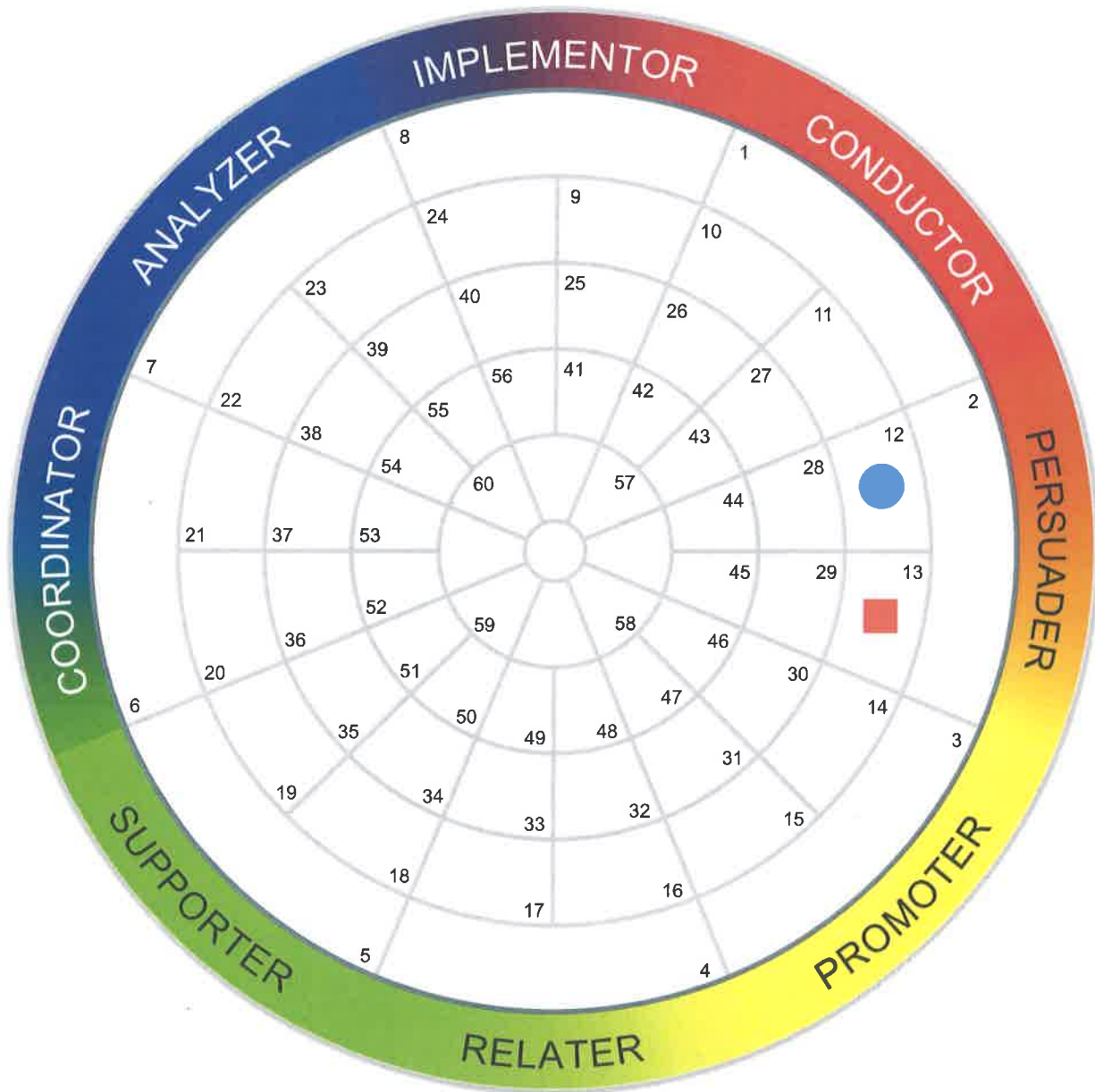
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the 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 - (13) PROMOTING PERSUADER
- Candidate - (12) CONDUCTING PERSUADER



Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range			Person
1. Customer Focus	91	—	100	50 
2. Teamwork	74	—	100	67 
3. Interpersonal Skills	72	—	92	73 
4. Influencing Others	86	—	100	68 
5. Flexibility	83	—	100	78 
6. Creativity and Innovation	66	—	84	62 
7. Leadership	75	—	93	85 

Primary Driving Forces Cluster	Zone Range			Person
1. Collaborative	35	—	57	6 
2. Selfless	40	—	62	61 
3. Harmonious	35	—	57	0 
4. Receptive	22	—	45	29 

Job Behavioral Hierarchy	Zone Range			Person
1. Competitive	73	—	100	90 
2. Interaction	60	—	84	90 
3. Versatile	54	—	74	100 
4. Frequent Change	52	—	72	92 



Exact match

Good compatibility



Fair compatibility

Poor compatibility



Over-focused

Candidate Name



Request for Council Action

RES ☐ # City Clerk Only

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/9/2021

Department: Community Development

Meeting Date Requested: 4/26/2021

Public Hearing: Yes ☐ Date: [Click here to enter a date.](#)

Subject: Special Event Permit

Background: Through the Friends of the Atkins Johnson Farm & Museum, The Big Shoal Heritage Area will be the sight of the 2nd Annual Gladstone Big Shoal Farm. The farm will be managed by volunteer Eugene Suter. The event will be held on approximately seven (7) acres in the southern quadrant of the Big Shoal Heritage Area; see attached map. The crops that will be produced are sweetcorn, sunflowers and pumpkins. In addition to the aforementioned crops the farm will host educational classes for adults and children.

Attached is the plan overview for the Gladstone Big Shoal Farm and a budget and expenses plan for each crop.

The event will begin February 1, 2021 and will conclude November 1, 2021. Crop planting will be staggered from late March to early May.

Budget Discussion: Funds are budgeted in the amount of \$ 0.00 from the N/A Fund. Ongoing costs are estimated to be \$ 0.00 annually. Previous years' funding was \$0.00

Public/Board/Staff Input: See attached letter of transmittal

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Alan D. Napoli, C.B.O.
Community Development Administrator | Building Official

LETTER OF TRANSMITTAL



CITY OF GLADSTONE
Community Development Department
P.O. Box 10719
Gladstone, Missouri 64188-0719
Tel. (816) 436-2200 Fax (816) 436-2228



TO: CITY COUNCIL
FROM: COMMUNITY DEVELOPMENT
DATE: APRIL 9, 2021
PERMIT NO.: SEP21-00027
RE: TYPE 4 OUTDOOR SPECIAL EVENT

NAME OF EVENT: BIG SHOAL HERITAGE AREA FARM
LOCATION OF EVENT: 4109 NE PLEASANT VALLEY ROAD
BIG SHOAL FARM
DATE OF EVENT: FEBRUARY 1, 2021 THRU NOVEMBER 1, 2021
TIME OF EVENT: N/A
EST. ATTENDANCE: N/A

REQUESTED TEMPORARY VARIANCE:

- ☐ Section 2.120.050 Noise prohibited.
- ☐ Section 2.130.010(2) Park rules and regulations (hours).
- ☐ Section 2.130.010(13) Park rules and regulations (alcoholic beverages).
- ☐ Section 2.135.040 Prohibition of smoking on or within all public park grounds.
- ☐ Section 2.140.040 Public fireworks display prohibited, exceptions.
- ☐ Section 5.110.1800 Drinking in public.
- ☐ Section 5.160.230(a) Street use permit (street use permit allowed).
- ☒ Section 9.1600.110 Temporary signs.
- ☒ Section 9.2500.040 Fences and Walls, sub-section 3e. Prohibited (Electric)
- ☒ Section 2.100.250(1) Outdoor display, sale and storage
- ☒ Section 2.100.250(2) Licenses for display and sales
- ☒ Section 2.100.250(3) Sales transactions
- ☒ Section 2.100.250(4) Outdoor displays and storage
- ☒ Section 2.100.250(5) Duration for sale, display and storage

REMARKS: City staff has reviewed the application and finds that the variance(s) are appropriate for this venue.

