

REQUEST FOR COUNCIL ACTION

DATE:	TITLE:
April 5, 2016	The Austin Peters Group, Inc. Letter of Understanding
ORIGINATING DEPARTMENT:	TYPE OF ACTION: <input type="checkbox"/> ORDINANCE <input type="checkbox"/> RESOLUTION
Administration	<input checked="" type="checkbox"/> FORMAL ACTION <input type="checkbox"/> OTHER

RECOMMENDATION:

I recommend that the City Council approve the Letter of Understanding with The Austin Peters Group, Inc. to allow Austin Peters to move forward with the City Administrator Search, Job Description Rewrite, and Employee Handbook Rewrite in the amounts of \$11,700.00 and \$8,670.00 respectively.

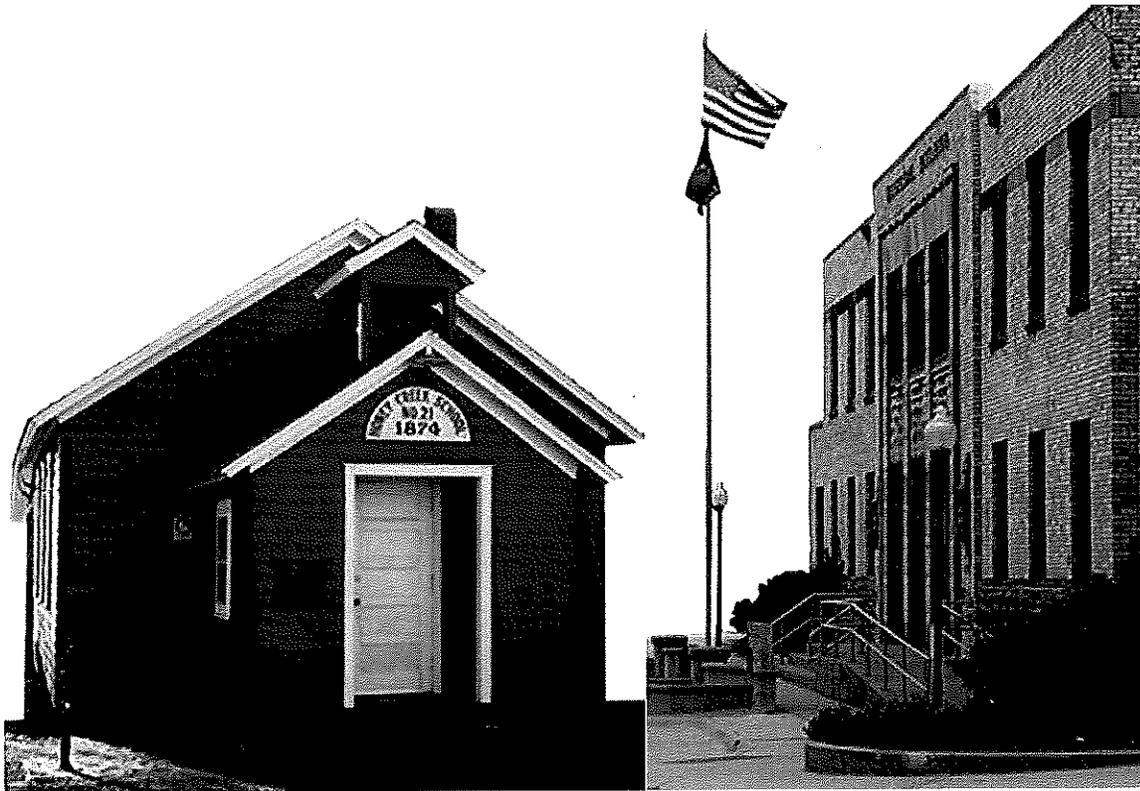
FISCAL NOTE:

- City Administrator Search direct cost is \$11,700.00, Job Description, and Employee Handbook Rewrite direct cost is \$8,670.00. The funding will come from Professional Services from all Departments.

DISCUSSION:

Respectfully submitted,

Jay Newton,
Interim City Administrator



Proposal for Services - City of Beloit, KS
City Administrator Recruitment
Job Descriptions
Compensation Study
Employee Handbook
March 31, 2016

THE
AUSTIN PETERS
GROUP, INC.

Rebecca Crowder, President
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THE
AUSTIN PETERS
GROUP, INC.

March 18, 2016

Katie Schroeder and Jay Newton
City Attorney and Interim City Administrator
By email: schroederlaw@nckcn.com

Dear Ms. Schroeder and Mr. Newton:

Enclosed please find a multi-phase human resource proposal for the City of Beloit. This proposal is meant for the City to be able to pick and choose services that best fit the City's needs. This proposal covers:

- The City Administrator Recruitment,
- Job Descriptions - development for 42 positions with Fair Labor Standards Act Evaluation,
- Compensation Study - market study and internal equity analysis, and
- A review of the Employee Handbook.

