



ABILENE CITY COMMISSION - REGULAR MEETING AGENDA
ABILENE PUBLIC LIBRARY, 209 NW FOURTH STREET
November 10, 2025 - 4:00 pm

VIEW THIS CITY COMMISSION MEETING VIRTUALLY AT
www.abilenecityhall.com/watchlive

1. Call to Order
2. Roll Call: _____ Rein _____ Miller _____ Witt _____ Kollhoff _____ Meysenburg
3. Pledge of Allegiance
4. Approval of the Agenda for the November 10, 2025, City Commission Meeting
5. Consent Agenda - Consent Agenda items are considered routine business items. The consent agenda can be acted upon by one motion unless a majority of the City Commission votes to remove an item for discussion and separate action.
 - a. Meeting Minutes for October 27, 2025, Regular Meeting
 - b. Appropriation Ordinance A-111025
 - c. AP Payment Register – 1111025
6. Public Comments and Communications
 - a. Public Forum: Persons who wish to address the City Commission regarding items outside the agenda may do so when called upon by the Mayor. Speakers will be allowed a three-minute time limit.
7. Business Items
 - a. Consider approval of Resolution No. 111025-1, A RESOLUTION AUTHORIZING THE CITY OF ABILENE'S FINANCIAL STATEMENTS FOR FISCAL YEAR 2026 TO BE PREPARED IN COMPLIANCE WITH THE CASH BASIS AND BUDGETARY LAWS OF THE STATE OF KANSAS. – Interim City Manager Quinday
 - b. Consider approval of a Temporary Exception to Vacation Leave Carryover Policy – Interim City Manager Quinday

8. Items for discussion

- a. Discussion Regarding Use of City-Owned Property – Interim City Manager Quinday
- b. Review and Adoption of Prioritized Stormwater Drainage Project List – Public Works Director Anderson
- c. Review and Discussion of Draft Revised Purchasing Policy – Interim City Manager Quinday
- d. Discussion of Use and Investment of 2025 Temporary Note Proceeds – Interim City Manager Quinday
- e. Discussion of the 10-year Capital Improvement and Equipment Reserve and Funding Needs – Interim City Manager Quinday
- f. Disposal of Surplus Property – Interim City Manager Quinday
- g. Discussion Regarding Proposals for the Search for a Permanent City Manager – Interim City Manager Quinday.

9. Reports

10. Executive Session

- a. I move the City Commission recess into executive session for _____ minutes, to include the City Manager, to discuss with legal counsel matters regarding real estate and property interests of the City, based upon the need for consultation with an attorney for the public body which would be deemed privileged in the attorney-client relationship pursuant to K.S.A. 75-4319(b)(2). The open public meeting will resume in this room at _____ pm.

11. Adjournment of Regular Meeting

- a. Consider a motion to adjourn the November 10, 2025, City Commission Meeting



Abilene City Commission Meeting Minutes
Abilene Public Library – 209 NW Fourth Street
October 27, 2025, 4:00 pm.
Abilene, Kansas

1. Call to Order

2. Roll Call – City Commission Present: Vice-Mayor Miler, Commissioners Kollhoff, Witt, Miller and Meysenburg. Absent: Mayor Rein

Staff Present: Interim City Manager Quinday, City Clerk Mohr, Finance Director Briand, City Attorney Martin, Fire Chief Strunk, Police Chief Wilkins, Community Development Director Zook, Public Works Director Anderson, Convention and Visitors Bureau Director Roller-Weeks, and Administrative Manager-Community Development Olson.

3. Pledge of Allegiance

Agenda

4. Approval of the Agenda for the October 27, 2025, City Commission Meeting

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to approve the agenda as presented. Roll call vote: Witt YES, Meysenburg YES, Kollhoff YES, Miller YES. The motion carried 4-0.

Consent Agenda

5. Consent Agenda - Consent Agenda items are considered routine business items. The consent agenda can be acted upon by one motion unless a majority of the City Commission votes to remove an item for discussion and separate action.

- a. Meeting Minutes for October 13, 2025, Regular Meeting
- b. Appropriation Ordinance A-102725
- c. AP Payment Register – 102725

d. 3rd Quarter Treasurer's Report

e. 3rd Quarter Investment Report

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to approve the consent agenda as presented. Roll call vote: Kollhoff YES, Meysenburg YES, Witt YES, Miller YES. The motion carried 4-0.

6. Public Comments and Communications

- a. Public Forum:** Persons who wish to address the City Commission regarding items outside the agenda may do so when called upon by the Mayor. Speakers will be allowed a three-minute time limit.

Natalie Muruato, Dickinson County Economic Development Corporation CEO, introduced herself and explained her goals as she starts working with the communities in Dickinson County.

Julie Roller Weeks, CVB Director, thanked Abilene for supporting the very successful Fox and Friends broadcast from downtown Abilene on October 24th.

b. Domestic Violence Awareness Month Proclamation

c. Bi-Weekly Wellfield Health and Production Report

7. Business Items

- a. Consider approval of an agreement with Raftelis Financial Consultants for a Water Utility Cost-of-Service and Rate Design Study for the City of Abilene for an amount not to exceed \$30,000.00.**

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to approve an agreement with Raftelis Financial Consultants for a Water Utility Cost-of-Service and Rate Design Study for the City of Abilene for an amount not to exceed \$30,000.00. Roll call vote: Witt YES, Kollhoff YES, Meysenburg YES, Miller YES. The motion carried 4-0.

- b. Consider approval of the Mayor to sign the Payment Request Form, Acceptance Certificate, and the Title Registration & Security Interest Certificate with Community First National Bank for the final payment to Rosenbauer SD for the pumper truck.**

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to approve the Mayor to sign the Payment Request Form, Acceptance Certificate, and the Title Registration & Security Interest Certificate with Community First National Bank for the final payment to Rosenbauer SD for the pumper truck. Roll call vote: Meysenburg YES, Kollhoff YES, Witt YES, Miller YES. The motion carried 4-0.

8. Items for Discussion

a. Approval of an Addendum to the Sangoma Communication Services Subscription Agreement

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to approve an Addendum to the Sangoma Communication Services Subscription Agreement. Roll call vote: Witt YES, Meysenburg YES, Kollhoff NO, Miller YES. The motion carried 3-1.

b. Acceptance of a grant from the Community Foundation of Dickinson County for Restroom Remodel at Eisenhower and Bi-Centennial Parks

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to accept a grant from the Community Foundation of Dickinson County for Restroom Remodel at Eisenhower and Bi-Centennial Parks and authorize the renovations to be completed. Roll call vote: Kollhoff YES, Meysenburg YES, Witt YES, Miller YES. The motion carried 4-0.

9. Reports

a. Fire Department - September 2025

b. Community Development/Inspection - Code Violation Summary September 2025

c. Community Development/Inspection – Permit Summary September 2025

d. Convention & Visitors Bureau –September 2025

e. Transient Guest Tax Report

f. Police Department – September 2025

g. Public Works –September 2025

h. Parks and Recreation – Fall 2025

Public Works Director reported that bridge inspections in the city have been completed. The engineer recommends that polymer overlays be applied to all three bridges at a cost of approximately \$100,000 per bridge.

The Public Works Department also held the annual snow and ice removal training today.

10. Adjournment of Regular Meeting

- a.** Consider a motion to adjourn the October 27, 2025, City Commission Meeting.

Motion by Commissioner Witt, seconded by Commissioner Meysenburg, to adjourn the October 27, 2025, City Commission Meeting at 4:45 pm. Roll call vote: Witt YES, Kollhoff YES, Meysenburg YES, Miller YES. The motion carried 4-0.

(Seal)

Wendy Miller, Vice-Mayor

ATTEST:

Shayla L. Mohr, CMC
City Clerk

CITY OF ABILENE ACCOUNTS PAYABLE

APPROPRIATION ORDINANCE A-111025-25

10/27/2025 - 10/31/2025

Fund #	Fund Name	Amount
01	GENERAL FUND	\$ 8,368.24
02	WATER FUND	\$ 2,422.39
03	RECYCLING FUND	\$ 48.68
04	SEWER FUND	\$ 244.52
05	AIRPORT FUND	
06	BOND & INTEREST	\$ -
07	FIRE APPARATUS FUND	\$ -
08	SPECIAL PARKS & RECREATION	\$ -
09	SPECIAL ALCOHOL & DRUG FUND	\$ -
10	SELF-INSURED HEALTH ACCOUNT	\$ -
11	LIBRARY FUND	
13	TOURISM & CONVENTION FUND	\$ 284.22
14	SPECIAL STREET FUND	\$ 215.40
15	RECREATION COMMISSION	\$ 952.17
18	CAPITAL IMPROVEMENT PLAN	\$ -
20	EQUIPMENT RESERVE FUND	\$ -
24	FRIENDS OF THE PARK	\$ -
27	STORM DRAINAGE	
28	EQUIPMENT RESERVE - WATER	\$ -
29	EQUIPMENT RESERVE - SEWER	
32	PUBLIC BUILDING COMMISSION	\$ -
35	SALES TAX - RECREATION FACILITIES	\$ -
36	SPECIAL REVENUE - LIB/POOL	\$ -
37	SALES TAX - STREET MAINTENANCE	\$ -
38	CID SALES TAX FUND	\$ 20,395.86
39	RURAL HOUSING INCENTIVE DISTRICT	\$ -
40	INDUSTRIAL PARK EXPANSION	
41	CCLIP - BUCKEYE PROJECT	\$ -
44	KS FIGHTS ADDICTION FUND	\$ -
46	LAND BANK FUND	\$ -
47	SISTER CITY SCHOLARSHIP FUND	\$ -
48	TREE BOARD PROGRAM	\$ -
50	MUNICIPAL COURT BONDS	\$ -
	TOTALS	\$ 32,931.48



Abilene, KS

Payment Register

APPKT00698 - BILLS 102925 KE

01 - Vendor Set 01

Bank: AP Checking - Gen - AP Checking - General

Vendor Number	Vendor Name					Total Vendor Amount
<u>1000894</u>	BRIAND, KELSEY					93.10
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount		
Check		419 N Broadway ABILENE, Kansas 67410	10/29/2025	93.10		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
<u>STM 102825</u>	MILEAGE KMAAG SEMINAR	10/28/2025	10/29/2025	0.00	93.10	
Vendor Number	Vendor Name					Total Vendor Amount
<u>1000699</u>	CATLETT AUTOMOTIVE INC					89.40
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount		
Check		PO BOX 1045 ULYSSES, Kansas 67880	10/29/2025	89.40		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
<u>224943</u>	DIESEL TREATMENT	10/24/2025	10/24/2025	0.00	89.40	
Vendor Number	Vendor Name					Total Vendor Amount
<u>1000192</u>	CINTAS CORP NO. 2					244.78
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount		
Check		PO BOX 88005 CHICAGO, Illinois 60680-1005	10/29/2025	244.78		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
<u>4247795428</u>	WTP UNIFORMS	10/27/2025	10/27/2025	0.00	57.33	
<u>4247806591</u>	WWTP UNIFORMS	10/27/2025	10/27/2025	0.00	46.99	
<u>4247806944</u>	PW UNIFORMS	10/27/2025	10/27/2025	0.00	140.46	
Vendor Number	Vendor Name					Total Vendor Amount
<u>3300</u>	CLARK, MIZE & LINVILLE CHARTERED					5,252.00
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount		
Check		PO BOX 380 SALINA, Kansas 67402-0380	10/29/2025	5,252.00		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
<u>156390</u>	LEGAL SERVICE SEPT 2025	10/24/2025	10/27/2025	0.00	3,716.80	
<u>156391</u>	SEPT 2025 GENERAL RETAINER	10/23/2025	10/27/2025	0.00	1,535.20	
Vendor Number	Vendor Name					Total Vendor Amount
<u>3380</u>	CONRAD FIRE EQUIPMENT, INC					1,350.87
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount		
Check		19922 W 162ND ST OLATHE, Kansas 66062	10/29/2025	1,350.87		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
<u>587466</u>	5 GAL ROUND KNOCKDOWN AGE	10/13/2025	10/27/2025	0.00	1,350.87	
Vendor Number	Vendor Name					Total Vendor Amount
<u>16120</u>	CRAFCO, INC					215.40
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount		
Check		DEPT 2279 PO BOX 11407 BIRMINGHAM, Alabama 35246-2279	10/29/2025	215.40		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
<u>9403586342</u>	PUMP REPAIR KIT - PAINT SPRAYER	10/27/2025	10/27/2025	0.00	215.40	