Signed:

Alan D. Napoli, C.B.O.

Community Development Administrator | Building Official

ATTACHMENT(S):

- ☒ Map
- ☒ Plan overview and budget plan

Gladstone Big Shoal Farm

Plan Overview

Farm Marketing Name

Gladstone Big Shoal Farm

Management

The farm will be managed by Eugene Suter.

Eugene will volunteer his time and labor for the project

Eugene will coordinate activities and planning with other appropriate city staff as needed.

Eugene will provide bi-weekly updates to city staff members as identified.

Eugene will need to be approved to use city equipment as needed.

Budget and Expenses

See Budget Plan by crop

The budget and expense details will be planned with appropriate city staff.

Labor Plan

Options

-Utilize volunteers coordinated through the Friends of the Atkins-Johnson Farm and Museum..

-Work with 4-H and other groups to identify and hire hourly labor for the project.

Any arrangements with entities would be planned with appropriate city staff.

Produce Sales Plan

--Produce can be sold at the farm via a site at the AJ Farm location

-Produce could be sold by AJFM with allowances for profit to the organization.

-Produce will be sold at the Farmers Market on Saturday.

-Pumpkins and Sunflowers could be sold at the AJFM Fall Festival. Entertainment events could be set up to coincide with up the Fall Festival. (Pumpkin carving/painting contest, sunflower picture area)

-A small structure or small tents will be used at the crop areas to sell produce. This could be moveable and stored somewhere else on the site after the season.

-Access to credit card sales would be required for sales.

Deer and Raccoon Control

Plans are to establish a perimeter around the sweet corn with an electric fence. The fence would be solar powered with a battery back-up. The unit would operate at night and be switched off during the day. The wiring would be visible and warning signs would be placed at intervals around the fenced area. A deer deterrent will be sprayed periodically around the sunflowers and pumpkins. This is a natural product and works by taste and odor.

Fertilizer/Herbicide/Pesticide Plan

The plan is to plant all crops with a no-till planter. This will be a more sustainable option, reduce soil run-off and maintain soil structure.

Fertilizer will be applied for optimum crop yields.

Herbicides will be used to control weeds in the crop areas. Spraying will only take place during the very early morning or early evening hours when there is no wind and no people hiking the trail.

We could also place barriers across the trail to close it when spraying takes place.

Insecticides may be used

The bee hives at the farm site are of importance and need to be protected. The bees are needed to pollinate the pumpkins and some sunflower varieties.

Plant varieties/hybrids will be used that have high tolerance or protection against insects and diseases. This will lessen the need for any chemical control. Natural products will be used if anything is required and any spraying would take place in the evening after bees have stopped foraging.

Storage Area

The most preferred option would be to use the barn area that came with the additional ground purchase. Plans are to view that site in late December to see if that is an option.

Secondary plans would be to use space at the public works location.

Marketing of the Farm

- Announcement in the city magazine
- Big Shoal Farm sign located on Old Pleasant Valley Road
- Marketed in conjunction with AJFM
- Coordination with Hy-Vee
- Development of a farm logo that can be used for signage, letterhead, etc.

Council Update

Have Eugene provide an overview of the farm plan to the Gladstone City Council.

Big Shoal Farm Crop Production**2021****Sweet Corn Production****2021**

Production 4 Acres

Inputs	Cost/A	Total Cost
Seed at 24,000 population/A	\$ 375.00	\$ 1,500.00
Tillage Expense	\$ -	\$ -
Fertilizer and Soil Test	\$ 250.00	\$ 1,000.00
Herbicide	\$ 60.00	\$ 240.00
Crop Protection Products	\$ 40.00	\$ 160.00
Labor	\$ 1,500.00	\$ 6,000.00
Shipping	\$ 100.00	\$ 400.00
Land Rent	\$ -	\$ -
Interest	\$ 50.00	\$ 200.00
Total Cost	\$ 2,375.00	\$ 9,500.00

Income	Sale Price	Income/A	Total Income
20,000 harvested ears/A			
1650 Dozen/A	\$ 7.00	\$ 11,550.00	\$ 46,200.00
Net Profit/ Acre	\$ 9,175.00		
Total Net Profit	\$ 36,700.00		

Pumpkin Production**2021**

Production 1.25 Acres

Inputs	Cost/A	Total Cost
Seed at 2,800 population/A	\$ 480.00	\$ 600.00
Tillage Expense	\$ -	\$ -
Fertilizer and Soil Test	\$ 225.00	\$ 281.25
Plastic for rows	\$ -	\$ -
Herbicide	\$ 40.00	\$ 50.00
Crop Protection Products	\$ 100.00	\$ 125.00
Fungicides	\$ 200.00	\$ 250.00
Labor	\$ 2,000.00	\$ 2,500.00
Shipping	\$ -	\$ -
Land Rent	\$ -	\$ -
Interest	\$ 45.00	\$ 56.25
Total Cost	\$ 3,090.00	\$ 3,862.50

Income	Sale Price	Income/A	Total Income
3000 Harvested pumpkins/Acre			
Price per pumpkin	\$ 4.00	\$ 12,000.00	\$ 15,000.00
Net Profit/ Acre	\$ 8,910.00		
Total Net Profit	\$ 11,137.50		

Sunflower Production**2021**

Production 1.25 Acres

Inputs	Cost/A	Int. Total Cost
Seed at 18,000 population/A	\$ 450.00	\$ 562.50
Fertilizer	\$ 225.00	\$ 281.25
Tillage Expense	\$ -	\$ -
Herbicide	\$ 40.00	\$ 50.00
Crop Protection Products	\$ 60.00	\$ 75.00
Labor	\$ 1,500.00	\$ 1,875.00
Shipping	\$ -	\$ -
Marketing Pots	\$ 1,500.00	\$ 1,875.00
Land Rent	\$ -	\$ -
Interest	\$ 28.00	\$ 35.00
Total Cost	\$ 3,803.00	\$ 4,753.75

Income	Sale Price	Income/A	Total Income
16000 Harvested heads/A			
Income/Head	\$ 0.50	\$ 8,000.00	\$ 10,000.00
Net Profit/ Acre	\$ 4,197.00		
Total Net Profit	\$ 5,246.25		

Estimated	
Farm Net Income	\$ 71,200.00
Farm Net Expense	\$ 18,116.25
Farm Net Profit	\$ 53,083.75





Request for Council Action

RES ☐ # City Clerk Only

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/12/2021

Department: Community Development

Meeting Date Requested: 4/26/2021

Public Hearing: Yes ☐ Date: [Click here to enter a date.](#)

Subject: Special Event Permit

Background: Public Works will host the City's Annual Gladstone Spring Beautification Event for the residents of Gladstone to bring their bulk item trash for proper disposal. The event will take place at Happy Rock Park West on Friday, April 30, 2021 thru Sunday, May 2, 2021. The event will run from 8:00am – 5:00pm daily; with an estimated attendance of 2,000±.

