



**Statement of Qualifications for
City of Gunnison, Colorado
Services for City Manager Recruitment
February 4, 2016**

THE
AUSTIN PETERS
GROUP, INC.

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February 4, 2016

Mayor and City Council, City of Gunnison
P.O. Box 239
201 W. Virginia Ave.
Gunnison, CO 81230
City Manager Recruitment
Attn: Gail Davidson

Dear Ms. Davidson:

We are pleased to offer this statement of qualifications for consideration by the Mayor and City Council. Our letter outlines services we offer to ensure the City selects the most qualified applicant who is also an excellent fit for your organization and community.

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 for the last several years. ***Our niche for executive recruitment is working with small to mid-sized cities such as the City of Gunnison.*** We are uniquely qualified to serve municipal 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 professionals have developed and delivered programs for multiple local government associations and officials with a successful track record.
- **We understand the local government profession and what is important to gain the most qualified candidates.** Together our associates have nearly fifty years of experience working with those in the profession.

- **Our sole focus is the interests of the local government organization.** We are not a head-hunting firm and do not represent those seeking local government positions.
- **We have a proven, hands-on recruitment process.** It is deliberate, merit driven and inclusive of governing body members and local government staff, and if preferred, we will take 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 decision makers at each recruitment stage – none of our governing body clients have ever had a split vote on the selection of an administrator, and this is a source of pride for our firm.
- **We offer reasonably-priced fees in comparison to similar firms.** You can expect frequent, in-person consultations. We focus on superb customer service and utilization of our experienced staff to provide unmatched recruiting results - all at competitive pricing.

We believe with offices in Colorado and Kansas that we can provide excellent service to the City of Gunnison. You may reach me at 970-266-8724 or by e-mail at etatarko@austinpeters.com.

Sincerely

Elizabeth (Beth) Tatarko
Elizabeth Tatarko

1. Firm Information

The Austin Peters Group, Inc.

Colorado Office:

4809 Prairie Vista Drive
Fort Collins, Colorado 80526
Ph (970) 266-8724
Fax (913) 851-7529

Kansas Office:

P.O. Box 27196
Overland Park, Kansas 66225
Ph (913) 851-7530
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The Austin Peters Group is a designated Women Business Enterprise (WBE) under the Small Business Administration's certification program. This firm was formally incorporated June 24, 1998. The founders of The Austin Peters Group, Rebecca Crowder and Elizabeth Tatarko, have over forty years of experience collectively in human resource management, executive recruitment, strategic planning, leadership and professional development, governance training, grant writing, fund development and program evaluation.

While the firm has clients from all areas of the U.S., most of the firm's projects and services are for clients in the Midwest, with approximately one-half of our client list representing city and county governments.

2. Brief History

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 firm employs approximately ten partners and associates. Senior Associate Marla Flentje will be the lead staff related to this project and is authorized to take action on behalf of The Austin Peters Group (contact information on cover page). We specialize in human resource management, executive recruitment, strategic planning, leadership and professional development, governance training, grant writing, fund development and program evaluation.