Payment Register

APPKT00698 - BILLS 102925 KE

Vendor Number	Vendor Name					Total Vendor Amount
<u>4130</u>	DENNY'S PLUMBING & HEATING					357.40 ●
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		1618 NW 4TH ABILENE, Kansas 67410		10/29/2025	357.40	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>4595</u>	MENS URNIAL AT CC		10/29/2025	10/29/2025	0.00	357.40
Vendor Number	Vendor Name					Total Vendor Amount
<u>1000912</u>	GUFFEY PROPERTIES, LLC					2,272.34 ●
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		PO BOX 39 BELLE, Missouri 65013		10/29/2025	2,272.34	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>STM 102425</u>	OCT 2025 CID		10/24/2025	10/27/2025	0.00	2,272.34
Vendor Number	Vendor Name					Total Vendor Amount
<u>999440</u>	HAWK, JOE					150.00 ●
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		CITY BUILDING		10/29/2025	150.00	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>092025</u>	J HAWK BOOTS		10/29/2025	10/29/2025	0.00	150.00
Vendor Number	Vendor Name					Total Vendor Amount
<u>9069</u>	IMAGE QUEST					127.09
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		PO BOX 713423 CHICAGO, Illinois 60677-4323		10/29/2025	127.09	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>IN6157802</u>	Copy overage		10/28/2025	10/28/2025	0.00	115.23 ●
<u>IN6161991</u>	COPIES PW		10/22/2025	10/22/2025	0.00	11.86 ●
Vendor Number	Vendor Name					Total Vendor Amount
<u>999650</u>	KANSAS GAS SERVICE					1,064.21 ●
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		PO BOX 219046 KANSAS CITY, Missouri 64121-9046		10/29/2025	1,064.21	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>STM 102225</u>	KANSAS GAS BILL		10/22/2025	10/29/2025	0.00	1,064.21
Vendor Number	Vendor Name					Total Vendor Amount
<u>1001045</u>	LEGACY KANSAS, LLC					291.73 ●
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		105 E LAFAYETTE ABILENE, Kansas 67410		10/29/2025	291.73	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>STM 102425</u>	OCT 2025 CID		10/24/2025	10/27/2025	0.00	291.73
Vendor Number	Vendor Name					Total Vendor Amount
<u>999994</u>	LONGFORD WATER COMPANY LLC					605.40 ●
Payment Type	Payment Number	Remittance Address		Payment Date	Payment Amount	
Check		108 MAIN ST LONGFORD, Kansas 67458		10/29/2025	605.40	
Payable Number	Description		Payable Date	Due Date	Discount Amount	Payable Amount
<u>17531</u>	Water for Civic Center		10/28/2025	10/28/2025	0.00	605.40

Payment Register

APPKT00698 - BILLS 102925 KE

Vendor Number <u>23110</u>	Vendor Name LUMBER HOUSE TRUE VALUE					Total Vendor Amount 25.74	
Payment Type Check	Payment Number	Remittance Address 1903 N BUCKEYE ABILENE, Kansas 67410	Payment Date 10/29/2025	Payment Amount 25.74			
Payable Number <u>2510-051668</u>	Description CLAMPS FOR BRINE BARS	Payable Date 10/28/2025	Due Date 10/28/2025	Discount Amount 0.00	Payable Amount 25.74		
Vendor Number <u>1000277</u>	Vendor Name MICHELLE WRIGHT					Total Vendor Amount 10,860.95	
Payment Type Check	Payment Number	Remittance Address REAL ESTATE DEPARTMENT LOVE'S CORPORATE OFFICE 10601 N PENNSYLVANIA AVE OKLAHOMA CITY, Oklahoma 73120	Payment Date 10/29/2025	Payment Amount 10,860.95			
Payable Number <u>STM 102425</u>	Description OCT 2025 CID	Payable Date 10/24/2025	Due Date 10/27/2025	Discount Amount 0.00	Payable Amount 10,860.95		
Vendor Number <u>999139</u>	Vendor Name MOHR, SHAYLA					Total Vendor Amount 131.60	
Payment Type Check	Payment Number	Remittance Address CITY BUILDING	Payment Date 10/29/2025	Payment Amount 131.60			
Payable Number <u>STM 102925</u>	Description MILEAGE CCMFOA ACADEMY	Payable Date 10/29/2025	Due Date 10/29/2025	Discount Amount 0.00	Payable Amount 131.60		
Vendor Number <u>999838</u>	Vendor Name MUNICIPAL SUPPLY, INC					Total Vendor Amount 343.77	
Payment Type Check	Payment Number	Remittance Address 1550 NE 51ST AVE DES MOINES, Iowa 50313	Payment Date 10/29/2025	Payment Amount 343.77			
Payable Number <u>0959089-IN</u>	Description SERVICE SADDLES - CEMETERY	Payable Date 10/24/2025	Due Date 10/24/2025	Discount Amount 0.00	Payable Amount 343.77		
Vendor Number <u>3220</u>	Vendor Name OFFICE OF THE STATE FIRE MARSH					Total Vendor Amount 30.00	
Payment Type Check	Payment Number	Remittance Address BOILER SAFETY 800 SW JACKSON, STE 104 TOPEKA, Kansas 66612-1216	Payment Date 10/29/2025	Payment Amount 30.00			
Payable Number <u>601513</u>	Description BOILER CERTIFICATE FEE	Payable Date 09/29/2025	Due Date 10/29/2025	Discount Amount 0.00	Payable Amount 30.00		
Vendor Number <u>16195</u>	Vendor Name PIONEER FARM INC					Total Vendor Amount 35.38	
Payment Type Check	Payment Number	Remittance Address PO BOX 309 ABILENE, Kansas 67410	Payment Date 10/29/2025	Payment Amount 35.38			
Payable Number <u>10165/1</u>	Description HITCH PINS & CLIPS	Payable Date 10/28/2025	Due Date 10/28/2025	Discount Amount 0.00	Payable Amount 7.77		
Payable Number <u>10187/1</u>	Description BOLT	Payable Date 10/28/2025	Due Date 10/28/2025	Discount Amount 0.00	Payable Amount 27.61		
Vendor Number <u>16357</u>	Vendor Name PRYOR AUTOMATIC FIRE SPRINKLER					Total Vendor Amount 392.00	
Payment Type Check	Payment Number	Remittance Address P.O. BOX 1243 GREAT BEND, Kansas 67530	Payment Date 10/29/2025	Payment Amount 392.00			
Payable Number <u>14930</u>	Description CC SPRINKLER INSPECTION	Payable Date 10/29/2025	Due Date 10/29/2025	Discount Amount 0.00	Payable Amount 392.00		

Payment Register

APPKT00698 - BILLS 102925 KE

Vendor Number	Vendor Name					Total Vendor Amount	
4394	PVS DX, INC					1,755.24	
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount			
Check		PO BOX 674938	10/29/2025	1,755.24			
		DALLAS, Texas 75267-4938					
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
287000405-25	CHLORINE	10/27/2025	10/27/2025	0.00	1,755.24		
Vendor Number	Vendor Name					Total Vendor Amount	
999978	ROLLER-WEEKS, JULIE					168.99	
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount			
Check		CITY BUILDING	10/29/2025	168.99			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
10282025	Mileage reimbursement	10/28/2025	10/28/2025	0.00	168.99		
Vendor Number	Vendor Name					Total Vendor Amount	
999901	SECURE SHRED OF N.C.K.					103.25	
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount			
Check		2215 SW ARVONIA PLACE	10/29/2025	103.25			
		TOPEKA, Kansas 66614					
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
2283	OCT 2025 ADMIN/APD SHREDDING SERVICE	10/28/2025	10/29/2025	0.00	103.25		
Vendor Number	Vendor Name					Total Vendor Amount	
1000203	TRIPLETT, INC					6,970.84	
Payment Type	Payment Number	Remittance Address	Payment Date	Payment Amount			
Check		429 N OHIO	10/29/2025	6,970.84			
		SALINA, Kansas 67401					
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
STM 102425	OCT 2025 CID	10/24/2025	10/27/2025	0.00	6,970.84		

Payment Register

APPKT00698 - BILLS 102925 KE

Payment Summary

Bank Code	Type	Payable Count	Payment Count	Discount	Payment
AP Checking - Gen	Check	29	24	0.00	32,931.48
Packet Totals:		29	24	0.00	32,931.48

Kb 103025

Cash Fund Summary

Fund	Name	Amount
099	POOLED CASH	-32,931.48
Packet Totals:		-32,931.48



Abilene, KS

Payable Register

Payable Detail by Vendor Name

Packet: APPKT00697 - BILLS 102925 JH

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code				On Hold					

Vendor: 1000699 - CATLETT AUTOMOTIVE INC

Vendor Total: 89.40

224943	Invoice	10/24/2025	10/24/2025	10/24/2025	10/24/2025	89.40	0.00	0.00	0.00	89.40
DIESEL TREATMENT	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 1045
ULYSSES, Kansas 67880

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
DIESEL TREATMENT Distributions	NA	0.00	0.00	89.40	0.00	0.00	0.00	89.40 ✓

Account Number	Account Name	Project Account Key	Amount	Percent
001-004-521060 ✓	GASOLINE/OIL/LUBRICANTS		89.40	100.00%

Vendor: 1000192 - CINTAS CORP NO. 2

Vendor Total: 244.78

4247795428	Invoice	10/27/2025	10/27/2025	10/27/2025	10/27/2025	57.33	0.00	0.00	0.00	57.33
WTP UNIFORMS	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 88005
CHICAGO, Illinois 60680-1005

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
WTP UNIFORMS Distributions	NA	0.00	0.00	57.33	0.00	0.00	0.00	57.33 ✓

Account Number	Account Name	Project Account Key	Amount	Percent
002-023-521150 ✓	UNIFORMS & ALTERATIONS		57.33	100.00%

4247806991	Invoice	10/27/2025	10/27/2025	10/27/2025	10/27/2025	46.99	0.00	0.00	0.00	46.99
WWTP UNIFORMS	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 88005
CHICAGO, Illinois 60680-1005

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
WWTP UNIFORMS Distributions	NA	0.00	0.00	46.99	0.00	0.00	0.00	46.99 ✓

Account Number	Account Name	Project Account Key	Amount	Percent
004-042-521150 ✓	UNIFORMS & ALTERATIONS		46.99	100.00%

4247806944	Invoice	10/27/2025	10/27/2025	10/27/2025	10/27/2025	140.46	0.00	0.00	0.00	140.46
PW UNIFORMS	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 88005
CHICAGO, Illinois 60680-1005

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
PW UNIFORMS Distributions	NA	0.00	0.00	140.46	0.00	0.00	0.00	140.46 ✓

Account Number	Account Name	Project Account Key	Amount	Percent
001-004-521150	UNIFORMS & ALTERATIONS		57.93	41.24%
001-005-521150	UNIFORMS & ALTERATIONS		19.19	13.66%
002-022-521150 ✓	UNIFORMS & ALTERATIONS		32.80	23.35%
004-041-521150	UNIFORMS & ALTERATIONS		23.75	16.91%
001-001-521150	UNIFORMS & ALTERATIONS		2.27	1.62%
002-024-521150	UNIFORMS & ALTERATIONS		2.26	1.61%
004-043-521150	UNIFORMS & ALTERATIONS		2.26	1.61%

