

ITEMS FOR COUNCIL DISCUSSION

DATE:

March 15, 2016

TITLE:

WORK SESSION DISCUSSION

DISCUSSION:

Items for discussion at your March 15, 2016 Work Session will include the following:

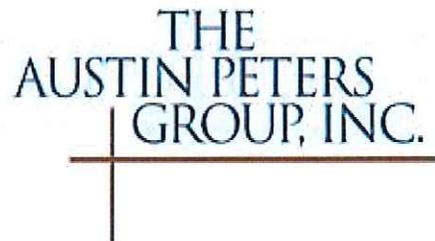
- A. The Austin Peters Group, Inc. will have a representative attend the meeting presenting their proposals on city administrator search and re-writing personnel policies.

Respectfully submitted,

Tom Naasz,
Mayor



Request for Qualifications



OVERLAND PARK, KS OFFICE: P.O. Box 27196, Overland Park, KS 66225 Phone: (913) 851-7530
FORT COLLINS, CO OFFICE: 4809 Prairie Vista Drive, Fort Collins, CO 80526 Phone: (970) 266-8724
Fax: (913) 851-7529

February 9, 2016

Name: Katie Schroeder
Company name: City of Beloit, Kansas
Email: schroederlaw@nckcn.com
Phone Number: 785-534-1290

Dear Ms. Schroeder:

You recently requested cost estimates for a salary and wage study, handbook update. We provide a wide range of human resource support and would be glad to assist the City of Beloit.

Below is a breakdown of specific human resource issues most needed by local government:

- Job Description Review-- \$90/per job description revision or review.
- Market Analysis of City positions -- \$3,000 to include surveying or collecting data from other cities, counties, and local competitors.
- Full pay plan review and revisions looking at all positions -- \$315 per position (including market analysis, but not including job description revisions or changes). Travel would be an additional \$1,000 for two site visits and would be billed separately. A compensation and salary study would take approximately 16 weeks depending on the start date of the governing body.
- Personnel policy review and rewrite -- \$3,000.
- Strategic planning with your governing body -- \$2,500-\$4,500.
- Facilitated training of supervisors -- \$1,200/day on site plus travel.
- Training of supervisors self-paced modules (Leadership and Teamwork, Communication, Diversity at Work, Customer Services, Interviewing, Performance Review and Appraisal, Discipline and Corrective Action, Coaching and Feedback, Employee Motivation \$200/module unlimited use).
- Hourly projects -- \$90/hour.

We have an extensive background in working with city and county government, elected officials, and public sector employees in these type of projects. Our depth of experience with other cities and counties of similar size will be a plus in this proposal. This is not a

formal cost estimate, rather a submission of standard prices and qualifications for budget planning. We look forward to talking with you to discuss a formal proposal.

Sincerely,

Rebecca G. Crowder, President
Elizabeth Tatarko, Vice President
P.O. Box 27196
Overland Park, Kansas 66225
Ph (913) 851-7530
Fax (913) 851-7529
bcrowder@austinpeters.com
www.austinpeters.com

I. Previous Experience

Previous Experience

The Austin Peters Group, Inc. (APG) is a corporation established in 1998. The company is incorporated in the state of Kansas. It is a privately owned, certified Women Business Enterprise (WBE). APG is co-owned by Rebecca Crowder, President, and Elizabeth Tatarko, Vice-President.

A small company based in Overland Park, Kansas, The Austin Peters Group combines the experience and energy to provide high-quality, tailored products that meet the demands of our customers. The firm prides itself in being highly responsive to its client needs.

The Austin Peters Group has completed projects for nearly **100 local governments**. We have been assisting local governments since 1998.

Experience - Project Manager and Team

The following is an overview of our project team which includes qualifications, education, professional registrations and areas and years of service in the respective field.

Rebecca Crowder, Masters in Public Administration, SPHR— President

The founder and President of The Austin Peters Group, Inc., has more than 25 years of local government management experience. Rebecca has provided management assistance to nearly 200 local government clients on a variety of management issues. She has researched and authored more than 100 studies. Rebecca has organized and led training programs for over 5,000 participants on issues such as diversity awareness, human resource management, team building, budget and finance, role of boards, goal setting and strategic planning. Past positions -- Human Resource/Administrative Services Director—Merriam, Kansas; Management Consultant—University of Tennessee Municipal Technical Advisory Service; Management Assistant—Janesville, Wisconsin;

Budget Analyst—Johnson County, Kansas

Rebecca’s extensive local government experience has touched all local service areas, including: police, fire, public works, engineering, library, mental retardation services, administration, county elected officials, courts and juvenile justice, and more. She holds a Bachelor of Arts in Political Science from Kansas State University and a Master of Public Administration from the University of Missouri at Columbia. Former National Society for Human Resource Certification instructor for four years at Washburn University, teaching the compensation and classification certification (among others). Rebecca has led all projects listed in experience statement. Professional Memberships and Certifications: ICMA, SHRM, DDI Trainer, Zenger Miller Trainer.