Budget Discussion: Funds are budgeted in the amount of \$ 0.00 from the N/A Fund. Ongoing costs are estimated to be \$ 0.00 annually. Previous years' funding was \$0.00

Public/Board/Staff Input: See attached letter of transmittal

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Alan D. Napoli, C.B.O.
Community Development Administrator | Building Official

LETTER OF TRANSMITTAL



CITY OF GLADSTONE
Community Development Department
P.O. Box 10719
Gladstone, Missouri 64188-0719
Tel. (816) 436-2200 Fax (816) 436-2228



TO: CITY COUNCIL
FROM: COMMUNITY DEVELOPMENT
DATE: APRIL 12, 2021
PERMIT No.: SEP21-00029
RE: TYPE 4 OUTDOOR SPECIAL EVENT

NAME OF EVENT: GLADSTONE SPRING BEAUTIFICATION EVENT
LOCATION OF EVENT: 7512 N. ANTIOCH ROAD
HAPPY ROCK PARK WEST
DATE OF EVENT: FRIDAY, APRIL 30, 2021 THRU SUNDAY, MAY 2, 2021
TIME OF EVENT: 8:00AM – 5:00PM DAILY
EST. ATTENDANCE: 2,000±

REQUESTED TEMPORARY VARIANCE:

- ☒ Section 2.120.050 Noise prohibited.
- ☒ Section 2.130.010(2) Park rules and regulations (hours).
- ☐ Section 2.130.010(13) Park rules and regulations (alcoholic beverages).
- ☐ Section 2.135.040 Prohibition of smoking on or within all public park grounds.
- ☐ Section 2.140.040 Public fireworks display prohibited, exceptions.
- ☐ Section 5.110.1800 Drinking in public.
- ☐ Section 5.160.230(a) Street use permit (street use permit allowed).
- ☒ Section 9.1600.110 Temporary signs.
- ☐ Other – Section _____
- ☐ Other – Section _____

REMARKS: City staff has reviewed the application and finds that the variance(s) are appropriate for this venue.

Signed: _____

Alan D. Napoli, C.B.O.

Community Development Administrator | Building Official

ATTACHMENT(S):

- ☒ Map
- ☐ Other _____



Gladstone, MO



Legend

- KCPL Lights
- Gladstone Lights
- School Point
- Bike Parking
- Bus Stop
- Point of Interest
- Church
- Apartment Point
- Street Centerline
- Edge Of Pavement
- Driveway
- City Limits
- Parcel
- House Number
- School Polygon
- Villages
- Apartment Polygon

Notes

666.7 0 333.33 666.7 Feet

1 in. = 333ft.

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.

THIS MAP IS NOT TO BE USED FOR NAVIGATION



Request for Council Action

RES ☐ # City Clerk Only

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/12/2021

Department: Community Development

Meeting Date Requested: 4/26/2021

Public Hearing: Yes ☐ Date: [Click here to enter a date.](#)

Subject: Special Event Permit

Background: Public Works will host the City's Annual Spring Brush Drop-Off for the residents of Gladstone to bring their brush, leaves and other yard waste for proper disposal. The event will take place at the Public Works Facility on Friday, May 7, 2021 thru Sunday, May 9, 2021. The event will run from 8:00am to 5:00pm daily; with an estimated attendance of 1,500±.

Budget Discussion: Funds are budgeted in the amount of \$ 0.00 from the N/A Fund. Ongoing costs are estimated to be \$ 0.00 annually. Previous years' funding was \$0.00

Public/Board/Staff Input: See attached letter of transmittal

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Alan D. Napoli, C.B.O.
Community Development Administrator | Building Official

LETTER OF TRANSMITTAL



CITY OF GLADSTONE
Community Development Department
P.O. Box 10719
Gladstone, Missouri 64188-0719
Tel. (816) 436-2200 Fax (816) 436-2228



TO: CITY COUNCIL
FROM: COMMUNITY DEVELOPMENT
DATE: APRIL 12, 2021
PERMIT NO.: SEP21-00028
RE: TYPE 4 OUTDOOR SPECIAL EVENT

NAME OF EVENT: GLADSTONE SPRING BRUSH DROP-OFF
LOCATION OF EVENT: 4000 NE 76TH STREET
PUBLIC WORK FACILITY
DATE OF EVENT: FRIDAY, MAY 7, 2021 THRU SUNDAY, MAY 9, 2021
TIME OF EVENT: 8:00AM – 5:00PM DAILY
EST. ATTENDANCE: 1,500±

REQUESTED TEMPORARY VARIANCE:

- ☒ Section 2.120.050 Noise prohibited.
☐ Section 2.130.010(2) Park rules and regulations (hours).
☐ Section 2.130.010(13) Park rules and regulations (alcoholic beverages).
☐ Section 2.135.040 Prohibition of smoking on or within all public park grounds.
☐ Section 2.140.040 Public fireworks display prohibited, exceptions.
☐ Section 5.110.1800 Drinking in public.
☐ Section 5.160.230(a) Street use permit (street use permit allowed).
☒ Section 9.1600.110 Temporary signs.
☐ Other – Section _____
☐ Other – Section _____

REMARKS: City staff has reviewed the application and finds that the variance(s) are appropriate for this venue.

Signed:


Alan D. Napoli, C.B.O.

Community Development Administrator | Building Official

ATTACHMENT(S):

- ☒ Map
☐ Other _____



Gladstone, MO



Legend

- Stop Sign
- KCPL Lights
- Gladstone Lights
- School Point
- Bike Parking
- Bus Stop
- Point of Interest
- Church
- Apartment Point
- Street Centerline
- Edge Of Pavement
- Driveway
- City Limits
- Parcel
- House Number
- School Polygon
- City Park
- Villages
- Apartment Polygon

Notes

333.3 0 166.67 333.3 Feet

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THIS MAP IS NOT TO BE USED FOR NAVIGATION