Vendor: 16120 - CRAFTCO, INC

Vendor Total: 215.40

Payable Register

Packet: APPKT00697 - BILLS 102925 JH

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code	On Hold								
<u>9403586342</u>	Invoice	10/27/2025	10/27/2025	10/27/2025	10/27/2025	215.40	0.00	0.00	0.00	215.40
PUMP REPAIR KIT - PAINT SPRAYER		AP Checking - Gen - AP Checking - General		No						

Payable Address: DEPT 2279
PO BOX 11407
BIRMINGHAM, Alabama 35246-2279

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
PUMP REPAIR KIT - PAINT SPRAYER	NA	0.00	0.00	215.40	0.00	0.00	0.00	215.40 ✓

Distributions

Account Number	Account Name	Project Account Key	Amount	Percent
<u>014-000-521090</u> ✓	PAINT & PAINTING SUPPLIES		215.40	100.00%

Vendor: 999440 - HAWK, JOE

Vendor Total: 150.00

<u>092025</u>	Invoice	10/29/2025	10/29/2025	10/29/2025	10/29/2025	150.00	0.00	0.00	0.00	150.00
J HAWK BOOTS		AP Checking - Gen - AP Checking - General		No						

Payable Address: CITY BUILDING

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
J HAWK BOOTS	NA	0.00	0.00	150.00	0.00	0.00	0.00	150.00 ✓

Distributions

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-005-521150</u> ✓	UNIFORMS & ALTERATIONS		150.00	100.00%

Vendor: 9069 - IMAGE QUEST

Vendor Total: 11.86

<u>IN6161991</u>	Invoice	10/22/2025	10/22/2025	10/22/2025	10/22/2025	11.86	0.00	0.00	0.00	11.86
COPIES PW		AP Checking - Gen - AP Checking - General		No						

Payable Address: PO BOX 713423
CHICAGO, Illinois 60677-4323

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
COPIES PW 7/26/25-10/25/25	NA	0.00	0.00	11.86	0.00	0.00	0.00	11.86 ✓

Distributions

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-004-520700</u> ✓	RENT/CONTRACTS/AGREEMENTS		11.86	100.00%

Vendor: 23110 - LUMBER HOUSE TRUE VALUE

Vendor Total: 25.74

<u>2510-051668</u>	Invoice	10/28/2025	10/28/2025	10/28/2025	10/28/2025	25.74	0.00	0.00	0.00	25.74
CLAMPS FOR BRINE BARS		AP Checking - Gen - AP Checking - General		No						

Payable Address: 1903 N BUCKEYE
ABILENE, Kansas 67410

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
CLAMPS FOR BRINE BARS	NA	0.00	0.00	25.74	0.00	0.00	0.00	25.74 ✓

Distributions

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-004-521170</u> ✓	SNOW CONTROL SUPPLIES		25.74	100.00%

Vendor: 999838 - MUNICIPAL SUPPLY, INC

Vendor Total: 343.77

<u>0959089-IN</u>	Invoice	10/24/2025	10/24/2025	10/24/2025	10/24/2025	343.77	0.00	0.00	0.00	343.77
SERVICE SADDLES - CEMETERY		AP Checking - Gen - AP Checking - General		No						

Payable Address: 1550 NE 51ST AVE
DES MOINES, Iowa 50313

Payable Register

Packet: APPKT00697 - BILLS 102925 JH

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code				On Hold					
Items										
Item Description	Commodity		Units	Price	Amount	Tax	Shipping	Discount	Total	
SERVICE SADDLES - CEMETERY Distributions	NA		0.00	0.00	343.77	0.00	0.00	0.00	343.77	✓
Account Number	Account Name	Project Account Key	Amount	Percent						
002-022-520661 ✓	WATER LINE MAINTENANCE		343.77	100.00%						

Vendor: 16195 - PIONEER FARM INC

Vendor Total: 35.38

10165/1	Invoice	10/28/2025	10/28/2025	10/28/2025	10/28/2025	7.77	0.00	0.00	0.00	7.77
HITCH PINS & CLIPS	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 309
ABILENE, Kansas 67410

Items										
Item Description	Commodity		Units	Price	Amount	Tax	Shipping	Discount	Total	
HITCH PINS & CLIPS Distributions	NA		0.00	0.00	7.77	0.00	0.00	0.00	7.77	✓
Account Number	Account Name	Project Account Key	Amount	Percent						
001-004-521170 ✓	SNOW CONTROL SUPPLIES		7.77	100.00%						

10187/1	Invoice	10/28/2025	10/28/2025	10/28/2025	10/28/2025	27.61	0.00	0.00	0.00	27.61
BOLT	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 309
ABILENE, Kansas 67410

Items										
Item Description	Commodity		Units	Price	Amount	Tax	Shipping	Discount	Total	
BOLT Distributions	NA		0.00	0.00	27.61	0.00	0.00	0.00	27.61	✓
Account Number	Account Name	Project Account Key	Amount	Percent						
001-004-521170 ✓	SNOW CONTROL SUPPLIES		27.61	100.00%						

Vendor: 4394 - PVS DX, INC

Vendor Total: 1,755.24

287000405-25	Invoice	10/27/2025	10/27/2025	10/27/2025	10/27/2025	1,755.24	0.00	0.00	0.00	1,755.24
CHLORINE	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 674938
DALLAS, Texas 75267-4938

Items										
Item Description	Commodity		Units	Price	Amount	Tax	Shipping	Discount	Total	
CHLORINE Distributions	NA		0.00	0.00	1,755.24	0.00	0.00	0.00	1,755.24	✓
Account Number	Account Name	Project Account Key	Amount	Percent						
002-023-521030 ✓	CHEMICALS		1,755.24	100.00%						

Payable Summary

Type	Count	Gross	Tax	Shipping	Discount	Total	Manual Payment	Balance
Invoice	12	2,871.57	0.00	0.00	0.00	2,871.57	0.00	2,871.57
Grand Total:		2,871.57	0.00	0.00	0.00	2,871.57	0.00	2,871.57

Account Summary

Account	Name	Amount
001-001-521150	UNIFORMS & ALTERATIONS	2.27
001-004-520700	RENT/CONTRACTS/AGREEMENTS	11.86
001-004-521060	GASOLINE/OIL/LUBRICANTS	89.40
001-004-521150	UNIFORMS & ALTERATIONS	57.93
001-004-521170	SNOW CONTROL SUPPLIES	61.12
001-005-521150	UNIFORMS & ALTERATIONS	169.19
	Total:	391.77

Account	Name	Amount
002-022-520661	WATER LINE MAINTENANCE	343.77
002-022-521150	UNIFORMS & ALTERATIONS	32.80
002-023-521030	CHEMICALS	1,755.24
002-023-521150	UNIFORMS & ALTERATIONS	57.33
002-024-521150	UNIFORMS & ALTERATIONS	2.26
	Total:	2,191.40

Account	Name	Amount
004-041-521150	UNIFORMS & ALTERATIONS	23.75
004-042-521150	UNIFORMS & ALTERATIONS	46.99
004-043-521150	UNIFORMS & ALTERATIONS	2.26
	Total:	73.00

Account	Name	Amount
014-000-521090	PAINT & PAINTING SUPPLIES	215.40
	Total:	215.40



Abilene, KS

Payable Register

Payable Detail by Vendor Name

Packet: APPKT00696 - BILLS 102925 KT

K

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code				On Hold					

Vendor: 4130 - DENNY'S PLUMBING & HEATING Vendor Total: **357.40**

4595 Invoice 10/29/2025 10/29/2025 10/29/2025 10/29/2025 357.40 0.00 0.00 0.00 357.40

MENS URNIAL AT CC AP Checking - Gen - AP Checking - General No

Payable Address: 1618 NW 4TH
ABILENE, Kansas 67410

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
MENS URNIAL AT CC Distributions	NA	0.00	0.00	357.40	0.00	0.00	0.00	357.40

Account Number	Account Name	Project Account Key	Amount	Percent
<u>015-157-520610</u>	BUILDING MAINTENANCE		357.40	100.00%

Vendor: 16357 - PRYOR AUTOMATIC FIRE SPRINKLER Vendor Total: **392.00**

14930 Invoice 10/29/2025 10/29/2025 10/29/2025 10/29/2025 392.00 0.00 0.00 0.00 392.00

CC SPRINKLER INSPECTION AP Checking - Gen - AP Checking - General No

Payable Address: P.O. BOX 1243
GREAT BEND, Kansas 67530

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
CC SPRINKLER INSPECTION Distributions	NA	0.00	0.00	392.00	0.00	0.00	0.00	392.00

Account Number	Account Name	Project Account Key	Amount	Percent
<u>015-157-520610</u>	BUILDING MAINTENANCE		392.00	100.00%

Payable Summary

Type	Count	Gross	Tax	Shipping	Discount	Total	Manual Payment	Balance
Invoice	2	749.40	0.00	0.00	0.00	749.40	0.00	749.40
Grand Total:		749.40	0.00	0.00	0.00	749.40	0.00	749.40

Account Summary

Account	Name	Amount
<u>015-157-520610</u>	BUILDING MAINTENANCE	749.40
Total:		749.40



Abilene, KS

Payable Register

Payable Detail by Vendor Name

Packet: APPKT00695 - BILLS 10292025 - JRW

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code				On Hold					

Vendor: 9069 - IMAGE QUEST

Vendor Total: 115.23

<u>IN6157802</u>	Invoice	10/28/2025	10/28/2025	10/28/2025	10/28/2025	115.23	0.00	0.00	0.00	115.23
Copy overage	AP Checking - Gen - AP Checking - General				No					

Payable Address: PO BOX 713423
CHICAGO, Illinois 60677-4323

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
Copy overage	NA	0.00	0.00	115.23	0.00	0.00	0.00	115.23
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
<u>013-131-520700</u>	RENT/CONTRACTS/AGREEMENTS		115.23	100.00%

Vendor: 999994 - LONGFORD WATER COMPANY LLC

Vendor Total: 605.40

<u>17531</u>	Invoice	10/28/2025	10/28/2025	10/28/2025	10/28/2025	605.40	0.00	0.00	0.00	605.40
Water for Civic Center	AP Checking - Gen - AP Checking - General				No					

Payable Address: 108 MAIN ST
LONGFORD, Kansas 67458

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
Water for Civic Center	NA	0.00	0.00	605.40	0.00	0.00	0.00	605.40
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-015-530380</u>	MISCELLANEOUS		605.40	100.00%

Vendor: 999978 - ROLLER-WEEKS, JULIE

Vendor Total: 168.99

<u>10282025</u>	Invoice	10/28/2025	10/28/2025	10/28/2025	10/28/2025	168.99	0.00	0.00	0.00	168.99
Mileage reimbursement	AP Checking - Gen - AP Checking - General				No					

Payable Address: CITY BUILDING

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
Mileage reimbursement - Kansas	NA	0.00	0.00	168.99	0.00	0.00	0.00	168.99
Tourism Conference								
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
<u>013-131-520270</u>	TRAINING		168.99	100.00%

Julie Weeks
10-28-2025

Payable Summary

Type	Count	Gross	Tax	Shipping	Discount	Total	Manual Payment	Balance
Invoice	3	889.62	0.00	0.00	0.00	889.62	0.00	889.62
Grand Total:		889.62	0.00	0.00	0.00	889.62	0.00	889.62

Account Summary

Account	Name	Amount
<u>001-015-530380</u>	MISCELLANEOUS	605.40
	Total:	605.40

Account	Name	Amount
<u>013-131-520270</u>	TRAINING	168.99
<u>013-131-520700</u>	RENT/CONTRACTS/AGREEMENTS	115.23
	Total:	284.22



Abilene, KS

Payable Register

Payable Detail by Vendor Name

Packet: APPKT00694 - BILLS 102925 KE

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code				On Hold					

Vendor: 1000894 - BRIAND, KELSEY**Vendor Total:** **93.10**

<u>STM 102825</u>	Invoice	10/29/2025	10/28/2025	10/29/2025	10/28/2025	93.10	0.00	0.00	0.00	93.10
MILEAGE KMAAG SEMINAR	AP Checking - Gen -	AP Checking - General	No							

