



Agenda

**Regular Meeting of the Audit
Committee
July 28, 2026 at 2:00 PM
Finance Conference Room, City
Hall
200 Lincoln Avenue**

Procedures for Audit Committee Meeting

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes
 - a. Request for Approval of the May 21, 2026, Audit Committee Meeting Minutes. (Erminia M. Tapia, Business Operations Manager; emtapia@santafenm.gov)

Committee Review:

Audit Committee: 07/28/2026

5. Presentations
 - a. Introductions of City of Santa Fe, Finance Director, Monica F. Maestas and Audit Committee Members. (Monica F. Maestas, Finance Director; mfmaestas@santafenm.gov)
 - b. Fiscal Year 2026 Internal Audit Status Update. (Chelsea Ritchie, Baker Tilly; chelsea.ritchie@bakertilly.com and Halie Garcia, Baker Tilly; halie.garcia@bakertilly.com)
 - c. Review of Fiscal Year 2026 Internal Audit Project: Recruitment Process. (Annie Rose Favreau, Baker Tilly; annierose.favreau@bakertilly.com)
6. New Business
 - a. Request for Approval of the Fiscal Year 2027 Internal Audit Plan. (Chelsea Ritchie, Baker Tilly; chelsea.ritchie@bakertilly.com and Halie Garcia, Baker Tilly; halie.garcia@bakertilly.com)

Committee Review:

Audit Committee: 07/28/2026
Finance Committee: 08/10/2026
Governing Body: 08/12/2026

- b. Fiscal Year 2025 Audit Findings Update. (Matthew T. Bonifer, Accounting Officer; mtbonifer@santafenm.gov)
- 7. Public Comment
- 8. Matters from Staff
 - a. Fiscal Year 2026 External Audit Status Update. (Matthew T. Bonifer, Accounting Officer; mtbonifer@santafenm.gov)
- 9. Matters from the Committee
- 10. Matters from the Chair
- 11. Next Meeting: Thursday, August 20, 2026
- 12. Adjourn

**Regular Meeting of the Audit Committee
May 21, 2026 at 2:00 PM
Councilors' Conference Room, City Hall
200 Lincoln Avenue
MINUTES**

1. Call to Order

The Regular Meeting of the Audit Committee was called to order by Member Rubin at 2:00 PM, on Thursday, May 21, 2026, in the Councilors' Conference Room, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico.

2. Roll Call

MEMBERS PRESENT

Adolfo Montoya
Diane Rubin
Bill Keller
Elizabeth Travis
Leilei Li

MEMBERS EXCUSED

OTHER PARTICIPANTS ATTENDING

Andrea K. Phillips, Deputy City Manager and Interim Finance Director
Matthew Bonifer, Accounting Officer
Erminia M. Tapia, Business Operations Manager
Destiny C. Duran, Administrative Manager

3. Approval of Agenda

MOTION A motion was made by Travis, seconded by Keller, to Approve.

VOTE The motion Passed on a roll call vote.

4. Approval of Minutes

- a. Request for Approval of the January 22, 2026 Audit Committee Meeting Minutes. (Erminia M. Tapia, Business Operations Manager; emtapia@santafenm.gov)

Committee Review:

Audit Committee: 05/21/2026

MOTION A motion was made by Member Keller, seconded by Member Travis, to Approve.

VOTE The motion Passed on a roll call vote.

- b. Request for Approval of the March 24, 2026 Audit Committee Special Meeting Minutes. (Erminia M. Tapia, Business Operations Manager; emtapia@santafenm.gov)

Committee Review:

Audit Committee: 05/21/2026

MOTION A motion was made by Member Travis, seconded by Member Keller, to Approve.

VOTE The motion Passed on a roll call vote.

5. Presentations

- a. FY2026 Internal Audit Status Update. (Halie Garcia, Baker Tilly; Halie.Garcia@bakertilly.com)

6. New Business

- a. Current Status of Audit Tracking Sheet. (Andrea K. Phillips, Deputy City Manager and Interim Finance Director; akphillips@santafenm.gov)

Committee Review:

Audit Committee: 05/21/2026

7. Public Comment

8. Matters from Staff

- a. FY 2027 Proposed Budget. (Andrea K. Phillips, Deputy City Manager and Interim Finance Director; akphillips@santafenm.gov)
- b. Office of Inspector General Status Update. (Andrea K. Phillips, Deputy City Manager and Interim Finance Director; akphillips@santafenm.gov)
- c. Finance Department Personnel Updates. (Andrea K. Phillips, Deputy City Manager and Interim Finance Director; akphillips@santafenm.gov)
- d. August 20, 2026 Audit Committee Meeting Schedule. (Erminia M. Tapia, Business Operations Manager; emtapia@santafenm.gov)

Request to move August 20, 2026 meeting to July 28, 2026 at 2:00PM in City Hall. Request will be sent by staff to Baker Tilly staff to coordinate.

9. Matters from the Committee

10. Matters from the Chair

11. Next Meeting: Thursday, August 20, 2026

12. Adjourn

Meeting Adjourned at 3:03 P.M.

ERMINIA TAPIA

Liaison

Chair

July 28, 2026

To: City of Santa Fe Audit Committee

From: Baker Tilly Advisory Group, LP

Subject: Internal Audit Status Report May 15, 2026 through July 20, 2026

FY26 INTERNAL AUDIT PROJECTS	RISK MANAGEMENT OPERATIONAL REVIEW	RECRUITMENT PROCESS REVIEW	POLICY AND PROCEDURE SUPPORT	PROCUREMENT PROCESS REVIEW
Schedule	October 2025-March 2026	April-June 2026	January – July 2026	January-July 2026
Activities for This Period	Project put on hold due to pending litigation	Finalized report	Drafted initial Grant Management policies and procedures for internal review and aiming to provide to the City late July	Draft report completed and undergoing internal review; meeting to review draft report with management scheduled for July 29
Activities for Next Period	N/A	N/A	Provide draft Grant Management policies and procedures for City review.	Finalize report
Issues	Project put on hold due to pending litigation	None	Delays receiving feedback on the Financial Reporting Policies and Procedures	None



As of June 3, 2025, Moss Adams LLP has merged with Baker Tilly.

Proprietary & Confidential

FINAL REPORT

City of Santa Fe, New Mexico

RECRUITMENT PROCESS REVIEW

June 29, 2026

Baker Tilly Advisory Group, LP
999 Third Avenue, Suite 2800
Seattle, WA 98104
(206) 302-6500

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I. Executive Summary

A. Introduction

As part of the fiscal year (FY) 2026 City of Santa Fe, New Mexico (the City) internal audit program, the City engaged Baker Tilly to conduct a review of its current recruitment process to identify opportunities to further strengthen efficiency, consistency, communication, and the overall hiring experience. This review is intended to build upon prior process improvement efforts and provide additional clarity around roles, responsibilities, and practices across Human Resources (HR) and City departments.

B. Summary of Observations and Recommendations

Summarized observations and recommendations are provided in the following table. Detailed observations and recommendations are provided in the [Observations and Recommendations](#) section.