Project Responsibility: Project Manager responsible for oversight and detailed involvement of entire project.

Elizabeth Tatarko, Masters in Urban Planning—Vice President

Elizabeth has served local and state government—as well as non-profit organizations—for more than 25 years. Prior to joining The Austin Peters Group, she was the Assistant Director of the Kansas Center for Rural Initiatives at Kansas State University.

Elizabeth has provided technical assistance to more than 200 local, regional, and state organizations. She provides expertise in -- Evaluation and survey design; Community and economic development; Citizen involvement; Community participation; Conflict resolution; Focus groups; and Strategic planning.

Over the past several years, Elizabeth has co-authored nearly all of the studies undertaken by The Austin Peters Group, Inc. local government and worked directly with nearly all of Austin Peters Group, Inc. 80 local government clients, and worked with more than 20 communities in citizen attitude survey research, focus group research, and individual interviews. She has also served as a program evaluator for university and state government programs.

Elizabeth has served as an organizer and leader for training programs that have reached more than 5,000 persons. She received specialized training in conducting focus groups from the University of Minnesota under the guidance of Dr. Richard Krueger, the national leader in this field. She holds a Bachelor of Science in Political Science and a Master of Science in Regional and Community Planning from Kansas State University.

Elizabeth was the Project Manager for Johnson County’s Performance Evaluation

program involving more than 3,000 employees. She also served as co-project manager for the Ford County Organizational Assessment. Professional Memberships and Certifications: APA, Myers Briggs Type Indicator, DDI Trainer, Center for Creative Leadership graduate, Focus Group Facilitator University of Minnesota. Training and experience includes all major projects in partial list below.

Project Responsibility: Co-Project Manager, responsible for oversight and detailed involvement of entire project.

Marla Flentje, Masters in Public Administration—Senior Consultant

Marla has over 20 years' experience in consulting, facilitating, and teaching professional development programs for state, local, and community organizations. For several years, she has organized the annual Kansas Association of Counties compensation survey with 105 counties.

Marla has served as director for a state university-based unit that provides research, support, and technical assistance to local governments. She holds a Master's degree in Public Administration from Wichita State University. Marla was instrumental in the facilitation of Johnson County's performance evaluation program. Professional Memberships and Certifications include ICMA and Conflict Resolution and Management.

Project Responsibility: Facilitation, department interviews.

References

Lunda Asmani, Assistant City Administrator

City of Newton
201 East Sixth, P.O. Box 426
Newton, KS 67114
316-284-6019
Lasmani@cityofnewtonkansas.com

Scope: Classification and Compensation project, market survey, job description revisions, 150 positions for the 211 employees.

Ms. Rita Ramirez, Assistant City Administrator

City of LaVista
8116 Park View Boulevard
La Vista, NE 68128

(402) 331-4343
RRamirez@cityoflavista.org

Scope: Classification and Compensation project, market survey, job description revisions, performance evaluation implementation for 48 positions

Randy Partington, County Administrator

Finney County
311 North 9th Street
Garden City, KS 67846
620-272-3506
rpartington@finneycounty.org

Scope: Classification and Compensation project, market survey, job description revisions, FLSA review, performance evaluation implementation for 154 positions and 327 employees

Sarah Plinsky, Assistant County Administrator

Douglas County
1100 Massachusetts St.
Lawrence, KS 66044
785-832-5329
splinsky@douglas-county.com

Scope: Classification and Compensation project, market survey, job description revisions, FLSA review for 153 positions, 375 employees

Partial List of Clients

The Austin Peters Group has completed projects for nearly **100 local governments**. We have been assisting local governments since 1998.

Below is a partial list of clients, and more specific information is available upon request, private sector clients are not listed.