3. Detailed Qualifications and Experience – Sample of Previous Clients

Organization	Position	Length of Recruitment*	Date Position Filled
City of Harrisonville, MO	City Administrator	Currently underway	Currently underway
Wichita Area Metropolitan Planning Organization (WAMPO)	Executive Director	Currently underway	Currently underway
City of Neodesha, Kansas	City Manager	8 weeks	March 2014
Southcentral Kansas Economic Development District, Wichita, Kansas	Executive Director	16 weeks	July 2014
EMPAC, Wichita, Kansas	Executive Director	13 weeks	August 2014
City of Junction City, Kansas	City Manager	15 weeks	October 2013
City of Augusta, Kansas	City Manager	14 weeks	September 2013
City of Junction City	Fire/EMS Chief	16 weeks	May 2013
CLASS, LTD., Columbus, Kansas	Executive Director	16 weeks	February 2013
City of Colby, Kansas	City Manager	16 weeks	August 2012
City of Osage City, Kansas	City Manager	15 weeks	March 2012
City of Greensburg, Kansas	City Administrator	13 weeks	January 2012
City of Salem, Missouri	City Administrator	13 weeks	September 2011
Flinthills Services, Inc., Wichita, Kansas	Executive Director	13 weeks	September 2011
City of Smithville, Missouri	City Administrator	14 weeks	September 2010
Ellis County, Kansas	County Administrator	16 weeks	June 2010
City of McPherson, Kansas	City Administrator	12 weeks	October 2009
Reno County, Kansas	County Manager	16 weeks	July 2009
City of Valley Center, Kansas	City Administrator	14 weeks	January 2009
Harper County, Kansas	County Manager	20 weeks	October 2008
City of Andover, Kansas	City Administrator	14 weeks	August 2008
Garden City, Kansas	City Manager	12 weeks	February 2008
City of Derby, Kansas	City Manager	13 weeks	July 2007
*If a recruitment timeframe exceeds 12 weeks, it is at the request of the client and may involve citizen review committees			

4. Key Personnel

Assigned Individuals and Resumes

Marla Flentje, Co-Project Manager 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 Master's degree in public administration from Wichita State University.

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

Project Responsibility: Co-Project Manager, recruitment profile, facilitation, and department interviews.

Elizabeth Tatarko, Co-Project Manager serves as the Vice President for The Austin Peters Group, Inc. She has a Masters in Regional and Community Planning and has worked in state and local government for more than 25 years, including 16 years with APG.

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. on local government and worked directly with nearly all of Austin

Peters Group, Inc. 80 local government clients. She has 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, interviews, and facilitation.

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 holds an undergraduate degree in political science and a Master's degree in public administration from the University of Missouri.

In the past seven years, she has been involved in executive recruitment projects with sixteen cities, counties and nonprofit organizations in the Midwest.

Project Responsibility: Consultant, legal and general human resource issues.

5. Recruitment Work Plan

Elements of the philosophy and values we bring to our work include:

We work solely for the Council, not the Mayor or other specific Council members. All Council members receive the same and frequent communication related to the recruitment. We take direction from and are responsive to the interests of the Council.

Performing with the upmost integrity is our highest value. This includes strict allegiance to candidate confidentiality, and we urge our client to do the same. Our advice is always given in the context of the public interest, and related legal and ethical standards. We respect that the formal authority for recruitment decisions and candidate selection resides exclusively with the Council.

We work to help the Council achieve full consensus at each recruitment stage from adoption of the Profile, determination of the interview process, selection of candidates to be interviewed and selection of preferred candidate. We have found this approach to be essential in producing a unanimous vote for the preferred candidate. This outcome lays a foundation for an excellent working relationship between the Council and the new City Manager.

We seek to maximize face-to-face client interaction. We believe this builds client trust in the quality of our work, and enables us to meet or exceed client expectations. Frequent in-person meetings also advance the efficient resolution of minor problems and concerns that inevitably arise in most executive recruitment processes.

On City Manager compensation matters, the values that should inform Council decisions about executive compensation are fairness and alignment with the market in the City's region and state. The Council must establish compensation parameters to attract the best candidates possible, but also must be sure it can effectively defend the compensation decision to City employees and community stakeholders as being in the public interest. Our approach to assist the Council in matters of compensation include:

- publishing the lower number of the salary range in the Recruitment Profile (but not the upper number);
- requesting a salary history from each applicant; if their recent salary is beyond the upper number in the salary range, informing candidates of this fact and offering the option to continue or withdraw their candidacy;
- obtaining and organizing comparable compensation data from other municipalities;
- facilitating Council agreement early in the recruitment process as to the total compensation package it is willing to approve for its preferred candidate. This enables an accelerated timetable for negotiation when a preferred candidate is identified;
- facilitating Council agreement to delegate negotiation of compensation and other employment agreement term with the preferred candidate to one Council member; and
- providing advice, as requested, to the Council member designated to negotiate.