OBSERVATIONS AND RECOMMENDATIONS		
1.	Observation	HR operates with relatively lean staffing levels while supporting a decentralized recruitment process that relies heavily on manual coordination and analyst involvement. As a result, staff capacity for process improvement, system optimization, training, and other strategic recruitment initiatives is often limited.
	Recommendation	To maximize the effectiveness of its current staffing resources, the City should prioritize reducing manual recruitment activities, increasing automation, and streamlining administrative workload before reevaluating long-term staffing needs.
2.	Observation	While HR has established several tools, resources, and communication forums to support recruitment activities, training on the recruitment process is not standardized or consistently implemented across departments and HR staff. As a result, recruitment activities and system usage can vary by department, role, and individual experience level, leading to inconsistent process execution, communication gaps, and delays throughout the recruitment lifecycle.
	Recommendation	To improve consistency, communication, and understanding of recruitment processes across the organization, HR should: A. Establish a more structured and standardized recruitment training program for both HR and department staff involved in recruitment activities. B. Establish a centralized repository for recruitment-related resources. C. Formalize transition and onboarding practices when recruitment responsibilities change.

OBSERVATIONS AND RECOMMENDATIONS		
3.	Observation	The City's recruitment process is generally functioning effectively, and recruitment timelines appear comparatively reasonable overall. However, opportunities exist to further formalize workflow expectations, clarify ownership of process steps, and improve coordination between HR, departments, and other stakeholders involved in recruitment activities.
	Recommendation	To improve consistency and coordination throughout the recruitment process, HR should finalize its recruitment workflow documentation and continue strengthening role clarity, communication protocols, handoff management, and accountability for stakeholders involved in the recruitment process.
4.	Observation	Recruitment workflows within Munis, the City's Human Resources Information System (HRIS), are not optimized or consistently used across HR and departments, resulting in manual workarounds, limited workflow visibility, and additional coordination outside the system that contributes to communication gaps and recruitment bottlenecks.
	Recommendation	Continue coordinating between HR, IT, and the Munis system vendor to evaluate opportunities to better utilize existing Munis functionality and implement enhancements.
5.	Observation	HR analyst department reassignments were implemented without clear transition planning, communication, or knowledge transfer practices, creating temporary confusion regarding roles, responsibilities, and department points of contact.
	Recommendation	To improve continuity and reduce disruption during future analyst reassignments or similar staffing transitions within the recruitment function, the City should establish a more structured transition process.

II. Background, Scope, and Methodology

A. Background

The City of Santa Fe, New Mexico (the City) is a full-service municipal government responsible for providing a wide range of services to its residents, including community services, public safety, public utilities, and public works. As part of its ongoing internal audit and organizational improvement efforts, the City engaged Baker Tilly, its internal auditor, to review the recruitment process and identify opportunities to further strengthen efficiency, consistency, communication, and the overall hiring experience across departments.

This review was initiated, in part, as a follow-up to themes identified during the City's 2024 Enterprise Risk Assessment (ERA), which identified the HR function as a high-risk area. The ERA noted challenges related to recruitment and retention, vacancy rates, staffing capacity, timeliness of hiring processes, process coordination, and workforce planning. The ERA also identified opportunities to improve recruitment workflows, streamline hiring processes, strengthen onboarding and training practices, and further leverage technology to support recruitment activities.

Recruitment Process Improvement Efforts

As part of its ongoing efforts to attract and retain a qualified workforce, the City has taken several steps in recent years to strengthen recruitment operations. Interviews and document review indicate that the HR team has worked to evaluate and refine recruitment processes, increase communication with departments, and develop resources intended to improve consistency throughout the hiring lifecycle. These efforts provided an important foundation for this review and demonstrate a commitment to continuous improvement.

Key initiatives identified during this review include:

- **Development and refinement of a draft recruitment workflow** that documents recruitment phases, responsibilities, approvals, and expected timelines throughout the hiring lifecycle (see [Appendix A](#) for a detailed illustration of the recruitment process workflow). While the workflow provides a strong foundation for standardizing recruitment activities, the version provided for review still contains pending edits and revisions. Finalizing the workflow and incorporating process changes implemented since December 2024 would further strengthen its value as a training, communication, and accountability tool.
- **Creation of standard operating procedures (SOPs)** to support recruitment activities and guide departments through key workflow steps.
- **Establishment of recurring HR User Group (HUG) meetings** to communicate process updates, answer questions, and provide guidance to department administrative managers and hiring staff.
- **Recording and distribution of training materials and resources** through Microsoft Teams and other internal platforms to improve access to recruitment information.
- **Expansion of internal HR training and cross-training efforts** to improve consistency among analysts and increase familiarity with different departments and bargaining units.

- **Addition of a sixth HR analyst position** to help distribute workload and provide additional recruitment support capacity.
- **Reorganization of HR analyst's department assignments** to broaden institutional knowledge and support cross-training across departments.
- **Development of recruitment performance tracking tools**, including vacancy reports and time-to-fill metrics used to support management reporting, department discussions, and responses to inquiries from City leadership regarding recruitment performance.
- **Implementation of rapid hire events** for certain recruitment efforts, which several departments identified as an effective hiring tool.

Recruitment Process Structure

Although the HR Department is the owner of the recruitment process, the workflow is a collaborative model (see [Appendix A](#) for the recruitment process workflow) involving shared responsibilities across HR analysts, department leadership, administrative managers, hiring supervisors, the Finance department, personnel involved in onboarding, and external vendors. Recruitment activities occur across five primary phases: team member engagement, job advertising, candidate selection, offer and negotiation, and onboarding. The primary roles for recruitment are split between HR and hiring departments, with each group performing distinct functions throughout the hiring lifecycle. While HR is primarily responsible for process administration, compliance, and coordination, departments are primarily responsible for identifying staffing needs, evaluating candidates, and making hiring decisions.

HR analysts serve as the primary HR point of contact throughout the recruitment process. Analysts support recruitment administration, applicant screening, hiring recommendations, and onboarding activities and provide ongoing guidance to departments regarding recruitment procedures, workflow requirements, and applicable policies. Departments are assigned to analysts based primarily on position counts to help ensure workload is distributed relatively evenly across the HR team.

DEPARTMENT	POSITIONS	ASSIGNED HR ADMINISTRATOR SENIOR	ASSIGNED HR ANALYST
Airport	31	Senior A	HR Analyst A
Community Development	143	Senior A	HR Analyst B
Community Engagement	22	Senior B	HR Analyst C
Community Health & Safety	233	Senior B	HR Analyst D
Fire	218	Senior A	HR Analyst A
General Government	58	Senior B	HR Analyst D
Internal Services	123	Senior A	HR Analyst B
Police	241	Senior B	HR Analyst C

DEPARTMENT	POSITIONS	ASSIGNED HR ADMINISTRATOR SENIOR	ASSIGNED HR ANALYST
Public Utilities	297	Senior A	HR Analyst E
Public Works	356	Senior B	HR Analyst F
Solid Waste Management Agency (SWMA)	42	Senior A	HR Analyst A

Administrative managers and business operations managers serve as the primary liaisons between departments and HR throughout the recruitment process. These positions often support recruitment activities by coordinating documentation, routing approvals, communicating with HR, and assisting with onboarding activities. However, recruitment support is typically only one component of these roles' broader responsibilities. Depending on the department, these positions may also be responsible for budget administration, procurement, contracts, accounts payable, operational support, and other administrative functions. Departments determine how these responsibilities are assigned, and the availability and role of administrative managers can vary across the organization.

In general, staff reported that departments without dedicated administrative manager or business operations manager roles, or departments with vacancies in these roles, may experience additional challenges coordinating recruitment activities because recruitment-related responsibilities are often absorbed by department leadership.