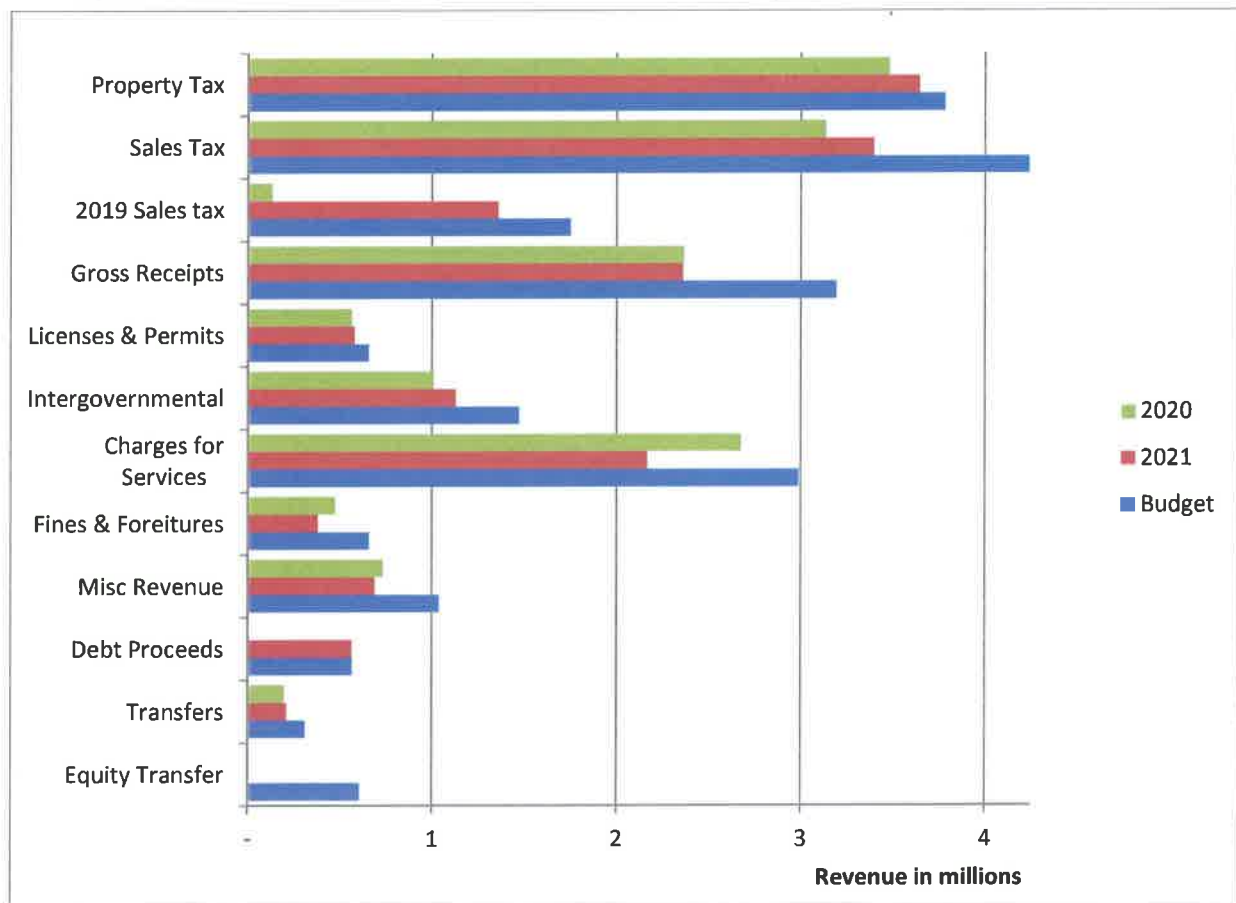
CITY OF GLADSTONE MISSOURI

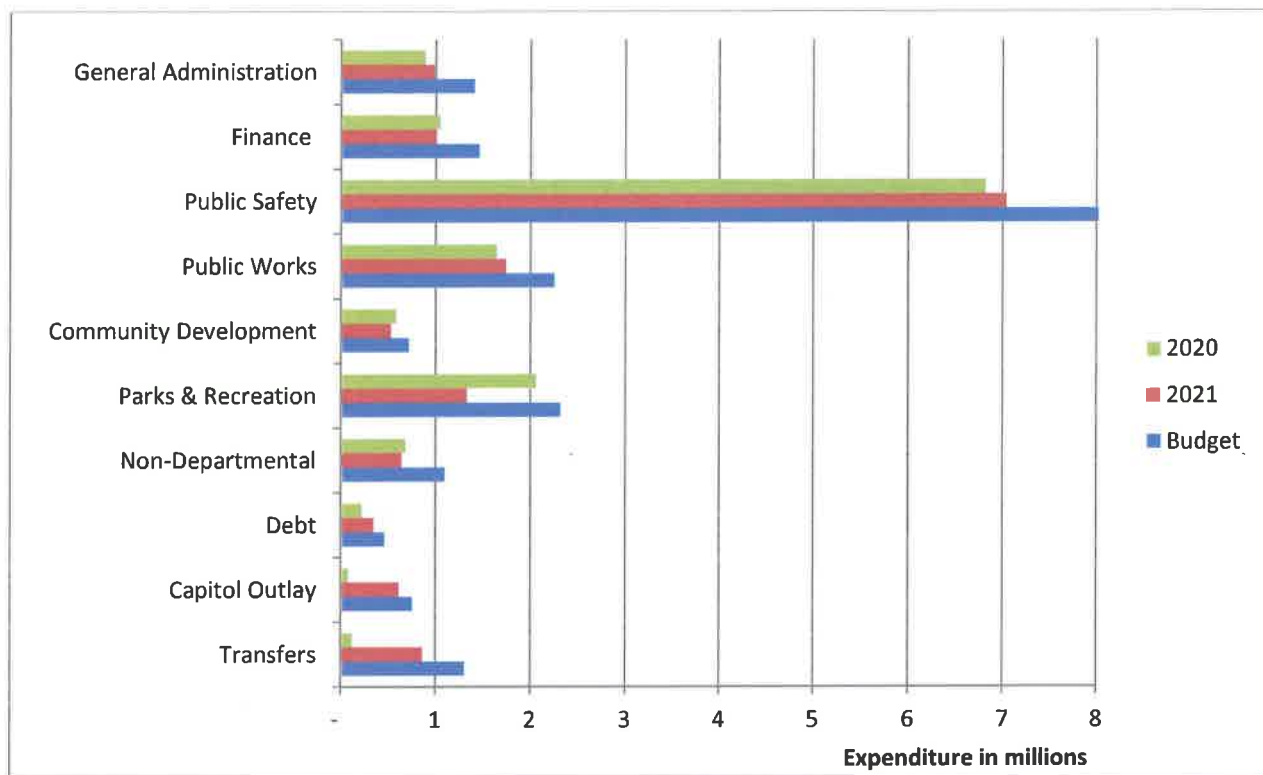
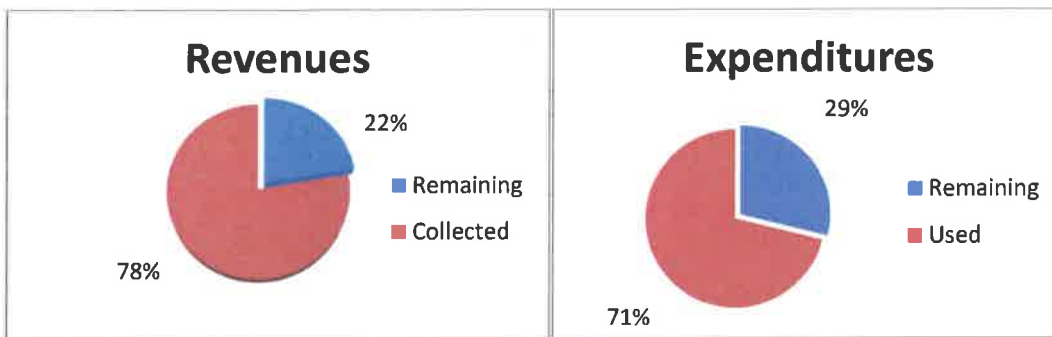
Financial Report for 9 Months Ending March 31, 2021

GENERAL FUND

General Fund Revenues

Total revenues for the General Fund through 9 months or 75% of this fiscal year are \$16,521,565 compared to total budgeted revenues for the year of \$21,276,894 or 78% of budgeted revenue. Property tax receipts are \$3,647,601, \$170,418 or 5% over amounts received at the same time as the previous year. Sales tax on a cash basis is \$3,397,382 or \$263,170 (8%) over last year. The 2019 sales tax (1/2 cent sales tax passed in 2019) is \$1,362,943. Gross receipts taxes are \$2,362,295, down \$4,302 from last year. License and Permits revenues are \$584,051, down 3% or \$15,903. Intergovernmental revenue is \$1,133,854, or \$124,083 over the previous year. Charges for Services are \$2,988,719, down 19% or \$505,950 compared to the previous year due to senior activities. Fines and Forfeitures have decreased 19% from the same time last year to \$387,676. Miscellaneous Revenue is \$692,658, down \$44,226 mainly due to a decrease in interest and rental income. The General Fund received debt proceeds from the 2020 COP in the amount of \$570,000 for the purchase of a new fire truck. Transfers for the year have totaled \$214,500 and are comparable to the previous year.