For the Compensation Study our proposal presumes two stages. In the first stage we would have already reviewed the job descriptions and positions for internal equity and Fair Labor Standards Act compliance, so the second stage of the market study can focus solely on external equity.

All consultants assigned to this project have extensive backgrounds working with local government, elected officials, and public-sector employees on these types of projects. I have personally worked in three local governments. One of the consultants has held elected office. Additionally our firm has consulted with many communities that have utilities. Our 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. For all of our services, we have a proven, hands on process that is deliberative, inclusive and focused on objective and professional recommendations. We customize all of our services, rather than a generic "one size fits all" approach.

Our depth of experience with other cities of similar size is a plus in this proposal. This proposal is valid for 90 days. We look forward to talking with you to discuss your needs.

Sincerely,

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

Firm Information

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General Description of Firm

Firm's Experience and Qualifications

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. Rebecca Crowder will be the primary contact for the project.

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 similar to this for over 100 local governments. We have been assisting local governments since 1998.

Project Manager, Personnel and Qualifications

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., Rebecca has more than 25 years of local government management experience. Rebecca has provided management assistance to over 200 local government clients on a variety of management issues. She has researched and authored more than 200 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, water, wastewater, building inspection, planning, solid waste, 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 for Job Descriptions, Market Analysis, Employee Handbook. Overall responsibility for 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. She has conducted more than 20 executive searches many local governments in the State of Kansas and Missouri.

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. Ms. Flentje works as a Senior Consultant for The Austin Peters Group.

Project Responsibility: City Administrator Search.

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 4,000 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 for all aspects of the engagement.

Jay Crowder, Masters in Human Development, SPHR—Senior Consultant

Jay has held leadership and professional positions in two Fortune 250 companies and in County government. His 25 years of experience are in the areas of -- Affirmative action; Fair employment practices (ADA, FMLA, Title VII); Human resource planning; Recruitment; Compensation; Performance management; 360-degree evaluation process; Employee relations; Training and development; Employee relocation; Union avoidance; Worker's compensation; and Immigration.

Jay holds a Bachelor's Degree in Human Development from the University of Kansas and a Master's Degree in Human Resource Development from Vanderbilt University. Training and experience include specific studies, as well as the former Classification and Compensation Analyst for Johnson County, Kansas (current employees total over 4,000). Professional memberships and certifications include ICMA, SHRM.

Project Responsibility: Consultant on employment law and human resource needs.

Additional Firm Qualifications

The resources of our firm are sufficient to complete the recruitment and perform the human resource 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 experience with over 100 local government clients 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

Previous Experience

Partial List of Clients – Executive Search

The Austin Peters Group, Inc. has conducted executive recruitment for more than 20 communities. This has involved several phases – development of a community recruitment profile by assessing the community's strengths and weaknesses. This is accomplished through stakeholder focus groups, on-site interviews with the Mayor and individual government body members. Marketing and communication strategies are developed that fit the community need and finances. Consultant team identifies and encourages candidates that are a good fit for the community based on the consultant's professional network. Resumes and related materials are screened, screening phone calls with the candidates are conducted. The consulting team provides a short list of the most qualified candidates that fit the community's recruitment profile and preferences. The consultant facilitated interview questions and candidate observation. The consulting team assists with negotiating total compensation and the employment agreement. Below is a partial list of Executive Search Clients.

City of Harrisonville, Missouri

City of Smithville Lake, Missouri

South Central Kansas Economic Development District

Valley Center, Kansas

Neodesha, Kansas

Junction City, Kansas

Reno County, Kansas

References for Executive Search

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

Partial List of Clients – Human Resource Consulting

Projects listed below involved some part of the following components -- an extensive market evaluation of all full-time and part-time positions. The classification and compensation study was accomplished in coordination with the market review, updating job descriptions, conducting salary and benefit surveys, evaluating and recommending alternatives to the performance evaluation system, working hand-in-hand with administration and the governing body to implement recommendations.

City of Bonner Springs, Kansas

City of Hesston, Kansas

City of Iowa City, Iowa

Routt County, Colorado

City of La Vista, Nebraska

City of Newton, Kansas

Johnson County, Kansas

References for HR Consulting Services

Lunda Asmani, Assistant County 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.