DEPARTMENT	ADMINISTRATIVE MANAGER / BUSINESS OPERATIONS MANAGER POSITIONS
Airport	1
Community Development	4
Community Engagement	1
Community Health & Safety	4
Finance	2
Fire	1
General Government	0
Human Resources	1
Information Technology & Telecommunications	1
Police	3
Public Utilities	1

DEPARTMENT	ADMINISTRATIVE MANAGER / BUSINESS OPERATIONS MANAGER POSITIONS
Public Works	6
Solid Waste Management Agency (SWMA)	0

B. Scope and Methodology

This report's observations and recommendations were developed based on interviews, document review, best practice research, and analysis. The assessment was conducted primarily between March and June 2026 and consisted of four major phases:

PROJECT METHODOLOGY	
Project Phase	Description
1. Startup and Management	Phase 1 involved collaborative project planning with City management, including identifying interviewees, selecting documents for review, and best practices sources for comparison, establishing timing and methods for sharing results, and defining reporting protocols. We held a kickoff meeting with HR leadership to confirm expectations and discuss the overall project scope, logistics, deliverables, schedule, and progress reporting requirements. Roles and responsibilities of the audit team and City personnel were clarified, along with communication protocols and the format of deliverables. Throughout the engagement, we performed project management, including regular status updates and quality assurance reviews to ensure all deliverables met client standards before submission.
2. Fact-Finding	The second phase focused on executing planned activities such as interviews and document review. We gathered current information and insights from City leadership and staff involved in the recruitment process. • Documentation Review: We requested relevant documentation, including, but not limited to, organization charts, policies and procedures, recruitment workflow, training documents, vacancy data, and time-to-fill data. • Interviews: We conducted 10 interviews with leadership and staff from HR and seven interviews with leadership across key City departments to identify strengths, challenges, and opportunities for improvement in recruitment processes. Based on the information collected during fact-finding, we developed preliminary observations assessing the City's recruitment-related activities. These observations identified strengths and opportunities for improvement, providing a foundation for further analysis and recommendations.
3. Analysis	Industry Best Practices: We researched best practices in public sector recruitment, with a focus on process design, roles and responsibilities, use of applicant tracking systems, candidate experience, and related topics.
4. Reporting	We communicated the results of our analysis, with observations and recommendations presented first in a draft report that was reviewed with

PROJECT METHODOLOGY	
	management to confirm the practicality and relevance of recommendations before finalizing the report.

This study was completed under the consultancy standards of the American Institute of Certified Public Accountants (AICPA).

C. Commendations

We would like to extend our gratitude to City leadership and staff for their active engagement and valuable participation during this review. The success of this work has been underpinned by the following:

- Commitment to Process Improvement and Recruitment Support:** Since the 2024 ERA, the HR team has taken several proactive steps to strengthen recruitment operations and support departments throughout the hiring process. During the review, the City shared materials, including recruitment process workflows, process maps, training resources, and other supporting documentation intended to improve consistency and clarify recruitment activities. Staff also reported that HR leadership has continued to evaluate opportunities to improve processes, increase transparency, and address operational challenges as they arise.
- Strong Collaboration and Responsiveness Within HR:** Across interviews, staff consistently described the HR team as highly dedicated, collaborative, and responsive despite managing significant workloads and high recruitment volumes. Interviewees noted that HR staff work hard to support departments, move recruitments forward quickly, and provide ongoing assistance throughout the hiring lifecycle. Several staff members highlighted the team's willingness to provide hands-on support, answer questions, and adapt to changing departmental needs.
- Willingness to Evaluate and Adapt Processes:** Staff demonstrated an openness to identifying process challenges and exploring opportunities for improvement. Interviewees discussed several areas currently being evaluated, including expanded use of Munis functionality, alternative approaches to reference checks, improvements to drug-testing coordination, and additional system support resources. This willingness to assess existing practices and consider operational improvements reflects a strong foundation for continued process enhancement.

III. Observations and Recommendations

A. Staffing Capacity and Workload

1. Observation	HR operates with relatively lean staffing levels while supporting a decentralized recruitment process that relies heavily on manual coordination and analyst involvement. As a result, staff capacity for process improvement, system optimization, training, and other strategic recruitment initiatives is often limited.
Recommendation	To maximize the effectiveness of its current staffing resources, the City should prioritize reducing manual recruitment activities, increasing automation, and streamlining administrative workload before reevaluating long-term staffing needs.

The City's 2024 ERA identified HR staffing levels as below industry benchmark ranges and noted that limited staffing capacity could affect the HR department's ability to effectively support organizational HR needs. At that time, the HR department consisted of 17 staff. Interviews conducted for this review suggest that many of those workload and capacity challenges continue today, particularly due to the operational complexity and manual coordination required throughout the recruitment process. At the same time, interviewees consistently described HR staff as collaborative and committed to improving recruitment operations. In particular, they identified several improvements implemented since the ERA, including documented recruitment workflows, expanded communication and training efforts, increased process tracking, and the addition of an HR analyst position. Staff continue to support a broad range of recruitment, onboarding, compliance, communication, and administrative activities within a relatively lean staffing structure.

HR's staffing levels today are low relative to the complexity of the recruitment process it supports and general industry standards. The HR department currently consists of 16 staff supporting 1,566 budgeted positions¹ across thirteen City departments. This equates to approximately one HR staff per 100 positions, which is below the median staffing ratio identified in recent benchmarking published by the Society for Human Resource Management (SHRM). Benchmarking data from 2025 reported a median staffing ratio of approximately 1.98 HR staff per 100 employees for all industries, though staffing ratios vary depending on organizational complexity, level of automation, and operating model². Government organizations participating in SHRM's 2025 benchmarking survey reported a median HR-to-employee ratio of 1.67 HR staff per 100 employees³. To reach that ratio, the City would need to hire approximately 10 additional HR staff members.

¹ City of Santa Fe, New Mexico, *Annual Comprehensive Financial Report for the Fiscal Year Ended June 30, 2025* (Santa Fe, NM: City of Santa Fe, 2025) https://santafenm.gov/6160/City_of_Santa_Fe_FINAL_Financial_Statements_6.30.2025.pdf.

² Society for Human Resource Management (SHRM), *CHRO Benchmarking Data Brief* (Alexandria, VA: SHRM, 2025) <https://www.shrm.org/content/dam/en/shrm/topics-tools/research/chro-benchmarking-data-brief.pdf>.

³ Society for Human Resource Management (SHRM). *SHRM Benchmarking Report: CHRO Metrics—Government*. Alexandria, VA: Society for Human Resource Management, 2025. https://www.shrm.org/content/dam/en/shrm/research/benchmarking/chro-metrics/chro_metrics_report-government.pdf.

In addition to the relatively low number of dedicated HR positions, the workload within HR is exacerbated by inefficient processes. Interviews and workflow analysis indicated that many recruitment activities continue to rely on manual processing and direct staff coordination. For example, HR analysts currently support a broad range of operational activities throughout the recruitment process, including manual application screening, onboarding coordination, workflow routing, candidate communication, and coordination with departments and vendors. Much of this work is manually tracked on spreadsheets or otherwise not supported by digital workflows. Staff repeatedly identified manual screening, onboarding paperwork, and applicant troubleshooting related to Munis issues and underutilized system functionality (see [Munis System Limitations](#)) as some of the most time-consuming portions of their workload. Staff reported that these activities require significant time and attention, reducing the amount of capacity available for training, process improvement, system optimization, and other strategic initiatives.

