



Notice of Study Session
ABILENE PUBLIC LIBRARY, 209 NW FOURTH STREET
December 7, 2020 - 4:00 pm

DUE TO COVID-19 AND SOCIAL DISTANCING WE ARE ENCOURAGING VIEWING ALL MEETINGS VIRTUALLY ON THE LIVE STREAMED CITY OF ABILENE'S YOUTUBE PAGE AT https://www.youtube.com/channel/UCNURrU0ueP6_dRpHYu1wJEg

PURPOSE

The City Commission's study sessions are for the purpose of providing the commission the opportunity to study items in more detail.

OPEN FORUM

This is an opportunity to bring up items to be informally addressed. The Mayor may impose a time limit on open forum.

STUDY ITEMS

1. Consider approval of the 2021 Cereal Malt Beverage Licenses.
2. Consider Ordinance to renew franchise agreement with Kansas Gas Service.
3. Consider proposals for City Manager search.
4. Discussion of Industrial Avenue street.

THERE WILL BE A SPECIAL CITY COMMISSION MEETING FOLLOWING THE STUDY SESSION. THE SPECIAL MEETING AGENDA IS ATTACHED AT THE END OF THIS AGENDA PACKET.





CITY OF ABILENE
Item for City Commission Agenda

Meeting Date:

12/14/2020

Originating Department

Prepared By:

Approved For Agenda By:
(Office Use Only)

Administration

Penny Soukup

AGENDA ITEM HEADING:

2021 Cereal Malt Beverage License's

BACKGROUND:

The following list have applied for Cereal Malt Beverage Licenses for the 2021 year.

All have paid the appropriate fees and passed all of the required inspections for zoning, background and fire safety.

Name	Address	License Type
Abilene 24/7	2200 N. Buckeye	Package Sales
Casey's General Store	201 S. Buckeye	Package Sales
Historic Abilene Inc- Old Abilene Town	201 SE 6 th St	On Premise
Joe Snuffy's	209 W. 1 st St	On Premise
Kwik Shop	1401 N. Buckeye	Package Sales
Love's Travel Stop	2322 Fair Rd.	Package Sales
Pizza Hut	1703 N. Buckeye	On Premise
Robson Oil d/b/a Corner Stop	100 S. Buckeye	Package Sales
Robson Oil d/b/a Liberty Store	601 S. Buckeye	Package Sales
Snacks	2000 N. Buckeye	Package Sales
Southside Bar	210 W. 1 st St	On Premise
Tossed N Sauced	301 N. Cedar	On Premise
West Stop	420 N. Buckeye	Package Sales
West Stop West	1324 NW 3 rd St.	Package Sales
West's Plaza Country Mart	1900 N. Buckeye	Package Sales
Zey's Inc. d/b/a Zeys Market	1020 W. 1 st St	Package Sales

FISCAL NOTE:

None

COMMISSION ACTION:

Consider approval of the 2021 Cereal Malt Beverage License's.



CITY OF ABILENE
Item for City Commission Agenda

Meeting Date:

12/14/20

Originating Department

Prepared By:

Approved For Agenda By:
(Office Use Only)

Administration

Marcus Rothchild

AGENDA ITEM HEADING:

Consider ordinance for franchise renewal with Kansas Gas Service

BACKGROUND:

The current franchise agreement with Kansas Gas Service and the City of Abilene was last renewed in 2011 and is set to expire on August 24, 2021. The franchise fee is set at a rate of 5% for sales and transport customers. Kansas Gas franchise fees across the state range from 3%-5% with two or three cities that have recently moved to 6%. Kansas Gas is encouraging cities to sign 20-year franchise agreements to help make the process more efficient for both KGS and the municipalities they serve. Staff negotiated with Kansas Gas to include a five-year reopener provision that provides the City with the opportunity to renegotiate rates if needed before the twenty-year term is complete. The attached draft ordinance for your consideration will keep the franchise rate at 5% and increase the term to 20 years with a 5-year reopener provision.

FISCAL NOTE:

Gas Franchise received:
2018: \$151,422.09
2019: \$148,264.54
2020 YTD: \$121,916.46

COMMISSION ACTION:

Consideration of ordinance for franchise renewal with Kansas Gas Service.

ORDINANCE NO. _____

AN ORDINANCE, granting to Kansas Gas Service, a Division of ONE Gas, Inc., and its successors and assigns, a natural gas franchise, prescribing the terms thereof and relating thereto, providing definitions of terms, prescribing a franchise fee, providing terms and conditions for the use of public rights-of-way, requiring advance notice of work and duty to repair, providing for indemnification and a hold harmless agreement, providing for rules and regulations, prescribing insurance requirements, reserving certain rights, providing for revocation and termination, providing for an acceptance of the terms of the franchise, providing for a reopener, providing for notice of annexations, prescribing relevant governing law, providing for transfer and assignment of the franchise, providing for points of contact and notifications, providing for an agreement to renegotiate, and repealing all ordinances or parts of ordinances inconsistent with or in conflict with the terms hereof.

BE IT ORDAINED BY THE GOVERNING BODY OF THE CITY OF ABILENE, KANSAS:

SECTION 1. DEFINITIONS.

For purposes of this Ordinance the following words and phrases shall have the meanings given herein. When not inconsistent within the context, words used in the present tense include the future tense and words in the single number include the plural number. The word “shall” is always mandatory, and not merely directory.

“**City**” shall mean the City of Abilene, Kansas, and, where appropriate by the context, each of its departments, divisions and component units, including public trusts or authorities of which the City is a beneficiary.

“**Company**” shall mean Kansas Gas Service, a division of ONE Gas, Inc.

“**Consumer**” shall mean any person or Entity located within the municipal corporate limits of the City and serviced by the Company through any use of the Public Ways.

“**Distribution**” or “**Distributed**” shall mean all sales, distribution, or transportation of natural gas to any Sales or Transportation Consumer for use within the City by the Company or by others through the Distribution Facilities of Company in a Right of Way.

“**Distribution System**” or “**Distribution Facilities**” shall mean a pipeline or system of pipelines, including without limitation, mains, pipes, boxes, reducing and regulating stations, laterals, conduits and services extensions, together with all necessary appurtenances thereto, or any part thereof located within any Public Way, for the purpose of Distribution or supplying natural gas for light, heat, power and all other purposes.

“Effective Date” shall mean the date the Company files its written acceptance with the City following the final passage and approval of said Ordinance by the City.

“Entity” shall mean any individual person(s), governmental entity, business, corporation, partnership, firm, limited liability corporation, limited liability partnership, unincorporated association, joint venture or trust and shall include all forms of business enterprise not specifically listed herein.

“Facility” or “Facilities” refers to the Company’s Distribution System or Distribution Facilities.

“Franchise” shall mean the grant of authority by the City to transport, distribute or sell natural gas to the inhabitants of the City and to operate a Distribution System or Distribution Facilities.

“Franchise Fee” shall refer to the charges as prescribed in Section 3 of this Franchise Ordinance.

“Franchise Ordinance” shall mean this Ordinance granting a natural gas franchise to the Company.

“Gross Receipts” shall mean any and all compensation and other consideration derived directly by the Company from any Distribution of natural gas to Consumers within the City. Such term shall not include revenue from certain miscellaneous charges and accounts including but not limited to: connection fees, disconnection and reconnection fees, temporary service charges, delayed or late payment charges, collection fees, bad debts, customer project contributions, meter test fees, revenues received by Company from Consumers as franchise fee reimbursement, and returned check charges. Additionally, Gross receipts shall not include credit extended pursuant to the Cold Weather Rule (or substitute rule) of the Kansas Corporation Commission for natural gas sold within the corporate limits of the City, nor Volumetric Rate Fees collected by Company and remitted to City in accordance with Section 3 of this ordinance.

“MCF” shall mean a measurement of natural gas equal to one thousand cubic feet. It is assumed for purposes of this Franchise Ordinance that one MCF equals one million British Thermal Units.

“Public Improvements” means any public facilities, buildings, or capital improvements, including, without limitation, streets, alleys, sidewalks, sewer, water, drainage, right-of-way improvements, and other Public Projects.

“Public Project” means any project planned or undertaken and financed by the City or any governmental entity for construction, reconstruction, maintenance, or repair of public facilities or improvements, or any other purpose of a public nature paid for with public funds.

“Public Way” or “Public Ways” shall mean the area on, below or above the present and future public streets, avenues, alleys, bridges, boulevards, roads, highways, parks, parking places

and other public areas, and general utility easements, dedicated to or acquired by the City. The term does not include easements obtained by private entities providing utilities services or private easements in platted subdivisions or tracts.

“Sales Consumer” shall mean, without limitation, any Entity that purchases natural gas within the Corporate City limits from Company for delivery to such consumer within the City through the Company’s Distribution System or Distribution Facilities.

“Settlement Prices” shall mean the settlement prices for natural gas futures contracts traded on the New York Mercantile Exchange (NYMEX) on the fifteenth day of each month as published in nationally recognized publications such as the CME Group (CME) or S&P Global Platts (Platts) on the following business day (or the next day in which a Settlement Price is published).

“Transport Gas” shall mean all natural gas transported by Company pursuant to a Transportation Tariff Arrangement or by other agreement, but not sold by the Company, through Company’s Distribution Facilities to any Consumer or user located within the municipal corporate limits of the City.

“Transportation Consumer” shall mean without limitation, any Entity that transports Transport Gas pursuant to a Transportation Tariff or by other agreement, within the City’s municipal corporate limits through Company’s Distribution Facilities for consumption within the City’s corporate limits.

“Volumetric Rate” is the rate applicable to each Mcf of Transport Gas distributed to Transportation Consumers. The Volumetric Rate shall be based on a twelve month average of Settlement Prices as calculated from July through June. Initially, the Settlement Price shall mean \$0.1188 per MCF for Transport Gas distributed to Transportation Consumers within the City as represented in “Attachment A,” which is incorporated herein and attached hereto. There shall be an annual recalculation of the Volumetric Rate which shall be effective each January 1. The recalculation shall be based on Settlement Prices for the previous twelve-month period. The average Settlement Prices for each of the twelve months shall be summed and divided by twelve and multiplied by 5% (five percent) to obtain the Volumetric Rate to be effective January 1 of the next succeeding year. The Company shall calculate the Volumetric Rates in accordance with the procedures set out herein and then filed with the City Clerk by July 31 of each year for those rates to be effective on January 1 of the following year.

SECTION 2. GRANT OF NON-EXCLUSIVE FRANCHISE.

A. In consideration of the benefits to be derived by the City and its inhabitants, there is hereby granted to the Company (said Company operating a Distribution System in the State of Kansas), a non-exclusive franchise for a period of twenty (20) years from the Effective Date, to construct, maintain, extend and operate its Distribution Facilities along, across, upon or under any Public Way for the purpose of selling and distributing natural gas for all purposes to the City, and its inhabitants, and through said City and beyond the limits thereof; to obtain said natural gas from any source available; and to do all things necessary or proper to carry on said business.

B. The grant of this franchise by the City shall not convey title, equitable or legal, in a Public Way and shall give only the right to occupy the Public Way for the purposes and for the period stated in this Ordinance. This Ordinance does not:

- (1) Grant the right to use facilities or any other property, natural gas-related or otherwise, owned or controlled by the City or a third party without the consent of such party;
- (2) Grant the authority to construct, maintain or operate any Facility or related appurtenance on property owned by the City outside of a Public Way;
- (3) Excuse the Company from obtaining appropriate access or attachment agreements before locating its Facilities on property owned or controlled by the City (other than a Public Way) or a third party; or
- (4) Excuse the Company from obtaining and being responsible for any necessary permit, license, certification, grant, registration or any other authorization required by any appropriate governmental entity, including, but not limited to, the City or the Kansas Corporation Commission.

SECTION 3. FRANCHISE FEE.

A. As further consideration for the granting of this franchise, and in lieu of city occupation, license or permit fees, or revenue taxes, except as expressly provided herein, the Company shall pay to the City during the term of this franchise, a Franchise Fee of: (i) 5 percent (5%) of the actual Gross Cash Receipts collected by the Company from the sale, and distribution of natural gas to all Sales Consumers within the corporate limits of the City; and (ii) a sum equal to the Volumetric Rate multiplied by the number of MCF of Transport Gas for the distribution of Transport Gas for Transportation Consumers, all such payments to be made monthly for the preceding monthly period.

B. The Company's obligation for payments of the Franchise Fee shall commence with the first cycle of the monthly billing cycle beginning after the passage, adoption, acceptance and publication of this Ordinance, as provided in Section 11 below. Prior to that date, payments shall continue to be calculated and be paid in the manner previously provided in **Ordinance No. _____**, and amendments thereto.

C. In the event a Consumer of Company does not pay a monthly bill from Company in full, Company shall prorate its payments of remissions to the City for sums due on that particular bill so that the amount actually paid by the Consumer to Company on the bill is distributed to Company and to the City for sums due on the bill in proportion to the percentage of the total bill actually paid by the Consumer. In the event Company actually collects any outstanding amounts due on a past due, unpaid or partially paid monthly customer bill, then Company shall pay City its proportionate share of sums due to the City on such bill.

D. Upon written request by the City (but no more than once per quarter), the Company shall submit to the City a certified statement showing the manner in which the Franchise Fee was calculated. The City shall have the right to examine within the corporate limits of the City and during regular business hours, upon reasonable advance written notice to the Company (but no more often than once per calendar year), all books, papers and records kept by the Company in the ordinary course of business and pertaining to its business carried on by it in or through the City, necessary to verify the correctness of the Franchise Fees paid by Company.

E. No acceptance by the City of any Franchise Fee shall be construed as an accord that the amount paid is in fact the correct amount, nor shall acceptance of any Franchise Fee payment be construed as a release of any claim of the City. Any dispute concerning the amount due under this Section shall be resolved in the manner set forth in K.S.A. 12-2001, and amendments thereto.

F. The Franchise Fee required herein shall be in lieu of all taxes, charges, assessments, licenses, fees and impositions otherwise applicable that are or may be imposed by the City under K.S.A. 12-2001 and 17-1902, and amendments thereto. From and after the date hereof, the permit fees required of the Company by any ordinance (presently in effect or hereafter adopted) for a permit to excavate in or adjacent to any Public Way shall be deemed a part of the compensation paid pursuant to this Ordinance and shall not be separately assessed or collected by the City; in no event, however, shall this provision be interpreted to waive the requirement of notice to the City and the procedural requirements of such ordinance. The Franchise Fee is compensation for use of the Public Way.

SECTION 4. USE OF PUBLIC RIGHT-OF-WAY.

A. Except as provided herein or as regulated by state or federal law, the use of any Public Way under this franchise by the Company shall be subject to all laws, statutes, regulations and/or city policies (including, but not limited to those relating to the construction and use of the Public Way or other public property) now or hereafter adopted or promulgated. In addition, except as provided herein the Company shall be subject to all rules, regulations and policies now or hereafter adopted or promulgated by the City relating to permits, sidewalk and pavement cuts, utility location, construction coordination, and other requirements on the use of a Public Way; provided however, that nothing contained herein shall constitute a waiver of or be construed as waiving the right of the Company to oppose, challenge, or seek judicial review of, in such manner as is now or may hereafter be provided by law, any such rules, regulation or policy proposed, adopted, or promulgated by the City and, further provided other than the items enumerated in this Section 4 herein, that such rules, regulations or policies shall not require the payment of additional fees or additional costs for the use of a Public Way.

