

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

R-21-22



April 30, 2021

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

Dear Mr. Wingerson:

This letter documents the City of Gladstone, Missouri ("you/r" or "Client") engagement of Baker Tilly US, LLP ("we" or "Baker Tilly") to conduct an executive search for a new Police Chief (the "Project"). This letter defines our and your respective obligations for the Project. Our proposal dated March 22, 2021 is incorporated by reference.

Scope, Objectives and Approach

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

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

Project Timing and Budget

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

1. Baker Tilly Consultant Art Davis will lead the engagement, and other professionals will be involved as required. The all-inclusive professional fee to complete the Project is **\$24,500** (the "Fee") and includes the cost of professional services by the Project Team Leader and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits by the Project Team Leader. Travel expenses incurred by candidates for on-site interviews with the Client are not the responsibility of Baker Tilly and shall be handled directly by the Client. The Client will make payments upon receipt of an invoice submitted by Baker Tilly. Payment to Baker Tilly is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, Baker Tilly's tax identification number is 39-0859910.
2. The Fee will be billed in four installments; 30% of the Fee will be billed upon execution of this Letter; 30% at the completion of Phase I; 30% at the completion of Phase II; and the final 10% upon acceptance of offer by the candidate. The Fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice you for any unpaid portion of the Fee.
3. If Client requests Baker Tilly to perform additional services beyond the services described above, such as conducting an employee/community survey or making additional on-site visits, such additional services shall result in additional fees. For additional on-site visits (beyond the three on-site visits which include up to four consulting days) described above, the additional fee would be our standard daily rate of \$1,800 plus expenses.

Baker Tilly's Guarantees

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

Client's Obligations

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

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

Sincerely,



Chuck Rohre, Firm Director

Client Signature:

Name: Scott Calyger

Title: City Manager

Date: 5/3/2021



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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Firm Director

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Director

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1. General information

Firm introduction

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

Chuck Rohre, Firm Director
2500 Dallas Parkway, Suite 300
Plano, TX 75093
M: +1 (214) 608 7477
E: chuck.rohre@bakertilly.com

Art Davis, Director
9229 Ward Parkway, Suite 104
Kansas City, MO 64114
M: +1 (816) 868 7042
E: art.davis@bakertilly.com

2. Understanding and approach

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

Our understanding of 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.

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 scheduledRecruitment project team leader attends client interviews and is available to participate during deliberations of candidates	1-2 days
Offer made/accepted	<ul style="list-style-type: none">If requested, Baker Tilly participates in candidate employment agreement negotiationsBaker Tilly notifies candidates of decisionBaker 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 <i>or</i> 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

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Patricia Heminover, Director

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E: patty.heminover@bakertilly.com

Sharon Klumpp, Director

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Edward G. Williams, Ph.D., Director

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Anne Lewis, Director

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Cecilia Hernández, Senior Recruitment Analyst

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Jenelle McDonald, Senior Recruitment Analyst

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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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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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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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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/>