Recruitment Steps and Tasks

1. Develop a position profile. The profile is the central document that drives the recruitment process. The approved profile represents the consensus of Council members 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. Focus group participants will be asked by our Recruitment Advisor a series of questions designed to elicit responses about qualifications and qualities that the Council should seek in the next City Manager. The format and questions will be approved by the City. A written report summarizing participant responses will be prepared for Council members before their interviews in step b below.

b. Conduct individual, on-site interviews with Council on the following topics:

- The desired qualifications and qualities of the City Manager
- Community expectations and priorities in selection of the Manager
- Immediate issues the Manager 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 Council consideration and adoption. Based on information gathered from interviews, a recruitment profile with the following sections will be drafted for Council review:

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

d. Format and publish recruitment profile as an online brochure. The brochure will include attractive pictures of City facilities and the Gunnison community (as 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.

2. and 3. Develop, recommend and implement a national advertising plan and initiate affirmative contacts. The Internet has made the process of executive position marketing infinitely more efficient and effective than in past eras that relied on monthly newsletter announcements and postal distribution of letters and recruitment brochures to prospective candidates. Specifically in the case of the city management profession, the dominance of the

International City and County Management Association as the professional association of choice assures that the position is precisely marketed to the most qualified and experienced professionals. Based on the attractive locale of the community, we anticipate that Gunnison will enjoy a large and competitive candidate pool.

Our Recruitment Advisor will offer seasoned advice as to the professional and association-related job boards preferable for marketing the position. In addition to the ICMA electronic job board, our marketing plan will include the job boards of the League of Cities and Association of Counties in Colorado and surrounding states; Government Jobs.com; and social media such as LinkedIn. We will also circulate the Recruitment Profile among university networks of graduate public administration program alumni. We have found the direct mail and traditional classified ads in major newspapers are costly and no longer useful for reaching the best-qualified prospective candidates.

Regarding job board sites, we will advise that ad space be purchased sufficient to publish details 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 Gunnison, 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 management profession who match the City's preferred candidate. We also will tap into the City Manager network in Colorado and adjacent states for the same purpose. We will send the electronic Recruitment Profile to these persons and follow up with personal phone calls to encourage their candidacies.

4. Receive, process, review 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 Council on the number and characteristics of resumes submitted.
- We will guarantee confidentiality of all candidate information and communication, sharing information only with Council members 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 Gunnison.
- We will act solely in the interests of the City Council; 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;
- Administer an 800-word writing assignment relevant to the City Manager's responsibilities in order to evaluate candidates' written communication skills;
- Conduct an online 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.

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.
- The writing assignment completed by each recommended candidates.
- 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 to answer questions about the report and receive the Council's decision on candidates it wishes to interview.

5. Create candidate list for Council to review, providing City with seven binders of all applications. Based on the screening steps identified earlier, our Advisor will prepare seven copies of a confidential and detailed Candidate Screening Report that will contain the following information:

- Identify each of the candidates who are the closest match to the City's preferred candidate profile, highlighting number of preferred qualifications as identified by the Council, work history, relevant experience, strengths and possible concerns/limitations.
- A writing assignment completed by each identified candidate.
- Candidate resumes and requested supplemental resume materials, copies of relevant media reports and other information from credible public sources.
- Our Screening Report will not include reference reports at this stage in order to honor the confidentiality of persons who have submitted resumes.
- 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 who withdraw their applications or whose interviews are less than satisfactory. Our Advisor will be present to answer questions about the report

and receive the Council's decision on candidates it wishes to interview.

6. Conduct reference and background checks. With written authorization from candidates, the most competitive candidates should be subjected to background checks that include motor vehicle, credit history, education credentials, and criminal convictions, as well as the post-offer drug screen likely required of all City employees. Our preferred approach is to advise the City on performing this task, rather than conduct it by our firm, since the City can perform criminal and motor vehicle reviews at no cost to the taxpayers. If the City prefers our firm do this, we can do so for an additional fee per candidate.