B. All mains, services, and pipe which shall be laid or installed under this grant shall be so located and laid as not to obstruct or interfere with any water pipes, drains, sewers, or other structures already installed. The Company shall provide, prior to commencing work, information to the City concerning work to be performed in the streets, avenues, bridges, parking areas, and public places of the City, as the City may from time to time require for purposes of record keeping. The City may require that the information be provided on its standard permit form, but without requiring approval, consent, or fees. In the event of an emergency, the Company shall have the right to commence work without having first providing such information or form(s).

C. The Company's use of any Public Way shall always be subject and subordinate to the City's use of the Public Way for any public purpose. The City may exercise its home rule powers in its administration and regulation related to the management of the Public Way; provided that any such exercise must be competitively neutral and may not be unreasonable or discriminatory, nor in conflict with state or federal law.

D. The City reserves the right to lay or permit to be laid cables, electric conduits, water, sewer, gas or other pipelines and to do or permit to be done any underground work deemed necessary and proper by the City, along, across, over or under any Public Way. In permitting such work to be done, the City shall not be liable to the Company for any damage to the Company's Facilities unless the City or its agents or contractors are negligent in causing said damage.

E. Whenever by reason of establishing a grade or changes in the grade of any street, or the location or manner of construction of any Public Way, and it shall be deemed necessary by the City to alter, change, adapt or conform any portion of the Company's Facilities located in the Public Way, the City shall provide reasonable notice and such alterations or changes shall be made within a reasonable time by the Company, as requested in writing by the City, without claim for reimbursement or compensation for damages against the City; provided, however, that this provision is not intended to require the Company to alter, change, adapt or conform any portion of its Facilities without reimbursement or compensation where the right to locate the same, whether by private right-of-way grant, utility easement or otherwise, was acquired prior to the designation of the location as a Public Way.

F. If the City shall require the Company to adapt or conform its Facilities or in any way to alter, relocate or change its property to enable any other person, firm, corporation or entity (whether public or private), other than the City, to use the Public Way, the Company shall be reimbursed by the person, firm, corporation or entity desiring or occasioning such change for any and all loss, cost or expense occasioned thereby. "Person," "firm," "corporation," and "entity" as used in this paragraph shall not include regular departments of the City, or any trust or authority formed by or for the benefit of City for public utility purposes, but shall include any other agency or authority of the City, whether acting in a governmental or non-governmental capacity, including, but not limited to, any urban renewal authority, or any other agency or authority, which as a part of its program clears whole tracts of land within the municipal corporate limits and relocates citizens for the purpose of urban development or similar aims.

G. The Company and the City shall participate in the Kansas One-Call utility location program. The Company shall cooperate promptly and fully with the City and take all reasonable measures necessary to provide accurate and complete information regarding the location of its Facilities located within a Public Way when requested by the City. Such location and identification shall be promptly communicated in writing to the City without cost to the City, its employees, agents or authorized contractors. The Company shall designate and maintain an agent familiar with the Facilities, who is responsible for providing timely information needed by the City for the design and replacement of Facilities in a Public Way during and for the design of Public Improvements.

H. The Company shall be subject to the following fees and costs in connection with its use and occupancy of any Public Way: (i) in the event that the repairs or replacements set forth under Section 5 below, have not been timely completed by Company, the City may charge an

excavation fee for each street or pavement cut to recover the costs associated with construction and repair activity; (ii) inspection fees to recover all reasonable costs associated with City inspection of the work of the Company in the Public Way when the Facilities are of such a scope and magnitude so as to require the City to incur such inspection costs by an outside party; and (iii) the repair and restoration costs associated with repairing and restoring the Public Way because of damage caused by the Company, its assigns, contractors, and/or subcontractors in the Public Way.

SECTION 5. NOTICE OF WORK & DUTY TO REPAIR.

A. Prior to commencing any activities related to the construction, maintenance, or extension of its Facilities along, across, upon or under the Public Way, the Company shall submit to the City written plans detailing all such activities in the manner required by the City by Ordinance. In the event of an emergency, Company shall have the right to commence work without having first providing such plans, provided such plans are submitted within five business days of commencement of the work. The Company's Facilities shall be so constructed and maintained as not to obstruct or hinder the usual travel or public safety on such public ways or unreasonably obstruct the legal use by other utilities.

B. Prior to beginning work, the Company will inspect existing pavement within and/or adjacent to the work area and will report any existing damage or concerns. All earth, materials, sidewalks, paving, crossings, utilities, Public Improvements, or improvements of any kind located within the Public Way that are damaged, displaced, or removed by the Company shall be fully repaired or replaced to their prior condition or to existing municipal standards as are then in existence, and in a manner satisfactory to the duly authorized representatives of the City, after completing such activity as is permitted under this Ordinance and without cost to the City.

SECTION 6. INDEMNITY AND HOLD HARMLESS.

The Company, its successors and assigns, in the construction, maintenance, and operation of its natural gas system, shall use all reasonable and proper precaution to avoid damage or injury to persons and property, and shall indemnify, defend, and hold and save the City harmless from any and all claims, damage, judgements, and reasonable expense, including attorney fees, caused by the negligence of the Company, its successors and assigns, or its (or their) agents or servants. The Company or the City shall promptly advise the other in writing of any known claim or demand against the Company or the City related to or arising out of the Company's activities in any Public Way.

SECTION 7. RULES AND REGULATIONS.

The Company shall have the right to make and enforce such reasonable rules and regulations as it may deem necessary for the extension of its Facilities, the sale of its gas, and the prudent conduct of its business, provided that such rules and regulations shall neither be in conflict with the laws of the State of Kansas, with the orders, rules or regulations of the Kansas Corporation Commission or other regulatory authority having jurisdiction, nor with the ordinances and regulations of the City insofar as they are consistent with the jurisdiction of the Kansas Corporation Commission or such other regulatory authority.

SECTION 8. INSURANCE REQUIREMENTS.

During the term of this Ordinance, the Company shall obtain and maintain insurance coverage at its sole expense with financially reputable insurers. The Company may elect to use the services of an affiliated captive insurance company for this purpose. The Company shall provide not less than the following insurance:

(1) Workers' compensation as provided for under any worker's compensation or similar law in the jurisdiction where any work is performed with an employers' liability limit equal to the amount required by law.

(2) Commercial general liability, including coverage for contractual liability and products completed operations liability on an occurrence basis and not a claims made basis, with a limit of not less than Two Million Dollars combined single limit per occurrence for bodily injury, personal injury, and property damage liability. The City shall be included as an additional insured with respect to liability arising from the Company's operations under this Ordinance.

As an alternative to the above insurance requirements, the Company may demonstrate to the satisfaction of the City that it is self-insured and as such Company has the ability to provide coverage in an amount not less than One Million Dollars per occurrence and Two Million Dollars in the aggregate, to protect the City from and against all claims by any person whatsoever for loss or damage from personal injury, bodily injury, death or property damage occasioned by the Company, or alleged to so have been caused or occurred.

SECTION 9. REVOCATION AND TERMINATION.

In case of failure on the part of the Company to comply with any of the provisions of this Ordinance, or if the Company should do or cause to be done any act or thing prohibited by or in violation of the terms of this Ordinance, the Company may be subject to forfeiture of all rights, privileges and franchise granted herein, and all such rights, privileges and franchise hereunder be deemed ceased, terminated and null and void, and this Ordinance may be deemed revoked or terminated, provided that said revocation or termination shall not take effect until the City has completed the following procedures: Before the City proceeds to revoke and terminate this Ordinance, it shall first serve a written notice upon Company, setting forth in detail the neglect or failure complained of, and the Company shall have sixty days thereafter in which to comply with the conditions and requirements of this Ordinance. If at the end of such sixty-day period the City determines that the neglect or failure complained of has not been cured, the City shall take action to revoke and terminate this Ordinance by an affirmative vote of the governing body present at a public meeting and voting, setting out the grounds upon which this Ordinance is to be revoked and terminated; provided, to afford the Company due process, the Company shall first be provided reasonable notice of the date, time and location of the governing body's consideration and shall have the right to address the governing body regarding such matter; and further provided, if the nature of the default is such that it cannot be reasonably cured within the above said sixty-day period, and the governing body believes the Company has in good faith timely commenced its cure and is diligently pursuing the completion of the same, the Company may, in the City's sole

discretion, be given a reasonable additional period of time to complete its cure. Nothing herein shall prevent either party from invoking any other remedy that may otherwise exist at law. Upon any determination by the governing body to revoke and terminate this Ordinance, the Company shall have thirty days to appeal such decision to the District Court where the City is located or in the District Court of Dickinson County, Kansas. This Ordinance shall be deemed revoked and terminated at the end of this thirty-day period, unless the Company has instituted such an appeal. If the Company does timely institute such an appeal, such revocation and termination shall remain pending and subject to the court's final judgment. Provided, however, that the failure of the Company to comply with any of the provisions of this Ordinance or the doing or causing to be done by the Company of anything prohibited by or in violation of the terms of this Ordinance shall not be a ground for the revocation or termination thereof when such act or omission on the part of the Company is due to any cause or delay beyond the control of the Company or to bona fide legal proceedings.

SECTION 10. RESERVATION OF RIGHTS.

In granting its consent hereunder, the City does not in any manner waive its regulatory or other rights and powers under and by virtue of the laws of the State of Kansas as the same may be amended, applicable Federal laws or regulations as the same may be amended, its home rule powers under the Constitution of the State of Kansas, nor any of its rights and powers under or by virtue of present or future ordinances of the City.

In adopting and passing this Ordinance, neither the City's nor the Company's present or future legal rights, positions, claims, assertions or arguments before any administrative agency or court of law are in any way prejudiced or waived. By the City's adopting and passing this Ordinance and the Company's acceptance hereof as provided in Section 11, neither the City nor the Company waive any rights, but instead expressly reserve any and all rights, remedies, and arguments the City or the Company may have at law or equity, without limitation, to argue, assert, and/or take any position as to the legality or appropriateness of any present or future laws, non-franchise ordinances and/or rulings.

SECTION 11. ACCEPTANCE OF TERMS.

This franchise Ordinance shall take effect and be in force from and after its passage, approval by the City, acceptance by the Company, and publication in the official City newspaper. The Company shall have sixty days after the final passage and approval of this franchise Ordinance to file with the City Clerk its written acceptance of the provisions, terms and conditions of this franchise Ordinance and when so accepted, this franchise Ordinance and acceptance shall constitute a contract between the City and the Company and such contract shall be deemed effective on the date Company files its acceptance with the City.

This franchise Ordinance, when accepted as provided above, (i) shall constitute the entire agreement between the City and the Company relating to this franchise, and the same shall supersede and cancel any prior understandings, agreements, or representations regarding the subject matter hereof, or involved in negotiations pertaining thereto, whether oral or written, (ii)

shall be binding upon the parties, including their successors and assigns, and (iii) shall not be amended or further obligations imposed without mutual consent of the parties hereto.

SECTION 12. REOPENER PROVISION.

Upon written request of either the City or the Company, this Franchise may be reviewed once after five (5) years from the effective date of this ordinance, and once every (5) five years thereafter, to review the rate set forth in Section 3 above. Said request must be served upon the other party at least 120 days prior to the end of each period set forth above, and shall state specifically the amendment(s) desired. The City and the Company shall negotiate in good faith in an effort to agree upon mutually satisfactory amendment of the Franchise.

Upon written request of the Company, the franchise shall be reopened and renegotiated at any time upon a change in federal, state, or local law, regulation, or order which materially affects any rights or obligations of Company, including, but not limited to, the scope of the grant to the Company or the compensation to be paid to the City.

The franchise fee percentage rate set forth in Section 3 shall in no event exceed the percentage rate hereafter approved to calculate any fee paid to the City by any Entity for use of the Public Ways, if such fee is based in any way on the amount of revenues or gross receipts from the sale, transportation and/or distribution of natural gas or electric energy (excluding any municipally-owned electric utility) by such other Entity to customers within the City. If at any time after the effective date of this Ordinance, the fee or rate required to be paid by another utility distribution company is less than the percentage rate set forth in Section 3, then this Franchise shall become automatically subject to reopen upon notice by the Company for purposes of negotiation of a new lower franchise percentage rate.

SECTION 13. NOTICE OF ANNEXATION.

The City shall promptly notify the Company in writing (to include a map) of areas newly annexed into or deannexed from the corporate limits of the City, and the Company shall update its records for the purpose of payment of franchise fees as soon as reasonably practicable after receiving such notice. Notwithstanding anything to the contrary in this Ordinance, the fees provided for in Section 3 above shall not become effective within any area annexed by the City until the beginning of the monthly billing cycle which begins no more than sixty days after the date that the City provides the Company with a certified copy of the annexation ordinance, proof of publication as required by law and a map of the City detailing the annexed area.

SECTION 14. RELEVANT LAW.

The franchise is granted pursuant to the provisions of K.S.A. 12-2001 and amendments thereto. Any and all ordinances or parts of ordinances in conflict with the terms hereof are hereby repealed or considered as having no effect as of the first cycle of the monthly billing cycle as referenced in Section 3 of this ordinance.

SECTION 15. TRANSFER AND ASSIGNMENT.

Company shall not have the right to assign, sell, lease, or otherwise transfer in any manner whatsoever to any third party not affiliated with Company the rights and privileges granted under this Ordinance except as hereinafter provided. Any assignment, sale, lease, or other transfer by the Company of the franchise granted herein to any third party not affiliated with Company shall be ineffective and void unless:

- (1) The proposed assignment, sale, lease or transfer shall be in writing:
- (2) The prospective assignee, buyer, lessee or other transferee shall agree in writing to accept and become responsible for full performance of all conditions, covenants, obligations, and liabilities contained in this Ordinance; and
- (3) Such writing shall be submitted to the City Clerk of the City.

SECTION 16. POINT OF CONTACT AND NOTICES.

Company shall at all times maintain with the City a local point of contact who shall be available at all times to act on behalf of Company in the event of an emergency. Company shall provide the City with said local contact's name, address, telephone number, fax number and e-mail address. Emergency notice by either party to the other may be made by telephone to the City's designee as listed below. All other notices between the parties shall be in writing and shall be made by personal delivery, depositing such notice in the U.S. Mail, Certified Mail (return receipt requested), or via the email addresses provided below. Any notice served by U.S. Mail or Certified Mail (return receipt requested) shall be deemed delivered upon actual receipt unless otherwise provided. Other than emergencies, notices to the parties shall be to the following:

The City:

The City of Abilene
Attn: City Clerk
419 Broadway Street
Abilene, Kansas 67410
Phone: 785-263-2550
Fax: 785-263-2552
Email: penny@abilenecityhall.com

Company:

Kansas Gas Service, a Div. of ONE Gas, Inc.
Attn: Legal Department
7421 W. 129th Street
Overland Park, KS 66213-2713
Phone: (913) 319-8619
Fax: N/A
Email: kgsfranchises@onegas.com

Emergency Contact Information:

Emergency Designee:
Emergency Contact No.:
Emergency Email:

Natural Gas Emergency No: 888-492-4950

Local Contact Email:
KGSDispatchOverlandPark@onegas.com

(or to replacement addresses that may be later designated in writing).