Gloria Morgan, PHR

Director of Human Resource
Housing Authority of the City of Austin
1124 S. IH-35, Austin, TX 78704
(512) 477-4488 Ext. 2500
gloriam@hacanet.org

Classification and Compensation project, market survey, job description revisions, 115 positions for the approximately 225 employees

Ms. Sarah Plinsky, Assistant County Administrator

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

Scope: Classification and Compensation project, market survey, for 376 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

City Administrator Recruitment -- Understanding of Requested Services

Executive recruitment involves several phases – development of a candidate recruitment profile by assessing the community’s strengths and weaknesses. This is accomplished through stakeholder focus groups, on-site interviews with the Mayor and individual government body members. Marketing and communication strategies are developed that fit the community need and finances. The consulting team identifies and encourages candidates that are a good fit for the community based on the consultant’s professional network. Resumes and related materials are screened and screening phone calls with the candidates are conducted. The consulting team provides a short list of the most qualified candidates that fit the community’s recruitment profile and preferences. The consultant provides a facilitated interview process and questions along with candidate observation. The consulting team assists with negotiating total compensation and the employment agreement.

Description of Proposed Services—City Administrator Recruitment

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:

1. Conduct stakeholder focus group. 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 City Council before their interviews in Step 2 below. Focus group participants are selected by the City, and they may be either a representative group of City employees, community members or both.

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

- 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

3. 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

4. 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 (this service is optional by 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 Recruitment 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 Council'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 City Council 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.

I. 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. The Austin Peters Group, Inc. will gather current compensation and benefits data from 10 comparable communities that the City of Beloit identifies with the consultants facilitation. Benefits information will include health insurance, retirement contribution, car allowance, phone allowance, vacation days, sick leave days, plus two additional items of important to the governing body.

J. 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.

K. 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 City Council, 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. Performance goals will be strategic, measurable, attainable, relevant, and timing of milestones for accomplishment.

L. Services not covered by The Austin Peters Group, Inc. Legal counsel will be available to advise the governing body on any legal issues arising in the recruitment process and prepare the employment agreement. 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.

Human Resource Consulting -- Understanding of Requested Services

The Austin Peters Group has a 98% success rate for implementation of projects similar to the one described here. Success of our projects depends on employee, manager, executive team and governing body buy-in. The support at each level of the organization is important to the credibility of the project. Therefore, there are many points in the process where each group is involved. Having a process that is fair, uniform and builds in specific criteria that is uniformly applied to all positions is the foundation of our communication strategy and work. The consulting team will work to customize policies, procedures, and work documents for the City to carry the pay study forward.

Our success comes from 'not just dropping off recommendations' with a City, but with support that continues for three years after the recommendations are delivered. We have principles that we follow with our employee communication and government body; for example, no employee will receive a pay decrease recommendation from our firm, and the level of information that is distributed back to the employees at the end of the project is specific to their position range and recommendation. Our internal equity scoring and market data is not distributed to employees, but the pay range recommendations are with a specific letter to each employee about how the pay study does or does not affect their individual situation. At that point in the process if an employee wants to ask us questions after the government body has reviewed the initial documents and prior to governing body taking final action, we are amenable to a second look based on employee input. That last step of the process ensures employees a fair shake, and builds credibility into the process.

Roles Overview Throughout the study and during each phase the role of The Austin Peters Group, Beloit, and its workforce is a partnership. Below is an outline of roles and involvement:

Employees

Compensation and Classification Analysis—Employees are involved in position questionnaires, face-to-face interviews by positions, consulting team on-site department tours, employee involvement surveys, employee question-and-answer sessions, open-door policy on our behalf that they can contact us any time, employees receive a specific letter regarding recommendations prior to adoption, and employees have a chance to talk to the consulting team prior to final adoption.

Job Description Development—Employees are directly involved in providing input for their position description. APG uses an interview process to update and integrate changes into current descriptions. If a description does not exist, employees are involved in position questionnaires and face-to-face interviews by positions to assist in development of new job descriptions.

City Team/Stakeholder Group: Administration and Department Heads/Elected Officials

Compensation and Classification Analysis —Administration and department heads are involved at the same level as employees. In addition, they will help with a specific questionnaire about the market, they will receive specific training on the criteria used to evaluate positions, they will receive drafts (sometimes several) of their direct reports' information and will provide comments, and they will receive pay range recommendations prior to final presentation to the governing body. The City Team/Stakeholder group will meet initially with the consulting team at the start of the project and continuously at each stage. Generally speaking, additional review and meetings are required with the City Administrator.

Job Description Development — Administration and department heads are involved at the same level as employees. In addition, they will help with editing, they will receive drafts (sometimes several) of their direct reports' information and will provide comments, and they will receive documents prior to governing body receipt. The City Team/Stakeholder group will meet initially with the consulting team at the start of the project.

Governing Body

Compensation and Classification Analysis —The consulting team will meet with the governing body (if they wish) prior to the project commencing to answer strategic and policy questions, and provide overall direction to the consulting team. The consulting team will meet with the governing body to present findings in a work session or other format as appropriate.