City of Bonner Springs, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

City of Hesston, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

City of Iowa City, Iowa

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions, along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

City of Larned, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the

market. This project was conducted with all full-time employees.

City of La Vista, Nebraska

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

City of Newton, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

City of Spring Hill, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

Flint Hills Services

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

Butler County, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the

market. This project was conducted with all full-time employees.

Geary County, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

Harvey County, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

Rice County, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the market. This project was conducted with all full-time employees.

Riley County, Kansas

This project was conducted with all full-time employees. A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. The classification and compensation study was accomplished in coordination with the job description revision. The salary and benefit survey was conducted for an external review of the market.

Pottawatomie County, Kansas

A revision of job descriptions was conducted for a more thorough review of Americans with Disabilities Act functions along with more accurate descriptions. A classification and compensation study was accomplished in coordination with the job description revision. A salary and benefit survey was conducted for an external review of the

market. This project was conducted with all full-time employees.

Johnson County, Kansas

System-wide implementation of performance evaluation system for more than 4,000 employees.

City of La Vista, Nebraska

After the City adopted a pay study and had their strategic plan updated by the consulting team, the team developed low-cost solutions to their pay-for-performance system.

City of North Liberty, Iowa

After the City adopted a pay structure, the consulting team guided implementation of a pay-for performance system that has customizable performance factors.

Flint Hills Services

After the organization adopted a pay structure, the consulting team guided implementation of a pay for performance system that has customizable performance factors.

Rice County

After the County adopted a pay structure, the consulting team guided implementation of a pay-for-performance system that has customizable performance factors.

City of Bonner Springs, Kansas

After the City adopted a pay structure, the consulting team guided the implementation of a pay-for-performance system that has customizable performance factors.

Sprint—Worldwide

Three consultants have been involved in design, implementation, and training for Sprint's performance evaluation.

US Army, Navy, Marines

Two consultants have been involved in design and delivery of specific training for performance evaluation.

Products and Services

Management Recruitment and Development

Executive and managerial recruitment and selection
Team building
Strategic planning
Performance evaluation
Human resource management
Organizational climate surveys
Program evaluation
Facilitation

Compensation and Benefits

Compensation and benefit studies and solutions
Job evaluation
Market analysis

General Employment

Compliance with federal employment law
Employee handbooks
Job descriptions
Employment mediation
Third party investigation
Sexual harassment training
Interviewing techniques
Conducting background checks

Leadership Development

Achieve global products
Myers Briggs Type Indicator
Communication styles

Conflict resolution
Supervisory training
Employee development planning

Affirmative Action Planning

Affirmative action planning
Compensation analysis
Equal opportunity surveys
Quarterly management reports
Recruitment and placement support
Diversity and sensitivity training



**Proposal Prepared for
City of Beloit, Kansas
Services for City Administrator Recruitment
February 15, 2016**

**THE
AUSTIN PETERS
GROUP, INC.**

Rebecca G. Crowder, President
Elizabeth Tatarko, Vice President
P.O. Box 27196
Overland Park, Kansas 66225
Ph (913) 851-7530
Fax (913) 851-7529
bcrowder@austinpeters.com
www.austinpeters.com

Proposal prepared by:
Marla Flentje
Senior Consultant
Ph (316) 250-1344
mflentje@austinpeters.com



Dear Mayor and Councilmen:

We are pleased to offer this proposal for providing executive recruitment services to assist with your upcoming City Administrator recruitment. This proposal represents the full array of services to assist you at each step in a good recruitment process. Depending on your interest in the level and nature of stakeholder involvement, we can most certainly customize our proposal to meet your specific needs.

We are a general human resource management consulting firm with private, public and nonprofit sector clients. Local government executive recruitment is one of our specialties, and we have extensive and seasoned experience in this work in the Midwest. We are uniquely qualified to serve local government clients:

- **We understand local government and the needs of elected officials.** Our associates have worked in local government and have advanced public administration education credentials. Our associates have worked in numerous projects with hundreds of local elected officials. Another of our associates has served in local elected office.
- **We understand the local government management profession and what is important to the most qualified candidates.** Together our associates have nearly fifty years of experience working with those in the profession. One member of our team worked directly with city and county managers to provide professional development programs at Wichita State University.
- **Our sole focus is on the interests of the governing body.** We are not a head hunting firm and do not represent those seeking local government management positions. Our advice reflects an understanding that our only client is the governing body.
- **We have a proven, hands-on recruitment process** – deliberative, merit driven and inclusive of governing body members and if preferred, advice from key stakeholders. We customize each recruitment process to the needs of our client, rather than a generic “one size fits all” approach.
- **We provide exceptional facilitation skills.** We are experienced in group facilitation, and understand the value of establishing agreement among Commissioners at each recruitment stage. That none of our governing body clients have ever had a split vote on selection of an Administrator is a source of pride for us.
- **We offer reasonably-priced fees in comparison to similar firms,** combined with frequent in-person consultation. We do not “phone in” our services.