Payable Address: 419 N Broadway
ABILENE, Kansas 67410**Items**

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
MILEAGE KMAAG SEMINAR Distributions	NA	0.00	0.00	93.10	0.00	0.00	0.00	93.10

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-001-520270</u>	TRAINING		31.04	33.34%
<u>002-024-520270</u>	TRAINING		31.03	33.33%
<u>004-043-520270</u>	TRAINING		31.03	33.33%

Vendor: 3300 - CLARK, MIZE & LINVILLE CHARTERED**Vendor Total:** **5,252.00**

<u>156390</u>	Invoice	10/27/2025	10/24/2025	10/27/2025	10/24/2025	3,716.80	0.00	0.00	0.00	3,716.80
LEGAL SERVICE SEPT 2025	AP Checking - Gen -	AP Checking - General	No							

Payable Address: PO BOX 380
SALINA, Kansas 67402-0380**Items**

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
LEGAL SERVICE SEPT 2025 Distributions	NA	0.00	0.00	3,716.80	0.00	0.00	0.00	3,716.80

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-001-520110</u>	LEGAL		3,716.80	100.00%

<u>156391</u>	Invoice	10/27/2025	10/23/2025	10/27/2025	10/23/2025	1,535.20	0.00	0.00	0.00	1,535.20
SEPT 2025 GENERAL RETAINER	AP Checking - Gen -	AP Checking - General	No							

Payable Address: PO BOX 380
SALINA, Kansas 67402-0380**Items**

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
SEPT 2025 GENERAL RETAINER Distributions	NA	0.00	0.00	1,535.20	0.00	0.00	0.00	1,535.20

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-001-520110</u>	LEGAL		1,535.20	100.00%

Vendor: 3380 - CONRAD FIRE EQUIPMENT, INC**Vendor Total:** **1,350.87**

<u>587466</u>	Invoice	10/27/2025	10/13/2025	10/27/2025	10/13/2025	1,350.87	0.00	0.00	0.00	1,350.87
5 GAL ROUND KNOCKDOWN AGE	AP Checking - Gen -	AP Checking - General	No							

Payable Address: 19922 W 162ND ST
OLATHE, Kansas 66062**Items**

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
5 GAL ROUND KNOCKDOWN AGE Distributions	NA	0.00	0.00	1,350.87	0.00	0.00	0.00	1,350.87

Account Number	Account Name	Project Account Key	Amount	Percent
<u>001-003-521030</u>	CHEMICALS		1,350.87	100.00%

Vendor: 1000912 - GUFFEY PROPERTIES, LLC**Vendor Total:** **2,272.34**

Payable Register

Packet: APPKT00694 - BILLS 102925 KE

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code		On Hold							
STM 102425	Invoice	10/27/2025	10/24/2025	10/27/2025	10/24/2025	2,272.34	0.00	0.00	0.00	2,272.34
OCT 2025 CID	AP Checking - Gen - AP Checking - General		No							

Payable Address: PO BOX 39
BELLE, Missouri 65013

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
OCT 2025 CID	NA	0.00	0.00	2,272.34	0.00	0.00	0.00	2,272.34
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
038-000-540610	CID SALES TAX		2,272.34	100.00%

Vendor: 999650 - KANSAS GAS SERVICE

Vendor Total: 1,064.21

STM 102225	Invoice	10/29/2025	10/22/2025	10/29/2025	10/22/2025	1,064.21	0.00	0.00	0.00	1,064.21
KANSAS GAS BILL	AP Checking - Gen - AP Checking - General		No							

Payable Address: PO BOX 219046
KANSAS CITY, Missouri 64121-9046

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
GAS SERVICE 510723622205657764	NA	0.00	0.00	98.85	0.00	0.00	0.00	98.85
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
001-015-520509	GAS SERVICE		98.85	100.00%

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
GAS SERVICE 510723622205657764	NA	0.00	0.00	195.96	0.00	0.00	0.00	195.96
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
001-013-520509	GAS SERVICE		195.96	100.00%

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
GAS SERVICE 510723622205657764	NA	0.00	0.00	202.77	0.00	0.00	0.00	202.77
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
015-157-520509	GAS SERVICE		202.77	100.00%

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
GAS SERVICE 510723622205657764	NA	0.00	0.00	196.21	0.00	0.00	0.00	196.21
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
001-006-520509	GAS SERVICE		196.21	100.00%

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
GAS SERVICE 510723622205657764	NA	0.00	0.00	59.45	0.00	0.00	0.00	59.45
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
002-023-520509	GAS SERVICE		59.45	100.00%

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
GAS SERVICE 510723622205657764	NA	0.00	0.00	48.68	0.00	0.00	0.00	48.68
Distributions								

Account Number	Account Name	Project Account Key	Amount	Percent
003-000-520509	GAS SERVICE		48.68	100.00%

Payable Register

Packet: APPKT00694 - BILLS 102925 KE

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description		Bank Code	On Hold							
Items										
Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total		
GAS SERVICE 510723622205657764	NA	0.00	0.00	108.01	0.00	0.00	0.00	108.01		
Distributions										
Account Number	Account Name	Project Account Key		Amount	Percent					
001-001-520509	GAS SERVICE			18.01	16.67%					
001-002-520509	GAS SERVICE			18.00	16.67%					
002-024-520509	GAS SERVICE			18.00	16.67%					
004-043-520509	GAS SERVICE			18.00	16.67%					
001-003-520509	GAS SERVICE			18.00	16.67%					
001-008-520509	GAS SERVICE			18.00	16.67%					
Items										
Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total		
GAS SERVICE 510723622205657764	NA	0.00	0.00	44.52	0.00	0.00	0.00	44.52		
Distributions										
Account Number	Account Name	Project Account Key		Amount	Percent					
001-004-520509	GAS SERVICE			14.84	33.33%					
002-022-520509	GAS SERVICE			14.84	33.33%					
004-041-520509	GAS SERVICE			14.84	33.33%					
Items										
Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total		
GAS SERVICE 510723622205657764	NA	0.00	0.00	109.76	0.00	0.00	0.00	109.76		
Distributions										
Account Number	Account Name	Project Account Key		Amount	Percent					
001-004-520509	GAS SERVICE			36.59	33.33%					
002-022-520509	GAS SERVICE			36.58	33.33%					
004-041-520509	GAS SERVICE			36.59	33.34%					

Vendor: [1001045 - LEGACY KANSAS, LLC](#)

Vendor Total: 291.73

STM 102425	Invoice	10/27/2025	10/24/2025	10/27/2025	10/24/2025	291.73	0.00	0.00	0.00	291.73
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OCT 2025 CID	AP Checking - Gen - AP Checking - General	No
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Payable Address: 105 E LAFAYETTE
ABILENE, Kansas 67410

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
OCT 2025 CID	NA	0.00	0.00	291.73	0.00	0.00	0.00	291.73
Distributions								
Account Number	Account Name	Project Account Key	Amount	Percent				
038-000-540610	CID SALES TAX		291.73	100.00%				

Vendor: [1000277 - MICHELLE WRIGHT](#)

Vendor Total: 10,860.95

STM 102425	Invoice	10/27/2025	10/24/2025	10/27/2025	10/24/2025	10,860.95	0.00	0.00	0.00	10,860.95
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OCT 2025 CID	AP Checking - Gen - AP Checking - General	No
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Payable Address: REAL ESTATE DEPARTMENT
LOVE'S CORPORATE OFFICE
10601 N PENNSYLVANIA AVE
OKLAHOMA CITY, Oklahoma 73120

Items

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
OCT 2025 CID	NA	0.00	0.00	10,860.95	0.00	0.00	0.00	10,860.95
Distributions								
Account Number	Account Name	Project Account Key	Amount	Percent				
038-000-540610	CID SALES TAX		10,860.95	100.00%				

Vendor: [999139 - MOHR, SHAYLA](#)

Vendor Total: 131.60

STM 102925	Invoice	10/29/2025	10/29/2025	10/29/2025	10/29/2025	131.60	0.00	0.00	0.00	131.60
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MILEAGE CCMFOA ACADEMY	AP Checking - Gen - AP Checking - General	No
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Payable Address: CITY BUILDING

Payable Register

Packet: APPKT00694 - BILLS 102925 KE

Payable #	Payable Type	Post Date	Payable Date	Due Date	Discount Date	Amount	Tax	Shipping	Discount	Total
Payable Description	Bank Code				On Hold					
Item Description	Commodity		Units	Price	Amount	Tax	Shipping	Discount	Total	
MILEAGE CCMFOA ACADEMY Distributions	NA		0.00	0.00	131.60	0.00	0.00	0.00	131.60	
Account Number	Account Name	Project Account Key	Amount	Percent						
001-001-520270	TRAINING		43.87	33.34%						
002-024-520270	TRAINING		43.87	33.34%						
004-043-520270	TRAINING		43.86	33.33%						

Vendor: [3220 - OFFICE OF THE STATE FIRE MARSH](#)

Vendor Total: 30.00

601513	Invoice	10/29/2025	9/29/2025	10/29/2025	9/29/2025	30.00	0.00	0.00	0.00	30.00
BOILER CERTIFICATE FEE	AP Checking - Gen - AP Checking - General				No					
Payable Address: BOILER SAFETY 800 SW JACKSON, STE 104 TOPEKA, Kansas 66612-1216										

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
BOILER CERTIFICATE FEE Distributions	NA	0.00	0.00	30.00	0.00	0.00	0.00	30.00
Account Number	Account Name	Project Account Key	Amount	Percent				
001-001-520610	BUILDING MAINTENANCE		10.00	33.33%				
002-024-520610	BUILDING MAINTENANCE		10.00	33.33%				
004-043-520610	BUILDING MAINTENANCE		10.00	33.33%				

Vendor: [999901 - SECURE SHRED OF N.C.K.](#)

Vendor Total: 103.25

2283	Invoice	10/29/2025	10/28/2025	10/29/2025	10/28/2025	103.25	0.00	0.00	0.00	103.25
OCT 2025 ADMIN/APD SHREDDING SERVICE	AP Checking - Gen - AP Checking - General				No					
Payable Address: 2215 SW ARVONIA PLACE TOPEKA, Kansas 66614										

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
OCT 2025 ADMIN/APD SHREDDING SERVICE Distributions	NA	0.00	0.00	103.25	0.00	0.00	0.00	103.25
Account Number	Account Name	Project Account Key	Amount	Percent				
001-001-520700	RENT/CONTRACTS/AGREEMENTS		17.21	16.67%				
002-024-520700	RENT/CONTRACTS/AGREEMENTS		17.21	16.67%				
004-043-520700	RENT/CONTRACTS/AGREEMENTS		17.20	16.66%				
001-002-520700	RENT/CONTRACTS/AGREEMENTS		51.63	50.00%				

Vendor: [1000203 - TRIPLETT, INC](#)

Vendor Total: 6,970.84

STM 102425	Invoice	10/27/2025	10/24/2025	10/27/2025	10/24/2025	6,970.84	0.00	0.00	0.00	6,970.84
OCT 2025 CID	AP Checking - Gen - AP Checking - General				No					
Payable Address: 429 N OHIO SALINA, Kansas 67401										

Item Description	Commodity	Units	Price	Amount	Tax	Shipping	Discount	Total
OCT 2025 CID Distributions	NA	0.00	0.00	6,970.84	0.00	0.00	0.00	6,970.84
Account Number	Account Name	Project Account Key	Amount	Percent				
038-000-540610	CID SALES TAX		6,970.84	100.00%				

Payable Summary

Type	Count	Gross	Tax	Shipping	Discount	Total	Manual Payment	Balance
Invoice	12	28,420.89	0.00	0.00	0.00	28,420.89	0.00	28,420.89
Grand Total:		28,420.89	0.00	0.00	0.00	28,420.89	0.00	28,420.89