Job Description Development — The consulting team will meet with the governing body to present findings in a work session or other format as appropriate. The governing body

will have final copies of all job descriptions or as directed by management.

City Staff Support

The City will provide the following support:

- Arrange for all meetings, including arranging meeting space and providing meeting confirmation.
- Copy and distribute memos, questionnaires, information to employees in a timely manner (as requested by the consulting team).
- Provide copies of all job descriptions (Word format), job classifications, pay plans, existing classifications, pay ranges by employee (Excel format), and provide copies of all wage and salary schedules (Excel format).
- Provide copies of prior studies/documents (if the City deems appropriate).
- Provide a listing of all employee names, titles, departments, supervisors, years of service, last pay raises, current salaries, annual overtime salaries, exempt versus non-exempt status, and current ranges (in Excel format).
- Ensure manager accountability in keeping the project schedule moving.
- Provide copies of personnel policies and handbooks (if possible electronically).
- Provide copies of organizational chart, City's mission, vision, strategic planning documents.
- Provide organizational charts, budgets, and other related information.
- Provide any previous studies on health insurance, salary, satisfaction surveys, exit interview data, turn-over data, attitude surveys, information about where employees who leave the City go to work, etc.
- We request background documents so that we have a thorough understanding of past practices and future goals for the City.

Scope of Work

Compensation and Classification Analysis

A. Job Description Development

The Austin Peters Group's objective is to review, modify and/or create job descriptions with the goal of bringing the City's job descriptions in line with the employment market and best practice guidelines. The development of job descriptions will focus on responsibilities and duties, qualifications, working conditions, physical requirements, and other relevant information such as certifications and whether the position is in a supervisory role. The requirements for performing the position under a minimum and preferred standard will be outlined by education and/or experience depending on the role, along with additional requirements to be in compliance with equal employment opportunity and American with Disabilities Act (Amended).

The person in the position (or the supervisor) will fill out a questionnaire that guides the

consultant in developing the job description. The questionnaire will include an attached current job description that has been reviewed by the employee and department head. The questionnaire will ask additional questions which help guide in the job description update, which will include:

1. Appropriate questions related to classification as exempt or non-exempt under the Fair Labor Standards Act (FLSA) for some positions if unclear;
2. Compliance with the current Americans with Disabilities Act (as amended);
3. Appropriate physical and non-physical requirements;
4. Working conditions;
5. Essential and marginal duties that are specific to the position;
6. Qualifications (education and/or experience), Licensing/Certification, specifications (knowledge, skills and abilities), accountabilities, and organizational relationships.

The consultant will draft the job description and will clarify with department heads any discrepancies. Once the job description has been completed they will be given to the City Administrator for final internal approval. The job descriptions will be provided in a uniform format that is consistent with the City's other job descriptions.

B. Internal Equity (First Step of the Classification and Analysis Process)

The Austin Peters Group reviews the current compensation and pay ranges for the City's positions. The Austin Peters Group will evaluate jobs for internal equity using the following factors:

Supervisory
Knowledge and Experience
Budgetary
Decision-making
Public contact
Working conditions
Physical requirements

During the initial meeting process with city administration, the key factors will be reviewed and a determination will be provided regarding factors and weighting. **All employees** will be asked to complete a position questionnaire (this questionnaire will be in conjunction with the job description questionnaire). During the initial meeting the process, tasks to be performed, intended outcomes, staff availability, and points of contact will be addressed. Prior to the first meeting the consulting team will have received the background materials in order to be prepared.

During this process, the consulting team will meet with department heads and managers to: discuss position questionnaires, confirm job description content, and answer general questions about the position's responsibilities.

Further, as stated above, the team will then interview employees and conduct worksite tours. The combination of **position questionnaires, interviews, and onsite observations** provides an understanding to initially complete the internal equity process.

The department heads will review the results for their departments and provide feedback to the consulting team regarding position evaluation or job ranking. Additionally, a management representative or human resource representative will review a preliminary job ranking and market analysis and provide the consulting team with feedback on their findings.

C. External Equity (Second Step of the Classification and Evaluation Process)

Positions will be evaluated in comparison to local economic market conditions for entry-level, professional, and management personnel. In order to accomplish the external market review of positions, ten or more comparable organizations (*e.g.* similar cities) and ten or more local private-sector market competitors will be surveyed as determined by the City Management.

Respondents will receive a summary of the position being surveyed, and will be asked to score how closely the respondent's position matches the benchmark position in the survey. This assists the consultant with determination of content and duty comparisons.

After surveys are received, the consultant often communicates with the respondents to confirm information and responses or review job descriptions. Department heads will be interviewed and surveyed regarding market competition and staffing turnover to ensure that critical positions are surveyed.