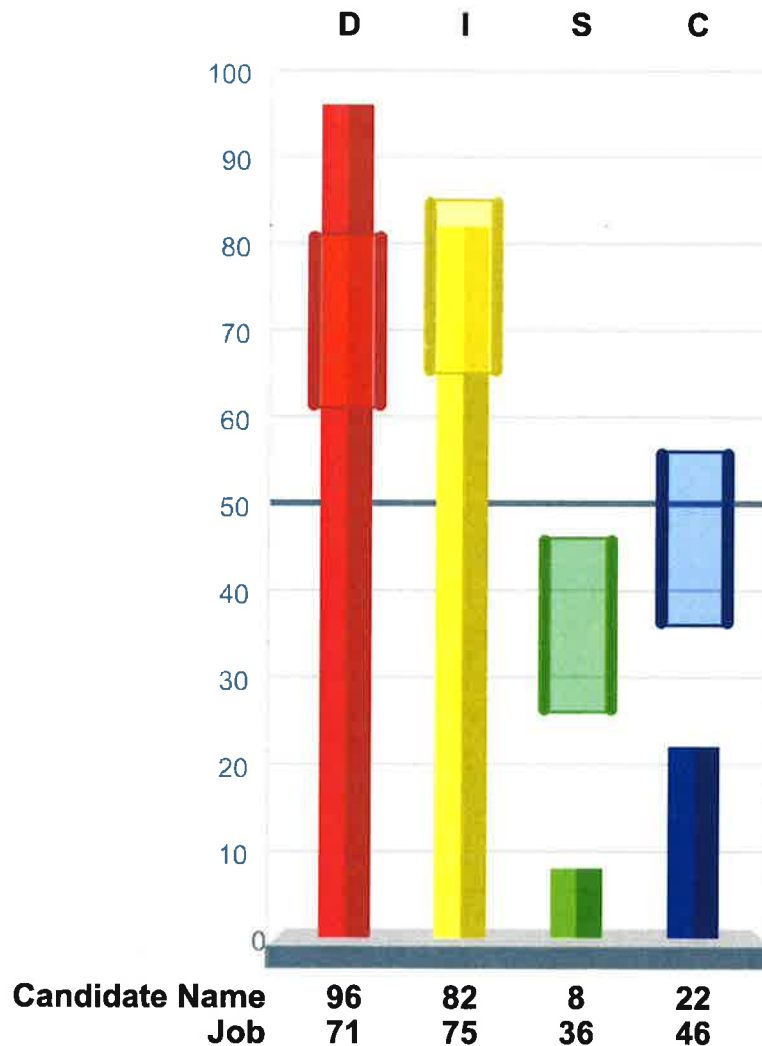


Appendix II: sample excerpt of TTI report



Workplace Behaviors® Candidate Name

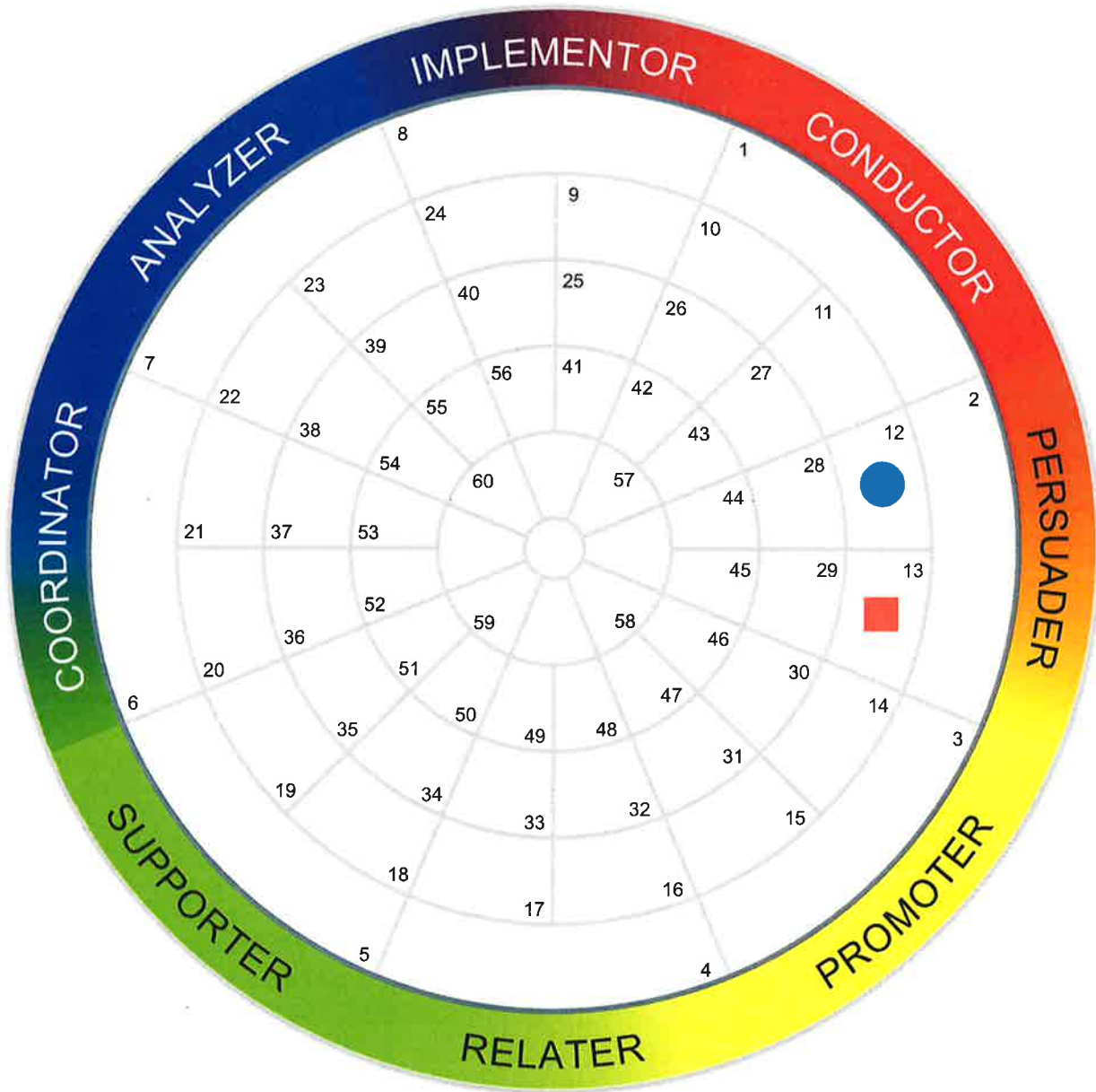
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the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