Account Summary

Account	Name	Amount
<u>001-001-520110</u>	LEGAL	5,252.00
<u>001-001-520270</u>	TRAINING	74.91
<u>001-001-520509</u>	GAS SERVICE	18.01
<u>001-001-520610</u>	BUILDING MAINTENANCE	10.00
<u>001-001-520700</u>	RENT/CONTRACTS/AGREEMENTS	17.21
<u>001-002-520509</u>	GAS SERVICE	18.00
<u>001-002-520700</u>	RENT/CONTRACTS/AGREEMENTS	51.63
<u>001-003-520509</u>	GAS SERVICE	18.00
<u>001-003-521030</u>	CHEMICALS	1,350.87
<u>001-004-520509</u>	GAS SERVICE	51.43
<u>001-006-520509</u>	GAS SERVICE	196.21
<u>001-008-520509</u>	GAS SERVICE	18.00
<u>001-013-520509</u>	GAS SERVICE	195.96
<u>001-015-520509</u>	GAS SERVICE	98.85
Total:		7,371.08

Account	Name	Amount
<u>002-022-520509</u>	GAS SERVICE	51.42
<u>002-023-520509</u>	GAS SERVICE	59.45
<u>002-024-520270</u>	TRAINING	74.90
<u>002-024-520509</u>	GAS SERVICE	18.00
<u>002-024-520610</u>	BUILDING MAINTENANCE	10.00
<u>002-024-520700</u>	RENT/CONTRACTS/AGREEMENTS	17.21
Total:		230.98

Account	Name	Amount
<u>003-000-520509</u>	GAS SERVICE	48.68
Total:		48.68

Account	Name	Amount
<u>004-041-520509</u>	GAS SERVICE	51.43
<u>004-043-520270</u>	TRAINING	74.89
<u>004-043-520509</u>	GAS SERVICE	18.00
<u>004-043-520610</u>	BUILDING MAINTENANCE	10.00
<u>004-043-520700</u>	RENT/CONTRACTS/AGREEMENTS	17.20
Total:		171.52

Account	Name	Amount
<u>015-157-520509</u>	GAS SERVICE	202.77
Total:		202.77

Account	Name	Amount
<u>038-000-540610</u>	CID SALES TAX	20,395.86
Total:		20,395.86



Packet: PYPKT00236 - 11/07/2025 PAYROLL
Payroll Set: 01 - Abilene, KS

Pay Period: 10/19/2025 - 11/01/2025

Total Direct Deposits: 100,265.76
Total Check Amounts: 0.00

Males Paid: 55
Females Paid: 26
Unknown Paid: 0
Total Employees: 81

EARNINGS

Pay Code	Units	Pay Amount
BI-LINGUAL	1.00	32.63
CALL OUT	154.50	3,349.32
CALL OUT VOLUNTEER	48.00	1,440.00
CELL ALLOWANCE	0.00	323.07
COMP TIME USED	23.01	513.60
FITNESS ALLOW	0.00	22.50
FLOATING HL	48.00	648.32
Funeral Leave	8.00	203.20
HOURLY	3,627.25	90,568.38
NIGHT SHIFT	257.50	7,773.86
OT	127.00	3,801.14
PART-TIME	211.25	3,595.23
SALARY	557.00	30,015.68
SICK LEAVE	146.00	3,828.18
TRAINING	25.00	530.81
VACATION LEAVE	254.74	4,617.38
Total:	5,488.25	151,263.30

BENEFITS

Pay Code	Units	Pay Amount
COMP EARNED 1.5	22.13	0.00
FTC 457	0.00	340.00
IMPACT SPORTS	0.00	142.50
Total:	22.13	482.50

TAXES

Code	Subject To	Employee	Employer
FEDERAL W/H	130,079.00	11,086.52	0.00
MEDICARE	141,334.20	2,049.40	2,049.40
SOCIAL SECURITY	141,334.20	8,762.75	8,762.75
STATE TAXES	139,888.20	6,636.95	0.00
UNEMPLOYMENT	151,263.30	0.00	151.24
Total:	28,535.62	10,963.39	

DEDUCTIONS

Code	Subject To	Employee	Employer
AFLAC PRE-TAX	0.00	649.62	0.00
AFLAC-AFTER TAX	0.00	287.56	0.00
DENTAL INSURANCE	0.00	17.54	52.60
EMPOWER KPERS 457 PT	0.00	396.00	120.00
EMPOWER KPERS ROTH	0.00	100.00	60.00
FLEX SPEND MEDICAL	0.00	1,276.67	0.00
FTC 457	0.00	710.00	340.00
GARNISHMENT	0.00	0.00	0.00
HEALTH INS	0.00	7,938.08	24,638.05
HEALTH SAVINGS ACCT	0.00	240.00	125.00
IMPACT SPORTS	0.00	220.92	142.50
KP&F	61,864.38	4,423.29	15,261.92
KP&F OGLI	0.00	97.37	0.00
KPERS BUY BACK	2,822.40	286.76	0.00
KPERS OGLI	0.00	158.35	0.00
KPERS TIER 1	31,712.27	1,902.73	3,396.38
KPERS TIER 2	11,765.48	705.92	1,260.09
KPERS TIER 3	39,749.95	2,490.50	4,445.54
LPL FIN. OPEN/ROTH	0.00	200.00	0.00
LPL FINANCIAL 529	0.00	50.00	0.00
POLICE & FIRE INS	0.00	20.92	0.00
VISION CARE DIRECT	0.00	247.05	0.00
VISION SERVICE PLUS	0.00	42.64	0.00
Total:		22,461.92	49,842.08

RECAP 01 - Abilene, KS

Earnings:	151,263.30	Benefits:	482.50	Deductions:	22,461.92	Taxes:	28,535.62	Net Pay:	100,265.76
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City Commission

Brandon Rein
Mayor

Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
Commissioner

CITY STAFF

Jon Quinday
Interim City Manager

Kelsey Briand
Finance Director

Shayla Mohr
City Clerk/HR Director

Kari Zook
Community Development

Kellee Timbrook
Recreation Director

Julie Roller Weeks
CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Resolution No. 111025-1: Waiver of GAAP and Preparation of 2026 Financial Statements on a Cash Basis

Department: Administration

Staff Contact: Interim City Manager

Background:

Under Kansas law (K.S.A. 75-1120a[a]), municipalities are ordinarily required to prepare their annual financial statements in accordance with Generally Accepted Accounting Principles (GAAP). However, cities may annually waive this requirement and instead prepare their financial statements in compliance with the cash basis and budgetary laws of the State of Kansas, provided that the governing body determines that GAAP financial statements are not necessary for their operations or public reporting needs.

Practically, many Kansas cities, including the City of Abilene, choose to waive GAAP requirements because the cash basis method aligns more closely with how local governments manage, budget, and monitor their resources throughout the fiscal year. Kansas's cash basis and budget laws emphasize accountability for the receipt and expenditure of public funds—ensuring that cities do not spend more than they have on hand and remain in compliance with their legally adopted budgets. The cash basis approach also simplifies financial reporting, reduces staff and audit costs, and provides information that is more relevant to local decision-making and compliance with state laws.

By waiving GAAP requirements, the City of Abilene can focus on transparent, statutory compliance with Kansas budget laws while maintaining sound fiscal management practices in a manner consistent with other municipalities across the state.

Accordingly, Resolution No. 111025-1 authorizes the City of Abilene's financial statements for fiscal year 2026 to be prepared on the cash basis, as adjusted for compliance with state cash basis and budget laws, rather than in conformity with GAAP.

Funding Source: N/A

City Attorney Review: 11/5/2025

Options:

1. Approve Resolution 111025-1 Authorizing the City's Financial Statements for Fiscal Year 2026 to be Prepared in Compliance with the Cash Basis and Budgetary Laws of the State of Kansas
2. Provide staff with an alternate direction
3. Take no action

Recommendation: Approve Resolution 111025-1 Authorizing the City's Financial Statements for Fiscal Year 2026 to be Prepared in Compliance with the Cash Basis and Budgetary Laws of the State of Kansas.

RESOLUTION NO. 111025-1

A RESOLUTION AUTHORIZING THE CITY OF ABILENE'S FINANCIAL STATEMENTS FOR FISCAL YEAR 2026 TO BE PREPARED IN COMPLIANCE WITH THE CASH BASIS AND BUDGETARY LAWS OF THE STATE OF KANSAS

WHEREAS, the city of Abilene, Kansas, has determined that the financial statements and financial reports for the year ended December 31, 2026, to be prepared in conformity with the requirements of K.S.A. 75-1120a(a) are not relevant to the requirements of the cash basis and budget laws of this state and are of no significant value to the Abilene City Commissioners or the members of the general public of the City of Abilene, Kansas, and

WHEREAS, there are no revenue bond ordinances or other ordinances or resolutions of the municipality which require financial statements and financial reports to be prepared in conformity with K.S.A 75-1120a(a) for the year ended December 31, 2026.

NOW, THEREFORE BE IT RESOLVED, by the City Commissioners of the City of Abilene, Kansas in regular meeting duly assembled this 10th day of November, 2025, that the City Commission of Abilene, Kansas, waives the requirements of K.S.A. 75-1120a(a) as they apply to the City of Abilene, Kansas, for the year ended December 31, 2026.

BE IT FURTHER RESOLVED that the City Commission of the City of Abilene, Kansas, shall cause the financial statements and financial reports of the City of Abilene, to be prepared on the basis of cash receipts and disbursements as adjusted to show compliance with the cash basis and budget laws of this State.

Passed this 10th day of November, 2025.

(SEAL)

Brandon Rein, Mayor

ATTEST:

Shayla L. Mohr, CMC, City Clerk



City Commission

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Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
Commissioner

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Interim City Manager

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Finance Director

Shayla Mohr
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Kari Zook
Community Development

Kellee Timbrook
Recreation Director

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CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Approval of Temporary Exception to Vacation Leave Carryover Policy Due to 2025

Staffing Conditions

Department: Administration

Staff Contact: Interim City Manager

Background:

Section 14.2 – *Vacation* of the City of Abilene Employee Policies & Guidelines (adopted March 9, 2020; last amended February 10, 2025) permits employees to carry over up to 160 hours of accrued vacation annually. Under current policy, any hours in excess of 160 are forfeited on January 1 each year.

Throughout 2025, several city departments have been short-staffed due to resignations and ongoing recruitment challenges. Remaining employees have maintained operations by covering additional shifts and assuming extra responsibilities, which significantly reduced their ability to take earned vacation leave. In July 2025, the interim City Manager instituted a hiring freeze, further limiting opportunities for employees to schedule time off.

In light of these exceptional operational conditions, a one-time policy waiver is proposed to allow employees, on a case-by-case basis with City Manager approval, to carry over more than 160 hours of vacation into 2026, provided that any excess leave is used no later than April 1, 2026. Across Kansas municipalities, it is standard to maintain defined vacation carryover limits while permitting manager-approved exceptions when operational demands prevent employees from taking leave. A one-time, manager-approved carryover above 160 hours with a firm use-by date aligns with SHRM's guidance for situations where employees could not reasonably use accrued leave, and supports ICMA's emphasis on practical, operations-based leave management.

This approach allows the City to recognize the commitment of employees who postponed vacation to sustain essential services while restoring the normal carryover limit after April 1, 2026.

Funding Source: N/A

City Attorney Review: N/A

Options:

1. Maintain the 160-hour cap, resulting in forfeiture of unused hours.
2. Approve a one-time, case-by-case carryover of vacation leave, with City Manager approval, permitting employees to temporarily exceed the 160-hour limit due to operational requirements.

Recommendation: Approve a one-time, case-by-case carryover of vacation leave, with City Manager approval, permitting employees to temporarily exceed the 160-hour limit due to operational requirements.