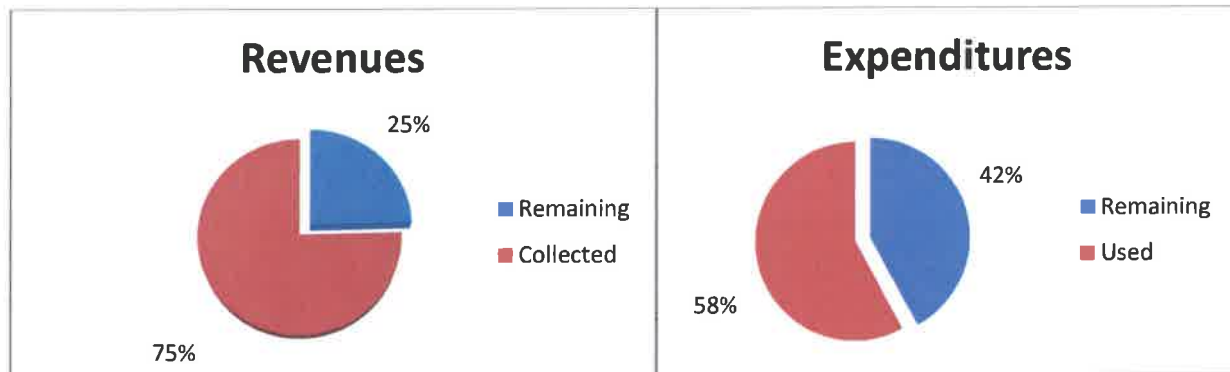
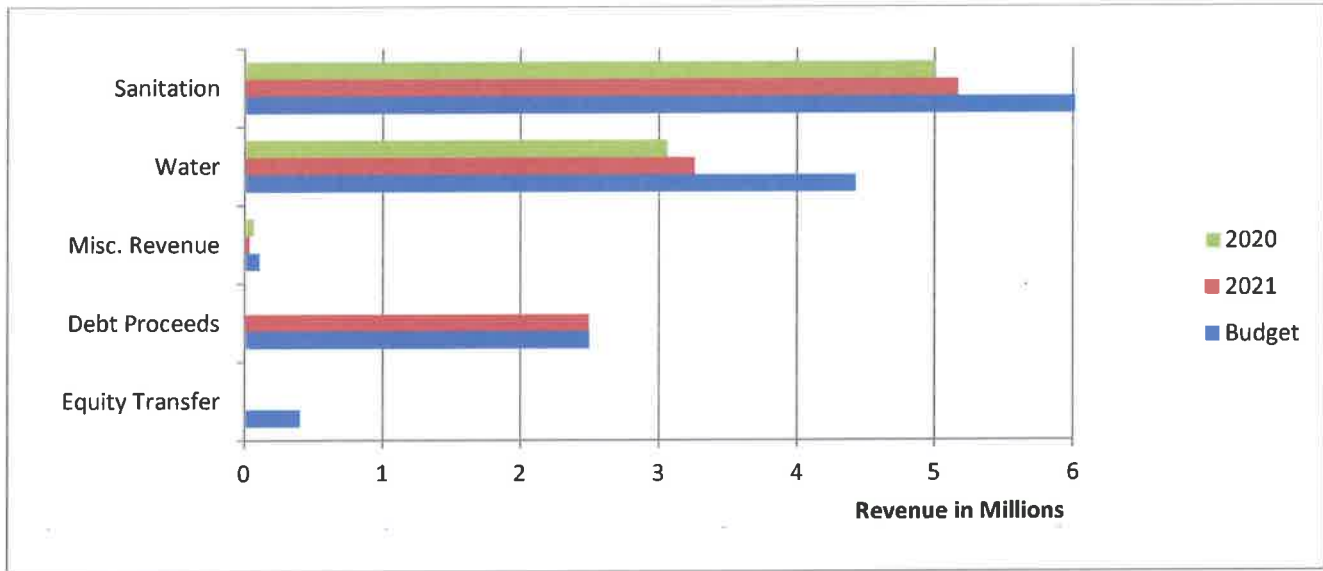




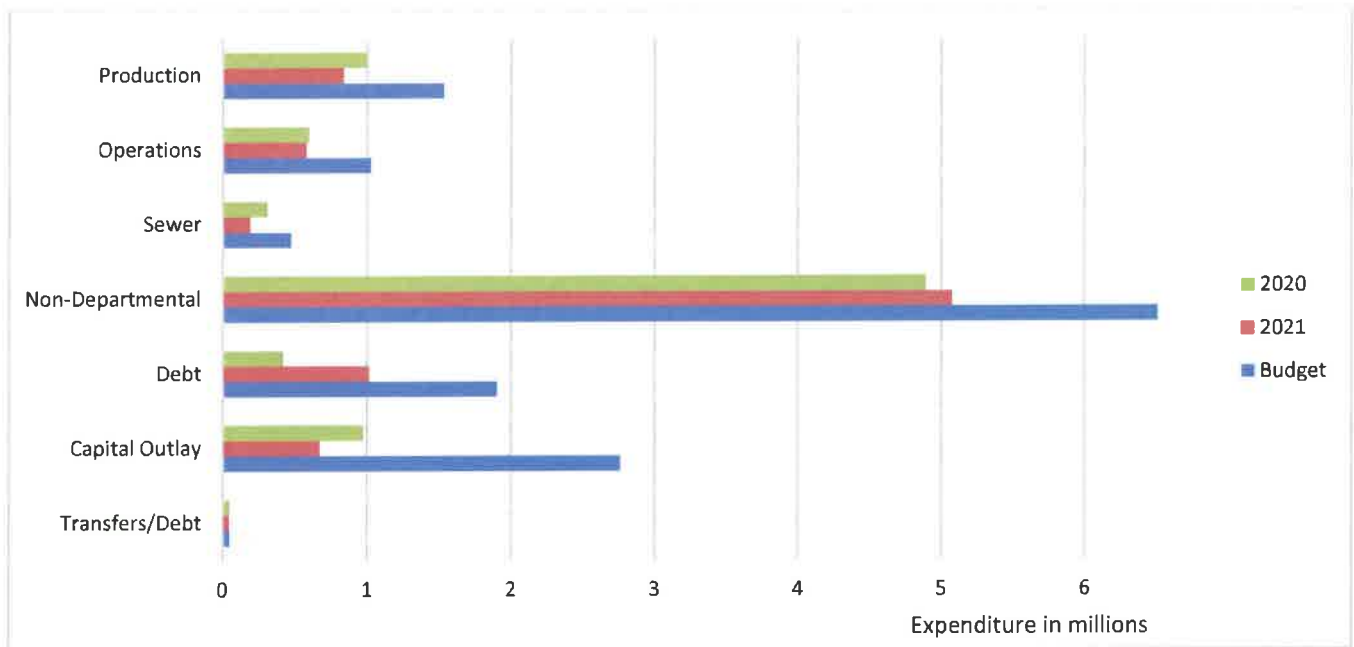
Expenditures through 9 months or 75% of this fiscal year amounted to \$15,129,474 or 71% of FY21 budgeted expenditures of \$21,266,143. This indicates that actual expenditures are 7% or \$950,352 more than last year's expenditures of \$14,148,842. General Administration expenditures are \$993,797, an increase of \$105,616 or 12% due to contractual payments and personnel. Finance expenditures have decreased \$38,180 to \$1,008,657 due to changes in personnel and timing of software maintenance. Public Safety expenditures are \$7,043,631, an increase of \$222,990 due to personnel costs. Public Works expenditures are \$1,744,226 or 6% more than the prior year due to increases in personnel costs, contractual obligations, and road salt. Community Development expenditures are \$532,192, a decrease of \$50,807 due to the timing of contractual obligations and staffing changes. Parks & Recreation expenditures are \$1,333,508, down 35% or \$725,847 from the same time last year due to decreases in Senior Activities, changes in programing, and staffing changes. Non-Departmental expenditures are \$640,692 or \$40,426 less than the previous year due to personnel changes. Payments for debt have increased \$128,518 to \$351,037 due to the 2019 Lease Purchase and 2020 COP. Capital Outlay is \$615,241, mainly due to the purchase of a new fire truck. Transfers have increased \$743,752 to \$866,493 due to the sales tax transfer for the 2020A COP debt service. Current revenues exceed current expenditures in the amount of \$1,392,092.