Further, department heads are often consulted regarding respondents who have similar or different structures and organizations to ensure that there is good data. External data sources may be used in lieu of a full survey.

At least 30 positions will be surveyed and used as benchmark positions for extrapolating data to groupings (or classes) of positions. Every effort will be made to have a minimum of eight responses for each position surveyed. Additional organization information will be collected in the market survey to include: insurance plans and descriptions, employer contributions for single, family, vacation and leave policies.

The final report will demonstrate each response and provide a summary of (as well as graphic and numerical differences between) the City and its respondents. Benefits data will be collected from each respondent, and that information will also be calculated into comparative data for health insurance benefits, and other descriptive information will be summarized. The report will outline where the City currently stands in the market, and what steps would be necessary to lead, meet, or lag the market.

D. Classification, Pay Schedule, Administration, Implementation (Final Step of the Classification and Evaluation Process)

The consulting team will place all positions into pay ranges or classifications based on using a scoring system for the following factors:

Supervisory
Knowledge and Experience
Budgetary

Decision-making
Public contact
Working conditions
Physical requirements

Pay ranges will be a set number and market findings will guide each classification recommendation. Flexibility between ranges for future placements (those will be outlined as “reserved for future placements” in the recommendations) will be included if needed.

The Austin Peters Group will provide a draft of these findings to the city administration and/or management contact for feedback. The consultants will use the city administration or management contact representative to help guide recommended changes in compensation strategies, as outlined in the request for proposal. We will also provide strategies and connections with flexible pay structures and alternative cost impacts as appropriate.

Appeal Process

The consulting team will provide an appeal process or communication meeting for an employee who believes their position was improperly classified. The employee will provide requested information to the consulting team which will be reviewed by the Department Head and City Administrator (designated liaison) prior to completion of an appeal which will involve re-interviewing the employee and provision of findings to the City Administrator.

Maintenance of a Plan

For future maintenance of a pay plan system, the guidebook, spreadsheets, and electronic documents will be handed over to the appropriate personnel. Additional polices will be provided to help maintain the system, these include:

Pay practices administration
Movement of pay ranges
Longevity
Topping out at pay range maximum
Being below pay range minimum
Other policy options

The consulting team will develop costing scenarios. The consulting team will outline and prioritize implementation, while minimizing employer costs.

The Austin Peters Group will prepare final recommendations of policy changes, salary changes, the reclassification process (for future requests), and pay schedules for the governing body’s consideration. Final documents will form a **guidebook for implementation**. These documents will be provided in an electronic format, for city administration staff (and other key staff). Consultants will spend time with staff reviewing the documents and providing training for implementation.

Final Product

The Austin Peters Group will provide the City with:

1. A classification structure that consolidates the current system and/or creates classifications, and recommend the appropriate assignment for all City positions within this structure. Provide appropriate implementation and maintenance manuals.
2. Provide a Fair Labor Standards audit and report for any changes in exemptions.
3. Develop a competitive pay structure for all jobs using the point factor evaluation process. Pay structure shall be in a Microsoft Excel format.
4. Identify the methodology and point scheme used to evaluate each job, and the total points assigned to each job and placement points used within each pay grade.
5. Each pay grade shall reflect Minimum, Midpoint and Maximum Range.
6. Make recommendations if appropriate for any changes in hire rates, promotion rates, demotion rates, certification pay, on-call compensation, and other monetary incentives such as wellness incentives, longevity and other issues specific to the City of Beloit. This includes how to effectively deal with pay compression that may currently exist or result with any range adjustments.
7. Make recommendations for a multi-year implementation strategy based on financial parameters provided by the City. This implementation strategy will be effective with a date determined by the City Administrator.
8. Provide the City with a simplistic and manageable system that outlines methodology, findings, conclusions and recommendations.
9. Job descriptions for each position that uniformly reflects distinguishing characteristics, essential and marginal job functions, minimum qualifications, physical and working conditions, license requirements, regulatory requirements and special responsibilities. The consultant will ensure that all classifications/positions are in full compliance with all applicable federal and state statutes and regulations, including the Americans with Disabilities Act.
10. Job analysis questionnaire and procedures for future updating and new position creation. Develop and fully define in writing a systematic procedure for evaluating positions using the "point factor method." Provide worksheets for departments to request a job evaluation for an upgrade within a position or new position for submission to the City administration Department. Provide worksheets for City administration Department personnel to perform future job evaluations or upgrades.
11. Ensure job titles are consistently used on job descriptions and pay plan.

E. Employee Handbook

The consulting team will meet with the City Administrator or Interim City Administrator and Legal counsel to identify specific issues that are not mentioned in the employee handbook that should be mentioned. Focus of the evaluation will be on federal and state law, and meeting the organization's need to communicate with employees. The current handbook will be reviewed and additional policies will be added based on best practice and need.