City Commission

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Wendy Miller
Vice-Mayor

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Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Discussion on Use of City-Owned Property

Department: Administration

Staff Contact: Interim City Manager

Background:

City staff administers leases for a variety of City-owned parcels that are used by private individuals or entities for different purposes. For example, in some cases, the City leases ground at the airport to hangar owners, where the structures are privately owned but the land remains under City ownership. These leases include defined terms and conditions governing use, duration, and maintenance.

In certain situations, however, private parties have constructed or maintained structures on City-owned land without a formal lease agreement in place. These arrangements appear to have developed informally and lack written documentation specifying the terms of occupancy, compensation, or maintenance responsibilities.

The purpose of this discussion is to clarify the City's position regarding the use and management of City-owned property and to seek direction on appropriate next steps.

Funding Source: N/A

City Attorney Review: 11/05/2025

Options: For Review, Discussion, and Possible Action

Recommendation: Provide the Staff with Feedback and Direction



City Commission

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Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Review and Adoption of Prioritized Stormwater Drainage Project List

Department: Administration

Staff Contact: Interim City Manager

Background:

At its October 27, 2025, meeting, the City Commission discussed the City's adopted Stormwater Management Policy and the need to develop a comprehensive and systematic approach for addressing stormwater drainage issues. During that discussion, staff reviewed the policy's framework for assigning stormwater responsibilities, outlined the criteria for prioritizing stormwater projects, and received direction from the City Commission to identify and rank drainage facilities within the public right-of-way based on those criteria.

In accordance with Section 4 of the Stormwater Management Policy, the Public Works Department has developed a prioritized list of proposed stormwater drainage projects. The prioritization of corrective measures for stormwater problems that are the responsibility of the City is based upon the following criteria:

- a. Loss of Life, Reduction in Public Safety, or Damage to Public Property
- b. Major Property Damage
- c. Potential for Major Property Damage
- d. Minor Property Damage
- e. Potential for Minor Property Damage
- f. Minor Nuisance Flooding

Using this ranking system, staff evaluated known stormwater drainage facilities within the public right-of-way and identified those requiring corrective measures. Drainage issues located on private property remain the responsibility of the property owner; however, property owners may petition the City to form a special benefit district under K.S.A. 12-6a et seq. to fund stormwater improvements that provide direct benefit to their property. The City Commission may elect to participate in such a district if a broader community benefit exists.

Staff will review the prioritized list of stormwater projects with the City Commission, receive feedback, and update the list as directed by the Commission. Following review and any revisions, staff will request formal adoption of the prioritized stormwater project list. Adoption of this list will establish a clear, objective framework for addressing stormwater needs in a consistent and transparent manner and will serve as a guide for future planning and budget decisions.

Funding Source: Stormwater Fund

City Attorney Review: N/A

Options: For Review and Discussion

Recommendation: Provide Staff with Feedback on the Prioritized Stormwater Drainage Project List

High-Impact Drainage Improvement Priorities

A targeted list of drainage projects expected to deliver the greatest overall benefit and value for investment. While the first project represents the most significant financial commitment—exceeding \$20 million—it addresses multiple drainage problem areas through a single, comprehensive solution. Lower-priority drainage concerns are not included at this time.

1. S.E. Drainage
 - a. 4th at Brady
 - b. 4th at Buckeye
 - c. 4th at Mulberry
 - d. 5th at Cedar
 - e. 5th at Brady
2. S. Buckeye at S.E. 6th
3. 17th at Cedar
4. 8th at Walnut
5. 2nd at Walnut
6. 2nd at Buckeye

RESOLUTION 041111-4

A RESOLUTION ADOPTING THE CITY OF ABILENE'S STORMWATER MANAGEMENT POLICY

BE IT RESOLVED by the Governing Body of the City of Abilene, Kansas that the following policy for Stormwater Management:

SECTION ONE: PURPOSE

The purpose of this Policy is to provide guidance and direction in the implementation of Charter Ordinance No. 13 regarding the City's Stormwater Utility.

SECTION TWO: POLICY

It is the policy of the City of Abilene that all stormwater drainage facilities within the public right-of-way must be properly maintained to ensure adequate efficiency of municipal stormwater systems. In order to accomplish this goal, under the direction of the Public Works Department and the Stormwater Management Program, the guidelines for such maintenance will be as follows:

SECTION THREE: GENERAL REGULATIONS

1. The City shall maintain only the stormwater drainage facilities which are in the City-maintained street rights-of-way with exception to culverts and head walls under driveways within the rights-of-way; stormwater drainage facilities which are in permanent stormwater drainage easements conveyed to and accepted for maintenance by the City; and stormwater drainage facilities which are on City property. All other stormwater drainage facilities shall be the responsibility of the property owner(s).
2. When stormwater drainage facilities have been placed or will be placed by others within City-maintained rights-of-way or within other City-maintained stormwater drainage areas, the City has the right to require such drainage facilities be removed or brought up to City standards and specifications under the following conditions: 1) the facilities do not meet City standards; 2) where it is determined that these facilities are a detriment to public roads or other public property; 3) that they endanger the public; and 4) where the stormwater drainage facilities result in the need for frequent maintenance work or repairs. The removed or upgrading of such facilities is the responsibility of the individual in terms of actual work and cost.
3. The General Financial and Budgetary Policy contains criteria to be used in the evaluation and prioritization of proposed Capital Improvement Projects. Additionally, the prioritization of corrective measures for the stormwater problems which are the responsibility of the City will be based upon the following criteria:
 - a. Loss of Life, Reduction in Public Safety or Damage to Public Property;
 - b. Major Property Damage;
 - c. Potential for Major Property Damage;
 - d. Minor Property Damage;
 - e. Potential for Minor Property Damage; and
 - f. Minor Nuisance Flooding.
4. Where there exists a stormwater drainage problem which needs to be corrected, as determined by the Public Works Director and City Engineer, on public rights-of-way or on other City-maintained stormwater drainage facilities, and the adjacent property owner(s) requests

improvements over and above the minimum improvements which would be necessary to mitigate said problem as determined by the Public Works Director and the City Engineer, then the City may have the discretion to allow the additional improvements be made with an agreement from the property owner(s) to be responsible for all additional costs associated with the improvements over and above the minimum necessary improvements.

5. The City's acquisition of City-maintained stormwater drainage easements and/or the cleaning, construction, or repair by the City of stormwater drainage facilities does not constitute a warranty against stormwater hazards, including, but not limited to, flooding, erosion, or standing water.

SECTION FOUR: CAPITAL IMPROVEMENT PROGRAMMING

The Public Works Department shall develop and maintain a prioritized list of proposed stormwater drainage projects. Proposed projects may be added to the list by the procedure described in the General Financial and Budgetary Policy. A project may be deleted from the list at the direction of City Commission, at the request of the person(s) initiating the project, or upon completion and acceptance of the project by the City.

SECTION FIVE: STORMWATER PROJECT IDENTIFICATION STUDY

In March 2010, George Butler Associates provided the City with the final report for Phase I of the Storm Sewer Project Identification Study. The report provides a summary of work completed, findings and recommendations to address the stormwater problems the City is experiencing. This study shall serve as a starting point for discussion on stormwater projects. The City shall periodically update the Study to ensure that stormwater projects within the study reflect the current conditions of the community.

SECTION SIX: PROJECT ENGINEERING STUDY

Prior to commencing work on any proposed stormwater project, the City will conduct a preliminary engineering study. This study will determine the feasibility of the proposed project, the environmental effects and the impact on existing structures, facilities and affected properties. A preliminary cost estimate will also be prepared. A cost estimate will be provided for both contract construction and for construction by City crews, including all time and materials.

Based upon the findings of the preliminary engineering study, the Public Works Director will place each of the proposed projects in one of the categories specified in Section 2d, above. Each proposed project will be further evaluated within each category according to the number, frequency and severity of the drainage problems, the number of affected properties, the potential for environmental damage due to construction activities and the community support for the project. For projects rated equally, the lower cost project and/or projects where residents are willing to share in the construction cost will be given a higher priority.

SECTION SEVEN: PROJECT APPROVAL AND FUNDING

The Public Works Director may approve projects that will be constructed solely by City forces using materials purchased with budgeted Public Works Department operating funds. All other projects must be approved by the City Commission before implementation. For projects requiring Commission approval, the results of the preliminary engineering study will be forwarded to the City Commission, along with a staff recommendation regarding project approval, funding and scheduling. Projects may be approved by appropriations for funds during the annual budget process or by the City Commission at other times throughout the year. The City Commission will be provided with the current project list for review on an annual basis. The Commission's review will coincide with the annual five-year Capital Improvement Program process.

SECTION EIGHT: STORMWATER FUND; STORMWATER DRAINAGE FEE; REVIEW

The City Commission approved a stormwater fee to be charged to all residential and commercial property owners within the City of Abilene. This fee is collected with the monthly utility bills and is deposited into the City's Stormwater Fund for the purpose of updating and maintaining the public stormwater system. The City Manager shall review the stormwater fee at least every three years to ensure that sufficient funds are being collected to adequately address stormwater issues throughout the community. If the City Manager determines that insufficient funds are being collected to adequately fund stormwater needs, he or she shall recommend such changes as may be necessary to the City Commission.

The primary means of funding stormwater improvements or maintenance shall be the proceeds of the stormwater utility fee. The City Commission, through the Capital Improvement Program and criteria named in this Policy, may designate public projects to fund with the stormwater fee. The stormwater fee shall be used on projects as follows:

1. City project benefiting the overall community; or
2. City at-large contribution for stormwater projects initiated by private property owners or a developer where there is a demonstrable benefit to the community.

SECTION NINE: SPECIAL BENEFIT DISTRICT

Property owners may petition the City, under K.S.A. 12-06a, et seq., to make stormwater improvements to address issues that are not programmed in the Capital Improvement Program. The City may elect to participate in a special benefit district if the City Commission determines that there is a portion of the requested project that has a benefit to the at-large community. The City Manager, with the assistance of the City Engineer, shall provide the City Commission a recommendation of the portion of costs attributable to the at-large community.

SECTION TEN: ISSUANCE OF DEBT

The City Commission may elect to issue public debt to finance the cost of stormwater projects. Such debt shall be issued in accordance with the General Financial and Budgetary Policy and any other existing policies regarding the issuance of debt. The City Commission may issue debt in any allowable debt instrument as provided by state law and local ordinance. Prior to the issuance of any public debt for stormwater projects, the City shall have conduct a cost-benefit analysis and cost recovery analysis of the proposed project to include dedicated sources of revenue. The final report shall be provided to the City Commission and made available to the public prior to authorizing the issuance of public debt.

SECTION ELEVEN: STORMWATER BEST MANAGEMENT PRACTICES

Property owners and developers should be encouraged to implement Best Management Practices (BMPs) for stormwater management to reduce the immediate impact of stormwater on the City's existing stormwater system and to also improve the quality of stormwater before it enters local watersheds. Best management practices include:

1. Soil protection and restoration;
2. Capturing run-off from impervious surfaces using bio-retention areas;
3. Implementation of non-structural or structural BMPs;
4. Elimination of direct connections of impervious areas to storm drains; and
5. Self-regulation of land uses that contribute to greater concentrations of hydrocarbons, metals, and other pollutants.

Although not formally adopted by the City, interested property owners may consult the Mid-America Regional Council and American Public Works Association's "Manual of Best Management Practices for Stormwater Quality, August 2009 edition" for guidance on the implementation of BMPs for stormwater.

SECTION TWELVE: PROJECT DESIGN AND EASEMENT ACQUISITION

The Public Works Department is responsible for the preparation of construction plans and easement plats for each approved project. All projects shall be designed in conformance with the existing "Design Criteria for Storm Drainage Systems" for the City. The Public Works Department is responsible for acquiring easements and discussing the proposed plans with the affected property owners. The Department will attempt to accommodate any reasonable suggestions and comments of property owners concerning project design. The final project design and plan approval is the responsibility of the City Engineer and Public Works Director.

SECTION THIRTEEN: ON AND OFF-SITE STORMWATER IMPROVEMENTS

Any proposed stormwater improvement, both on-site and off-site, will provide effective stormwater management in accordance with all applicable regulations and will be adequate to carry projected peak flows in a design storm without causing damage or flooding to downstream public or private property.