SECTION 17. AGREEMENT TO RENEGOTIATE.

Should the Kansas Corporation Commission take any action with respect to this franchise Ordinance and any amendment thereto which precludes Company from recovering from its customers any costs or fees provided for hereunder, the parties hereto shall renegotiate this franchise Ordinance in accordance with or to conform to the Commission's ruling.

In the event the parties are actively negotiating in good faith a new franchise ordinance or an amendment to this Franchise Ordinance upon the expiration date of this Franchise Ordinance, the parties by written mutual agreement may extend the expiration date of this Franchise Ordinance to allow for further negotiations. Such extension period shall be deemed a continuation of this Franchise Ordinance and not as a new franchise ordinance or amendment.

PASSED, ADOPTED AND APPROVED this ____ day of _____, 20__.

CITY OF ABILENE, KANSAS

[seal]

_____, Mayor

ATTEST:

_____, City Clerk



Executive Search & Recruitment Services
Abilene, Kansas
City Manager Recruitment
November 25, 2020



Elizabeth Tatarko, Vice President
Marla Flentje, Senior Consultant
P.O. Box 27196
Overland Park, KS 66225
Ph (970) 266-8724
Fax (913) 851-7529
etatarko@austinpeters.com
www.austinpeters.com



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

November 25, 2020

Marcus Rothchild
419 North Broadway Ave.
P.O. Box 519
Abilene, KS 67410

Dear Mr. Rothchild:

We are pleased to offer this response for your consideration. Our proposal outlines optional services for your Mayor and City Commission to review. Our goal is to ensure you choose the most qualified applicant who fits the 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 had extensive and seasoned experience in this work for the last several years. ***Our niche for executive recruitment is working with small and mid-sized cities such as the City of Abilene.*** 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 seventy 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.
- **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.

Due to the current Covid-19 pandemic, this proposal uses a mixture of onsite meetings (if allowed), zoom videoconferencing, telephone, and email for communication to reduce travel and group meetings.

I would welcome the opportunity to work with Abilene again. I believe our experience working on past projects will be a benefit to this project. You may reach me at 970-266-8724 or by email at etatarko@austinpeters.com.

Sincerely,

A handwritten signature in blue ink that reads "Elizabeth Tatarko". The signature is written in a cursive, flowing style.

Elizabeth (Beth) Tatarko
Vice President



Company Information

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. Beth Tatarko, Vice President, and Marla Flentje, Senior Associate, will lead this project and are authorized to act on behalf of The Austin Peters Group, Inc. 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.

Name/Address/Telephone/Fax/Email of Firm

The Austin Peters Group, Inc.

Kansas Office:

P.O. Box 27196

Overland Park, Kansas 66225

Ph (913) 851-7530

Fax (913) 851-7529

Colorado Office:

4809 Prairie Vista Drive

Fort Collins, Colorado 80526

Ph (970) 266-8724

Fax (913) 851-7529

A. Qualifications, Experience and Staffing

Brief History of Firm

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

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 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. – 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 Dixon, 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.

Key Personnel

Elizabeth (Beth) 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 20 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. She provides expertise in: human resource and executive recruitment, evaluation and survey design; community and economic development; citizen involvement; community participation; focus groups; strategic planning; and training.

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’s 120 local government clients. 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.

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

Marla Flentje, Co-Project Manager, has been a Senior Consultant for the Austin Peters Group for eleven 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 more than twenty cities, counties and nonprofit organizations in the Midwest.

Project Responsibility: Senior Consultant, recruitment profile, facilitation, and interviews.

Rebecca Crowder, SPHR, has been the 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.

Michelle Schamberger, Trainer/Consultant, has more than 15 years of experience in government writing and training, and teaching for governments and non-profits. She was the grant writer for Lake County School District, where she secured millions of dollars in four years. She was also a lead analyst and designer for instructional design and e-Learning courses. Michelle is an instructional designer and technical writer for training. Prior to working in the field of training, she spent eleven years teaching college-level English. She has developed communications and marketing plans for major corporations and organizations. Michelle has a Bachelor of Arts in English and a Master of Arts in English. Michelle has been with The Austin Peters Group, Inc. for 14 years and prior to that was an Educational Consultant for Sprint Corporation. She has served as an Adjunct Instructor at Colorado Mountain College, University of Missouri Kansas City, Penn Valley, Maple Woods and Johnson County.

Project Responsibility: Report editing and writing services. She has worked for APG for 14 years.

B. Scope of Work

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

We work solely for the Mayor and City Commission. The Mayor and City Commission members receive the same and frequent communication related to the recruitment. We take direction from and are responsive to the interests of the Mayor and City Commission.

Performing with the utmost 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 Mayor and City Commission.

We work to help the Mayor and City Commission 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 Mayor and City Commission and the new City Manager.

On City Manager compensation matters, the values that should inform the Mayor and City Commission decisions about executive compensation are fairness and alignment with the market in the City's region and state. The Mayor and City Commission 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 Mayor and City Commission in matters of compensation include:

- publishing the lower number of the salary range in the Recruitment Profile (but not the upper number);
- obtaining and organizing comparable compensation data from other municipalities;
- facilitating the Mayor and City Commission 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 the Mayor and City Commission agreement to delegate negotiation of compensation and other employment agreement terms with the preferred candidate to the Mayor and City Attorney or designee; and
- providing advice, as requested, to the Mayor and City Commission members designated to negotiate.

Approach

Offered below is a detailed description of how our firm approaches a City Manager search, including the steps involved in a recruitment plan, a tentative schedule, strategies used in the recruitment, and a history of our placements. Due to the current Covid-19 pandemic, this proposal uses a mixture of onsite meetings (if allowed), zoom videoconferencing, telephone, and email for communication to reduce travel and group meetings.

a) Process we use to develop the profile for the City Manager position.

Establish a recruitment process and timeline. Our Advisor will consult with the Mayor and City Commission members on options for a recruitment and interview process. Our advisor will facilitate consensus on these matters as part of the approval process for the Candidate Recruitment Profile. An approximate timeline for the process will be published in the Recruitment Profile. We advocate for an aggressive timeline (average 14-16 weeks) because it positions the City to compete effectively for the most qualified candidates.

Develop a candidate recruitment profile. The profile is the central document that drives the recruitment process. The approved profile represents the consensus of the Mayor and City Commission 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 steps for profile development are:

Step 1. Meet with Mayor and City Commission to review process. Our advisor will meet via Zoom Video Call or telephone with the City Commission to review the timelines, recruitment process, review qualifications for the candidate, and outline the public input process. This will be done through individual, phone interviews with the Mayor and City Commission on the following topics:

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

Step 2. Prepare recruitment profile for the Mayor and City Commission consideration and adoption. Based on information gathered from interviews, a recruitment profile with the following sections will be drafted for the Mayor and City Commission review:

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

Step 3. Format and publish recruitment profile as an online brochure. The brochure will include attractive pictures of City facilities and the City of Abilene (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. A sample of a recruitment brochure is included as an attachment.

b) Advertising methodologies.

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, which is a cost savings to the City, since the City can access these services for no or lower cost fees than our firm.

In general, we recommend posting position ad announcements as follows:

General Posting:

International City/County Management Association, distributed through Glassdoor
Kansas League of Municipalities
Kansas Association of Counties
Additional State League of Municipalities: Missouri, Texas, Colorado, Iowa, Nebraska
National League of Cities
Local or regional media sources

The total expense for these outlets above is approximately \$800-\$1,000. Additional sources may include ASPA, NACo, and NACA. League of Women in Government, National Forum for Black Public Administrators (NFBPA), Local Government Hispanic Network (LGHN).

Additional Internet Exposure:

An ICMA posting is also distributed via Glassdoor. Glassdoor.com is the second largest job site in the US, following Indeed.com (Comscore Media Metrix, February 2018). Glassdoor has more than 40 million reviews and insights for approximately 770,000 companies. Nearly 57 million unique users visit Glassdoor's mobile applications and website monthly.

APG Network:

APG will use our informal government network to disseminate the profile. This network is comprised of more than 500 contacts that include city and county managers and human resource directors. This network includes an extensive list of Kansas, Missouri, Texas, and Colorado contacts along with university contacts with MPA programs in the region. APG will provide additional state associations for networking and distribution of information. Those states will be provided as options for posting: generally, these states charge approximately \$100 per listing for 30 days, which will be the responsibility of the City.

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 City Manager network in the states mentioned for the same purpose. We will send the Recruitment Profile to these persons and follow up with personal phone calls to encourage applications and referrals.

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 the Mayor and City Commission on the number and characteristics of resumes submitted.
- We will guarantee confidentiality of all candidate information and communication, sharing information only with the Mayor, City Commission members and appointed staff person as 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 Abilene.

- We will act solely in the interests of the Mayor and City Commission; our job is not to promote the interests of any candidates for the position.

At this point, communication with prospective candidates will clarify gaps or discrepancies in resume information and solicit additional information for evaluating their candidacies.

d) Recommend to the selection committee the names of candidates who should be considered as semi-finalists. This list will include five to eight semi-finalists. Our report may identify alternates in addition to the five to eight candidates.

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:

- **Conduct informal telephone interviews with a short list of candidates who most closely match the Mayor and City Commission 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. Our firm offers the option of videotaping using Zoom or Skype to Skype technology and recording for an additional fee. A summary of these interviews will be a part of the Candidate Briefing Book.
- **Conduct an online search** for relevant information about candidates from public sources, especially print and electronic media.

If the application process does not yield a pool of quality candidates, our Advisor will provide options to the governing body at that point.

Deliver Candidate Briefing Book. Based on the screening steps identified earlier, our Advisor will prepare a confidential Candidate Briefing Book 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 interview with the advisor.
- Candidate resumes and copies of relevant media reports and other information from credible public sources.

The actual length of the report is determined by the strength of the candidate pool. Our Briefing Book may 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 participate via a Zoom Videocall to answer questions about the report and receive the Mayor and City Commission decision on candidates it wishes to interview.

We do not call references at this recruitment stage to honor the confidentiality of resume

submissions. We do call references for candidates identified for the interview stage of the process.

e) Coordinate notification of candidates being invited to final interviews as well as candidates not being invited to final interviews.

APG will provide notification to candidates being invited to final interviews as well as candidates not being invited to final interviews. This will be done via email. A formal letter from the City should be provided at the completion of the process. APG will provide a letter and mail-merged file to make this task easy. APG will work with each candidate on travel arrangements and the process for reimbursement through the City.

f) Complete and present comprehensive background information on candidates selected to be interviewed.

Conduct formal candidate background checks. With written authorization from candidates, the most competitive candidates will 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. The reference check will be provided by a third party, our firm recommends Validity or First Check or we can use a firm if the City currently has a contract for this service.

Deliver candidate reference report. Each candidate is asked to submit references for the following: an elected official, a manager or supervisor, a direct report they supervised, and a community partner who knows the candidate well. The purpose of the candidate reference report is to perform a 360-degree reference report rather than a traditional reference report. Additional employment references may also be included in the reference report. This report provides a better assessment of how the candidate will interact with all stakeholders and is provided to the Mayor and City Commission after the interviews, allowing the Mayor and City Commission to make their own independent determination before considering the reference report. The background check is also provided at this time. Again, this is traditionally completed by the City's current contractor for background checks.

g) Develop documents to be used during final interviews including but not limited to: interview questions, scoring sheets, and feedback forms for final candidates.

APG has samples of these documents and will customize these documents for the City of Abilene.

Advise on candidate interview process, facilitate development of interview questions and observe candidate interviews. After receiving the Candidate Briefing Book, the Mayor and City Commission members will determine the finalists for the position. Once their decision is made, our Advisor will provide guidance on 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 external stakeholders, and candidate and spouse hospitality events, in addition to a panel interview with the governing body.

Our Advisor can assist the Mayor and City Commission 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 develop a schedule for interview (sample below).
- Work with designated staff to schedule and coordinate the interview process for each candidate.
- Provide the Mayor and City Commission members a menu of interview questions, evaluation criteria, and facilitate agreement on questions to be used, assuring that all questions are legally permissible.
- Observe candidate interviews and be available to offer advice, this may be onsite depending on Covid-19 cases.
- Provide a framework for an employment agreement.
- Assist, as requested, with facilitating the Mayor and City Commission agreement on a preferred candidate.

Sample Candidate Interview Schedule

Day 1:	Interview Day
8:00-9:00	Candidate #1. Informal gathering, meet the Department Heads, Q&A session
9:00-11:00	Candidate #1. Interview with Mayor and City Commission
11:30-12:30	Candidate #1. Lunch with a Department Head Member
1:00-3:00	Candidate #1. City Facility and Project Tour with a Department Head Member
4:00-5:00	Community Leaders - Meet and Greet
5:00-6:00	Public Reception – Meet and Greet
Day 2:	Community Tour for Candidate (housing, schools, community and area amenities)

Detailed Timeline

Week 1:	Approval of contract with Austin Peters Group (APG)
Week 1:	APG provides City staff with factual information needs for recruitment profile
Week 4:	Interviews with the Mayor and City Commission members
Week 6:	City Manager recruitment profile submitted to governing body for approval
Week 7:	Recruitment profile approved by the Mayor and City Commission members
Week 7:	Position announced in approved outlets
Week 11:	Deadline for resume submission
Week 13:	The Mayor and City Commission receive report Candidate Briefing Book

- Week 13: The Mayor and City Commission determine finalists for position
- Week 14: Recruitment advisor completes reference reports and City orders background checks
- Week 15: The Mayor and City Commission conduct candidate interview process
- Week 15: The Mayor and City Commission select preferred candidate and extend employment offer
- Week 16: The Mayor and City Commission approve employment agreement and announce new City Manager

h) List of Executive Recruitment Contracts

Organization	Position	Length of Recruitment	Date Position Filled
Reno County, Kansas	County Administrator	14 weeks	January 2020
City of Greensburg, Kansas	City Administrator	14 weeks	September 2018
City of Spring Hill, Kansas	City Administrator	14 weeks	June 2018
City of Fredonia, Kansas	City Manager	13 weeks	June 2018
EMPAC, Wichita, Kansas	Executive Director	13 weeks	November 2017
City of Trinidad, Colorado	City Manager	14 weeks	June 2017
City of Chapman, Kansas	City Administrator	14 weeks	May 2017
City of Beloit, Kansas	City Administrator	14 weeks	January 2017
KPTS Public Television	Executive Director	18 weeks	August 2016
City of Greensburg, Kansas	City Administrator	14 weeks	August 2015
Wichita Area Metropolitan Planning Organization (WAMPO)	Executive Director	14 weeks	August 2015
City of Osage City, Kansas	City Manager	14 weeks	June 2014
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,	City Manager	15 weeks	October 2013

Kansas			
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
City of Garden City, Kansas	City Manager	12 weeks	February 2008
City of Derby, Kansas	City Manager	13 weeks	July 2007

C. Fees for a Search

We offer reasonably priced fees in comparison to similar firms. Due to the current Covid-19 pandemic, we will use increased Zoom video conferencing, telephone, email and limited in person meetings (one meeting during candidate interviews) for the project.