Work Schedule for HR Consulting

Completion Date	Task	Responsible	Deliverables
Week 1-3	Letter of agreement	Beloit	Returns signed copy to the Austin Peters Group and processes invoice for deposit.
	Meeting with City Team/Stakeholders regarding project.	Austin Peters Group/ Beloit	The consulting team meets with the City Team/Stakeholder Group to answer a set of questions that will direct the consulting team in development of recommendations.
	Market questionnaire delivered to City department head only	Austin Peters Group/ Beloit	Questionnaires are delivered electronically. Market questionnaire is filled out by the department head and returned by day 5 via fax to the Austin Peters Group (913-851-7529).
	Market questionnaire from department head	Austin Peters Group	Department heads answer questions required for market study process to start.
Week 1	Position evaluation questionnaire distributed to City employees	Austin Peters Group/ Beloit	Questionnaires are delivered electronically. Position evaluation questionnaires are filled out by all employees and returned to their supervisors by day 10. Position evaluation questionnaires are distributed with a memo outlining the project.
Week 3	Market survey commences	Austin Peters Group	Market analysis (respondents will have 14 days to turn survey around to APG).
Week 3	Employee Q & A	Austin Peters Group	Employee sessions are held for questions and answers during the onsite process.

Week 3	Department/ supervisor/ employee Interviews	Austin Peters Group	Employees are interviewed for internal equity purpose and job description confirmation purposes. Work Site Tours. Employee Survey.
Week 10	Department head/City Administrator	Austin Peters Group	Draft of internal equity.
Week 12	City Administrator/ department head	Austin Peters Group	Draft of findings with preliminary range recommendations and financial impact.
Week 16	City Administrator	Austin Peters Group	Draft of findings with preliminary recommendations. Draft of FLSA Report. Delivery of Job Descriptions.
Week 18	Meet with governing body	Austin Peters Group	Final recommendations.
Week 20	Guidebook and Training Employee Meetings	Austin Peters Group	Convey final documents. Provide workbook for implementation to HR. Provide Employee Q & A on recommendations. Hold any employee meetings.
Week 20	Memo to City Administrator on any Changes	Austin Peters Group	Convey final memo to City on any changes.

Fees

Scope and Cost for City Administrator Search	Cost
A. Develop Candidate Recruitment Profile (20 hours)	\$ 1,800
B. Recommend and Implement Marketing (20 hours)	\$ 1,800
C. Receive and Process Resumes Materials (30 hours)	\$ 2,700
D. Conduct Informal Phone Interviews (10 hours)	\$ 900
E. Deliver Candidate Screening Report (30 hours)	\$ 2,700
F. Advise on Interview Process, Facility Questions, Observe Candidates (10 hours)	\$ 900
G. Assist with Negotiating Compensation and Benefits (10 hours)	\$ 900
Subtotal Core Services	\$11,700
H. Maintain Professional and Timely Communication	No Charge
I. Advise, Assist and Coordinate Comparable Compensation (10 hours)	\$ 900
J. Facilitate Finalists Presentations, Community and Employee Forums (15 hours)	\$ 1,350
K. Provide Technical Assistance for Developing Performance Goals (10 hours)	\$ 900
Subtotal Optional Services	\$ 3,150
Total All City Administrator Search Costs	\$14,850

Scope and Cost for Additional HR Services	Cost
A1. Job Description Development Rewriting (42 hours)	\$ 3,780
A2. Job Description Onsite Interviews and Site Visits (21 hours)	\$ 1,890
B. Compare current job classification to work being assigned and evaluate for internal equity (42 hours)	\$ 3,780
C. External equity - market analysis of peers (flat rate)	\$ 3,500
D. Recommendations for market, ranges, alternatives with fiscal impacts, flexibility of structure, pay compression, implementation by position (50 hours), presentation to governing body	\$ 4,500
E. Employee Handbook review (flat rate)	\$ 3,000
F. Electronic copies will be sent to client for photocopying	No Charge
Total HR Consulting Cost	\$ 20,450
For All Services included in this proposal mileage, travel costs (overnite if any), and travel hours will be invoiced separately. Travel hours invoiced at \$45/hour.	
APG will share with Administrator at no costs training materials developed by APG for use with Beloit employees.	

Additional Work

The rate for this project \$90/hour. This hourly rate will be applied for any additional services beyond the scope of services outlined in this request for proposal response.

Letter of Understanding

LETTER OF UNDERSTANDING
FOR City of Beloit, KS
City Administrator Recruitment
Job Descriptions
Employee Handbook

Project beginning April 6, 2016.