COMBINED WATER AND SEWERAGE SYSTEM FUND

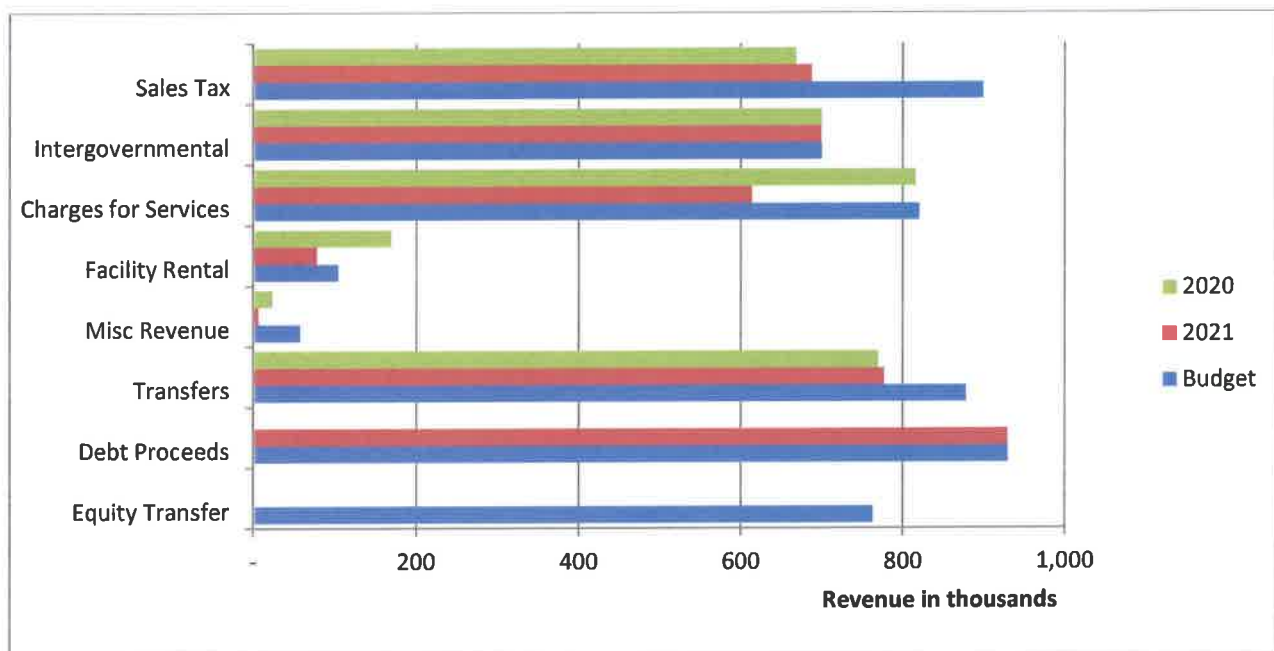
Total budgeted revenues for the fiscal year are \$14,557,595. Total revenues through 9 months or 75% of this fiscal year, amounted to \$8,131,727 or 75% of FY21 budgeted revenues. Operating revenues are up \$335,689 (4%) from last year due to increased water and sewer consumption.

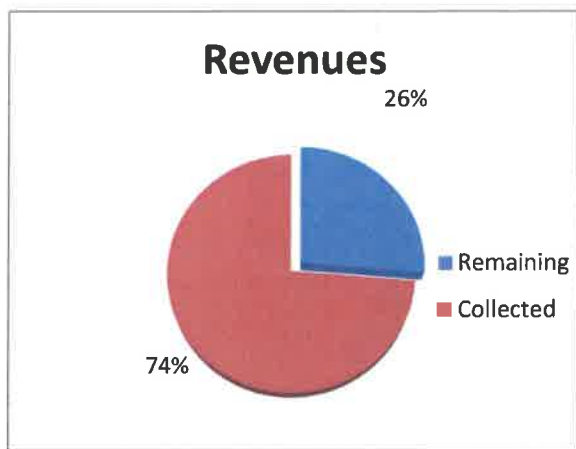


Total budgeted expenditures for the fiscal year are \$14,557,595. Total expenditures through 9 months or 75% of this fiscal year amounted to \$8,435,245 or 58% of FY21 budgeted expenditures. Production expenditures are down \$163,854 to \$839,233 due to the timing of contractual payments (lime sludge). Operations division expenditures are \$579,474, a decrease of \$20,027. Sewer division expenditures have decreased \$115,261 to \$193,784 due to the timing of sewer line maintenance and changes in personnel. Non-departmental expenditures are \$5,078,671, up \$183,765 due to the increase in water and sewage consumption. Payments for debt have increased from the previous year due to the 2020A COP to \$1,018,522. Capital outlay has is \$675,560, a decrease of \$299,652 due to the timing of water line replacements. Current revenues exceed current expenditures by \$2,532,171.