All Inclusive Price:

Professional Services Fee	\$12,000
Graphic Design Services	\$ 1,000
Total Not to Exceed:	\$13,000

Travel Billed Separately Not-to-Exceed \$200 per day to include: hotel, mileage, meals.

Optional Items to Reduce All Inclusive Price:

Graphic design services could be done locally or in house. This requires a high level of skill to make the profile shine to appeal to potential candidates. Your city staff has a talented team and may be able to handle this through the CVB. We would provide sample profiles to assist. Cost Deduction: \$1,000.

City HR Director would receive, process, and screen all resumes related materials and identify the top ten candidates. APG would then conduct the informal interview process and online search to reduce this list to the six to eight semifinalists (see Step c and d on page 11 and 12). Cost Deduction: \$1,000.

We are open to discussing other elements that the city may want to handle in-house to reduce the cost.

Optional Items that Increase All Inclusive Price:

Video recording of interviews of semifinalists. Our firm offers the option of videotaping using Zoom technology and recording interviews with semifinalists for an additional fee. The fee is \$1,500 for video recording.

These items are not included in the professional services fee above. **Skill Evaluation and Assessment for Candidates.** The skills evaluation that APG recommends is the Campbell Leadership Descriptor and the Myers Briggs Type Indicator. Myers Briggs Type Indicator is a psychological tool that describes personality type along with strengths and weaknesses as a leader, working in organizations and teams, and blindspots to overcome. APG is a qualified administrator for these assessments and can facilitate this process without using a third party. The materials for these tools are approximately \$80 per candidate. APG does not recommend using these tools for the selection process, but rather to develop and excel in the role of City Manager. These may be optional and may also be used post placement.

Post Hire Team Building. This is a half-day, onsite workshop designed for department heads and the City Manager. This workshop is \$2,400 plus travel expenses and \$80 per participant for the Myers Briggs Type Indicator.

Background Investigation Reports. Our firm recommends First Check or Validity (each a third party) to conduct the background investigation which includes motor vehicle, credit history, education credentials, and criminal convictions, as well as the post-offer drug screen likely required of all City employees. The approximate cost is \$300 per candidate paid to the vendor. The City will be responsible for completion of this step and payment to a vendor.

Fee payment schedule: Payments are divided into four payments with a deposit and three

additional payments billed in a progressive manner.

Our proposed fees assume:

- The City will provide a facility, invitations, and logistical support.
- An employee of the City who holds the confidence of the Mayor and City Commission will be designated to provide logistical support and clerical assistance to the recruitment process.
- Legal Counsel will be available to advise the Mayor and City Commission on any legal issues arising in the recruitment process and prepare the employment agreement.
- The City pays 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 Mayor and City Commission accept 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.

D. References

Glenda Gerrity, Director of Community Services and City Clerk, P.O. Box 424, Spring Hill, KS 66083. Phone: 913-592-3664. Email: glenda.gerrity@springhillks.gov. Project: Executive Recruitment

Renee Harris, Human Resources Director, 206 W. 1st Avenue, Hutchinson, KS 67501. Phone: 620-694-2982. Email: renee.harris@renogov.org. Project: Executive Recruitment

Bob McKenney, Mayor of Fredonia, 100 N. 15th St., Fredonia, KS 66736. Phone: 620-378-2231. Email: bmckenney@fredoniaks.org. Project: Executive Recruitment

Mike McNoun, former Mayor, 221 Goff Road, Valley Center, KS 67147. Phone: 316-650-2541. Project: Executive Recruitment

The Honorable Terry Harper, 1407 N. 8th, Neodesha, KS 66757. Phone: 620-288-9250. Email: tharper@ci.neodesha.ks.us. Project: Executive Recruitment

E. Additional Information

The appendix includes sample materials.

Benefits to Abilene

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 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 Mayor and City Commission in a timely fashion and without delays from our firm. The only service that we sub-contract is graphic design for an online 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 and affiliate membership in the Colorado Municipal League
- Many years of experience 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.

APG Website and Products/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)

*Executive Recruitment

Arc of Douglas County, KS
Arc of Sedgwick County, KS
Archuleta County, CO
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 Andover, KS*
City of Arnold, MO
City of Augusta, KS
City of Beloit, KS*
City of Chattanooga, TN
City of Chapman, KS*
City of Colby, KS*
City of Columbia, TN
City of Cuba, MO
City of Derby, KS*
City of Festus, MO
City of Garden City, KS*
City of Grandview, MO
City of Greensburg, KS*
City of Hesston, KS
City of Iowa City, IA
City of Jefferson City, MO
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 McPherson, KS*
City of Mexico, MO
City of Moberly, MO
City of Montrose, CO
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 Osage City, KS*
City of Owensville, MO
City of Paola, KS
City of Park City, KS
City of Rose Hill, KS
City of Salem, MO*
City of Smithville, MO*
City of Spring Hill, KS*
City of Trinidad, CO*
City of Valley Center, KS*
City of Warrensburg, MO
City of Washington, MO
City of Wichita, KS.
CLASS LTD, KS
Cole County School District, MO
Daviess 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
Harper County, KS*
Henry County School District, MO
Historic Wichita Cowtown, Inc.
Housing Authority City of Austin, TX
InterHab, Wichita, KS*
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
South Central Kansas Economic Dev, 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
Wichita/Sedgwick County Metro Planning, KS*
Workforce Alliance of South Central Kansas

THE CITY OF
SpringHill
KANSAS

CITY ADMINISTRATOR

Recruitment Profile

More information about Spring Hill and the position can be found at www.springhillks.gov

Qualified persons invited to apply
by April 30, 2018.

Please send one integrated Word or PDF file that
includes a cover letter, resume, and salary history.
Do not send multiple files.

Recruitment Advisor
Beth Tatarko
etatarko@austinpeters.com
The Austin Peters Group, Inc.
(970) 266-8724

THE CITY OF SPRING HILL IS AN
EQUAL OPPORTUNITY EMPLOYER.





The City seeks a new, results-oriented City Administrator who can provide leadership to capitalize on economic growth opportunities, ensure excellent communication and collaboration, and manage financial planning demands.

Situated in the southwestern Kansas City region, Spring Hill retains the historic character of a small Midwestern town alongside the thriving economy and cultural amenities of the metropolitan area. Spring Hill is strategically located along U.S. 169 and 10 miles south of Interstate 35, a major gateway to the region. Local airports include Johnson County Executive Airport and Kansas City International Airport.

Spring Hill's origin as a 19th Century agricultural community, **its quiet, "front porch" way of life**, excellent

public services and easy commute to the prosperous metro area combine to offer an exceptional quality of life. This **growing community of more than 6,000 residents** is noteworthy for its flourishing economy, exceptional and moderately-priced housing, high-performing schools, family-friendly neighborhoods, and civic spirit.

Prospective candidates will find Spring Hill has enviable conditions for continuing economic growth, including a **40-year record** of a stable, professionally-managed municipal government.

I. COMMUNITY LIFE



LOCAL ECONOMY

Spring Hill remains one of the top five fastest-growing cities in the metropolitan area. The city more than tripled in size since 2000. The local economy is fueled by the vitality of the regional economy. The BNSF Logistics Park Kansas City Intermodal Facility on I-35 has been a major economic driver for the southwest metro area and a significant influence in the City's prospects for business development. Spring Hill's economy is anchored by an industrial park and is considering expansion to a second park. The community's potential to grow new manufacturing and warehousing industries is fueled by strategic location, a highly-skilled labor force, and affordable home prices. The average home price is \$252,000, compared to \$324,000 in other areas of Johnson County.

The City's major employers are:

- USD 230
- American Glass Company
- A & M Manufacturing
- Queen's Price Chopper
- Mid-Am Building Supply

EDUCATION

The Spring Hill area is abundant in educational resources, with quality learning choices and opportunities for preschool children through adults. The Spring Hill School District has a reputation for excellence and serves as a magnet for families seeking a quality preK-12 education. Spring Hill schools serve 3,000 students who attend six schools, all built after 2006. Students perform above state and national averages on achievement tests. Students can enroll in dual credit with Johnson County Community College and have many choices post-graduation including nearby Johnson County Community College, University of Kansas, Kansas State University, Emporia State University, and Park University, with campuses in Johnson County.

HEALTH CARE

Spring Hill residents benefit from several physicians, dentists, and an optometrist. Residents have access to a pharmacy, rehabilitation services, and a walk-in clinic. Additionally, within a 15-minute drive, they also have access to Olathe Medical Center, the largest hospital campus in the Midwest. Its acute-care medical center has 300 beds, and its emergency care center is one of the busiest in the region. The Center and its network of physicians specialize in nearly every area of medicine.



PARKS, RECREATION AND LEISURE AMENITIES

Spring Hill features seven City parks, including the voter-approved, state-of-the-art Aquatic Center Park. Voters also approved creation of a new park, recently named Spring Hill Veterans Park, alongside City Lake. Park construction began this year and will feature hiking trails, fishing piers, a veterans' memorial, a playground, an ADA accessible dock, a canoe launch, and picnic shelters. Future plans include connecting City hiking trails with the extensive trail system of Johnson County. The Spring Hill Recreation Commission hosts recreational and competitive baseball, softball, basketball, track, tennis, soccer, pickleball and Special Olympics programs.

OTHER FEATURES OF COMMUNITY LIFE

Residents are proud of their quiet, safe neighborhoods where neighbors know and engage with each other and celebrate community. Spring Hill has a festival or party for every season! Civic events that bring together residents and visitors include tree planting at Daffodil Days, deck parties at the Aquatic Center, a parade at the Fall Festival, and a tree lighting at Hometown Holidays. The Kansas City metropolitan area offers cultural and entertainment opportunities too numerous to count. Highlights include the Nelson-Atkins Museum of Art, Starlight Theatre, 18th and Vine Historic Jazz District, Missouri Repertory Theatre, a renovated downtown entertainment area known as the Kansas City Power and Light District, and the world famous Country Club Plaza. Professional sports fans revel in Kansas City Chiefs football, Sporting Kansas City soccer, Missouri Mavericks hockey, and can recount the endless excitement of the Kansas City Royals, the 2015 World Series champions!



II. WHAT'S NEW IN SPRING HILL

Current City government leadership is active in promoting the growth and well-being of the community on numerous fronts, including:

- **Civic Center Revitalization:** The sweeping improvements include an expanded gymnasium and performance stage, renovation of City offices, new Council and Court chambers, and improved accessibility.
- **Park Improvements:** The City has significantly expanded its parks and green space. Adjacent to City Lake, Veterans Park will provide a host of new recreation options. Grants awarded in 2017 also enabled the purchase of new playground equipment for two City parks.
- **Lincoln Street Improvements:** Work continues on this major industrial transportation link, including new drainage and curbs, and replacing the surface with concrete for heavier truck traffic into the Industrial Park.
- **Broadband Task Force:** Residents appointed by the Mayor have been working with a technology consultant on the feasibility of a fiber-to-the-premises system. The Governing Body just received the Task Force's final report and its recommendations for leveraging City resources to improve Internet access and speed for the community.
- **Spring Hill Lake Dam and Spillway Improvements:** This current project will repair the dam and bring the facility to current regulatory standards.

VeteransPark Master Plan

Spring Hill, KS

- A. ADA accessible dock
- B. Canoe launch
- C. Rock jetty (typ)
- D. Small shelter (typ)
- E. Paved Trail
- F. Playground
- G. Medium shelter
- H. Trailer parking
- I. Restroom
- J. Pavilion
- K. Veterans Memorial
- L. Grilling & cookout area
- M. Trailhead
- N. Creek
- O. Boardwalk
- P. Wetland
- Q. Hiking trail
- R. Pedestrian bridge
- S. Park signage



III. CITY GOVERNMENT PRIORITIES

The City is governed by a directly-elected mayor and five council members elected at large on a non-partisan ballot to staggered four-year terms. Two council members and the mayor were elected or re-elected in November 2017. The next election will be in 2019. The governing body formally engages with residents through their appointments on commissions and boards, and through an annual Neighborhood Walk and Talks to listen to residents and invite their ideas for the community. The governing body works closely with businesses through the Spring Hill Chamber of Commerce.

The City's annual general fund budget for 2018 is \$5,090,220. Combined utility funds (water, sewer, and refuse collection) for the current year are \$5,599,655. The 2018 Capital Improvement Budget is \$866,725. Total assessed valuation for 2017 was nearly \$75 million, an impressive 8.8 percent increase from the previous year. Revenue sources include a property tax levy of 39.86 mills, which accounts for 16.5 percent of the total operating budget. Total sales tax rate is 9.475 percent in Johnson County and 9.5 percent in Miami County, with the City's portion being 1.5 percent. Of the total City sales tax rate, .5 percent was dedicated by voters in 2009 for City parks and recreation. The most recent bond issue was in 2017 for \$2.9 million to finance improvements to the Civic Center.

Services are organized and delivered by eight departments: Administration, Administrative Services, Finance, Community Development, Community Services, Human Resources, Police, and Public Works. The City's workforce, comprised of 47 full-time employees, 11 part-time employees, and 60 seasonal employees, is notable for its stability and experience.



\$5M

2018 GENERAL
FUND BUDGET



\$866K

2018 CAPITAL
IMPROVEMENT BUDGET



47

FULL-TIME
EMPLOYEES

The Mayor and City Council have identified immediate projects and issues that will require the next City Administrator's attention and resourcefulness:

- **Economic and Community Development.** Growing in a smart manner, capitalizing on location, developing housing, focusing on downtown, and helping local businesses grow will be a priority.
- **Infrastructure Development.** Realizing economic growth requires investing in roads, water and sewer. Planning and financing will be important.
- **Broadband.** Bringing faster Internet speeds to the community is a priority. A community Task Force group is leading the way with recommendations.
- **Community Partnerships and Engagement.** Developing strong partnerships that benefit the community is a priority. Communicating with new technologies is also an opportunity.

IV. DUTIES OF CITY ADMINISTRATOR



Working under the policy direction of the Mayor and City Council, a high-level summary of the City Administrator's responsibilities includes the following:

- Ensures alignment and ongoing focus on the City Council's goals and agenda through solid research and creative solutions.
- Provides executive leadership to the organization, and develops and nurtures a strong City workforce.
- Maintains fiscal accountability and finance management of City resources.
- Provides collaborative leadership and outreach with departments, committees, and boards.
- Provides strong communication with internal and external customers.
- Resolves a wide range of resident issues and concerns through responsive problem solving.
- Represents the City in negotiations with other local entities such as the county, utility companies, school board, and local property owners.
- Represents the City at state and federal governmental functions.