Operational Structure

HR analysts are assigned to departments with varying vacancy levels, bargaining agreements, operational complexity, and recruitment demands. Departments such as Fire, Police, Public Utilities, and Public Works represent some of the City's largest staffing environments and highest vacancies, while also experiencing some of the City's longest recruitment timelines. For example, Public Works had approximately 101 vacant positions as of April 2026 and an average time-to-fill of approximately 40 days in FY2025, while Public Utilities had approximately 66 vacant positions and the City's longest average recruitment timeline at approximately 48 days.

DEPARTMENT	# OF POSITIONS	VACANT POSITIONS (APRIL 2026)	AVERAGE TIME-TO-FILL* (FY 2025)
Airport	31	4	Not Available
Community Development	143	25	36 days
Community Engagement	22	2	35 days
Community Health & Safety	233	40	30 days
Fire	218	20	32 days
General Government	58	14	26 days
Internal Services**	123	22	Not Available
Police	241	22	43 days
Public Utilities	297	66	48 days
Public Works	356	97	40 days
Solid Waste Management Agency (SWMA)	42	0	Not Available

* Departments identified as "Not Available" are not included as departments within the FY 2025 Time-to-Fill report; therefore, department-specific time-to-fill data were not available.

***Internal Services includes many departments and divisions including HR, Finance, and ITT.*

In addition, Fire and Police also operate within specialized public safety recruitment environments that involve additional background investigations, certifications, academy scheduling, and bargaining agreement requirements ([Recruitment Process Opportunities](#)). These additional requirements increase the complexity of recruitment activities and require analysts supporting these departments to develop specialized knowledge of department operations, hiring requirements, and applicable policies. As a result, workload demands are influenced not only by the number of positions or vacancies within a department, but also by the complexity of the recruitments being supported. These activities also require additional coordination and staff time, contributing to workload demands that are not reflected by staffing counts alone. Several interviewees noted that recent analyst reassignments created temporary confusion and required departments and HR staff to rebuild operational familiarity and working relationships (see [Change Management](#)), highlighting the extent to which the current operating model relies on department-specific knowledge and established relationships.

Overall, HR staff spend a significant portion of their time supporting manual recruitment activities and department coordination. While staff have continued implementing process improvements and supporting departments, the current workload has limited the amount of time available for training, system optimization, process improvement, and other initiatives intended to strengthen recruitment operations over the long term.

Recommendation

To maximize the effectiveness of its current staffing resources, the City should prioritize reducing manual recruitment activities and administrative workload before considering additional staffing resources.

The City should first focus on identifying recruitment activities that consume significant staff time and can be automated, standardized, or streamlined. Priority areas identified during this review include applicant notifications, recruitment status tracking, onboarding documentation, reporting, and other activities currently managed through spreadsheets, email follow-up, or manual data entry (see [Recruitment Process Opportunities](#), [Munis System Limitations](#), and [Change Management](#)).

To support these efforts, the City should develop a prioritized recruitment improvement implementation plan that identifies specific workload reduction opportunities, assigns responsibility for implementation, and establishes target completion dates. The recommendations from this report can serve as a basis for this work, but the HR Analysts should be actively involved in developing the implementation plan to ensure that it is feasible with current workloads. Progress should be reviewed periodically to assess whether changes are reducing staff workload and improving recruitment efficiency.

Once these process improvements have been implemented and enough time has passed to evaluate their impact, the City should reassess staffing levels, workload demands, and recruitment performance to determine whether additional staffing resources or specialized support positions are necessary.

B. Training and Communication

2. Observation	While HR has established several tools, resources, and communication forums to support recruitment activities, training on the recruitment process is not standardized or consistently implemented across departments and HR staff. As a result, recruitment activities and system usage can vary by department, role, and individual experience level, leading to inconsistent process execution, communication gaps, and delays throughout the recruitment lifecycle.
Recommendation	To improve consistency, communication, and understanding of recruitment processes across the organization, HR should: A. Establish a more structured and standardized recruitment training program for both HR and department staff involved in recruitment activities. B. Establish a centralized repository for recruitment-related resources. C. Formalize transition and onboarding practices when recruitment responsibilities change.

Effective recruitment processes rely on clear training, documented procedures, defined responsibilities, and consistent communication so that hiring activities are carried out consistently across the organization. Industry best practices also emphasize the importance of structured onboarding and role-based training programs to help ensure employees responsible for recruitment activities understand recruitment workflows, system functionality, applicable policies, and timeline expectations throughout the hiring process⁴.

As discussed previously, the City has taken several steps in recent years to improve recruitment-related guidance and communication, including developing workflow maps, SOPs, recruitment planning documentation, and training materials intended to support departments throughout the recruitment process. HR also facilitates monthly HR User Group (HUG) meetings, which are designed primarily for administrative managers and other department staff involved in recruitment and HR-related activities. During these meetings, HR provides updates on recruitment processes, personnel actions, interviews, workflow requirements, policy changes, and other HR procedures, while also providing departments an opportunity to ask questions and discuss challenges. Meetings are recorded and supporting materials are generally distributed through Microsoft Teams for future reference.

Staff noted that communication and coordination between HR and departments have improved in recent years and HR has continued expanding training-related efforts through additional SOPs, recorded training materials, department check-ins, and a broader HR training calendar expected to include supervisor and system-related training beginning in 2026. However, staff also reported that participation and engagement in HUG meetings vary across departments due to competing priorities,

⁴ Society for Human Resource Management (SHRM), "Onboarding," SHRM, <https://www.shrm.org/topics-tools/topics/onboarding>.

scheduling conflicts, whether or not the department has administrative manager or business operations manager roles, and differing levels of recruitment involvement.

Despite these efforts, recruitment training for both HR analysts and the departments currently occurs primarily through informal coaching, peer support, hands-on experience, or reactive troubleshooting rather than through a structured, standardized training program. HR staff noted that departments often rely heavily on assigned HR analysts for process guidance because recruitment knowledge and system familiarity vary across individual administrative managers. Staff also reported that newer administrative managers or hiring managers do not receive formal onboarding specific to recruitment responsibilities and instead learn processes gradually while actively managing recruitments. Staff noted that HR leadership has identified structured training and supervisor onboarding as an area for continued improvement, though staff capacity has limited the department's ability to formalize these efforts to date.

Variation in training and information sharing also impacts consistency in how recruitment processes are performed across departments. Staff described situations where departments were unfamiliar with workflow expectations, timelines, budget coordination requirements, or documentation requirements, resulting in delays, incomplete submissions, or additional follow-up with HR. Staff also noted that departments do not always understand where recruitments are within the workflow or which actions are pending departmental versus HR review, contributing to confusion regarding process ownership and timelines (see [Recruitment Process Opportunities](#)). Additionally, inconsistent familiarity with Munis functionality can increase reliance on HR staff for troubleshooting and transactional support.

Recommendation

To improve consistency, communication, and understanding of recruitment processes across the organization, the HR leadership should establish a more structured and standardized recruitment training program for both HR staff and departments involved in recruitment activities.

The program should include role-based onboarding and refresher training for employees involved in recruitment activities, centralized training materials and workflow documentation, and more formalized knowledge transfer practices when recruitment responsibilities change. Training efforts should also reinforce workflow expectations, communication responsibilities, and appropriate use of Munis functionality throughout the recruitment process.

HR leadership should also establish a centralized repository for recruitment-related resources, including workflow documentation, SOPs, training recordings, quick-reference guides, and frequently asked questions. While many of these resources already exist, centralizing and organizing them would improve accessibility, reduce reliance on informal knowledge transfer, and support more consistent process execution across departments.