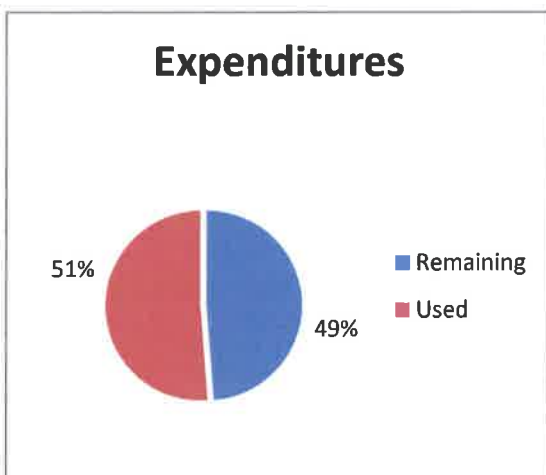
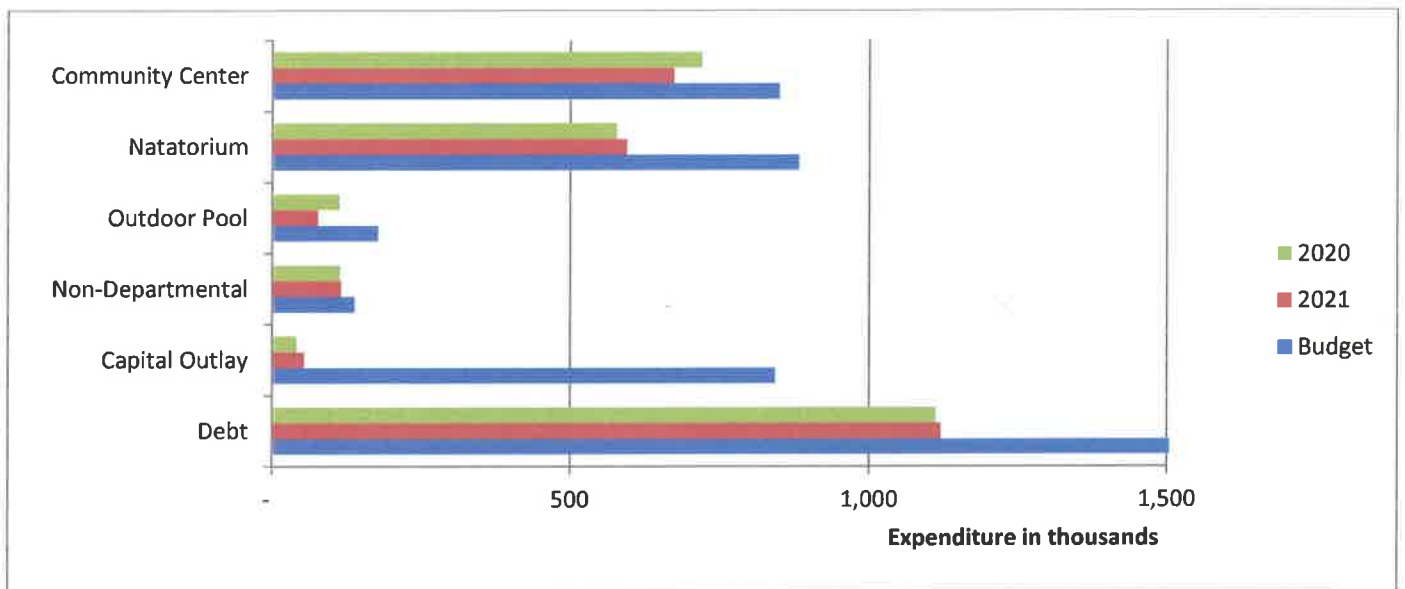


COMMUNITY CENTER AND PARKS TAX FUND



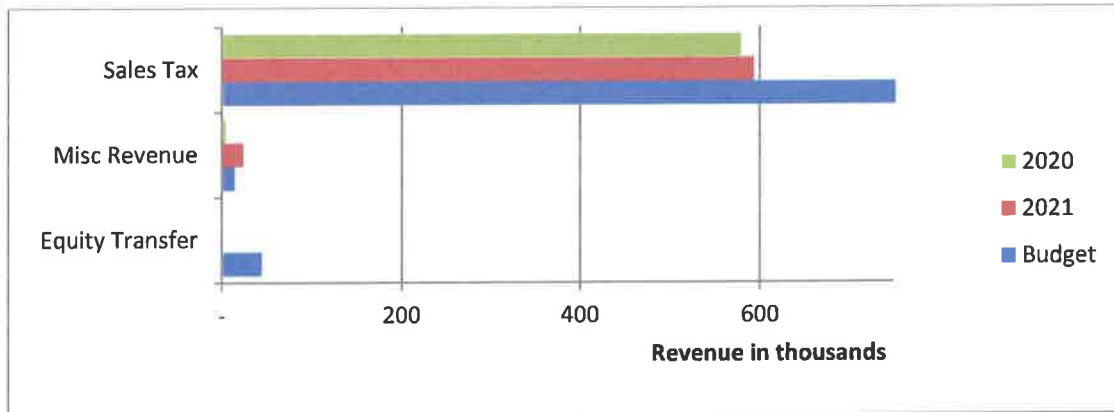


Total budgeted revenues for the fiscal year are \$5,151,584. Total revenues through 9 months or 75% of this fiscal year, amounted to \$3,795,196 or 74% of FY21 budgeted revenues. Sales tax received is \$614,589, up 3% from the previous year. Intergovernmental revenue (Charge to the North Kansas City School District for the natatorium) is \$700,000. Charges for Services are \$614,589, down 25% or \$201,440. Revenue from facility rental is \$78,191, down 54%. Miscellaneous revenue is \$6,468. Transfers to the fund are 777,700 with \$877,700 budgeted. Debt proceeds for the fund are \$930,000. Equity transfer budgeted for the fiscal year is \$763,244 to offset the anticipated revenue loss.

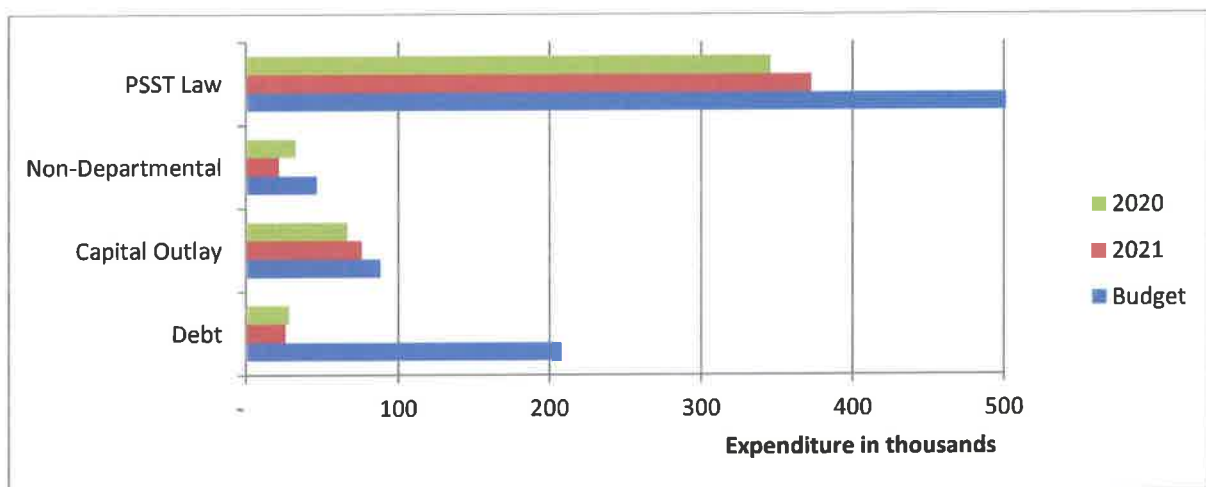
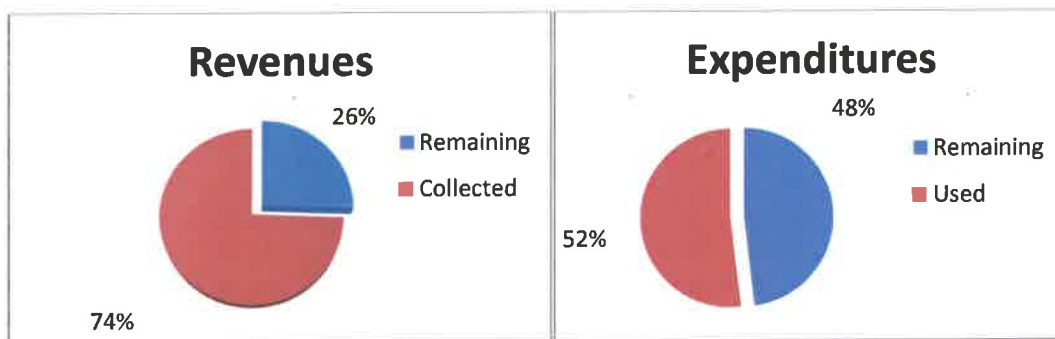


Total budgeted expenditures for the fiscal year are \$5,150,964. Total expenditures through 9 months or 75% of this fiscal year amounted to \$2,639,219 or 51% of FY21 budgeted expenditures. Community Center expenditures have decreased 6% from the same time last year to \$673,114 due to contractual obligations. The Natatorium expenditures are \$594,785, an increase of \$17,539 from the same time last year due to increased personnel costs. Outdoor Pool expenditures are \$77,978, \$35,322 below the previous year. Non-departmental is \$116,665, an increase from last year of \$2,235. Capital outlay is \$54,680 or \$13,834 more than the same time last year. Debt is comparable to the prior year. Current revenues exceed current expenditures by \$1,155,977.