The City Administrator must establish residency within the Spring Hill City limits after assuming the position.

V. CITY ADMINISTRATOR QUALIFICATIONS



EDUCATION AND EXPERIENCE

Minimum qualifications: 1) Five years of experience in local government management as an assistant manager or administrator, or department director that includes budget and direct supervisory responsibility; 2) Bachelor's degree in business or public administration, or related field from an accredited university; 3) Experience in economic development; 4) Evidence of a stable employment history and progressive career advancement; and 5) An unblemished record of leading with integrity.

Preferred qualifications: 1) Master's degree in public administration or related field from an accredited university; 2) Professional experience in a growing community; 3) Public finance expertise, including infrastructure debt management; and 4) ICMA (International City and County Management Association) membership.

LEADERSHIP QUALITIES

The Mayor and City Council have identified preferred leadership qualities and practices of the next City Administrator and will look for evidence of these in interviews and background reviews.

- **Ability to develop and manage community growth.** Spring Hill is uniquely situated for growth and development. An administrator with experience in developing and managing smart strategic growth is desired.
- **Ability to achieve and get things done.** The City seeks a highly-motivated person who knows how to lead with the ability to be creative, envision the future, and demonstrate implementation with a strong track record.
- **Skill in communication and collaboration.** Spring Hill desires a strong communicator who can convey the needs and priorities of the City with the public and be a good listener to understand resident, business, and community issues. A strong record in community relations and a positive working relationship with elected officials and staff is required.
- **Ability to develop and empower City employees.** The next administrator must have a team-oriented approach to leading employees. This expectation requires exceptional supervisory skills to champion development and empowerment of employees.
- **Financial management expertise.** The governing body expects its administrator to have experience in budgeting, debt management, and other dimensions of fiscal management. Staying current with best practices, especially with respect to financial transparency, is also a priority.



VI. PARAMETERS OF COMPENSATION

The Mayor and City Council are committed to providing a competitive package with similar cities in the metropolitan region. Salary commensurate with experience, starting at \$125,000.

The City provides employee benefits that include group health insurance and retirement benefits through the Kansas Public Employees Retirement System (KPERs).

Other benefits include life insurance, sick leave, vacation leave, personal days, optional KPERs 457 deferred compensation savings plan, and supplemental insurance provided by AFLAC.

An automobile allowance, support for professional development, and association memberships may be negotiated as part of the total executive compensation.

VII. ESTIMATED RECRUITMENT TIMETABLE

- March 22** Mayor and Council approve text of City Administrator Recruitment Profile
- March 26** Publication and announcement of recruitment
- April 30** Deadline for resume submission
- May 10** Consultant delivers confidential Screening Report; Mayor and Council determine interview finalists
- May 17/18** Mayor and Council interview finalists
- May 19** Mayor and Council identify preferred candidate and make employment offer
- May 24** Employment agreement approved, new City Administrator announced
- June 28** New City Administrator begins work (or as soon thereafter as possible)

TRINIDAD

CITY MANAGER RECRUITMENT PROFILE

More information about Trinidad and the full Job Description can be found at:
www.trinidad.co.gov

Qualified persons invited to apply by preferred deadline of April 11, 2017.
Send Resume, Salary History, and Cover Letter highlighting how the Candidate
meets the Preferred Qualifications desired in a City Manager sought by Trinidad

Send one integrated file to:
Recruitment Advisor
Elizabeth Tatarko
etatarko@austinpeters.com

For additional information, call:
The Austin Peters Group, Inc.
City of Trinidad Recruitment Advisor
970-266-8724

THE CITY OF TRINIDAD IS AN EQUAL OPPORTUNITY EMPLOYER





**Recruitment Profile for Position of City Manager
Trinidad, Colorado**

A historic and award-winning community seeks a new City Manager who can contribute creative ideas and leadership to a reemerging local economy. The distinctive southeastern community of Trinidad, county seat of Las Animas County, is rich in western-frontier history, evidence of ancient geologic history, expansive mountain vistas, and abundant tourism attractions. Situated alongside the foothills of the southern Rocky Mountains and the Purgatoire River, Trinidad’s origins date back to its early days as a trading post on the historic Santa Fe Trail. The arrival of the railroad and formal municipal incorporation in 1876 led to economic boom and a flourish of commercial and residential building featuring classic red brick, Victorian-style architecture.

Prospective candidates will find that this town of nearly 8,200 people combines the best features of a low-cost, family-friendly way of life, with a diversity of outdoor pursuits, the economic opportunities afforded by an interstate highway, and a renewed spirit of civic optimism.

Features of Community Life

Trinidad is strategically located halfway between Denver, Colorado, and Santa Fe, New Mexico, along Interstate Highway 25. The community is also situated at the intersection of Colorado Highways 160, 350, and 12, the latter of which is designated as the Scenic Highway of Legends.

Trinidad’s signature identity is shaped from its Wild West history, landscapes of natural beauty and hidden energy deposits, and the preservation of its 19th century commercial and residential structures. “There’s no mistaking it for any other town in Colorado... few other cities have a downtown filled with Victorian architecture that’s remained nearly unchanged during the last century,” observed Colorado Magazine in 2013.

Residents’ community pride is affirmed by numerous designations by outside observers including: #1 Western Town in Colorado, #7 True West Town in the Nation, Colorado’s Top 10 Most Beautiful Places, Colorado’s Top 10 Most Welcoming Places, Governor Hickenlooper’s Towns to Watch, Top Ten Most Affordable Places to Live in Colorado, and Colorado Creative District and Main Street Community.

Local Economy

Economic forces and the concerted initiatives of City leaders are transforming the local economy from its traditional anchors of agriculture, mineral extraction, and railroading, and toward recreation and tourism, creative arts, and retail services. A snapshot of local economic activity over the past year includes:

- \$32 million in private investment
- 500,000 tourist visitors
- 627 businesses, including new horticulture and warehousing enterprises
- Twenty-one percent growth in retail sales
- Nearly a three-percent increase in annual wages

The top three occupations in the City are:

Educational Services and Health Care and Social Assistance	24.10%
Retail Trade	10.70%
Arts, Entertainment, Recreation, Accommodation and Food Services	10.20%

(Source: Livability.com 2017)



The City offers unique shopping destinations, especially in the downtown Corazon de Trinidad Historic District, for jewelry, clothing, home décor, antiques, and Native American Arts. The Trinidad Trolley supports tourism with free hourly tours from the Welcome Center to downtown trolley stops. Trinidad's one-half million visitors per year are serviced by twelve local hotels and inns.

Trinidad is a transportation hub for highways and prime rail service. Four highways, including Interstate Highway 25, intersect at Trinidad and represent a significant asset for commerce and tourism. The Highway of Legends (Highway 12), renowned for its geological wonders and mountain villages, loops through Trinidad. The City's location on Amtrak's rail passenger line connects it with communities from Chicago to Los Angeles on the Southwest Chief. The Las Animas County Airport services small planes, and passenger air service is available 85 miles to the north in Pueblo or 30 miles further north in Colorado Springs.

A resurgence of civic energy and improvements are evident, among them a planned \$15.2 million, 10,000 square-foot Space to Create, which attracted the Minnesota developer Artspace as the result of Trinidad's coveted state designation as a Colorado Creative District. Located in the historic downtown district, the project will provide apartments and studio space for local artists. The City was awarded a \$2 million grant from the state to support the project. City government is also engaged in the creation of an Old Town Redevelopment Plan. Additional evidence of an economic resurgence includes private development of an abandoned industrial area adjacent to downtown with retail, hotel, and restaurant businesses. The City has recently adopted a Comprehensive Plan and approved new business development incentives. New civic energy is evident in art galleries, musical events, professional theater, and street entertainment.

Education

The Trinidad Public School District #1 offers education for approximately 1,000 students at two elementary schools, a middle school, and a high school. Students benefit from small class sizes of 18 pupils. Additional educational avenues are available through two parochial schools for grades K - 12. Trinidad State Junior College, the first Junior college in Colorado, provides traditional arts and sciences instruction, as well as vocational education and certification. The College offers a world-renowned gun-smithing program, and has a guaranteed transfer program through agreements with other colleges and universities in Colorado.

Parks, Recreation and Leisure Amenities

The City's parks and related facilities are exceptional for a community of Trinidad's size. Residents and visitors enjoy a myriad of green space for health and fitness, diverse outdoor leisure pastimes, and community-building events.

At downtown Cimino Park adjacent to our 2-mile scenic river walk, children can run through the splash fountain and play bocce ball. The aquatic center, 15,000 square-foot community center, radical disc golf course, and a state-of-the-art Skate Park are located in the community center complex. Our City parks feature fishing, walking trails, ball fields, a historic band shell for music concerts, a fun place to play with your furry friend, and so much more. The Trinidad Municipal Golf Course, designated as "One of Colorado's Best 9-Hole Golf Courses," is in a wooded setting with sweeping views of the Sangre de Cristo Mountains. During baseball season, residents enjoy cheering on the Trinidad Triggers, the local semi-professional baseball team. The City is also in the process of developing a comprehensive bike trail system.

Just a short drive from downtown, Trinidad Lake State Park is a mecca for outdoor water recreation including fishing, water-skiing, and boating. The park also has miles of hiking and biking trails along with beautiful RV and camping sites. Monument Lake and North Lake, city-owned assets and water sources, provide endless recreational opportunities a short distance from Trinidad. There are numerous opportunities available for hunting elk, deer, and antelope as well as a local gun range. Within a one hour drive, residents and visitors can enjoy five pristine high plains desert and lake areas, providing countless hiking, biking, and camping opportunities.

Other Features of Community Life

Residents boast of a small-town charm and quiet, safe neighborhoods where neighbors know and support each other. The housing market includes one of the largest number of well-preserved Victorian homes west of the Mississippi River. Life in Trinidad is distinctly affordable with the cost of living index at 13 points below the national average and the average home price of \$140,000.

Local museums chronicle the unique and fascinating history of the Trinidad area. Together, the Loudon-Henritze Archeology Museum, the A.R. Mitchell Museum, and the History Museum tell the community's story. The story begins with ancient geologic formations, and much later with Native American life, the Spanish Colonial era, the Wild West settlement, and extends through the 20th century Drop City dreamers who experimented with art, architecture, and sustainability.

A new wave of community creativity and synergy is impossible to miss. Community festivals include the Santa Fe Trail Festival, the art cars displays at the annual ArtoCade, and the Trinidaddio Bluesfest. The Art Trek festivities during the summer months feature street entertainment, art gallery exhibits, and one of a kind boutique shopping. Theater productions are staged by the Southern Colorado Repertory Theater Company at the historic Famous Performing Arts Center, providing high quality entertainment to the region.

Trinidad City Government

Trinidad has a Council/Manager form of government. The City is governed by an elected Mayor with two-year terms, and a six member City Council who serve four-year, staggered terms. All governing body members are elected at-large on a non-partisan ballot. The next election is November, 2017, when the Mayoral seat and three Council seats will be on the ballot. The work of the City government is enhanced by the citizen volunteers who serve on the City's many number of boards and commissions.

The City's annual general fund budget for 2017 is nearly \$9.7 million. Combined utility funds (water, sewer, electric, and gas) for the current year are \$19.76 million. The 2017 capital improvement budget is slightly over nine million dollars. Total assessed valuation for 2016 was nearly \$67 million, which was slightly lower than the previous year. Revenue sources include general and marijuana sales taxes, property taxes, use taxes, licensing permit and user fees, and intergovernmental transfers.

Sales tax comprises approximately 62 percent of the general fund budget. A three-cent local sales tax is dedicated to the general fund, and a one-cent sales tax is dedicated to the capital projects fund. The City also imposes a five-cent sales tax on marijuana sales. The City continues to budget conservatively with marijuana revenue to ensure stable revenue projections. In 2016, the City received \$1.4 million in marijuana sales tax and is using this revenue for economic development investments, including infrastructure, business recruitment, and community marketing.

A general property tax levy is estimated to raise slightly over one million dollars in 2017, which will fund approximately ten percent of the general fund. General indebtedness is \$6.8 million (nearly \$750 per capita); approximately one-half of this debt is for a landfill closure liability fund. Other debt has been issued for sewer revenue bonds, a building purchase, and leases for equipment and the City trolley.

Under the auspices of eleven departments, the City operates as a full service municipality, providing water, sewer, gas, and electric. The City retains ownership of a sewer plant but contracts the operation of the service with a private company. Coordination of the City services is achieved through the recently formed Executive Management Team led by the City Manager, creating a team atmosphere.

In 2016, City government stepped up to provide leadership for economic development for the greater Trinidad area. With a current budget of \$1.7 million, and an expectation of additional resources next year, the Department of Economic



Development manages tourism, urban renewal, and downtown development. Economic development partners include the Trinidad and Las Animas Chamber of Commerce, Trinidad Main Street, the Colorado Office of Economic Development and International Trade, the Colorado Office of Local Affairs, Great Outdoors Colorado, and State Historic Fund of Colorado.

City Manager Position Requirements and Compensation

The City Manager position is established by City Charter. Since 1980, five persons have served as City Manager. This position provides a wide variety of complex managerial roles, including project management, appointment and removal of employees, administrative coordination and communication across City departments. This position provides oversight and directs the functions of all City departments. The position requires strong analytical, financial, budgetary, administrative and interpersonal skills in managing assignments and projects.

Minimum required qualifications include: 1) five years of experience in local government senior management, including budget and direct supervisory responsibility; 2) bachelor's degree in business or public administration, or related field from an accredited university; 3) evidence of a stable employment history and progressive career advancement; and 4) an unblemished record of leading with integrity.

Preferred qualifications include: 1) five years of experience in local government management as a manager or administrator, or assistant manager or administrator; 2) master's degree in public administration or related field from an accredited university; 3) professional experience in a smaller, growing community; 4) expertise in public finance, economic development, and urban renewal; and 5) ICMA (International City and County Management Association) membership.

The Mayor and City Council are committed to providing a base salary, executive benefits, and an employment agreement competitive with similar cities and commensurate with the experience and education of its preferred candidate. Accordingly, the low end of the salary range for the City Manager position is \$103,000.

The City provides employee benefits that include medical and life insurance, a 401(a) retirement plan (CCOERA or ICMA), paid vacation and holidays, sick/medical leave, and numerous voluntary benefits including dental and disability insurance, and a 457 deferred compensation plan. Use of a City vehicle and phone allowance are also provided.

The Mayor and City Council have identified immediate projects and issues that will require the next City Manager's time and resourcefulness:

1. Financial planning and management to redevelop community infrastructure. This includes large projects including assuring ADA accessibility. The City has developed a plan to provide the legally-required access of streets/curbs, parks, public restrooms and related infrastructure. Additional infrastructure projects include water transmission line upgrades, fire department facilities, and technology infrastructure improvements.

2. Expansion of economic development and community marketing. This involves overseeing the direction and new City programs for economic expansion for the community and promoting a new identity. Diversification of the economic base of Trinidad is a priority.

3. Development of the 2018 operating budget. The Council will expect the Manager to propose a budget that continues progress on improving the organization's productivity and targets investments for economic development. The Manager will have experienced staff to offer advice and shorten the learning curve.