The HUG meetings provide a strong foundation for ongoing communication and training and should continue to be leveraged as a primary recruitment support forum. To increase their effectiveness, HR leadership should consider establishing a more structured format with recurring recruitment topics, workflow updates, common process issues, and targeted training modules. HR leadership should also evaluate opportunities to strengthen accountability by identifying required attendees, tracking participation, and incorporating training completion expectations for employees with recruitment responsibilities.

HR leadership also noted that the City is in the process of expanding available training space through the establishment of a dedicated IT training lab, which is expected to provide HR with priority access beginning later in 2026. As this resource becomes available, HR should leverage the additional training capacity to expand recruitment and supervisor training offerings, while continuing to evaluate longer-term training space needs to support ongoing employee development across the organization.

Finally, HR leadership should formalize transition and onboarding practices whenever recruitment responsibilities change. This should apply to HR staff, administrative managers, business operations managers, hiring managers, supervisors, and other employees involved in recruitment activities. Transition practices should include documented handoffs of active recruitments, department-specific process guidance, key workflow requirements, important contacts, and any pending actions or approvals.

Establishing a consistent transition process would help ensure recruitment knowledge, responsibilities, and ongoing activities are transferred effectively whenever staffing changes occur. This would reduce reliance on informal communication, minimize disruption during personnel changes, and help maintain continuity and consistency throughout the recruitment process.

C. Recruitment Process Opportunities

3.	Observation	The City's recruitment process is generally functioning effectively, and recruitment timelines appear comparatively reasonable overall. However, opportunities exist to further formalize workflow expectations, clarify ownership of process steps, and improve coordination between HR, departments, and other stakeholders involved in recruitment activities.
	Recommendation	To improve consistency and coordination throughout the recruitment process, HR should finalize its recruitment workflow documentation and continue strengthening role clarity, communication protocols, handoff management, and accountability for stakeholders involved in the recruitment process.

As discussed above, the recruitment process relies on multiple transitions between HR and departments, making communication, coordination, and clearly defined responsibilities critical to maintaining an efficient hiring process. At a high level, responsibility shifts between HR and departments at least four major times, as detailed below.

RECRUITMENT PHASE	PRIMARY OWNER
Recruitment Request & Advertising	Hiring Department → HR
Applicant Screening	HR
Interviews & Candidate Selection	Hiring Department
Offer, Approvals & Pre-Employment	HR
Department Onboarding & Day 1 Preparation	HR & Hiring Department

Based on the reviewed data, the City's recruitment process appears to be functioning comparatively well overall (see [Appendix B](#) for detailed time-to-fill analysis). For FY 2025, the City's average time to fill positions was approximately 37 days, compared to 33 in early 2024. While this number has increased since 2024, it is still well below broader public sector hiring benchmarks identified in national recruitment studies. For purposes of the City's reporting, time-to-fill is measured from the date a recruitment closes to the date the City Manager approves the personnel action. By comparison, NEOGOV defines time-to-hire as the time from creation of a job requisition to the date a candidate accepts an offer, resulting in a broader measurement that captures additional stages of the recruitment process. According to NEOGOV's 2020 Time-to-Hire Report,⁵ the average public sector time-to-hire nationally was approximately 119 days.

Although overall recruitment timelines do not indicate significant systemic delays, staff identified several areas where workflow execution, communication, and process ownership could be further clarified or standardized to improve coordination and make the recruitment process easier for departments and stakeholders to navigate.

- **Screening and Lists of Eligibles (LOEs):** HR analysts are responsible for manually screening applicants against minimum qualifications before forwarding eligible candidates to departments for interview consideration. Staff noted that this process can be time-intensive for high-volume recruitments and can create tension between HR and the departments they support. HR is responsible for screen applicants against the minimum qualifications listed in the job posting or classification specification. Multiple interviewees reported the experience of having well-qualified candidates screened out by HR. This may be due to either the department having an unclear understanding of the minimum qualifications or HR misinterpreting the minimum qualifications. Department representatives expressed a desire for greater visibility into why applicants were determined eligible or ineligible, particularly when applicants had related experience that did not clearly match the stated minimum qualifications.
- **Department and HR Coordination and Communication:** Departments are generally responsible for scheduling interviews and communicating with candidates after LOEs are issued; however, updates regarding interview status, delays, or candidate selections are not always consistently communicated back to HR. As a result, HR may have limited visibility into where recruitments are within the process, making it more difficult to provide consistent visibility into recruitment status across stakeholders. Departments also expressed a desire for greater visibility into recruitment timelines and status updates throughout the last two stages of the process.
- **Workflow Ownership and Concurrent Activities:** Several recruitment activities across the last two phases of the recruitment process are intended to occur concurrently, including onboarding coordination, salary approvals, background checks, drug testing, position reclassification, and IT access preparation. According to leadership, although Finance provides the budgeted salary during the job opening approval process and HR provides departments with a salary compensation analysis when the LOE is released, these activities still require coordination among HR, Finance, and hiring departments. Staff noted that when responsibilities are not clearly understood or consistently communicated, additional follow-up and coordination are often required to move recruitments forward. For example, HR staff described situations where onboarding forms, IT access requests, or salary-related approvals were completed or submitted with incomplete information by department leadership instead of administrative managers,

⁵ NEOGOV, *2020 Time-to-Hire Report* (El Segundo, CA: NEOGOV, 2020), accessed May 15, 2026, <https://www.neogov.com/hubfs/NEOGOV-Time-to-Hire-Report.pdf>.

requiring additional clarification and delaying portions of the onboarding or hiring process. Leadership also noted that when hiring recommendations exceed the budgeted salary for a position, additional analysis, approvals, and funding documentation may be required, which can extend portions of the recruitment process.

- **Reference Checks:** Staff noted that reference check practices vary across departments, and HR reported that some reference checks provide limited or inconsistent information, reducing the effectiveness and consistency of this portion of the hiring process. HR is currently evaluating the use of a third-party vendor to support more standardized reference check processes.
- **Specialized Recruitment Processes:** Certain recruitments involve additional workflow complexity that requires coordination of specialized hiring requirements. Police recruitments, for example, include department-managed background investigations and additional screening activities that exceed the City's standard hiring process for non-public safety positions—including extensive background investigations, review of criminal and traffic history, psychological evaluations, chief interviews, and other public safety screening requirements. Police staff noted that recruiting for sworn positions is highly competitive and expressed concern that delays occurring after completion of background investigations may increase the risk of losing qualified candidates to competing agencies with faster hiring processes. Although opportunities exist to improve coordination and communication throughout portions of the process, the department's average time-to-fill of approximately 43 days indicates that many police recruitments are progressing efficiently despite the additional complexity associated with law enforcement hiring⁶.
- **External Dependencies:** Staff identified drug-testing coordination and result processing as a challenge affecting some safety-position recruitments. Staff reported that vendor turnaround times and manual result-processing activities can occasionally extend portions of the hiring process and delay candidate start dates after a hiring decision has already been made.

Strengthening these areas could help improve workflow consistency, reduce administrative follow-up, and support clearer coordination between HR, departments, and other stakeholders throughout the recruitment process.

Recommendation

To improve consistency and coordination throughout the recruitment process, the City should finalize and formalize its recruitment workflow documentation (see [Appendix A](#)) by incorporating pending revisions, reflecting process changes implemented since December 2024, and clearly defining ownership, communication requirements, expected timelines, and accountability for each major phase of the recruitment process. It will be especially important to focus on the last two phases of the recruitment work that take place once a candidate is selected.