This letter shall serve as a letter of agreement between the City of Beloit, Kansas and The Austin Peters Group, Inc., of Overland Park, Kansas, governing the provision of professional human resource consulting for the City of Beloit, Kansas according to the proposal dated March 18, 2016.

The Austin Peters Group, Inc. shall provide consulting services for the following services as checked below by each item.

Fees

Scope and Cost for City Administrator Search	Cost
<input checked="" type="checkbox"/> A. Develop Candidate Recruitment Profile (20 hours)	\$ 1,800
<input checked="" type="checkbox"/> B. Recommend and Implement Marketing (20 hours)	\$ 1,800
<input checked="" type="checkbox"/> C. Receive and Process Resumes Materials (30 hours)	\$ 2,700
<input checked="" type="checkbox"/> D. Conduct Informal Phone Interviews (10 hours)	\$ 900
<input checked="" type="checkbox"/> E. Deliver Candidate Screening Report (30 hours)	\$ 2,700
<input checked="" type="checkbox"/> F. Advise on Interview Process, Facility Questions, Observe Candidates (10 hours)	\$ 900
<input checked="" type="checkbox"/> G. Assist with Negotiating Compensation and Benefits (10 hours)	\$ 900
<input type="checkbox"/> Subtotal Core Services	\$11,700
<input type="checkbox"/> H. Maintain Professional and Timely Communication	No Charge
<input type="checkbox"/> I. Advise, Assist and Coordinate Comparable Compensation (10 hours)	\$ 900
<input type="checkbox"/> J. Facilitate Finalists Presentations, Community and Employee Forums (15 hours)	\$ 1,350
<input type="checkbox"/> K. Provide Technical Assistance for Developing Performance Goals (10 hours)	\$ 900
<input type="checkbox"/> Subtotal Optional Services	\$ 3,150
<input checked="" type="checkbox"/> Total City Administrator Search Costs Selected	\$11,700

Scope and Cost for Additional HR Services	Cost
<input checked="" type="checkbox"/> A1. Job Description Development Rewriting (42 hours)	\$ 3,780
<input checked="" type="checkbox"/> A2. Job Description Onsite Interviews and Site Visits (21 hours)	\$ 1,890
<input type="checkbox"/> B. Compare current job classification to work being assigned and evaluate for internal equity (42 hours)	\$ 3,780
<input type="checkbox"/> C. External equity - market analysis of peers (flat rate)	\$ 3,500
<input type="checkbox"/> D. Recommendations for market, ranges, alternatives with fiscal impacts, flexibility of structure, pay compression, implementation by position (50 hours), presentation to governing body	\$ 4,500
<input checked="" type="checkbox"/> E. Employee Handbook review (flat rate)	\$ 3,000
<input type="checkbox"/> F. Electronic copies will be sent to client for photocopying	No Charge
<input checked="" type="checkbox"/> Total HR Consulting Costs Selected	\$ 8,670
<input type="checkbox"/> For All Services included in this proposal mileage, travel costs (overnite if any), and travel hours will be invoiced separately. Travel hours invoiced at \$45/hour. APG will share with Administrator at no costs training materials developed by APG for use with Beloit employees.	

Additional Work

The rate for this project \$90/hour. This hourly rate will be applied for any additional services beyond the scope of services outlined in this request for proposal response.

City of Beloit, Kansas agrees to provide payments in the amount of **\$20,370.00** be billed in a progressive manner with a deposit and final payment. All mileage, travel costs (over nite if any) and travel hours will be invoiced separately. Travel hours will be invoiced at \$45 per hour. APG will share training materials with the City Administration at no costs for their use with City of Beloit employees.

City of Beloit, Kansas agrees to compensate The Austin Peters Group, Inc., under the terms and conditions as provided herein.

With regard to the services to be performed by The Austin Peters Group, Inc., pursuant to the terms of the agreement, The Austin Peters Group, Inc., shall not be liable to the City of Beloit, Kansas or to anyone who may claim any right due to his relationship with City of Beloit, Kansas for any acts or omissions in the performance of said services on the part of The Austin Peters Group, Inc., or on the part of the agents or employees of The Austin Peters Group, Inc.; except when said acts or omissions of The Austin Peters Group, Inc., are due to their willful misconduct.

City of Beloit, Kansas shall hold The Austin Peters Group, Inc., free and harmless from any obligations, costs, claims, judgments, attorneys' fees and attachments arising from or growing

out of the services rendered to City of Beloit, Kansas pursuant to the terms of this agreement or in any way connected with the rendering of said services, except when the same shall arise due to the willful misconduct as determined by a court of competent jurisdiction.