4. Leadership for realizing the vision for Space to Create. Trinidad has been selected to host the demonstration project for Space to Create, Colorado. This is Colorado's first state-driven initiative to develop affordable space for artists and creatives. The Manager will be key leader in this project.

Created by: Raven Paiz





Myers-Briggs Type Indicator® Interpretive Report for Organizations

Developed by Sandra Krebs Hirsh and Jean M. Kummerow

Report prepared for

JANE SAMPLE

April 5, 2010

Interpreted by

Carol Consultant

ABC Consulting



CPP, Inc. | 800-624-1765 | www.cpp.com

Myers-Briggs Type Indicator® Interpretive Report for Organizations Copyright 1990, 1998, 2005 by Peter B. Myers and Katharine D. Myers. All rights reserved. This report is based on Hirsh, S. K., & Kummerow, J. M., *Introduction to Type® in Organizations*, 3rd ed. (CPP, Inc., 1998). Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Introduction to Type, and the MBTI logo are trademarks or registered trademarks of the MBTI Trust, Inc., in the United States and other countries. The CPP logo is a registered trademark of CPP, Inc.



Introduction

This report is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) instrument and how they can be applied in organizational settings. The MBTI assessment provides a useful method for understanding people by looking at eight personality preferences that everyone uses at different times. These eight preferences are organized into four dichotomies, each made up of a pair of opposite preferences. When you take the assessment, the four preferences you identify as being most like you are combined into what is called a *type*. The four dichotomies are shown in the chart below.

Where you focus your attention	Extraversion (E)	«	or	»	Introversion (I)
The way you take in information	Sensing (S)	«	or	»	Intuition (N)
The way you make decisions	Thinking (T)	«	or	»	Feeling (F)
How you deal with the outer world	Judging (J)	«	or	»	Perceiving (P)

The MBTI instrument was developed by Katharine Briggs and Isabel Briggs Myers and is based on the work of Carl Jung and his theory of psychological type. In understanding your MBTI results, remember that the MBTI tool

- Describes rather than prescribes, and therefore is used to open possibilities, not to limit options
- Identifies preferences, not skills, abilities, or competencies
- Assumes that all preferences are equally important and can be used by every person
- Is well documented with thousands of scientific studies conducted during a sixty-year period
- Is supported by ongoing research

How Your MBTI® Interpretive Report for Organizations Is Organized

- **Summary of Your MBTI® Results**
- **Your Work Style**
 - Snapshot
 - Work Style Chart
 - Preferences at Work Chart
 - Communication Style Chart
- **Order of Your Preferences**
- **Your Problem-Solving Approach**
 - Problem-Solving Approach Chart
- **Conclusion**



Summary of Your MBTI® Results

How you decide to answer each item on the MBTI assessment determines your reported MBTI type. Since each of the preferences can be represented by a letter, a four-letter code is used as shorthand for indicating type. When the four dichotomies are combined in all possible ways, sixteen different types result. Your reported MBTI type is shown below.

Reported Type: ENFP

Where you
focus your
attention

E

Extraversion

Preference for drawing energy from the outside world of people, activities, and things

I

Introversion

Preference for drawing energy from one's inner world of ideas, emotions, and impressions

The way
you take in
information

S

Sensing

Preference for taking in information through the five senses and noticing what is actual

N

Intuition

Preference for taking in information through a "sixth sense" and noticing what might be

The way
you make
decisions

T

Thinking

Preference for organizing and structuring information to decide in a logical, objective way

F

Feeling

Preference for organizing and structuring information to decide in a personal, values-based way

How you
deal with the
outer world

J

Judging

Preference for living a planned and organized life

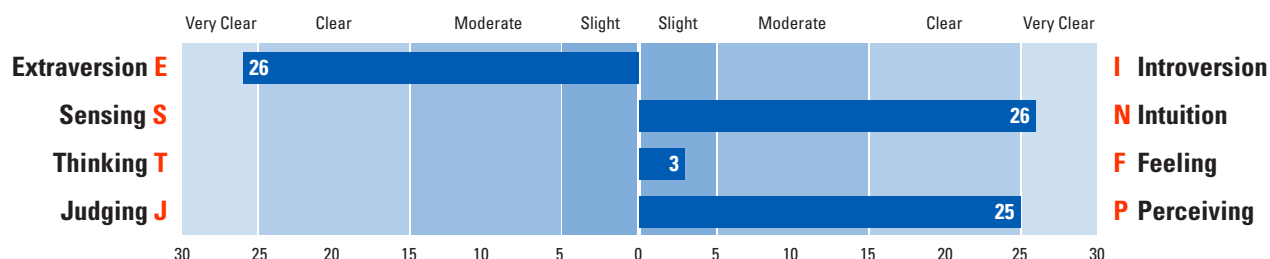
P

Perceiving

Preference for living a spontaneous and flexible life

The *preference clarity index* (pci) indicates how clearly you chose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.

Clarity of Reported Preferences: ENFP



PCI Results Extraversion 26 Intuition 26 Feeling 3 Perceiving 25

Because MBTI results are subject to a variety of influences, such as work tasks, family demands, and other factors, they need to be individually verified. If your reported type does not seem to fit, you will want to determine the type that comes closest to describing you. Your type professional can assist you in this process.



Your Work Style: ENFP

A series of descriptions that relate to your work preferences and behaviors is presented for your type. When reviewing these descriptions, keep in mind that, because the MBTI assessment identifies preferences, not abilities or skills, there are no “good” or “bad” types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution. The snapshot for your type is shown below, followed on the next pages by three charts that outline how your type influences your work style, your preferences at work, and your communication style.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

ENFP Snapshot

ENFPs are enthusiastic, insightful, innovative, versatile, and tireless in pursuit of new possibilities. They enjoy working on teams to bring about change related to making things better for people. Although the descriptors below generally describe ENFPs, some may not fit you exactly due to individual differences within each type.

Creative
Curious
Energetic
Enthusiastic

Expressive
Friendly
Imaginative
Independent

Original
Restless
Spontaneous
Versatile



Your Work Style

CONTRIBUTIONS TO THE ORGANIZATION

- See the need for change and initiate it
- Focus on possibilities, especially for people
- Energize and persuade others through their contagious enthusiasm
- Add creativity and imagination to projects and actions
- Appreciate and acknowledge others

LEADERSHIP STYLE

- Lead with energy and enthusiasm
- Prefer to take charge of the start-up phase
- Communicate and often become spokespersons for worthy causes
- Work to include and support people while allowing for their own and others' autonomy
- Pay attention to what motivates others and encourage them to act

PREFERRED WORK ENVIRONMENTS

- Contain imaginative people focused on human possibilities
- Allow for sociability and flair
- Foster participative atmosphere with varied people and perspectives
- Offer variety and challenge
- Encourage ideas
- Are flexible, casual, and unconstrained
- Mix in fun and enjoyment

PREFERRED LEARNING STYLE

- Active, experiential, and imaginative
- Interesting content, whether or not it has practical applications

POTENTIAL PITFALLS

- May move on to new ideas or projects without completing those already started
- May overlook relevant details and facts
- May overextend and try to do too much
- May procrastinate while searching for the best possible answer

SUGGESTIONS FOR DEVELOPMENT

- May need to set priorities based on what is most important and then follow through
- May need to pay attention to and focus on key details
- May need to learn to screen tasks and say "no" rather than try to do what is initially appealing
- May need to apply project and time management skills to meet goals



Your Preferences at Work

EXTRAVERSION

- Like participating actively in a variety of tasks
- Are often impatient with long, slow jobs
- Are interested in the activities of their work and in how other people do them
- Act quickly, sometimes without thinking
- Find phone calls a welcome diversion when working on a task
- Develop ideas by discussing them with others
- Like having people around and working on teams

INTUITION

- Like solving new, complex problems
- Enjoy the challenge of learning something new
- Seldom ignore insights but may overlook facts
- Like to do things with an innovative bent
- Like to present an overview of their work first
- Prefer change, sometimes radical, to continuation of what is
- Usually proceed in bursts of energy, following their inspirations

FEELING

- Use values to reach conclusions
- Work best in harmony with others, concentrating on the people
- Enjoy meeting people's needs, even in small matters
- Let decisions be influenced by likes and dislikes
- Are sympathetic and avoid telling people unpleasant things
- Look at the underlying values in the situation
- Want appreciation throughout the process of working on a task

PERCEIVING

- Want flexibility in their work
- Enjoy starting tasks and leaving them open for last-minute changes
- Want to include as much as possible, thus deferring needed tasks
- Like staying open to experiences, not wanting to miss anything
- Postpone decisions because of a search for options
- Adapt well to change and feel restricted with too much structure
- Use lists to remind themselves of possible things to do

Source: Adapted from Myers, I. B. (1962), *Introduction to Type*® (1st ed.). Mountain View, CA: CPP, Inc. All rights reserved.



Your Communication Style

EXTRAVERSION

- Communicate with energy and enthusiasm
- Respond quickly without long pauses to think
- Converse about people, things, and ideas in the outside world
- May need to moderate expression
- Seek opportunities to communicate with groups
- Prefer face-to-face communication to written, voice mail to e-mail
- In meetings, like talking out loud to build their ideas

INTUITION

- Like global schemes, with broad issues presented first
- Want to consider future possibilities and challenges
- Use insights and imagination as information and anecdotes
- Rely on a roundabout approach in conversations
- Like suggestions to be novel and unusual
- Refer to general concepts
- In meetings, use the agenda as a starting point

FEELING

- Prefer to be personable and in agreement
- Want to know an alternative's impact on people and values
- Can be interpersonally appreciative and accepting
- Are convinced by personal authenticity
- Present points of agreement first
- Consider logic and objectivity as secondary data
- In meetings, seek involvement with people first

PERCEIVING

- Are willing to discuss timetables but resist tight deadlines and unchangeable schedules
- Enjoy surprises and adapt to last-minute changes
- Expect others to respond to situational requirements
- Present their views as tentative and modifiable
- Want to hear about options and opportunities
- Focus on autonomy and flexibility
- In meetings, concentrate on the process being used

Source: Adapted from Kummerow, J. M. (1985), *Talking in Type*. Gainesville, FL: Center for Applications of Psychological Type.



Order of Your Preferences

Your four-letter type code represents a complex set of dynamic relationships. Everyone likes some of the preferences better than others. In fact, it is possible to predict the order in which any individual will like, develop, and use his or her preferences.

As an ENFP, your order is

- #1 Intuition
- #2 Feeling
- #3 Thinking
- #4 Sensing

Intuition is your #1, or dominant, function. The strengths of dominant Intuition are to

- Recognize new possibilities
- Come up with novel solutions to problems
- Delight in focusing on the future
- Watch for additional ideas
- Tackle new problems with zest

Under stress, you may

- Become overwhelmed with ideas and possibilities, all equally enticing
- Get obsessed with unimportant details
- Become preoccupied with one irrelevant fact, making it represent the entire domain
- Overindulge in sensory pursuits, e.g., eating, drinking, watching too much television, or exercising too much

Overall, when faced with an issue, you will probably want to explore creative possibilities for growth (#1 Intuition) that fit with your values (#2 Feeling). For optimal results, however, you may need to apply logic dispassionately (#3 Thinking) and consider the relevant facts and details (#4 Sensing).

The potential pitfalls and suggestions for development listed in the Work Style chart shown earlier also relate to your order of preferences in that the pitfalls may be the result of an undeveloped use of preferences.



Your Problem-Solving Approach: ENFP

When solving problems, you can use your type preferences to help guide the process. Although it seems straightforward, this can be difficult to do because people tend to skip those parts of the problem-solving process that require use of their less-preferred functions. Decisions are usually made by relying on the dominant function (#1) and ignoring the least-preferred function (#4). A better decision is likely to result if all your preferences are used. The chart below as well as the tips that follow will help guide you in this approach. You may wish to consult others of opposite preferences when making important decisions or pay particular attention to using your less-preferred functions.

Your Problem-Solving Approach

1. When solving a problem or making a decision, you are most likely to start with your dominant function, INTUITION, by asking

- What interpretations can be made from the facts?
- What insights and hunches come to mind about this situation?
- What would the possibilities be if there were no restrictions?
- What other directions/fields can be explored?
- What is this problem analogous to?

2. You may then proceed to your #2 function, FEELING, and ask

- How will the outcome affect the people, the process, and/or the organization?
- What is my personal reaction to (my likes/dislikes about) each alternative?
- How will others react and respond to the options?
- What are the underlying values involved for each choice?
- Who is committed to carrying out the solution?

3. You are not as likely to ask questions related to your #3 function, THINKING, such as

- What are the pros and cons of each alternative?
- What are the logical consequences of the options?
- What are the objective criteria that need to be satisfied?
- What are the costs of each choice?
- What is the most reasonable course of action?

4. You are least likely to ask questions related to your #4 function, SENSING, such as

- How did we get into this situation?
- What are the verifiable facts?
- What exactly is the situation now?
- What has been done and by whom?
- What already exists and works?



To improve your problem solving, apply these four preferences as well:

- Use Introversion to allow time for reflection at each step along the way
- Use Extraversion to discuss each step before moving on
- Use Perceiving in each step to keep discussions and options open, not cutting things off too prematurely
- Use Judging to make a decision and determine a deadline and schedule

Conclusion

Although individuals of any type can perform any role in an organization, each type tends to gravitate toward particular work, learning, and communication styles. You function best when you can adopt a style that allows you to express your preferences. When you are forced to use a style over a long period that does not reflect your preferences, inefficiency and burnout may result. Even though you can adopt a different style when needed, you will contribute most when you are using your preferences and drawing on your strengths.

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and how they interact with others, helping them improve how they communicate, work, and learn. For resources to help you further your knowledge, visit www.cpp.com to discover practical tools for lifetime learning and development.



Sample Employment Screening Report Package D

SSN Search / Address History Report

We start most of our reports with this search because it is a quick and easy way to see if your applicant is who they say they are.

This report verifies their social security number, and identifies if there are other people using that ssn. It tells you if the ssn is valid and when and where it was issued. It also shows your applicant's address history so you can match up what they list on their application to where they have really been living.

Criminal Record Search

County Criminal Search - These direct county courthouse searches are the best way to see if your applicant has a criminal past. Many of our clients search a seven year history.

National Criminal Database Search - We don't recommend relying solely on a database search, but it can be a good tool to use as pointer device.

Federal Criminal Search - A search of the federal courts is a good idea since those crimes do not usually show up in county searches.

Sex Offender Search - We search the National and State sex offender lists.

Credentials

Employment Verification - We'll verify current and previous employment and can customize what questions we ask based on what you would like to know.