The finalized workflow should identify:

- The primary owner of each recruitment activity
- Required communications and handoffs between HR, departments, Finance, onboarding staff, and other stakeholders

⁶ International Association of Chiefs of Police, *The State of Recruitment & Retention: A Continuing Crisis for Policing – 2024 Survey Results* (Alexandria, VA: International Association of Chiefs of Police, 2025), accessed May 15, 2026, https://www.theiacp.org/sites/default/files/2025-06/IACP_2024%20Recruitment%20%26%20Retention%20Survey%20Results_2.pdf

- Expected turnaround times for key process steps
- Escalation procedures when recruitment activities exceed established timelines

Once finalized, workflow expectations should be incorporated into recruitment training and onboarding materials to help ensure departments consistently understand their responsibilities, communication requirements, and timeline expectations throughout the hiring process. Where feasible, the City should also evaluate opportunities to improve visibility into workflow status through existing Munis functionality (see [Munis System Limitations](#))

For specialized recruitment processes, including Police and other safety-sensitive positions, HR and department leadership should establish documented timeline expectations for major recruitment milestones, including background investigations, pre-employment screening activities, and final hiring decisions. HR and department leadership should also meet periodically (e.g., quarterly) to review recruitment performance metrics, discuss recurring bottlenecks, and identify opportunities for process improvement. Metrics reviewed could include time-to-fill, vacancy levels, recruitment volume, background investigation timelines, candidate withdrawals, and other department-specific performance indicators.

Finally, the City should continue evaluating opportunities to standardize activities that currently vary across departments, such as reference checks, recruitment status updates, and candidate communications, to support a more consistent experience for departments, applicants, and HR staff, while continuing to monitor recruitment performance metrics to identify bottlenecks and opportunities for improvement.

D. Munis System Limitations

4. Observation	Recruitment workflows within Munis, the City's Human Resources Information System (HRIS), are not optimized or consistently used across HR and departments, resulting in manual workarounds, limited workflow visibility, and additional coordination outside the system that contributes to communication gaps and recruitment bottlenecks.
Recommendation	Continue coordinating between HR, IT, and the Munis system vendor to evaluate opportunities to better utilize existing Munis functionality and implement enhancements.

Effective recruitment IT systems should support standardized workflows, process visibility, consistent communication, and efficient tracking of recruitment activities across stakeholders involved in the hiring process. Munis serves as the City's primary system for managing recruitment activities, including job postings, applicant tracking, workflow approvals, onboarding coordination, and recruitment documentation.

While Munis is an industry standard system and supports the City's core recruitment processes, staff described several operational challenges associated with day-to-day system use. Recruitment activities often require additional manual tracking, email coordination, and follow-up outside the system to monitor recruitment status, communicate updates, and ensure workflows continue progressing between HR and departments. Visibility into recruitment status and pending actions can

also vary depending on where a recruitment is within the process and which department or stakeholder is responsible for the next step.

Familiarity with available Munis functionality also varies across departments and users, contributing to inconsistent workflow practices and increased reliance on HR analysts for troubleshooting and system support. In some cases, departments use external spreadsheets, email tracking, or other manual processes to supplement recruitment workflows and reporting activities.

Several examples of underutilized system functionality were identified during interviews. For example, HR staff noted that Munis includes functionality for automated applicant notifications, knockout screening questions, document routing, and workflow tracking that could help reduce manual communication, improve applicant visibility, and streamline portions of the screening and onboarding process. Recruitment metrics and time-to-fill reporting are also tracked partially outside the system because existing reporting functionality is not consistently utilized or may not fully meet operational needs.

Staff also described applicant-facing challenges associated with the current use of Munis. Applicants reportedly often have significant trouble creating accounts, uploading required documentation, resetting passwords, or understanding how information should be entered into the application system. HR staff noted that applicants frequently contact HR directly for assistance completing applications or resolving system-related issues, and analysts often manually assist applicants or upload documentation on the backend to help candidates complete the process, which can increase staff workload. Staff also noted that limited workflow visibility and inconsistent communication throughout portions of the hiring process can create confusion for applicants regarding recruitment status, next steps, or points of contact.

To address these issues, leadership noted that HR is currently coordinating with IT to evaluate enhancements to the applicant portal and other applicant-facing functionality within Munis intended to improve usability and reduce the need for manual applicant support.

Collectively, these challenges contribute to inconsistent workflow execution, additional administrative effort, and reduced visibility into recruitment activities across departments.

Recommendation

To improve workflow visibility, system utilization, and applicant experience throughout the recruitment process, the City should continue coordinating between HR, IT, and the Munis system vendor to evaluate opportunities to better utilize existing Munis functionality and implement enhancements to applicant-facing tools and workflows where feasible.

These efforts should focus on reducing manual tracking and communication outside the system, improving visibility into recruitment status and workflow ownership, expanding use of automated functionality where feasible, and improving the usability and transparency of applicant-facing recruitment activities.

Given current HR and IT workload demands, the City should prioritize enhancements that provide the greatest operational benefit, including applicant-facing functionality, workflow visibility, automated communications, and recruitment reporting. HR noted that the City recently approved a dedicated HRIS Manager position, with recruitment expected to begin in the new fiscal year. This position

should provide additional capacity to support system administration, evaluate underutilized Munis functionality, coordinate with IT and the vendor, and advance many of the system enhancements identified. Change Management

5. Observation	HR analyst department reassignments were implemented without clear transition planning, communication, or knowledge transfer practices, creating temporary confusion regarding roles, responsibilities, and department points of contact.
Recommendation	To improve continuity and reduce disruption during future analyst reassignments or similar staffing transitions within the recruitment function, the City should establish a more structured transition process.

Effective transition planning and change management practices help organizations maintain continuity when responsibilities, assignments, or operational processes change. These practices typically include advance communication, clearly defined transition plans, documented knowledge transfer, and clearly communicated points of contact to minimize disruption during implementation.⁷

In January 2026, HR reassigned departmental analyst portfolios to promote cross-training and broaden analyst familiarity with different departments, operational workflows, and the multiple collective bargaining agreements that govern recruitment, staffing, promotional, and personnel practices across the City. The reassignment affected analyst portfolios supporting multiple operational departments and bargaining units across the City, including large departments such as Fire, Police, Public Utilities, and Public Works.

While HR staff reported generally understanding and supporting the goals of the reassignment, staff and departments reported that the transition occurred relatively quickly and without a formal communication or transition plan. Staff noted there was limited time to transfer ongoing recruitment activities, communicate department-specific processes, or formally transition established department relationships before new assignments became effective. Departments also described uncertainty regarding updated points of contact and communication expectations following the reassignment and, in some cases, continued reaching out to prior analysts for support during the transition period.

Staff further noted that analysts were simultaneously learning new departmental operations and bargaining agreement requirements while continuing to assist former departments during the transition. Several staff noted that although the reassignment was intended to support long-term cross-training and operational resiliency, the lack of a more structured transition process created temporary communication challenges, confusion regarding responsibilities, and additional coordination efforts for both HR staff and departments.

Although staff generally supported the long-term goals of expanding cross-training and operational flexibility, the reassignment highlighted the importance of structured transition planning and communication practices when reassigning recruitment responsibilities. More formalized transition

⁷ Forbes Human Resources Council, "19 Best Practices for Change Management Success," *Forbes*, April 11, 2024, <https://www.forbes.com/councils/forbeshumanresourcescouncil/2024/04/11/19-best-practices-for-change-management-success/>.

procedures and clearer communication expectations could help reduce disruption, improve continuity of service, and support smoother implementation of future analyst transitions.