City of Beloit, Kansas, agrees that the liability of Austin Peters Group, Inc., its officers, agents, employees, and contractors, regardless of the legal theory under which such liability is imposed, shall not exceed the total fee paid to Austin Peters Group for the particular project or services, or other associated services that gave rise to the claim being asserted by City of Beloit, Kansas. In no event shall Austin Peters Group, Inc, its officers, agents, employees and contractors, be liable for any special, incidental or consequential damages.

If any provision of this agreement is deemed to be invalid or inoperative for any reason, that part shall be deemed modified to the extent necessary to make it valid and operative, or if it cannot be so modified, then severed, and the remainder of the Agreement shall continue in full force and effect as if the agreement had been signed with the invalid portion so modified or eliminated.

If the terms of this agreement meet with your approval, please indicate the same below by your signature and a return copy (both pages of this section "LETTER OF UNDERSTANDING...") for my files. Returning via fax is acceptable (913-851-7529).

Sincerely,

Rebecca

Rebecca Crowder
President

Accepted by: _____

Jay Newton, City of Beloit
Interim City Administrator

Attested by: _____

Amanda Lomax, City of Beloit
City Clerk

Date: _____

REQUEST FOR COUNCIL ACTION

DATE:	TITLE:		
April 5, 2016	Fire Protection		
ORIGINATING DEPARTMENT:	TYPE OF ACTION:	<input type="checkbox"/> ORDINANCE	<input type="checkbox"/> RESOLUTION
Fire Department		<input checked="" type="checkbox"/> FORMAL ACTION	<input type="checkbox"/> OTHER

RECOMMENDATION:

Fire Chief Blake Miller has recommended that Council approve a fire protection request from Errick & Kristy Clark residence located at 1320 Asherville Road.

FISCAL NOTE:

- There is no direct cost associated with approval of this item.

DISCUSSION:

The property owners will be charged for fire protection services for 2016. The charges are based upon the county's assessed valuation of the property and the city's 2016 budget mill levy for the Fire Department operating and Fire Equipment budget.

Respectfully submitted,

Jay Newton,
Interim City Administrator

Beloit Fire Department

**PO Box 567
Beloit, KS 67420
(Since 1886)**

March 30, 2016

Beloit City Council
Mayor Tom Naasz
City Administrator Jay Newton

Gentlemen:

The Beloit Fire Department has been asked to provide fire protection for the Errick & Kristy Clark residence at 1320 Asheville Road. If you approve they would be added to FD4. The Beloit Fire Department has looked at the residence and location and it can be easily accessed to provide this protection.

Respectfully,

A handwritten signature in black ink that reads "Blake Miller". The signature is written in a cursive style with a large initial "B" and "M".

Blake Miller, Fire Chief

Mr. Miller,

I would like to get a contract set up with the
City of Bebit Fire Dept. to get fire protection at 1620
Asherville Rd.

Thanks

Erick Clark

REQUEST FOR COUNCIL ACTION

DATE:	TITLE:		
April 5, 2016	SPECIAL EVENTS LICENSE REQUEST		
ORIGINATING DEPARTMENT:	TYPE OF ACTION:	<input type="checkbox"/> ORDINANCE	<input type="checkbox"/> RESOLUTION
Administration		<input checked="" type="checkbox"/> FORMAL ACTION	<input type="checkbox"/> OTHER

RECOMMENDATION:

I recommend that the Council approve the special events license request from Solomon Valley Raceway for their 2016 racing schedule.

FISCAL NOTE:

- There is no direct cost associated with this item.

DISCUSSION:

Respectfully submitted,

Jay Newton,
Interim City Administrator



119 North Hersey Avenue
P.O. Box 567
Beloit, Kansas 67420
Phone: 785-738-3551
Fax: 785-738-2517
E-mail: info@beloitks.org

**SPECIAL EVENT LICENSE
REQUEST FORM**

Date: March 9, 2016

Please Print Clearly

SPECIAL EVENT LICENSE REQUEST FORM

Full Name: Solomon Valley Raceway E-mail: peacemaker2all@yahoo.com
Street Address: P.O. Box 34 Beloit, KS 67420 Phone No.: 785-738-8580
Location of event: Solomon Valley Race Track
Purpose of event: 2016 Racing Season
May 29th 2pm Derby Mayhem, July 29, 6:30 pm MC Fair Event,
August 3, Chad McDaniel Memorial Race, more to be announced on our website.
Date/Time of Event: Please see above or at www.solomonvalleyraceway.com

***A \$25.00 special event license fee will be assessed. This fee is due upon receipt of the application.**

Fee Received by: Amanda Lomax

***I have received a copy of Ordinances No. 2022, 2027, and 2035 and understand and agree to abide by all conditions stated in the Ordinances.**

Date: 03 / 09 / 16 Signature: Sara Kinser