We also welcome the opportunity to meet with you in person. Ms. Rebecca Crowder, our firm’s president will be able to speak with you about our approach and answer your questions.

Sincerely,

Marla Flentje

Marla Flentje
Senior Consultant

I. Firm Qualifications

Description of Firm

The Austin Peters Group, a small Kansas-based company, brings together experience and energy under the name of Austin Peters. Rebecca Crowder, President of Austin Peters, founded the organization with the commitment that this small company will provide high-quality, tailored products to meet the demands of public, private and nonprofit sector customers. According to Rebecca, *“I was frustrated with the lack of personal attention I received from large consulting companies, and the products were generic. I wanted to change the quality of services available, particularly to the nonprofit and public sectors, so The Austin Peters Group was born.”*

The Austin Peters Group is a Kansas-based general human resource management consulting firm with a Women Business Enterprise (WBE) designation under the Small Business Administration’s certification program. The firm was formally incorporated June 24, 1998. The founders of The Austin Peters Group, Rebecca Crowder and Elizabeth Tatarko, have over forty years of collective experience in human resource management, grant writing and program evaluation, executive recruitment, strategic planning, leadership and professional development instruction, board governance, community and organizational development and affirmative action planning. The firm’s clients are equally divided among private, nonprofit and government organizations.

Resumes of Project Consultants

Marla Flentje, lead project consultant, has been Senior Consultant for the Austin Peters Group for seven years and has a nearly 25-year career in public service, much of it in providing services to local governments and nonprofit agencies. From 1998-2005 she served as education director for the Kansas Association of Counties where her responsibility was to provide teaching, consulting and education management services for elected and appointed persons who serve Kansas counties. During her tenure, she worked closely with the Kansas County Commissioners Association to establish its Leadership Academy (continuing education program for county commissioners) and facilitated development of the organization’s Code of Ethics.

Flentje also served in the Hugo Wall School of Urban and Public Affairs at Wichita State University for thirteen years, most recently as Associate Director for Government and Community Services where she worked on numerous projects with local governments in the region. In addition, she has significant experience in executive searches, strategic planning, facilitation and mediation. She has also served on the faculty for the Training Institute for the National League of Cities. Flentje has a masters degree in public administration from Wichita State University.

Flentje gained experience in executive recruitment at the Hugo Wall School where she assisted municipalities with the recruitment of City Managers and Administrators in the region. At the Kansas Association of Counties, she advised boards of county commissioners on executive recruitment matters. In the past eight years, she has been involved in executive recruitment projects with over 20 cities, counties and nonprofit organizations in the Midwest.

Elizabeth Tatarko, Vice-President, has served local and state government—as well as nonprofit organizations—for more than 25 years. Prior to joining The Austin Peters Group, she was the Assistant Director of the Kansas Center for Rural Initiatives at Kansas State University. She has provided technical assistance to more than 300 municipal, regional, and state organizations. She provides expertise in leadership and management development; employment recruitment; compensation and salary research; evaluation and survey design; community and economic development; citizen involvement; community participation; conflict resolution; focus groups; and strategic planning.

Over the past several years, Tatarko has co-authored nearly all of the studies undertaken by The Austin Peters Group for local governments, worked directly with nearly all of APG's 100 local government clients, and worked with more than 20 communities in citizen attitude survey research, focus group research, organizational assessments, and pay/classification studies.

Tatarko has served as an organizer and leader for leadership and management training programs that have reached more than 5,000 persons. She holds a Bachelor of Science in Political Science and a Master of Science in Regional and Community Planning from Kansas State University.

Tatarko was the Project Manager for a Performance Evaluation program for Johnson County, Kansas involving more than 3,000 employees. She also served as co-project manager for the Ford County Organizational Assessment. Professional Memberships and Certifications are: SHRM, APA, Myers Briggs Type Indicator, DDI Trainer, Center for Creative Leadership graduate, and Focus Group Facilitator at the University of Minnesota.