Recommendation

To improve continuity and reduce disruption during future analyst reassignments, the City should establish a more structured transition process that includes advance communication, defined handoff procedures, knowledge transfer expectations, and clearly communicated department points of contact.

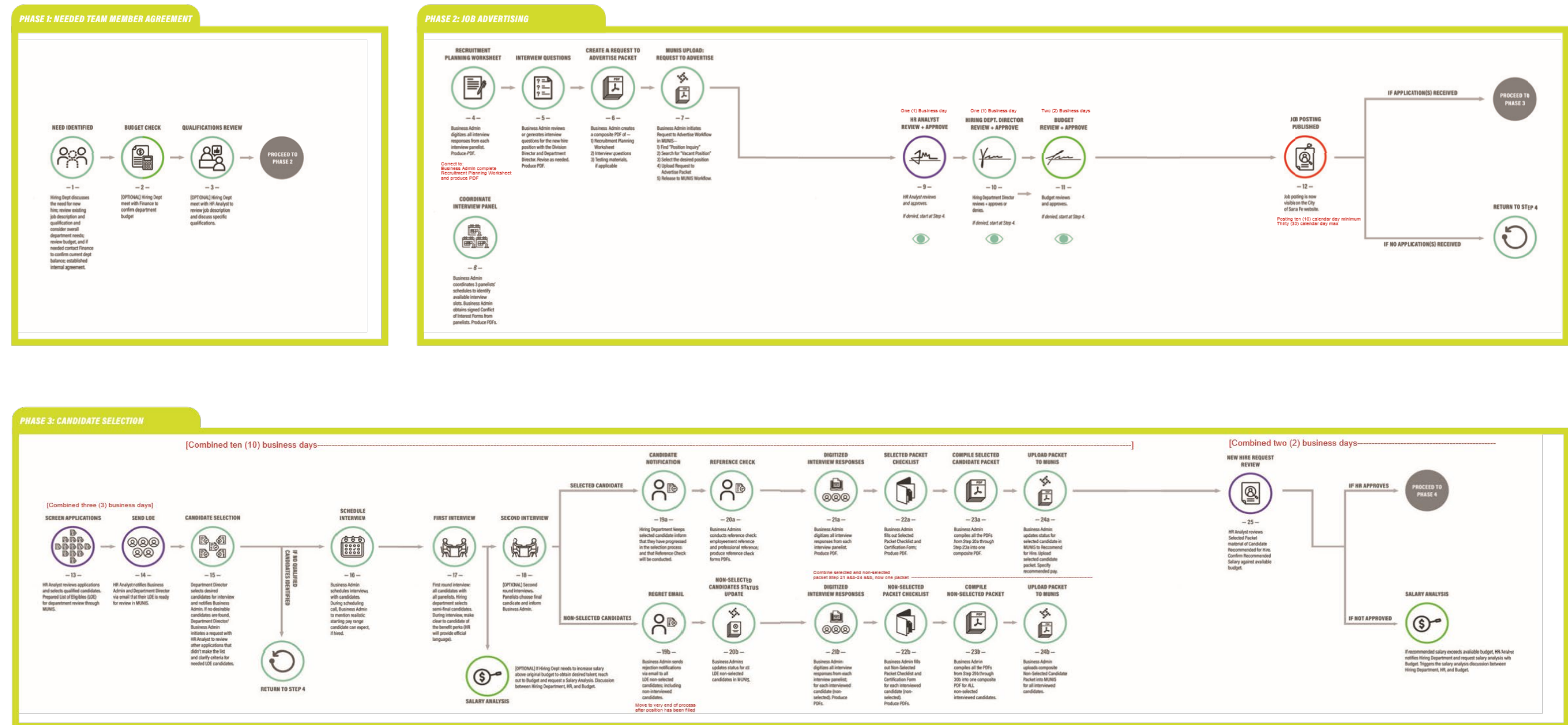
At a minimum, future analyst transitions should include:

- Documented transfer of active recruitments and pending actions
- Department-specific knowledge transfer related to workflows, bargaining agreements, and key contacts.
- Communication to departments regarding new analyst assignments and transition timelines
- Follow-up meetings with affected departments to identify and address transition issues

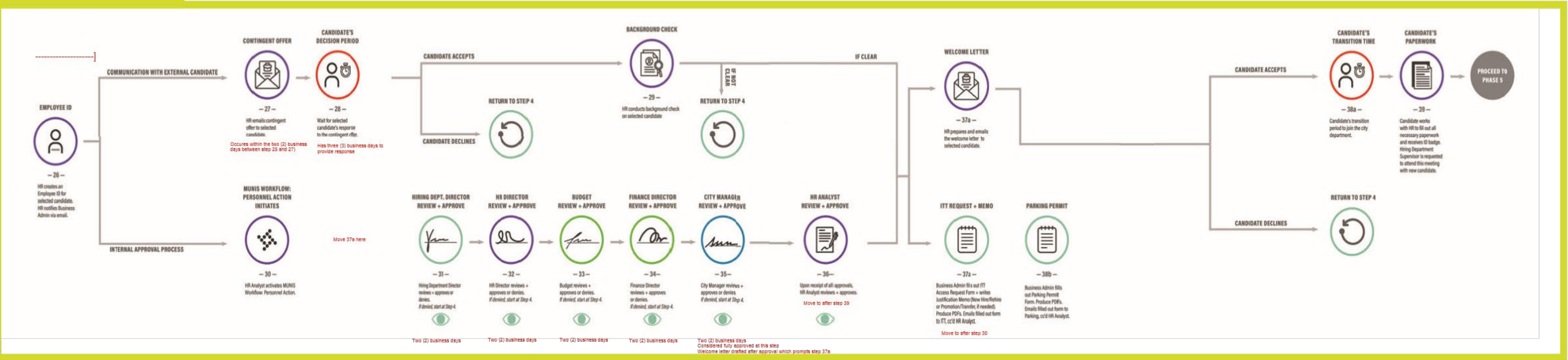
While the January 2026 reassignment was intended to strengthen cross-training and operational flexibility, implementing a more structured transition approach could help preserve continuity of service, reduce confusion, support smoother analyst transitions, reduce reliance on informal knowledge transfer, and improve continuity of recruitment support provided to departments.