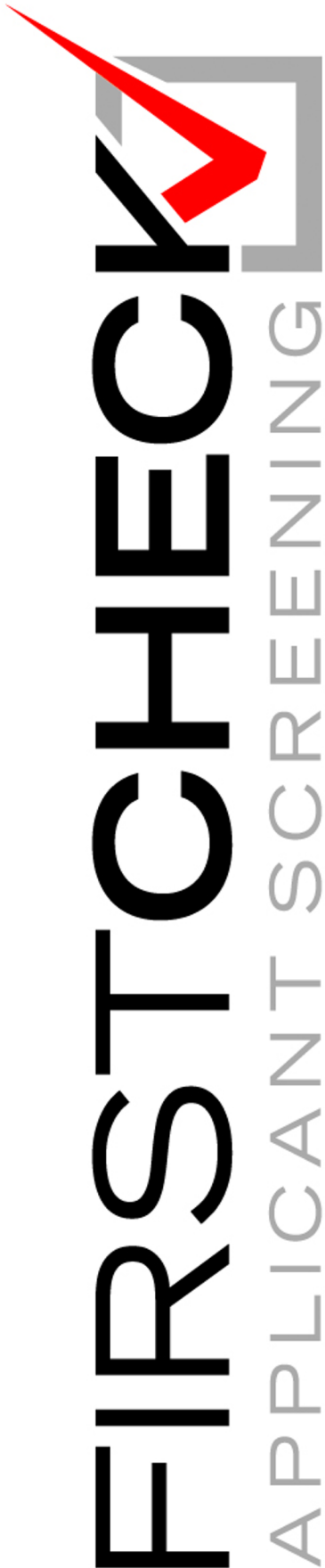
Education Verification - Our education verifications are direct with the institution.

Driving Record (Motor Vehicle Record) - Driving records are often a good indicator about how your applicant comports themselves. Employers can be responsible for the actions of their employees who drive while on the job - vicarious liability. It is a good idea to know the current driving status of your employee.

Substance Abuse Testing

Drug Testing - Our drug screening reports can be for DOT or non-DOT purposes. Our network of clinics is nationwide.

WHAT'S IN THIS REPORT?





Background Screening Report

First Check
PO BOX 92033
Southlake, TX 76092
Phone: 888-588-2525 / 888-588-2525
Fax: 888-213-9341

FILE NUMBER	63201	REPORT DATE	10-26-2014
REPORT TO	FIRST CHECK (1111) 1330 N White Chapel Ste 100 Southlake, TX 76092 Phone: 888-588-2525 Fax: -	ORDER DATE	10-24-2014 LISA M
		TYPE	SAMPLE- EMPLOYEE PKG D

Application Information

APPLICANT	KLEEN, JOE	SSN	XXX-XX-3333	DOB	06-01-1976
ADDRESS(ES)	2600 N 120TH ST	CITY / STATE / ZIP	OMAHA, NE 68120		

Identity Development

Person Search - SSN VERIF/ PAST ADDRESS HISTORY

RESULTS	Records Found		
SSN SEARCHED	XXX-XX-3333	SEARCH DATE	10-26-2014 11:00 AM MDT

Applicant Information

FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)
JOE KLEEN XXX-XX-XXXX	1976-06-01 Age: 34	2600 N 120TH CIR OMAHA, NE 68120 County: DOUGLAS	(402)499-3600	First: 2014-08 Last: 2007-08
AKA: JOE KLEEN KLEEN JOE				
JOSEPH K KLEEN XXX-XX-XXXX	1976-06-01 Age: 34	2600 N 120TH CIR OMAHA, NE 68120 County: DOUGLAS	(402)499-3600	First: 2014-10 Last: 2007-08
JOE KLEEN XXX-XX-XXXX	1976-06-01 Age: 34	2600 N 120TH CIR OMAHA, NE 68120 County: DOUGLAS	(402)499-3600	First: 2007-08 Last: 2007-08
JOSEPH KLEEN XXX-XX-XXXX	1976-06-01 Age: 34	1111 N MAIN ST AUSTIN, TX 79512 County: TRAVIS		First: 2000-10 Last: 2002-08

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.

Investigative

County Criminal Records Search

RESULTS Records Found

NAME SEARCHED	KLEEN, JOE	SEARCH DATE	10-24-2014 2:08 PM MDT
DOB SEARCHED	06-01-1976	SEARCH SCOPE	7 years
JURISDICTION	NE-DOUGLAS		

***** Abstract *****

NAME ON RECORD	JOSEPH K KLEEN	CASE NUMBER	CR-56596565
DOB ON RECORD	06/01/1976	COURT	DISTRICT
OTHER IDENTIFIERS		FILE DATE	05/20/2005
OTHER INFO			

Count-1

TYPE	MISD CLASS B	OFFENSE	DWI
DISPOSITION	CONVICTION		
DISPOSITION DATE	07/01/2005	OFFENSE DATE	05/20/2005
SENTENCE	24 MOS PROBATION / \$1000.00 FINE		
OTHER INFO	PROBATION DISCHARGE: 07/05/2007		
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Federal Criminal Records Search

RESULTS No Reportable Records Found

NAME SEARCHED	KLEEN, JOE	SEARCH DATE	10-24-2014 2:09 PM MDT
DOB SEARCHED	06-01-1976	SEARCH SCOPE	7 years
JURISDICTION	NEBRASKA		

AKA: JOSEPH KLEEN

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

InstaCriminal National Search

RESULTS Records Found

NAME SEARCHED	KLEEN, JOE	SEARCH DATE	10-26-2014 10:17 AM MDT
DOB SEARCHED	06-01-1976	SEARCH SCOPE	
JURISDICTION	NATIONWIDE		

JURISDICTION(S) SEARCHED

The search you have selected is a search of our criminal database(s) and may not represent 100% coverage of all criminal records in all jurisdictions and/or sources. Coverage details available upon request.

TX Dept of Public Safety

Offender:

Full Name: KLEEN, JOSEPH K
 DOB: 1976-06-01
 Gender: MALE
 Race: WHITE
 Height: 060
 Weight: 200
 Eye Color: BROWN
 Case Number: 7548
 Comments: DPS#: 04877980 Crt Case#: 7548

Offense:

Case Number: 7548
 Jurisdiction: TX-82ND DISTRICT COURT
 Description: MAN/DEL CS PG 1 > = 4G < 200G
 Disposition: CONVICTED - 8 YRS PROBATION/ \$1000 FINE
 Offense Type: FELONY
 Arrest Date: 2001-05-15
 Disposition Date: 2001-09-27
 File Date: 2001-05-15
 Comments: FELONY - 1ST DEGREE; St:481.112(D)

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Sex Offender Records Search

RESULTS

No Reportable Records Found

NAME SEARCHED	KLEEN, JOE	SEARCH DATE	10-24-2014 2:08 PM MDT
DOB SEARCHED	06-01-1976	SEARCH SCOPE	
JURISDICTION	NEBRASKA		

AKA: JOSEPH KLEEN

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Verification

Employment Verification

RESPONSE RECEIVED **Yes**

NAME	KLEEN, JOE	SEARCH DATE	10-24-2014 2:10 PM MDT
EMPLOYER NAME	BLAND & ASSOCIATES	HOW VERIFIED	WRITTEN/ FAX
SUPERVISOR	MICHAEL BLAND, SR.	DATE VERIFIED	10/24/2015
EMPLOYER ADDRESS	OMAHA, NE 68114	VERIFIED	MICHAEL
EMPLOYER PHONE	402-397-8822	VERIFIER TITLE	OWNER
EMPLOYER FAX			
EMPLOYER E-MAIL			

POSITION	SUBJECT-PROVIDED INFORMATION TAX CONSULTANT	EMPLOYER-PROVIDED INFORMATION TAX CONSULTANT
HIRE DATE		08/12/2010
END DATE		ACTIVE
WAGE/SALARY	75K	\$75000.00 YRLY
TYPE/STATUS	FULL-TIME	FULL TIME
REASON FOR LEAVING		

QUESTIONS **Please explain his/her job requirements and nature of his/her duties?**
 Joe is a tax consultant. He prepares and assists with tax returns for individuals.

Do you recommend him/her for employment?
 Yes, especially if you want to save money. It's what he's good at.

In your opinion, has he/she even shown a propensity for violence?
 Only towards grievous tax laws, which is about every tax law there is, so...

How long have you know him/her?
 I have known Joe since he was a boy. He delivered the local newspaper.

Is he/she dependable?
 Joe was the most dependable of my employees. I really hate to see him go.

Credentials

Education Verification

RESPONSE RECEIVED	Yes		
INSTITUTION NAME	UNIVERSITY OF TEXAS	SEARCH DATE	10-24-2014 3:40 PM MDT
CITY, STATE	AUSTIN, TX	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	512-569-5465	SUBJECT	JOSEPH K KLEEN
INSTITUTION FAX			
INSTITUTION EMAIL			
SOCIAL SECURITY	SUBJECT-PROVIDED INFORMATION 111-22-3333	INSTITUTION-PROVIDED INFORMATION 111-22-3333	
DATES CLAIMED	1981	DATE AWARDED: 05/13/1981	
DEGREE(S) CLAIMED	MASTERS	MASTERS	
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION	PUBLIC ADMINISTRATION	
GPA CLAIMED			
HONORS CLAIMED			
ATTENDING NAME			
COMMENTS			

Instant Driving Records

RESULTS**License Found**

STATE OF ISSUE Nebraska

SEARCH DATE 10-24-2014 2:10 PM MDT

LICENSE NUMBER A5656

License Number: E78904321
License State: NE
Full Name: KLEEN, JOE
DOB: 1976-06-01
Gender: M
, NE

License Info

Status: CLEAR
License Type: DL-DRIVER LICENSE
Class: BASIC LICENSE
Expiration Date: 2015-05-11
Issue Date: 2010-05-03

Other License Info

Commercial License Status: NONE
Report Message: NO ENTRIES FOUND FOR THIS PERSON
MVR Status: MVR found
MVR History Length: 3
Product: MVR
XML Version: 1
MVR Score: An invalid driver license (unknown, cancelled, suspended, revoked, etc), or an MVR with less than 3 years history (or unknown), or a not clear MVR. (1)

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution.

Disclaimer

This report is furnished to you pursuant to the Agreement for Service between the parties and in compliance with the Fair Credit Reporting Act. This report is furnished based upon your certification that you have a permissible purpose to obtain the report. The information contained herein was obtained in good faith from sources deemed reliable, but the completeness or accuracy is not guaranteed.

***** End Of Report *****



Substance Abuse Testing Report

First Check
PO BOX 92033
Southlake, TX 76092
Phone: 888-588-2525 / 888-588-2525
Fax: 888-213-9341

FILE NUMBER	63201	REPORT DATE	10-26-2014
REPORT TO	FIRST CHECK (1111) 1330 N White Chapel Ste 100 Southlake, TX 76092 Phone: 888-588-2525 Fax: -	ORDER DATE	10-24-2014 LISA M
		TYPE	SAMPLE- EMPLOYEE PKG D

Application Information

APPLICANT	KLEEN, JOE	SSN	XXX-XX-3333	DOB	06-01-1976
ADDRESS(ES)	2600 N 120TH ST	CITY / STATE / ZIP	OMAHA, NE 68120		

Substance Abuse Screening

Substance Abuse Detection

5 PANEL DRUG SCREEN

Substances Screened For:

MDMA (I) Powder Ecstasy; Cocaine; Amphetamines; Opiates; Cannabinoids

RESULTS **Negative**

SEARCH DATE 10-24-2014 2:04 PM MDT
REASON FOR TESTING Pre-Employment
CONTACT EMAIL
ADDRESS
SPECIMEN ID 859671058
RESULT COMMENTS NEGATIVE
SOCIAL SECURITY # XXX-XX-3333
COLLECTION DATE / TIME 10/12/2014
COLLECTION LOCATION LABCORP
COLLECTED BY
CERTIFYING SCIENTIST STEVEN ALLEN, MD
LABORATORY LABCORP/ BHS

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution. This statement of controlled substance abuse screen is reported in Accordance with part 40 of Federal rule s382.407.

Disclaimer

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***** End Of Report *****



CITY MANAGER

City of Abilene



The League Executive/Administrative Position Search

Helping Cities Find Great Leaders

WHO WE ARE

The League of Kansas Municipalities is a membership association that advocates on behalf of cities, offers training and guidance to city appointed and elected officials, and has a clear purpose of strengthening Kansas communities. Since 1910, the League has been a resource for cities across Kansas and has acted as a body to share ideas, facilitate communication between members and provide information on best practices in city operations.

The League Advocates for Cities

The League advocates on our membership's behalf to sponsor and encourage beneficial legislation for cities and oppose legislation that would be detrimental to our members' interest.

The League Offers Guidance

Member cities can contact the League with a legal inquiry or question. Additionally, we provide sample ordinances and guidance on legislation and rulemakings from both the state and federal levels.

Contract Services

The League offers members a competitive rate to have the League engage in contract services, which include codification services, executive personnel search program (LEAPS) and personnel policies.

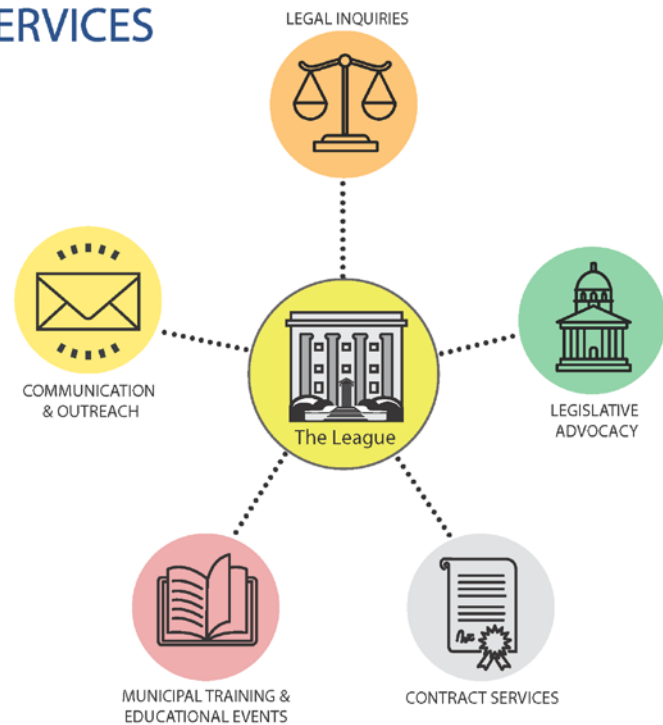
Communications & Outreach

Since 1914, the League has published the Kansas Government Journal, a publication for city, county, and state government officials that is printed ten times a year. The League publishes a weekly e-newsletter, researches municipal issues and develops programs for cities to use to engage their residents and reinforce the importance of civic engagement.

Municipal Training & Education

The League offers members the ability to communicate and converse in an environment which encourages collaboration. The League offers members a variety of education and training opportunities throughout the year. Our annual conference brings together leaders in municipal government to offer innovative ideas for cities. Throughout the year, the League works with professionals in the field to train, inspire and solve problems facing municipal issues.

SERVICES



OUR EXECUTIVE SEARCH SERVICES

THE PLANNING SESSION

League Staff provides the Governing Body with an overview of the entire LEAPS process. The presentation covers roles and responsibilities, as well as a timeline for completing the search.

GOVERNING BODY ASSESSMENT

Each member of the Governing Body completes two surveys. The responses shape the position and criteria for the candidate pool.