SECTION FOURTEEN: BIDDING AND CONSTRUCTION

All bidding shall be carried out in accordance with the Purchasing Policy. The Public Works Department shall prepare bid specifications. The Public Works Department shall be responsible for monitoring the construction of an approved project including, but not limited to, surveying, contractor supervision, inspection and approval of invoices. The City Engineer must approve any changes to the construction plans.

SECTION FIFTEEN: PROJECT ACCEPTANCE

Acceptance of a project is the responsibility of the City Manager. Any concerns of a property owner as to whether a project has been properly constructed should be addressed by the Public Works Department, the City Manager or the City Commission.

SECTION SIXTEEN: PUBLIC EDUCATION

Revenue in the Stormwater Fund may be used for public education for stormwater-related issues. The City should also include a public education initiative as part of every stormwater project to provide public recognition of stormwater projects and to further the public's understanding of stormwater-related issues including: environmental, public safety, regulatory, and financial aspects.

SECTION SEVENTEEN: PUBLIC COMMENT

The City shall provide the public with opportunities to comment on proposed stormwater projects through the Capital Improvement Program process and other general project or study planning initiatives. Public comment will be solicited by the City throughout the project implementation process to ensure that public needs and concerns are being addressed.

REPEAL. All other policies in conflict of this Stormwater Management Policy are hereby repealed.

EFFECTIVE DATE. This Resolution shall be in full force and effect after its adoption on April 11, 2011.

Adopted by the Governing Body of the City of Abilene, Kansas, this 11th day of April, 2011.

(Seal)



Lynn Peterson
Lynn Peterson, Mayor

ATTEST:

Penny L. Soukup
Penny L. Soukup, CMC
City Clerk



City Commission

Brandon Rein
Mayor

Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
Commissioner

CITY STAFF

Jon Quinday
Interim City Manager

Kelsey Briand
Finance Director

Shayla Mohr
City Clerk/HR Director

Kari Zook
Community Development

Kellee Timbrook
Recreation Director

Julie Roller Weeks
CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Review and Discussion of Draft Revised Purchasing Policy

Department: Administration

Staff Contact: Interim City Manager

Background:

The City's Purchasing Policy establishes the framework for acquiring goods, services, equipment, and public improvements in a fair, transparent, and fiscally responsible manner. The current policy, last updated in October 2023, has been comprehensively reviewed and updated to reflect modern best practices, improve clarity and consistency, and ensure compliance with Kansas law and federal procurement standards.

The revised draft policy consolidates and modernizes the City's purchasing procedures. It introduces a clearer, table-based structure outlining thresholds, methods, and approval levels; expands transparency through public access to records and bid tabulations; and strengthens fiscal controls through defined documentation and audit readiness requirements. The update also clarifies roles and responsibilities, integrates ethical and legal standards, and enhances administrative efficiency while maintaining accountability.

The Summary of Current Policy vs. Revised Policy, included in the City Commission packet, details each substantive change, its rationale, and relevant best-practice sources such as the Government Finance Officers Association (GFOA), League of Kansas Municipalities (LKM), International City/County Management Association (ICMA), and City Clerks and Municipal Finance Officers Association (CCMFOA).

Overall, the proposed policy strengthens the City's purchasing framework by aligning local practice with national and state-recognized standards of transparency, accountability, efficiency, and ethical conduct. Adoption of the revised policy will enhance operational consistency across departments and ensure that the City's procurement processes continue to safeguard public resources while promoting fair and open competition.

Funding Source: N/A

City Attorney Review: N/A

Options: For Review and Discussion

Recommendation: Provide staff with feedback on the revised purchasing policy

City of Abilene, Kansas Purchasing & Procurement Policy Draft

Purpose, Authority, Applicability

This policy establishes a comprehensive and uniform system for acquiring supplies, materials, equipment, public improvements, and services in an economical, transparent, and timely manner; ensures fair and equitable treatment of vendors; and safeguards the integrity of City purchasing. It applies to all City departments and all expenditures of public funds, regardless of funding source. When the purchase involves the expenditure of federal or state assistance or contract funds, the purchase shall be conducted in accordance with any mandatory applicable federal and/or state law and regulations.

Objectives

The objectives of this policy are to simplify, clarify, and modernize the City's purchasing procedures while ensuring they are efficient and easy to understand. It seeks to maximize the value of public funds through effective competition and sound purchasing practices. The policy promotes strong budgetary control, accountability, and ethical conduct in all procurement activities. Ultimately, it aims to strengthen public confidence in the City's purchasing process by upholding transparency, fairness, and equal treatment of all vendors and participants.

Public Access & Records

Purchasing information is a public record subject to Kansas law; bid tabs and award records will be made available for public inspection. Procurement records will be retained and disposed of per the City's records retention schedule and applicable Kansas/federal requirements.

Roles & Purchasing Authority

The City operates under a decentralized purchasing model in accordance with this policy. Department Directors are responsible for ensuring that all purchases within their budgets comply with the procedures and authorization levels established in the matrix. The City Manager (CM) administers and enforces this policy, reviews purchases as required by the applicable threshold, and ensures consistency with financial controls. Purchasing levels and authority are established in the Thresholds, Methods, and Approvals Matrix (see Table 1)

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Table 1

Thresholds, Methods & Approvals

Total Amount	Who May Purchase	Minimum Method & Documentation	Process
\$1 – \$2,500	Superintendent or Department Director	Purchasing Card or Direct Bill to the City	Invoice/receipt detailing purchase signed and dated by superintendent or department director with account code. Turned in to finance within 2 business days
\$2,501 – \$5,000	Department Director	Purchase Order Required. Two telephone, electronic, or informal written quotes required and noted in requisition.	Purchase Order reviewed by the Finance Director and City Manager. For recurring purchases, bids may be submitted and accepted for periods not to exceed one year.
\$5,001 - \$25,000	City Manager	Purchase Order Required. Three telephone, electronic, or written quotes required, and noted in requisition. If three quotes cannot be obtained, it must be noted in the requisition	Purchase Order reviewed by the Finance Director and City Manager. If the item selected is not the lowest-priced, an explanation must be given to the City Manager.
\$25,001 or more	City Manager* City Commission	Same procedures as those exceeding \$2,500. Formal sealed competition (IFB/RFP or QBS) or, in some cases, noncompetitive selection. as appropriate.	All purchases exceeding \$25,001 shall go to the City Commission for approval. The exception to this procedure is in the case of an emergency, where gaining prior approval from the Commission is not practical, or the time delay would be more costly to the City. The City Manager will then report to the Commission at their next regular meeting all items that were purchased as an emergency

Purchase of multiple items shall not be split to circumvent the spending limitations or the purchase order process.

Exceptions to general purchasing procedures and city commission action.

The purchases of these items are excepted from bids or quotes or city commission action, and the use of purchase orders is waived:

- a. Utility Bills;
- b. Maintenance and Service Contracts (up to \$25,000);
- c. Urgent on-call repair
- d. Interdepartmental Transfers or Charges;
- e. Medical Expenses;
- f. Legal Notices;
- g. Postage Costs;
- h. Memberships and Dues;
- i. Mileage, Travel, Conference Reimbursements;
- j. Fees and Taxes of Other Units of Government;
- k. Health insurance*
- l. Workers' Compensation insurance*
- m. Property and casualty insurance*
- n. Auditing services*

*-At the request of either the City Manager or City Commission, these items may go out for competitive bid as the need arises.

Equipment Reserve Plan Purchases

Equipment purchases included in a City Commission–approved Equipment Reserve Plan—whether under the General Fund or utility reserve funds—do not require additional City Commission approval if the actual purchase cost is equal to or less than the amount authorized in the approved plan. Such purchases shall comply with all applicable procurement thresholds, methods, and documentation requirements outlined in Table 1 - Thresholds, Methods, and Approvals Matrix, but may proceed without separate Commission action. If the proposed purchase exceeds the approved reserve amount or involves a change in equipment type or scope, it shall be brought to the City Commission for review and approval.

Competitive Procurement Methods

- **Invitation for Bids** (IFB, sealed): For well-defined goods/construction; award to the responsive, responsible bidder offering the lowest total cost (may include life-cycle cost). Public notice of at least 10 days; public opening; evaluation based on stated criteria.
- **Request for Proposals** (RFP, competitive negotiation): When factors beyond price are significant (e.g., approach, schedule, qualifications) or various goods are available. Evaluate per published criteria; negotiate with top proposers; award to the most advantageous offer.
- **Qualifications-Based Selection** (QBS/Rfq): For professional services (e.g., A/E). Rank qualifications first; negotiate the scope/fee with the top-ranked firm; if unsuccessful, proceed to the next option.

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- **Cooperative Purchasing:** The City may participate in cooperative purchasing programs or utilize contracts established by other governmental entities, such as the State of Kansas, Sourcewell, or Greenbush, provided that the originating entity's procurement process meets or exceeds the standards set forth in this policy. Cooperative purchasing allows the City to achieve cost savings and administrative efficiencies through shared competition and volume pricing.

IFB/RFP, RFQ Administration

- **Public Notice:** Official website (and newspaper at CM discretion) with clear scope, submission deadline, opening time/place, and the City's right to reject. ≥10 calendar days for IFB/RFP/RFQ.
- **Submission & Opening:** Bids delivered sealed to the City Clerk and time-stamped; late bids are ineligible and not opened. Public opening with witness; tabulation recorded.
- **Evaluation & Award:** Evaluate against stated, objectively measurable criteria (e.g., delivery, quality, warranty, discounts, freight, life-cycle cost). Award promptly to the most advantageous offer; the City reserves the right to reject/cancel.
- **Mistakes/Withdrawals:** Corrections/withdrawals for inadvertent errors may be permitted per CM authorization.

Bonds & Insurance

Payment bond required for public improvements/building projects over \$100,000 per K.S.A. 60-1111; additional bonds per solicitation when in the City's interest. Surety must be authorized to do business in Kansas.

Sole Source & Noncompetitive Procurement

Allowed only when competition is not feasible (e.g., single available source; compatibility/standardization; proprietary component; used item; urgent on-call repair timing). Requires written justification from the Department Director and prior CM approval. Negotiate fair and reasonable price, scope, and terms, documented by contract/PO.

Emergency Purchases

When an emergency threatens public health, safety, or operations, departments may obtain only the quantity necessary, with as much competition as practicable. The CM (or designee) may authorize, and a report of emergency purchases and budget impact will be provided to the Commission after the event.

Local Preference

When otherwise equal and compliant, a vendor domiciled in Dickinson County may be deemed preferred if within 5% of the low non-local quote/bid, excluding items prohibited by law or funding requirements (e.g., new construction, state/federal grants, joint purchases).

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Environmentally Preferable Purchasing & Life-Cycle Costing

The City favors goods/services with reduced environmental impacts when performance, availability, and overall value are reasonable, considering full life-cycle cost (acquisition, O&M, longevity, disposal). LCCA is required for items exceeding \$100,000 and may be used for items below that threshold. Solicitations will disclose if LCCA is used and the evaluation factors.

Purchase Cards (P-Cards)

P-Cards are for authorized City purchases only. Receipts and documentation must be submitted to finance within two business days. Personal use is not permitted. Tax-exempt status must be applied. The Finance Director/CM may audit any account and cancel for cause.

Sales & Use Tax; Tax-Exempt Purchasing

The City is exempt from Kansas sales/use tax (K.S.A. 79-3606(b)). Departments must ensure that exemption certificates are on file and applied; contractors on City projects must use City-issued project exemption certificates as specified in the contract.

Grants & Federal/State Funds

When federal or state funds are used, the City will adhere to all applicable mandatory procurement rules. Solicitations will incorporate any program-specific requirements (e.g., Buy America, Davis-Bacon, debarment checks).

Contracts & Service Agreements

Service contracts generally may not exceed five (5) years, with a one-time option to renew at market prices, if applicable. Standard terms will include a non-appropriation, required insurance, nondiscrimination, and compliance clauses.