Appendix A: Recruitment Process Workflow

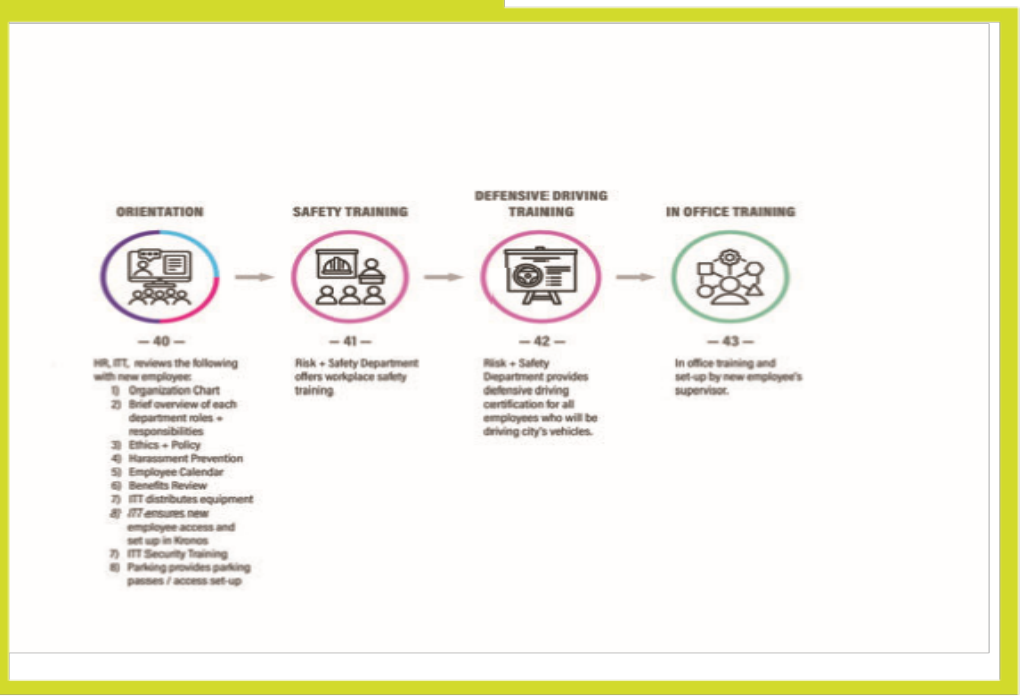
The City has developed a draft recruitment process flowchart that outlines the steps in the process. The recruitment process is divided into five key phases: Needed Team Member Engagement, Job Advertising, Candidate Selection, Job Offer and Negotiation, and Onboarding. Detailed steps for each phase are illustrated below.



PHASE 4: JOB OFFER + NEGOTIATION



PHASE 5: ONBOARDING



NEW HIRING WORKFLOW

BEACON TEAM RECOMMENDED REFINEMENT | DECEMBER 2024

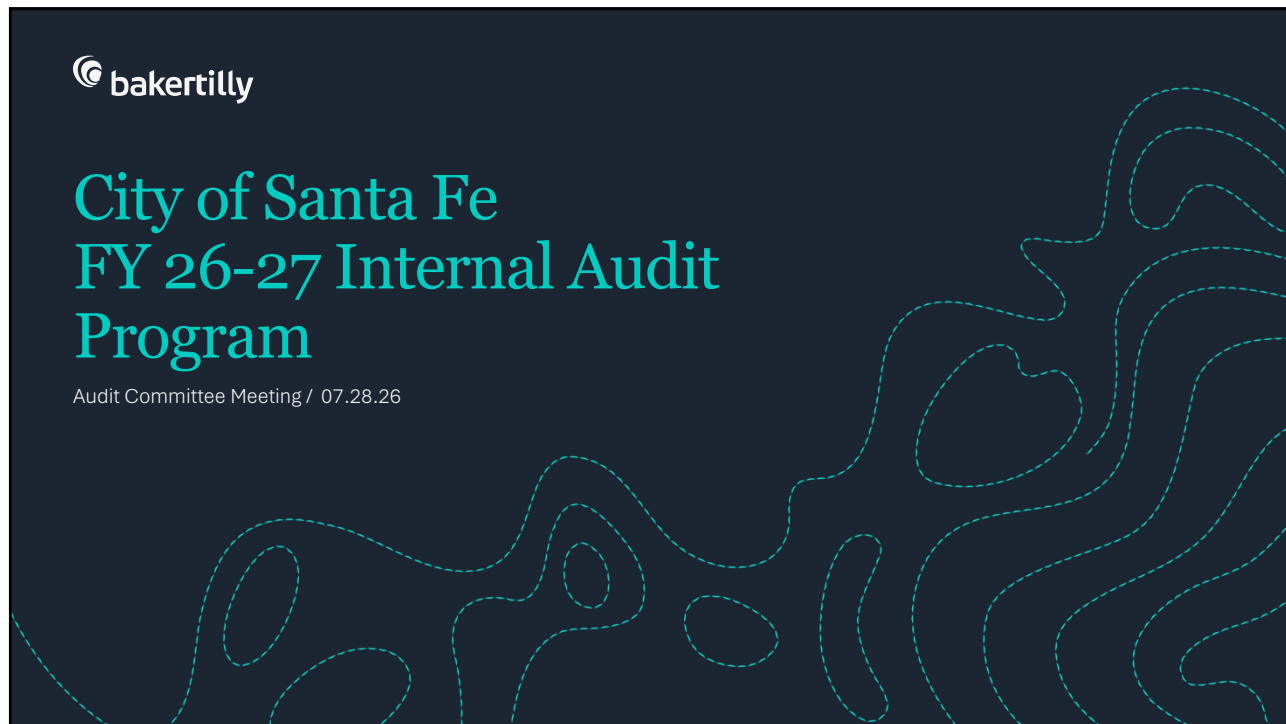
Appendix B: Time to Fill Analysis

The following table summarizes recruitment timeline data provided by the City for FY 2025. For purposes of the City's reporting, time-to-fill is measured from the date a recruitment closes to the date the City Manager approves the personnel action. This definition differs from the broader "time-to-hire" metric referenced in national benchmarking sources and should be considered when comparing results.

The analysis includes average, shortest, and longest time-to-fill metrics by department and was used to identify recruitment trends and variations in hiring timelines across the organization. While time-to-fill is one indicator of recruitment performance, timelines can vary based on position type, hiring complexity, departmental needs, and other operational factors.

DEPARTMENT	AVERAGE TIME TO FILL POSITION (DAYS)	QUICKEST TIME TO FILL (DAYS)	LONGEST TIME TO FILL (DAYS)
Citywide	37	12	153
Community Development	36	20	59
Community Engagement	35	26	58
Community Health & Safety	30	12	74
Finance	34	13	59
Fire	32	15	59
Police	43	18	75
General Government	26	15	38
Human Resources	20	15	31
Information Technology & Telecommunications	40	20	59
Public Utilities	48	21	153
Public Works	40	13	107





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Internal Audit Overview

- The City retained Baker Tilly to serve as the designated Internal Auditor and conduct projects focusing on:
 - Risks
 - Internal controls
 - Efficiency and effectiveness
 - Best practices
 - Compliance
- Work is being completed under appropriate industry standards (IIA, GAGAS, AICPA)

2 Audit Committee Meeting / 07.28.26



2

Internal Audit Program Components



3 Audit Committee Meeting / 07.28.26

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3

Recommended Internal Audit Projects

1. Grants Management Operational Review: Assess the City's grant management function to identify opportunities for improvement (16 weeks, \$40,000)
2. Cash Management Internal Audit: Assess the City's internal controls over cash handling, management and reporting. Specific focus will be placed on the varying POS systems used and the related manual integrations required to Tyler MUNIS. (12-16 weeks, \$35,000)
3. Capital Improvement Program (CIP) Assessment: Evaluate current informal processes, project request lists, funding gaps, and department-level planning. Develop a scalable framework to support city-wide CIP planning, preventive maintenance analysis, bonding decisions, thresholds, and consistent decision-making (12-16 weeks, \$38,000)
4. Follow-up on Open Internal Audit Findings and Recommendations: Follow up on previous findings from past internal audits (Ongoing – appr. 2 times in FY, \$25,000)

4 Audit Committee Meeting / 07.28.26

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4

Recommended Internal Audit Projects (cont.)

- 5. Policy and Procedure Support (as needed, \$15,000)
- 6. Ongoing Internal Audit Services: Attend Audit Committee and Council meetings, prepare status reports, and manage internal audit program. (Ongoing, \$22,000)

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Thank you.

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