PUBLIC SAFETY SALES TAX FUND



Total budgeted revenues for the fiscal year are \$957,600. Total revenues through 9 months or 75% of this fiscal year amounted to \$712,525 or 74% of FY21 budgeted revenues. Sales tax on a cash basis is 687,918, or an increase of 3%. Miscellaneous revenue is \$24,607, \$20,087 more than the prior year due to the sale of assets.



Total budgeted expenditures for the fiscal year are \$955,769. Total expenditures through 9 months or 75% of this fiscal year are \$496,527 or 52% of the FY21 budgeted expenditures. Law division is \$372,451, up 8% from the same time last year due to increased personnel cost. Non-Departmental is \$21,834, compared to \$32,739 during the previous year. The decrease is due to the timing of equipment maintenance. Capital outlay is \$76,031 compared to \$66,410 during the previous year. Debt is comparable to the previous year. Current revenue over expense for the fund is \$215,999.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Dominic Accurso". The signature is written in a cursive, flowing style.

Dominic Accurso
Director of Finance

RESOLUTION NO. R-21-23

A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH BLUE MOON HAULING, LLC, IN THE TOTAL AMOUNT NOT TO EXCEED \$1,143,619.55 FOR THE 2021 WATER MAIN REPLACEMENTS – PHASE 1, PROJECT WP2186.

WHEREAS, eight proposals were received for the 2021 Water Main Replacement – Phase 1, Project WP2186, and the proposal of Blue Moon Hauling, LLC, in the amount of \$1,143,619.55 has been determined by the Director of Public Works to be the lowest and best proposal.

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

THAT, the City Manager of the City of Gladstone, Missouri, is hereby authorized to execute a contract with Blue Moon Hauling, LLC for work as outlined in the contract for a total amount not to exceed \$1,143,619.55.

FURTHER, THAT, funds for such purpose are authorized from the 2020 Certificate of Participation proceeds.

INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, THIS 26TH DAY OF APRIL 2021.

Mayor R.D. Mallams

ATTEST:

Ruth E. Bocchino, City Clerk



Request for Council Action

RES ☒ # R-21-23

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/16/2021

Department: Public Works

Meeting Date Requested: 4/26/2021

Public Hearing: Yes ☐ Date: [Click here to enter a date.](#)

Subject: Contract Award, Project WP2186, 2021 Water Main Replacements – Phase 1.

Background:

Eight bids were received for this project:

Blue Moon Hauling, LLC	\$1,143,619.55
Holthouse Construction, LLC	\$1,211,233.60
Hettinger Excavating, LLC	\$1,254,630.00
Parrish and Sons Construction	\$1,298,917.91
Site-Rite Construction Co.	\$1,376,480.58
Pyramid Excavation & Construction, Inc.	\$1,416,933.00
Kissick Construction Co., Inc.	\$1,478,205.00
Linaweaver Construction Inc.	\$1,625,540.70

The project consists of the installation of 6,722 LF of 6" and 8" water main and related appurtenances.

Budget Discussion: Funds are budgeted in the amount of \$2,262,500 from the 2020 Certificate of Participation proceeds. Previous years' funding was \$850,000.00. The Engineer's Estimate for the project is \$1,305,441.00.

Public/Board/Staff Input:

Blue Moon Hauling is a company based in Smithville, MO that has been in business for a total of 22 years. City staff contacted references for Blue Moon Hauling and all were positive.

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Timothy A. Nebergall
Department Director/Administrator

JM
City Attorney

SW
City Manager

RESOLUTION NO. R-21-24

A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH CUSTOM LIGHTING SERVICES, LLC DBA BLACK AND MCDONALD, IN THE TOTAL AMOUNT NOT TO EXCEED \$224,696.50 FOR THE NORTHEAST 72ND AND NORTH TROOST TRAFFIC SIGNAL UPGRADES, PROJECT TP2102.

WHEREAS, two proposals were received for the Northeast 72nd and North Troost Traffic Signal Upgrades, Project TP2102, and the proposal of Custom Lighting Services, LLC dba Black and McDonald, in the amount of \$224,696.50, has been determined by the Director of Public Works to be the lowest and best proposal.

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

THAT, the City Manager of the City of Gladstone, Missouri, is hereby authorized to execute a contract with Custom Lighting Services, LLC dba Black and McDonald for work as outlined in the contract for a total amount not to exceed \$224,696.50.

FURTHER, THAT, funds for such purpose are authorized from the Transportation Sales Tax Fund.

INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, THIS 26TH DAY OF APRIL 2021.

Mayor R.D. Mallams

ATTEST:

Ruth E. Bocchino, City Clerk



Request for Council Action

RES ☒ # R-21-24

BILL ☐ # City Clerk Only

ORD # City Clerk Only

Date: 4/20/2021

Department: Public Works

Meeting Date Requested: 4/26/2021

Public Hearing: Yes ☐ Date: [Click here to enter a date.](#)

Subject: Contract Award, Project TP2102, NE 72nd & N Troost Traffic Signal Upgrades

Background: The traffic signal poles at this intersection have reached the end of their useful life and are experiencing significant rust and corrosion at the bases. These signals were originally installed by Evergy (formerly Kansas City Power & Light) and leased until the City purchased them outright nearly 20-years ago. A welder recently completed temporary repairs to two pole bases, however, the poles are in need of full replacement. The project will include the installation of new black poles, signage, and audible pedestrian signals. There are currently no pedestrian facilities at the intersection.

Budget Discussion: Funds are budgeted in the amount of \$ 230,000.00 from the TST Fund. Ongoing costs are estimated to be \$ 500.00 annually. Previous years' funding was \$5,000.00 for design.

Public/Board/Staff Input: Two bids were received for this project. Custom Lighting Services, LLC dba Black and McDonald was the low bidder with a bid of \$195,198.50, followed by Capital Electric Line Builders with a bid of \$196,323.75. Furthermore, due to the need to expedite the project and the long delivery time of some materials because of the COVID-19 pandemic, the City obtained prebid pricing for 4 large signal poles and mast arms in the amount of \$29,498.00, which the contractor has agreed to incorporate into the bid. Based upon all available information, staff recommends that the City award a contract to Custom Lighting Services, LLC dba Black and McDonald for the total amount of \$224,696.50 to complete the work. Custom Lighting Services has completed numerous projects for the City in the past. Staff has always been pleased with their performance and is looking forward to working with them again. The majority of the work will be completed this summer.

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Tim Nebergall
Department Director/Administrator

JM
City Attorney

SW
City Manager



NE 72nd Street & N. Troost Avenue – Traffic Signal Base
(Prior to Temporary Repair)



NE 72nd Street & N. Troost Avenue – Traffic Signal Base
(After Temporary Repair)