Rebecca Crowder, SPHR, is president of The Austin Peters Group since 1998 and has more than twenty years of local government management experience, including public finance, and nearly ten years of senior level consulting in human resources. Her former positions include Human Resource/Administrative Services Director for the City of Merriam; professional staff at the Municipal Technical Advisory Service at the University of Tennessee; Management Assistant at the City of Janesville, Wisconsin, and Budget Analyst for Johnson City, Kansas.

Crowder has organized and led training programs on a variety of subjects including recruitment and interviewing, compensation and benefits, sexual harassment, human resource law, team building, budget and finance, goal setting and strategic planning. During her career, she has acquired expertise in management recruitment, interviewing, selection and compensation, and legal issues in human resource management.

Crowder is Adjunct Professor at Washburn University, where she teaches courses for designation in human resource management for the Society for Human Resources. She holds many certifications including the Society for Human Resources, Diversity Trainer and Achieve Global, Conflict Resolution and Working Together. She has an undergraduate degree in political science and a masters degree in public administration from the University of Missouri. She has been involved in executive recruitment projects with more than 20 cities, counties and nonprofit organizations in

the Midwest.

Additional Firm Qualifications

The resources of our firm are sufficient to complete the recruitment and perform the services selected by the City in a timely fashion and without delays from our firm. The only service we sub-contract is graphic design for an on-line Recruitment Profile brochure. In addition to the extensive recruitment experience and expertise of our consulting team, our firm's resources also include:

- A broad network of professional local government managers in the Midwest
- Affiliate membership in the International Association of City/County Management Association
- Many years of experience in developing and delivering professional development programs to local government managers and other employees
- Expertise in all aspects of human resource management including up-to-date employment law (signified from certification by the Society for Human Resource Management)
- Over seventy years of combined experience working with hundreds of municipal elected officials on a broad array of projects related to executive recruitment, other human resource management needs, strategic planning, governance training and facilitation, and employee training and leadership development.

What previous clients say about our executive recruitment services

"The success at the level we achieved would not have been possible without your firm's expert assistance. Accolades from the governing body for your service are unanimous. This is noteworthy considering it comes from a group that seldom holds a unanimous viewpoint on issues as important and complex as this [City Administrator recruitment]. Ms. Flentje's clients are well served by her and the Austin Peters Group." - The Honorable Mike McNown, Mayor of Valley Center, Kansas.

"After considering multiple bids from executive search firms, our governing body selected The Austin Peters Group. It proved to be a very wise choice. From the beginning, the consultants listened carefully to the wants, needs and concerns of the City Council, employees and citizens. Those ideas were considered throughout the process. Our experience was such a positive one that I can say confidently that we would not hesitate to hire your company again. – Honorable Dion Avella, Derby, Kansas Mayor

"The Austin Peters Group was a tremendous asset in recruitment of our new City Administrator. Ms. Flentje provided us with confidential and professional expertise, starting with a well thought out and prepared Recruitment Profile and ending with a great hire in our City Administrator. She involved and engaged the City Council in every step of the process. The Council and I highly recommend using The Austin Peters Group for your recruitment needs. We found that having [them] on our team was an investment, not an expense." -The Honorable Bob Dixson, Mayor of Greensburg, Kansas.

"The process used by your firm was much more effective [than City's previous recruitment.] Meetings were organized, the process was structured and results were markedly better. We moved

purposefully through a well-designed process and avoided pitfalls often associated with reaching a consensus on an important decision. In truth, the process actually served to make the governing body more cohesive. I can recommend to other communities without hesitation, the services of your firm. I can say, that if I ever need these services again, I will not hesitate to call you.” – The Honorable Quintin Robert, Mayor of Osage City

“It has been just over a month since the City Administrator has started.....we are certain he is a top pick for our City. I just want you to know if we need your services again, your company will be at the top of the list.” -The Honorable Gary Brown, Salem, Missouri

“As a Reno County Commissioner, I can give a strong recommendation to anyone considering using your company for their executive search process. Reno County used your firm in the summer of 2009 to assist in the hiring of a County Administrator, and we were very pleased with the responsiveness and knowledge of Marla Flentje. She was active in promoting our position to others, and I am convinced that several resumes were received due solely to her encouragement. The background checks were quite helpful, and we placed great confidence in Ms. Flentje’s assessment of each candidate’s suitability for the position.” –The Honorable Bradley Dillon, Reno County Commissioner