At the direction of the Council, and with permission of candidates, reference interviews will be conducted for all finalists. Our Advisor will conduct thorough interviews with candidates' references and other persons as needed to thoroughly vet each finalist. A reference report will be provided to the Council for each candidate interviewed.

7. Assist with the Interview Process. We will first 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.

After receiving the Screening Report, Council members will determine the finalists for the position. Once their decision is made, they should determine in advance the processes, 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 external stakeholders, and candidate and spouse hospitality events, in addition to a panel interview with the governing body.

Our Advisor can assist the Council 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 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 Council agreement on a preferred candidate.

8. Organize and moderate a public forum for the community to meet the finalist candidates. A public forum is not only an avenue to seek community and employee stakeholder advice on

the Council’s selection decision, but it 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 (one forum for each finalist), facilitate the sessions and provide a means to solicit written feedback from attendees.

9. Assist with negotiation and follow up with the selected candidate. 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 Council to designate a Council member 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 Council and its attorney with development of language.

Determine compensation package. Our Recruitment Advisor will gather, analyze and organize in table format the compensation data from comparable local governments for the position of City Manager. As needed she will facilitate agreement among Council members as to the parameters for salary and benefits that the City is willing to offer. Compensation-related data includes base salary and benefits specific to the position such as deferred compensation, professional education support and automobile expense, as well as length and nature of a severance provision. It is important to achieve agreement early in the process on compensation parameters so that once a preferred candidate is identified, the City can move quickly to make an offer and avoid the loss of a preferred candidate to another employer.

10. Terms of any warranty offered if no candidate is selected, hired through the search process, or employed by the City of Gunnison within one year. If the Council does not receive any qualified candidates (as defined by the Candidate Recruitment Profile), our firm will continue to provide services at no additional cost until qualified candidates are in the pool. If the Council decides to remarket the position in the event it does not select from among a group of qualified candidates, our firm will bill any additional requested services by the Council at \$90 per hour plus reasonable travel expenses. If the person appointed to the position is terminated for cause within the first year of the appointment, our firm will provide recruitment services at no additional cost to the City.

6. Timeframe

Week 1: Approval of contract with Austin Peters Group (APG)

Week 1: APG provides City staff with factual information needs for recruitment profile (information for the section on City government)

- Week 3: Stakeholder focus group
- Week 4: Face-to-face interviews with Mayor and City Council Members
- Week 5: City Manager recruitment profile submitted to governing body for approval
- Week 7: Recruitment profile approved by Mayor and City Council Members
- Week 7: Position announced in approved outlets
- Week 11: Deadline for resume submission
- Week 12: Decision Makers receive report Candidate Screening Report
- Week 12: Decision Makers determine finalists for position
- Week 13: Decision Makers conduct candidate interview process
- Week 13: Decision Makers select preferred candidate and extends employment offer
- Week 14: City Council approves employment agreement and announces new City Manager

7. Current Clients

Tom Sullivan, County Manager

Routt County

Steamboat Springs, Colorado

Phone: 970-879-0108

Project: Salary and Wage Study, Reorganization Study. November 2014 to present.

The Honorable Pat Mallory

City Council Member

Colby, Kansas

Phone: 785 443-2790 (cell)

Project: Executive recruitment

The Honorable Mayor Mike Ryan

City of Junction City, Kansas

Phone: 785-762-5221 Ext. 1445 (office)

Project: Executive recruitment

The Honorable Brian Fullmer, Mayor

Smithville, Missouri

Phone: 816-447-1565 (cell)
Project: Executive recruitment

The Honorable Mayor Terry Harper
City of Neodesha, Kansas
Phone: 602-288-9250
Project: Executive recruitment

8. Fee Structure

The Austin Peters Group Executive Recruitment Services

We offer reasonably-priced fees in comparison to similar firms, combined with maximum in-person consultation with the governing body. Depending on the number and nature of the executive recruitment services requested by the governing body, our fees range from \$12,000 to \$17,000 dollars. Travel time and expenses will be invoiced in addition to the fees listed here.