The “Administrative Process” survey establishes consensus on the options chosen by the Governing Body to complete the search process.

The “Candidate” survey clarifies the responsibilities for the position description, builds the advertisement and community profile, and outlines the criteria for selecting applicants by articulating the preferred skills and management style needed by the city.

SALARY GUIDANCE

League Staff conduct a salary and benefits survey to provide the Governing Body with compensation information from comparable cities.

ADVERTISING

League Staff create advertisements, a community profile, and recommend an advertisement plan utilizing state, regional, and national resources to reach highly qualified candidates.

RESUME REVIEW

League Staff review all resumes for completeness, compliance with the requirements and preferences of the Governing body, and for alignment with our quality administration rubric. We express our recommendations in the second in-person meeting with the Governing Body to assist in selecting candidates for the interview process. The Governing Body will make the final determination of how many and which candidates to interview.

INTERVIEWING CANDIDATES

League Staff provides guidance on appropriate interview questions and interview process options. These questions assist the Governing Body in determining the skills, management style, and knowledge of their chosen candidates. League Staff also schedules interviews with the candidates and contacts all applicants once the position is filled.

OUR INVITATION TO YOU

WE GUIDE YOU THROUGH THE ENTIRE PROCESS

The League is with you from the start of your search to the very end, with staff available to answer your questions and provide updates as needed. We help you answer the big question of “Who are we looking for?” right up front and then conduct background checks before you make your final offer.

Once the Governing Body has chosen their candidate and the employment contract has been signed, the League will reach out to your candidate to help them get started in their new position. Candidates receive a free one-year membership to the Kansas Association of City/County Management (KACM), can sign up for the mentorship program, and receive a free copy of the book, *Your First 90 Days*. Our desire is to facilitate your city finding the best fit, and then doing everything in our power to make that person successful once they start. We strive to be the primary support for you and your final candidate.

EXPERIENCE

With more than 70 searches conducted since 1998, the League comes to you with exceptional experience placing administrators in the state of Kansas. As the source for advocacy, training, and resources for Kansas municipalities, we come with a broad and deep relationship with Kansas cities and their staffs. Our staff bring a combined 50 years of municipal experience to the process. We represent a personal and economical option for your city.

QUOTE FOR SERVICES

OUR PRICE STRUCTURE

Our price structure is based on the population of your city. This quoted price includes two basic charges. We charge a base price for the core services, which includes staff administrative expenses. Then we charge an advertisement price once the search process is complete. Your base price (based on population) can be larger than this quote if you choose to add any process options to your package. Your advertisement price will be determined by the advertisement platforms chosen.

CITY OF ABILENE BASE PRICE: \$5610.68

ADVTERISEMENT PRICE: (\$900 - 1,600 est.)

ESTIMATED TIMETABLE

2 weeks:	Contract	(Contract must be approved by the Governing Body)
	Administrative Questionnaire	(Governing Body completes and approves process questionnaire)
	Position Analysis Survey	(Governing Body members individually submit survey responses)
3 days:	Approval of Advertisement	(Advertisements for online and print publications)
	Approval of Community Profile	(Attached to advertisement or provided upon request)
30 days:	Place position announcement	(One month recommended for resume collection)
1 week:	Deadline for Resume Review	(One week allocated to review resumes)
1 week:	Select candidates for interviews	(We recommend selection of 2-3 finalists)
2 weeks:	Conduct initial interviews	(We allot two weeks to schedule interviews)
1 week:	Interview finalists	(We allot one week to interview final candidates)
1 week:	Extend conditional offer	(City consults city attorney for contract negotiations)
1 week:	Approve employment agreement	(We estimate one week to finalize the contract)
	Announce new city administrator	(The League will also post a press release)
30 days:	New city executive start date	(Professionals give up to 30-day notice to current employer)

PROCESS OPTIONS

ONSITE FACILITATION OF CANDIDATE MEET & GREETINGS*

\$1,800*

Onsite Support for up to three (3) candidate meet and greets.

Coordinate with City staff to facilitate candidate meet & greets

Customize a series of response cards.

Compile a summary of the responses and process.

PARTICIPATION IN INTERVIEW PROCESS*

\$1,500*

Onsite support for the entire interview process.

Coordinate with City staff and Governing Body to develop multiple interview panels.

Customize an interview process based on direction from the governing body.

Introduce candidates and receive feedback from senior staff.

Compile a summary for the Governing Body to allow them to make an informed decision.

**Additional fee required.*

PROS & CONS OF SEARCH CHOICES

We want to ensure you have all the information you need to make an informed choice. Below we will discuss the pros and cons of three different choices of executive search processes: The League, Private Firm, and Self-Administered.

THE LEAGUE LEAPS SERVICES

- PRO** 20 years of experience.
- PRO** Level of service is customizable to the community's preferences.
- PRO** Knows the needs and idiosyncrasies of local Kansas communities.
- PRO** Contracts with other Leagues and cities for advertising and background checks.
- PRO** Relieves staff and governing body of search and screening chores.
- PRO** Provides a one-year membership in the Kansas Association of City/County Management for selected candidate.

- CON** We do not directly solicit employed city executives.
- CON** Less familiar with city executives outside of Kansas

PRIVATE EXECUTIVE RECRUITING FIRM

- PRO** Level of service depends on community's specifications.
- PRO** Actively solicits employed city executives
- PRO** Acquainted with city executives on a regional/national basis and is aware of availability.
- PRO** May be able to dedicate more time to the process than the city.
- PRO** Relieves staff and governing body of search and screening chores.
- PRO** May offer contract negotiations.

- CON** Often expensive, depending on services purchased.
- CON** May be less familiar with the needs of Kansas communities.
- CON** May not provide additional benefits to selected candidate.
- CON** Possible of Conflict of Interest.

SELF-ADMINISTERED SEARCH PROCESS

- PRO** Least expensive.
- PRO** Provides Governing Body with greatest level of involvement in the process.
- PRO** Works best when city has a professional human resource staff.

- CON** Unfamiliar with process which may result in costly mistakes.
- CON** Requires the most time from Governing Body Members.
- CON** Governing Body does not normally solicit or know of potential candidates.
- CON** Outside resources required for background checks unless a full service human resource programs is available.
- CON** Search process may interfere with normal city business and require extensive staff time.
- CON** May place city staff in an awkward position of reviewing their potential supervisors in an unsupervised portion of the process.

TEN REASONS TO CHOOSE LEAPS

1. We Save You Money. The League offers quality services for a fraction of the cost of a private firm.

2. We Know Kansas. The League has served Kansas municipalities for nearly a century. We understand the leaders Kansas needs to find and nourish.

3. We Understand Public Hiring. We provide guidance on the role of the Kansas Open Meetings Acts, Executive Sessions, and Lawful interview questions.

4. We Service as a Clearinghouse. As a third-party, we provide a fair and neutral hiring process.

5. We Support Your Final Candidate. We provide a one-year membership and resources to your chosen candidate.

6. We Come to You. League Staff will make up to two trips to your community to meet with you personally.

7. We Provide Direct and Accessible Support. You will have a direct number to contact staff with questions or request updates.

8. We Customize Services to Your Community. The Governing Body has the opportunity to express their preferences, open the process to community members, and select process options.

9. We Provide Advertising Discounts. Through contacts, we provide advertising discounts to increase your reach for qualified candidates.

10. We Communicate with the Applicants. Direct them to our office! We will manage all communication and calls with applicants.

WHAT MAKES A QUALITY CANDIDATE?

The League has developed and utilizes a ranking process backed by the latest research in selection procedures.

We further customize this metric by including the preferences and needs of your community to assist you in finding the best fit.

	0-1	2 - 3	4 - 5	6 - 7	8 - 9	10
Municipal Experience	<i>Basic</i>	<i>Beginning</i>	<i>Developing</i>	<i>Competent</i>	<i>Mature</i>	<i>Exemplary</i>
	Experience in a position other than the public sector (Private Industry, Academia, Nonprofit, etc.)	Experience in a position other than the public sector (Private Industry, Academia, Nonprofit, etc.)	Demonstrates ability to navigate government processes and execute the organization's projects and initiatives	Demonstrates ability to assess and compare various government opportunities.	Demonstrates decision-making authority in government positions.	Demonstrates leadership in government positions.
Management Experience	<i>Basic</i>	<i>Beginning</i>	<i>Developing</i>	<i>Competent</i>	<i>Mature</i>	<i>Exemplary</i>
	Experience in a position other than the public sector (Private Industry, Academia, Nonprofit, etc.)	Experience in a position other than the public sector (Private Industry, Academia, Nonprofit, etc.)	Demonstrates ability to navigate government processes and execute the organization's projects and initiatives	Demonstrates ability to assess and compare various government opportunities.	Demonstrates decision-making authority in government positions.	Demonstrates leadership in government positions.
Kansas Connection			<i>Developing</i>	<i>Competent</i>		<i>Exemplary</i>
			Demonstrates ability to navigate government processes and execute the organization's projects and initiatives.	This candidate shows early success and potential to be a good public administrator and their particular skill set appears to match the needs of the organization		
Education			<i>Developing</i>	<i>Competent</i>		<i>Exemplary</i>
			Demonstrates ability to navigate government processes and execute the organization's projects and initiatives.	This candidate shows early success and potential to be a good public administrator and their particular skill set appears to match the needs of the organization		
Work History	<i>Basic</i>	<i>Beginning</i>	<i>Developing</i>	<i>Competent</i>	<i>Mature</i>	<i>Exemplary</i>
	First three years, including the last three months, of the candidate's work history.	First three years, including the last three months, of the candidate's work history.	Demonstrates ability to navigate government processes and execute the organization's projects and initiatives.	Demonstrates ability to assess and compare various government opportunities.	Demonstrates decision-making authority in government positions.	Demonstrates leadership in government positions.
Gut	<i>Basic</i>	<i>Beginning</i>	<i>Developing</i>	<i>Competent</i>	<i>Mature</i>	<i>Exemplary</i>
	Something in the materials gives me cause for concern about the ethical and behavioral approach of this candidate.	Something in the materials gives me the impression that this candidate would not fit with the culture and/or mission of the organization.	This candidate is neither a good nor a bad example. I have no particular cause for concern.	This candidate shows early success and potential to be a good public administrator and their particular skill set appears to match the needs of the organization.	This candidate is a good fit for the organization, and will be a good fit for the organization.	This candidate meets all the requirements of the organization, and will be a good fit for the organization.



The League Executive/Administrative Position Search



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Topeka, Kansas 66603
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CITY OF ABILENE
Item for City Commission Agenda

Meeting Date:

12/07/20

Originating Department

Prepared By:

Approved For Agenda By:
(Office Use Only)

Administration

Jane Foltz, City Manager

AGENDA ITEM HEADING:

Discussion of Industrial Ave. north of west 14th street

BACKGROUND:

The City of Abilene has had a parcel of land (20 acres, 4 platted lots) for the past 20+ years in the area north of old ALCO warehouse now known as Land Pride West. This area has been tagged as potential industrial development. Recently the City signed a letter of intent to sell a portion of the 20 acres to New Horizon Hemp. The land to the east of the City's 20 acres recently sold to a potential developer who would like to put in an RV campground. Previously there was conversation when another company was looking at the property to the east about a shared road. When that company decided not to build in Abilene the subject of the road going north between these two properties was dropped. Recently there has been conversations with the City engineer, City attorney, staff and potential developers about the road going north between the two properties. I have also been in contact with Chuck Scott who oversees the Dickinson County Economic Development Corporation who has been marketing this area. My question to him is what would make this area more marketable. The possible street development has been discussed. We would like to see what the City Commission may have in mind moving forward. Is this Commission wanting to see that the 20 acres have potential for development with the addition of this road? I have asked our City Engineer Mark Bachamp to bring you options that can be discussed on a future street addition. Mark Bachamp will present options for your review.

FISCAL NOTE:

There would be an impact on the budget for possible street addition. This project would have potential to be bonded with payments being made over 20 years.

COMMISSION ACTION:

Staff needs to have guidance on how to move forward preparing for this potential project.

Abilene Industrial Park Discussion

[illegible]

AUTHORS' DISCLOSURES OF POTENTIAL CONFLICTS OF INTEREST

The authors indicated no potential conflicts of interest.

2.6.7. LIMITATIONS AND NOTES

Editorial Note: The authors of this paper are grateful to the following individuals for their helpful comments: the three anonymous reviewers of the *Journal of Management Education*, who responded to an earlier draft; and the following individuals who provided comments on earlier drafts: Robert A. Giacalone, Richard L. Lippitt, and Robert A. Giacalone. The authors also thank the following individuals for their helpful comments: the three anonymous reviewers of the *Journal of Management Education*, who responded to an earlier draft; and the following individuals who provided comments on earlier drafts: Robert A. Giacalone, Richard L. Lippitt, and Robert A. Giacalone. The authors also thank the following individuals for their helpful comments: the three anonymous reviewers of the *Journal of Management Education*, who responded to an earlier draft; and the following individuals who provided comments on earlier drafts: Robert A. Giacalone, Richard L. Lippitt, and Robert A. Giacalone.

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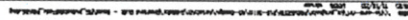
CITY ATTORNEY CERTIFICATE
 Date of issue
 Location of testimony
 This case was referred to me and approved by the City Attorney of Newark.

CREATIVE ARTS AND SPEECH ASSOCIATION
 1000 N. 10th St. Apt. 101
 Phoenix, AZ 85006

[illegible]

Landmark
SURVEYING & MAPPING

[illegible]



100% Cost shared by each		% of assessment	Cost to Each	5% for 20 years
Windy Trail		50	\$591,873.56	\$47,645.82
City of Abilene		50	\$591,873.56	
City of Abilene Total			\$1,183,747.11	
100% Cost shared by each with 25% City contribution		% of assessment	Cost to Each	
Windy Trail		50	\$443,905.17	\$35,734.37
City of Abilene (25% of overall Cost)		25% of overall cost	\$295,936.78	
City of Abilene		50	\$443,905.17	
City of Abilene Total			\$1,183,747.11	
			\$739,841.94	
100% Cost shared by each with 50% City contribution		% of assessment	Cost to Each	
Windy Trail		50	\$295,936.78	\$23,822.91
City of Abilene (50% of overall Cost)		50% of overall cost	\$591,873.56	
City of Abilene		50	\$295,936.78	
City of Abilene Total			\$1,183,747.11	
			\$887,810.33	

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ABILENE CITY COMMISSION - SPECIAL MEETING AGENDA

Dwight D. Eisenhower Memorial Building
419 N. Broadway Avenue, Abilene, Kansas

December 7, 2020 – Following City Commission Study Session @ 4:00 pm

1. Call to Order
2. Roll Call: ____ Ostermann ____ Rein ____ Marshall ____ Shafer ____ Witt ____

Public Comments and Communications

3. Persons who wish to address the City Commission may do so when called upon by the Mayor.

Old and New Business

4. Consider proposals for City Manager search with possible action.

Adjournment

5. Consideration of a motion to adjourn the December 7, 2020 special City Commission meeting.