References

Kerri Felletti, Board Member and former President
South Central Kansas Economic Development District (SCKEDD)
Also Director, Cowley First
620-221-9951

Mike McNoun, former Mayor
Valley Center, Kansas
316-650-2541

The Honorable Terry Harper
Mayor of Neodesha, Kansas
620-288-9250

The Honorable Cecil Aska
Former Mayor, Junction City, Kansas
785-238-3103

The Honorable Brad Dillon, Commissioner
Reno County, Kansas
620-727-6758

Ed Truelove, City Administrator
Neodesha, Kansas
620-325-2481

II. Description of Proposed Services

Described below are the core services related to an executive recruitment:

A. Develop a candidate recruitment profile. The profile is the central document that drives the recruitment process. The approved profile represents the consensus of the governing body on its preferred candidate and is used to help the City put its “best foot forward” in marketing to the most qualified candidates. Getting the details right on the recruitment profile is of utmost importance. The four steps for profile development are:

a. Conduct stakeholder focus group (s). Focus group participants will be asked by our Recruitment Advisor a series of questions designed to elicit responses about qualifications and qualities that the governing body should seek in the next City Administrator. The format and questions will be approved by the City. A written report summarizing participant responses will be prepared for the Mayor and Council Members before their interviews in step b below. Focus group participants are selected by the City, and they may be either a representative group of City employees, community members or both.

b. Conduct on-site interviews with the Mayor and individual Council Members on the following:

- The desired qualifications and qualities of the City Administrator
- Community expectations and priorities in selection of the Administrator
- Immediate issues the Administrator will be expected to address
- Procedures and steps for candidate interviews
- Other expectations regarding the recruitment process
- Parameters of the compensation package

c. Prepare recruitment profile for governing body consideration and adoption. Based on information gathered from interviews, a recruitment profile with the following sections will be drafted for governing body review:

- Description of the community and detailed description of municipal organization
- Qualifications for the position of Administrator (minimum and preferred)
- Qualities desired for the position of Administrator
- Job description of City Administrator
- Major issues facing the City
- Recruitment timetable
- Parameters of compensation

d. Format and publish recruitment profile as an on-line brochure. The brochure will include attractive pictures of City facilities and the Beloit community (photos provided by the client), and will be formatted so it can be linked to the main page of the City’s website. Vacancy announcements will refer prospective candidates to this link. (Service is optional but recommended)

B. Recommend and Implement Position Marketing Strategies and Initiate Affirmative Contacts.

Our Recruitment Advisor will offer seasoned advice as to the professional and association-related job

boards preferable for marketing the position. We will advise that ad space be purchased sufficient to publish detail to effectively market the organization and community. We will prepare different versions of ad copy to meet the format requirements of chosen media outlets. Ad placement and payment are the responsibility of the City of Beloit which is a cost savings to the City, since the City can access these services for no or lower cost fees than our firm.

We will make extensive use of our consultants' networks of professional local government managers to identify current people in the profession who match the City's preferred candidate. We also will tap into the local government management network in Kansas and adjacent states for the same purpose. We will send the Recruitment Profile to these persons and follow up with personal phone calls to encourage their candidacies.

C. Receive, process and screen all resume-related materials. Our Advisor will receive all candidate resume material submissions, and in doing so, offer the City the following assurances:

- During the four-week period in which resumes are solicited, we will regularly update governing body members on the number and characteristics of resumes submitted.
- We will guarantee confidentiality of all candidate information and communication, sharing information only with elected officials and staff designated to participate in the recruitment.
- Our communication with all candidates who inquire about or submit a resume will be timely, professional and project a positive image of the City of Beloit.
- We will act solely in the interests of the City; our job is not to promote the interests of any candidates for the position.

Our Advisor will review resumes against the position requirements and preferences published in the Recruitment Profile and identify the candidates who are the closest match. We will screen promising candidates as follows:

- Communicate with candidates to clarify gaps or discrepancies in resume information and solicit additional information for evaluating their candidacies;
- Conduct an on-line research for relevant information about candidates from public sources, especially print and electronic media.

We do not call references at this recruitment stage in order to honor the confidentiality of resume submissions.

D. Conduct informal phone interviews with a short list of candidates who most closely match the Commission's preferred candidate. Interviews can enable preliminary evaluation of candidates' communication and interpersonal skills, leadership styles and ethical standards. Our Advisor has seasoned interview skills that can discern subtle cues that reveal such information.