Core Recruitment Services Total Fee: \$14,500

- Facilitate agreement and prepare Recruitment Profile and related brochure.
- Prepare advertisement copy for marketing position and advise on marketing outlets.
- Initiate targeted, affirmative contacts with prospective candidates.
- Provide for communication to community and employees throughout recruitment.
- Facilitate governing body agreement on parameters of compensation.
- Receive and review resumes, clarify information as needed, conduct candidate screening and preliminary vetting, and recommend candidates who closely match Recruitment Profile.
- Advise on candidate interview process, coordinate interview schedule, and observe interviews.
- Conduct thorough vetting on finalists and advise on formal background checks.
- Advise on negotiation of compensation and other employment terms with preferred candidate.

Optional Recruitment Services

- Advise and facilitate agreement on a job description and related changes in ordinances or resolutions -- *Additional Fee: \$500*
- Facilitate finalist candidates' presentations at community and/or staff forums -- *Additional Fee: \$250*

Our proposed fees assumes:

- 1) The City will provide a facility, invitations and logistical support for the stakeholder focus group.
- 2) An employee of the City who holds the confidence of the Commission will be designated to provide logistical support and clerical assistance to the recruitment process.
- 3) Legal counsel will be available to advise the City Commission on any legal issues arising in the recruitment process and prepare the employment agreement.
- 4) The City pays for all direct costs such as reproduction of recruitment-related documents including but not limited to the Recruitment Profile, resumes, and press releases; fees for posting position announcements; all travel and related incidental expenses for candidate interviews; fees to conduct formal candidate background checks, and any other related direct costs.

If the City Commission accepts our proposal or some variation of it, our firm will prepare a Letter of Understanding identifying mutual obligations for written approval by a representative of the City and our firm.

9. Hourly Rate

The hourly rate for additional services is \$90 plus reasonable travel expenses.

10. Evidence of Consultant's Qualification to do Business in Colorado

The Austin Peters Group, Inc., is registered with the Secretary of State's office for the State of Colorado.

11. Subcontractors and Suppliers

APG will provide the city with a list of subcontractors upon award of the project. As per city requirements "Consultants will be required to establish to the satisfaction of the City the reliability and responsibility of all proposed subcontractors and suppliers pursuant to the criteria set forth in these Instructions and Proposal Requirements. Prior to the award of the Contract, the City will notify Consultant in writing if the City has reasonable objection to any proposed subcontractor. In such event, Consultant may, at its option, (1) withdraw its proposal, or (2) submit a substitute sub-consultant acceptable to the City with an adjustment in the proposal to cover any difference in cost. The City may, at its discretion, accept the adjusted proposal."

Marla Flentje will serve as a subcontractor on this project. As mentioned previously, the only subcontracting work involved in this proposal is for graphic design services for the online recruitment profile.

Additional Firm Qualifications

Record of Success.

Our previous clients, along with testimonials from some of the elected officials on their governing boards are evidence of our success. All of our previous recruitment engagements have resulted in a successful hiring of an executive manager by a unanimous governing body vote. We list references who can speak to our high performance.

The resource capacity of our firm is sufficient to complete the recruitment process and perform the services selected by the Council in a timely fashion and without delays from our firm. The only service that we sub-contract is graphic design for an on-line brochure for the Recruitment Profile. In addition to the extensive experience and expertise of our consulting team in the area of executive recruitment, 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
- 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, and training and leadership development.

Benefits for Gunnison

Discuss the general nature and extent of benefits that the City of Gunnison is reasonably likely to experience as a result of these services.

We have had a 94% placement rate with candidates retaining their position for more than one year. Our previous clients, with testimonials from some of the elected officials on their governing boards are evidence of our success. All of our previous recruitment engagements have resulted in a successful hiring of an executive manager by a unanimous governing body vote.

What previous clients say about our executive recruitment services

"The success at the level we achieved would not have been possible without [The Austin Peters Group's] expert assistance. The accolades from the governing body for their service are unanimous. This is very 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 McNow, 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. - The Honorable Dion Avella, Mayor of Derby, Kansas

"The Austin Peters Group was a tremendous asset in the 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 the City's previous recruitment.] Meetings were organized, the process was structured and the results were markedly better. We moved purposefully through a well-designed process and avoided pitfalls often associated with reaching a consensus on such 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 The Austin Peters Group. I can also say, without reservation, that if I ever need these services again, I will not hesitate to call you." - The Honorable Quintin Robert, Mayor of Osage City

"As a Reno County Commissioner, I can give a strong recommendation to anyone considering using your company for their executive search process, particularly in regard to public employees. 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

"It has been just over a month since our new City Administrator started his first day. So far, we are certain he is a top find for our City. I just want you to know if we need your service again, your company will be on the top of the list." - The Honorable Gary Brown, Mayor of Salem, Missouri

The Austin Peters Group, Inc. Services

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

Public and Non Profit Clients
(partial list)

Arc of Douglas County, KS
Arc of Sedgwick County, KS
Barton County, KS
Benedictine College, KS
Big Brothers/Big Sisters of KS, OK, FL
Boulder County, CO
Boys and Girls Club, KS
Butler Community College, KS
Butler County, KS
Cameron Regional Medical Center, MO
City of Abilene, KS
City of Augusta, KS
City of Chattanooga, TN
City of Columbia, TN
City of Derby, KS.
City of Garden City, KS
City of Grandview, MO
City of Greensburg, KS
City of Hesston, KS
City of Iowa City, IA
City of Junction City, KS
City of La Vista, NE
City of Leander, TX
City of Lenexa, KS
City of Marshalltown, IA
City of Maryville, MO
City of Morristown, TN
City of Neodesha, KS
City of Newton, KS
City of North Liberty, IA
City of Oklahoma City, OK
City of Ottawa, KS
City of Paola, KS
City of Park City, KS
City of Rose Hill, KS
City of Salem, MO
City of Smithville, MO
City of Valley Center, KS
City of Wichita, KS.
CLASS LTD, KS
Cole County School District, MO
Davie County Public Library, KY
Dickenson Foundation, KS
Douglas County, KS
Ellis County, KS
Families Together, KS
Finney County, KS
Flinthills Services, Inc., KS
Ford County, KS

Franklin County, KS
Henry County School District, MO
Historic Wichita Cowtown, Inc.
Housing Authority City of Austin, TX
Johnson County Community College, KS
Johnson County, KS
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
Kansas State University, KS
KPTS, Channel 8 Public Television
Medical Services Bureau, KS
Mercy Health Center, KS
Miami Co. Mental Health Centers, KS
Miami County, KS
Mid America Regional Council, MO
National League of Cities
Platte County, MO
Prairie Band Potawatomi Nation, KS
Reno County, KS
Riley County, KS
Routt County, CO
Saint Luke's Hospitals, KS
Sarpy County, NE
Sedgwick County Nonprofit Chamber of Service, KS
Sedgwick County, KS
Seward County, KS
Southeast Missouri State University, MO
Starkey, Inc., KS
Sunflower Foundation, KS
TeamMates Mentoring Program, NE
The Menninger Clinic, KS
Twenty First Century Alliance
United States Department of Agriculture, KS
United Way of Kansas City, KS
USD 232 De Soto, KS
USD 233 Olathe, KS
USD 337 Royal Valley, KS
USD 379 Clay County, KS
USD 443 Dodge City, KS
USD 475 Junction City, KS
USD 501 Topeka, KS
Wichita Area Technical College, KS
Wichita Area Association of Realtors, KS
Workforce Alliance of South Central Kansas