E. Deliver Candidate Screening Report. Based on the screening steps identified earlier, our Advisor will prepare a confidential Candidate Screening Report that will contain the following information:

- Profile of each recommended candidate, highlighting number of preferred qualifications, work history, relevant experience, strengths and concerns/limitations.
- Candidate resumes and copies of relevant media reports and other information from

credible public sources.

Most governing bodies want the names and materials of five to seven candidates who are the closest match to the preferred candidate. The actual length of the report is determined by the strength of the candidate pool. Our Screening Report will also identify alternate candidates in the event that the final candidate pool is reduced by candidates who withdraw their applications or whose interviews are less than satisfactory. Our Advisor will be present in person to deliver the Report, answer questions and receive the governing body's decision on candidates it wishes to interview.

F. Advise on interview process, facilitate development of interview questions and observe candidate interviews. After receiving the Screening Report, the governing body will determine finalists for the position. Once this decision is made, the governing body should determine the process, guidelines and questions for interviewing and selecting a preferred candidate. For example: the interview process may include community and facility tours, forums with employees and/or other stakeholders, and candidate hospitality events, in addition to an interview with the governing body.

Our Advisor can assist the governing body with developing an effective and legally compliant interview process. Our firm's President, Rebecca Crowder, maintains certification in the Society for Human Resource Management Association which enables us to keep up-to-date with evolving case law; her credential allows our firm to offer the most legally current advice. Toward this end we can:

- Work with designated staff to schedule and coordinate interview process for each candidate;
- Provide the Mayor and Council Members with a menu of interview questions and facilitate agreement on questions to be used, assuring that all questions are legally permissible;
- Observe candidate interviews and be available to offer advice if requested;
- Assist, as requested, with facilitating governing body agreement on a preferred candidate.

G. Assist as requested in negotiating total compensation and employment agreement. Compensation and employment agreement elements may include: base salary, car and technology allowances, deferred compensation (over general retirement benefits), fees for professional development, relocation expenses, severance provisions, and contract length. We advise that it is in the City's best interests for the governing body to designate one of its own members to negotiate with the candidate who receives the conditional offer of employment. We will be available to provide negotiation advice which will be offered solely with the City's interests in mind. We can provide examples of recent local government employment agreements if needed to assist the governing body and its attorney with development of language.

H. Maintain professional and timely communication with all candidates throughout the process.

During the first half of the recruitment process, we are the only point of contact for prospective and actual candidates. We will insure that all of our interactions convey a positive image of the City of Beloit and its officials and staff.

Additional Services Available to Clients

Listed below are other recruitment-related services often requested by our clients.

A. Advise, assist and coordinate with staff in gathering compensation data from comparable organizations for the position of City Administrator, organize the data, and facilitate governing body agreement on parameters of salary and benefits.

Our consultant will obtain the most recent data available for comparable organizations and facilitate governing body agreement as to the parameters for salary and benefits. It is important to achieve agreement early in the process so that once a preferred candidate is identified, the governing body can move quickly to make an offer. Delays in finding agreement on terms of employment terms can slow negotiations and cause the loss of a preferred candidate to another employer.

B. Facilitate finalist candidates' presentations at community and employee forums.

The governing body may wish to ask the finalists to make presentations at stakeholder forums. This option is not only an avenue to seek stakeholder advice on the selection, but also provides another means of evaluating candidates' communication skills. Forums must be carefully structured and facilitated to be constructive. Our consultant will advise on organizing the forums, facilitate the sessions and provide a means to solicit participant feedback.

C. Provide technical assistance for development of annual performance goals for the new Administrator.

The relationship between governing body members and the newly appointed Administrator will be enhanced with clarity as to the most important expectations for the new administrative leader. In consultation with Mayor and Aldermen, our consultant will draft a set of first-year performance goals for consideration and approval. Establishment of performance goals in this manner will provide the basis for a fair and objective evaluation of the Administrator after the first year of employment.

III. Fee for Services

The total fee for the proposed services described in Section III is \$13,500. The proposed fee is inclusive of all of our firm's costs, which include four in-person consultations with the Mayor and City Council.

Fees for the optional services identified in Section III are as follows:

- Comparable compensation data: \$500
- Moderating stakeholder forums: No additional charge
- Administrator performance goals: \$400 (assumes no additional travel)

Our proposed fees assume:

- 1) An employee of Beloit who holds the confidence of the governing body will be designated to provide logistical support and clerical assistance to the recruitment process.
- 2) Legal counsel will be available to advise the governing body on any legal issues arising in the recruitment process and prepare the employment agreement.
- 3) The City of Beloit pays for all direct costs such as reproduction of recruitment-related documents including but not limited to the Recruitment Profile, resumes, and press releases, all travel and related incidental expenses for candidate interviews, costs to conduct formal candidate background checks (for example, a credit check), and any other related direct costs.

IV. Supplemental Information about the Austin Peters Group

A. Services and products

Management Recruitment and Development

- Executive and Managerial Recruitment and Selection
- Team Building
- Strategic Planning
- Grant Writing
- Performance Evaluation
- Human Resource Management
- Organizational Climate Surveys
- Program Evaluation
- Group Facilitation

Compensation and Benefits

- Compensation and Benefit Studies and Solutions
- Job Evaluation
- Market Analysis

General Employment

- Compliance with Federal Employment Law
- Employee Handbooks
- Job Descriptions
- Employment Mediation
- Third Party Investigation
- Sexual Harassment Training
- Interviewing Techniques
- Conducting Background Checks

Leadership Development

- Achieve Global Products
- Myers Briggs Type Indicator

- Communication Styles
- Conflict Resolution
- Supervisory Training
- Employee Development

Affirmative Action Planning

- Affirmative Action Planning
- Compensation Analysis
- Equal Opportunity Surveys
- Recruitment and Placement Support
- Diversity and Sensitivity Training

V. Previous Social Sector Clients (partial list)

Public Organizations

City of Abilene, KS
 City of Andover, KS
 City of Augusta, KS
 Barton County, KS
 Butler County, KS
 Butler Community College, KS
 City of Chattanooga, TN
 Cole County School District, MO
 City of Derby, KS.
 Ellis County, KS
 Finney County, KS
 Ford County, KS
 Franklin County, KS
 City of Garden City, KS
 City of Grandview, MO
 Miami County, KS
 Johnson County, KS
 Johnson County Community College, KS
 City of Junction City, KS
 Kansas State University, KS
 City of Iowa City, Iowa
 City of La Vista, NE
 City of Lenexa, KS
 City of Marshalltown, Iowa
 City of Neodesha, Kansas
 City of North Liberty, Iowa
 City of Oklahoma City, OK
 City of Ottawa, KS
 City of Paola, KS
 City of Park City, KS
 City of Salem, MO
 City of Smithville, MO

Nonprofit Organization

Reno County, KS
 Riley County, KS
 Smith County, KS
 City of Rose Hill, KS
 City of Valley Center, KS
 City of Wichita, KS.
 Sarpy County, NE
 Sedgwick County, KS
 Seward County, KS
 Arc of Sedgwick County, KS
 Arc of Douglas County, KS
 Benedictine College, KS
 Big Brothers/Big Sisters of Kansas, Oklahoma and North
 Central Florida
 Boys and Girls Club, KS
 Butler Community College
 Cameron Regional Medical Center, MO
 CLASS LTD, KS
 Corporation for National Service
 Dickenson Foundation, KS
 Families Together, KS
 EMPAC
 Flinthills Services, Inc., KS
 Historic Wichita Cowtown, Inc.
 Kansas African American Museum, KS
 Kansas Association of Counties, KS
 Kansas City Ballet, MO
 Kansas Health Foundation, KS
 Kansas Legal Services, KS
 Kansas Municipal Utilities
 KPTS, Channel 8 Public Television
 Medical Services Bureau, KS

The Menninger Clinic, KS
Mercy Health Center, KS
Miami Co. Mental Health Centers, KS
Northwest Regional Planning Commission, Beloit, KS
Mid America Regional Council, MO
National League of Cities
Prairie Band Potawatomi Nation, KS
Saint Luke's Hospitals, KS
South Central Kansas Economic Development Dst.
Sedgwick County Nonprofit Chamber of Service, KS
USD 501 Topeka, KS

Starkey, Inc., KS
Sunflower Foundation, KS
TeamMates Mentoring Program, NE
Twenty First Century Alliance
United Methodist Urban Ministries, KS
United States Department of Agriculture
United Way of Kansas City, KS
Wichita Area Association of Realtors
Workforce Alliance of South Central Kansas