Debarment & Suspension (Vendors)

Upon written notice and after providing due process as outlined below, the City Manager, in consultation with the City Attorney, may, for just cause, suspend or debar a vendor from participation in any pending or future City procurements or contractual awards. A suspension or debarment under this section does not preclude the City from terminating any existing contract with the vendor in accordance with the term of that agreement and applicable law.

Causes include, but are not limited to, fraud, criminal conviction, antitrust violations, serious contract performance failures, misrepresentation, or other compelling reasons affecting responsibility or integrity.

Due Process Procedure

1. Notice of Proposed Action:

The vendor shall receive written notice stating the specific grounds for suspension or debarment, the evidence relied upon, and the intended duration. The notice shall inform the vendor of their right to respond in writing within ten (10) business days.

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2. *Opportunity to Respond:*

The vendor may submit documentation or request a hearing before the City Manager or designee to present facts, mitigating circumstances, or corrective measures. Hearings shall be informal but allow reasonable presentation of evidence and witnesses.

3. *Decision:*

The City Manager shall issue a written determination within fifteen (15) business days after the close of the response period or hearing, stating findings and conclusions.

Suspension may not exceed three (3) months; debarment may not exceed two (2) years unless extended for cause. The decision will be sent to the vendor and maintained in the City's purchasing records.

4. *Appeal:*

The vendor may appeal the City Manager's determination to the City Commission within ten (10) business days of receipt. The City Commission's decision shall be final.

Disposal of City Property

- Items with estimated value up to \$25,000: dispose of via trade-in, public auction, or solicitation/notice with CM authorization.
- > \$25,000: Commission approval required; dispose via trade-in, public auction, or solicitation/notice.
- Donations to other governments or non-profits require Commission approval.
- Real property interests (leasehold or fee) require Commission approval.

Sale proceeds are allocated to the corresponding fund. Departments must keep current inventory and notify Finance of dispositions for insurance/accounting records.

Ethics, Conflicts, Gratuities & Confidentiality

- City officers and employees must avoid actual or perceived conflicts of interest and comply with K.S.A. 75-4304 and City personnel policies. No use of position for personal gain; no sharing of confidential information for advantage.
- No vendor may offer, and no employee may accept, gratuities or kickbacks intended to influence decisions. This includes any gift, service, or favor offered with the intent—or appearance—of securing preferential treatment in the procurement process. Ordinary courtesy items of nominal value (e.g., coffee or a pen at a trade show) are not prohibited, but anything that could reasonably appear to compromise impartiality or independence is strictly forbidden.
- Violations may result in discipline, contract termination, suspension/debarment, recovery, and/or referral for criminal action.

Local Preference, Cooperative, and Special Case Practices

- **Local Preference:** When two or more bids or proposals are otherwise equal in quality, terms, and compliance, preference may be given to vendors located within Dickinson

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County if their price is within five percent (5%) of the lowest non-local bid. Local preference does not apply where prohibited by law, grant funding requirements, or for new construction projects.

- **Special Case Purchases:** In cases such as diagnostic service calls, equipment repairs with undetermined scope, or emergency replacements, departments may proceed with obtaining services to restore operations, provided the City Manager or Finance Director is notified and a written estimate or purchase order is obtained once the scope and cost are known.

Fiscal Controls & Audit Readiness

- No PO/contract—no work unless specifically exempted (e.g., true emergencies).
- All solicitations must clearly state evaluation factors, delivery, warranty, and any life-cycle criteria.
- Each procurement must have a complete file (need/justification, method, quotes/bids, tabulation, evaluation, award, contract, bonds/insurance, change orders, performance, payment, closeout) maintained by the Finance Director.

Sales to/From City; Conflicts of Interest

City officers/employees shall not participate in contracts in which they have a substantial interest; abstention and disclosure are required where applicable. Competitive processes and statutory fixed-rate situations are exceptions as permitted by law.

Public Works Change Orders

The City Manager is authorized to approve change orders up to the lesser of \$50,000 or three percent (3%) of the original contract amount, provided that adequate funds are available and no change in project scope occurs. Any change in scope or change order exceeding this limit requires City Commission approval. The City Manager shall notify the Commission within three (3) business days of exercising this authority.

Kansas Nondiscrimination & Equal Opportunity

All City contracts include provisions requiring compliance with the Kansas Act Against Discrimination and applicable federal/state EEO requirements; failure to comply is a material breach. The City does business only with vendors that are compliant.

Summary of Current Policy vs. Draft Comprehensive Purchasing Policy

Section	Abilene Current (Oct 2023)	Revised Policy Change / Incorporation (Best Practice)	Rationale / Best Practice Source
Purpose & Authority	Purpose stated generally; limited reference to transparency and fairness.	Expanded to include transparency, equity, economy, integrity, and compliance with law.	Aligns with GFOA's "Procurement Policy Framework" emphasizing transparency and fairness.
Objectives	Combined into a single paragraph.	Clearly listed bullet objectives (clarify, simplify, encourage competition, public confidence).	Improves readability and aligns with GFOA model policy structure.
Public Access & Records	Not addressed in Abilene policy.	Added section requiring bid tab availability, public access to records, and retention standards.	Promotes transparency; aligns with KSA 45-215 and GFOA transparency standards.
Roles & Purchasing Authority	Outlines authority but not in table form; thresholds not consistently defined.	Adopted clear tabular format defining limits, competition type, and approval requirements.	Improves clarity and accountability; consistent with LKM and GFOA models.
Thresholds, Methods & Approvals	Mentioned but scattered; lacked definition for informal vs. formal bids.	Added formal matrix of thresholds, clarified informal/formal bid requirements, and added "no purchase splitting."	Common Kansas municipal best practice; aligns with LKM sample procurement matrix.
Equipment Reserve Plan Purchases	Not included in the 2023 policy.	New section added. Equipment purchases included in a City Commission-approved Equipment Reserve Plan (General Fund or utility reserves) do not require additional Commission approval if the purchase	Reflects ICMA and GFOA best practices for efficient capital planning and budgeting—avoids redundant approvals while maintaining accountability. Endorsed by LKM and CCMFOA as a model for pre-

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		cost is equal to or less than the amount authorized in the plan. Purchases must still follow applicable thresholds, methods, and documentation.	authorized capital expenditures.
Competitive Procurement Methods	Listed IFB/RFP generally but lacked clear definitions.	Added QBS (Qualifications-Based Selection) and cooperative purchasing.	Aligns with Kansas Statutes and GFOA recommendations.
Bid Administration	Bid timing/opening process briefly mentioned.	Expanded with notice, evaluation criteria, and tabulation requirements.	Ensures fairness and audit defensibility.
Bonds & Insurance	Mentioned only for construction.	Added explicit K.S.A. 60-1111 compliance language.	Clarifies legal requirements and risk management standards.
Sole Source & Noncompetitive	Allowed but lacked criteria.	Added justification procedure, written rationale, and CM approval.	Enhances accountability; mirrors GFOA guidance.
Emergency Purchases	Minimal detail.	Added documentation, CM authorization, and post-event Commission reporting.	Improves fiscal discipline; ensures transparency.
Local Preference	Mentioned without specifics.	Defined clear 5% threshold, limits, and exclusions.	Balances support for local vendors with fairness and competition.
Environmentally Preferable & LCCA	Included in 2023 version.	Retained and clarified to require disclosure when used.	Consistent with GFOA Sustainable Procurement framework.
Purchase Cards	Listed limits but lacked controls.	Added audit, documentation, and disciplinary authority.	Adds internal control; auditor best practice.

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Sales & Use Tax	General reference.	Clarified City's exemption and contractor requirements.	Ensures compliance with KDOR audit standards.
Grants & Federal Funds	Not addressed.	Added federal procurement and uniform guidance language (2 CFR 200).	Required for grant eligibility and compliance.
Contracts & Service Agreements	No term or renewal limits.	Added 5-year maximum term, renewal guidance, and mandatory clauses.	Aligns with LKM model policy.
Debarment & Suspension	Not defined.	Added due process procedure: written notice, right to respond, appeal.	Reflects GFOA, LKM, and 2 CFR 180 vendor accountability standards.
Disposal of Property	Lacked thresholds and documentation.	Added disposal thresholds (<\$25k CM approval, >\$25k Commission approval) and donation procedures.	Improves transparency; aligns with GFOA fixed-asset controls.
Ethics, Conflicts, Gratuities & Confidentiality	Limited citation to state law.	Expanded ethical standards, clarified gratuity prohibition, and defined acceptable nominal items.	GFOA Ethics Framework and LKM model language.
Cooperative & Special Purchases	Limited cooperative use.	Expanded to include Sourcewell, Greenbush, state/federal contracts, and special-case service calls.	Enhances efficiency and cost savings.
Fiscal Controls & Audit Readiness	No explicit section.	Added "no PO, no work," documentation checklist,	Improves audit readiness; GFOA fiscal control standard.

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		and evaluation transparency.	
Sales to/From City / Conflicts	Mentioned briefly.	Added section on disclosure and abstention from substantial interests.	Prevents ethical conflicts; LKM guidance.
Public Works Change Orders	Included, but lacked clarity.	Updated: CM may approve up to the lesser of \$50,000 or 3% of contract amount if no scope change; Commission approval required for higher or scope changes; CM must notify Commission within 3 business days.	Adds fiscal discipline and transparency; aligns with LKM and CCMFOA guidance.
Equal Opportunity & Nondiscrimination	Absent.	Added clause referencing Kansas Act Against Discrimination.	Required under K.S.A. 44-1001 et seq.
Policy Structure / Formatting	Narrative format; lacked section clarity.	Reorganized with numbered sections, titles, and tabular content.	Improves readability, audit alignment, and implementation tracking.

Best Practices Added

Category	Added Practice	Source / Justification
Transparency	Public access to records, bid tab posting, vendor protest process	LKM model & GFOA “Transparency and Accountability in Procurement”
Fiscal Control	Threshold matrix, “no PO, no work,” and audit checklist	State Auditor and GFOA best practices
Capital Planning	<i>New:</i> Equipment Reserve Plan purchases may proceed without re-approval if within approved plan limits	ICMA, GFOA, LKM, and CCMFOA – encourages efficiency and links procurement to approved financial plans
Vendor Accountability	Formal debarment and suspension due process	GFOA / 2 CFR 180 model
Ethics & Conduct	Expanded gratuity prohibition and conflict procedures	GFOA Ethics Framework, LKM
Grant Compliance	Added federal procurement and cost principles	2 CFR 200
Disposal & Asset Management	Structured disposal thresholds, donation oversight	GFOA Fixed Asset Management Guide
Sustainability	Retained life-cycle and environmentally preferable purchasing	GFOA Sustainable Procurement Practices

City of Abilene, Kansas

Purchasing Policy

Revised

October 23, 2023

Resolution No. 102323-1

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PURCHASING POLICY

SECTION ONE: INTRODUCTION

The purpose of the Purchasing Policy is to provide a complete source of purchasing information to assist departments of the City in obtaining supplies, materials and services in an economical and timely manner. The City will use a decentralized purchasing system subject to the control of this Policy and, within that, at the discretion of the Department Director. In order to obtain maximum savings on those purchased items that are used frequently by all departments for normal office operations (office supplies, janitorial supplies, etc.), the departments will order such items in bulk.

SECTION TWO: OBJECTIVES

- To simplify, clarify and modernize the procedures governing purchasing by the City;
- To provide for public confidence in the procedures followed in City purchasing;
- To ensure the fair and equitable treatment of all persons who deal with the purchasing system of this City;
- To provide economy in City purchasing activities and to maximize the purchasing value of City funds;
- To foster effective competition;
- To provide safeguards for the maintenance of a purchasing system of quality and integrity; and
- To provide budgetary control and financial oversight of the procurement process.

SECTION THREE: PURCHASING

Written competitive bids or price quotations are required for the purchase of any capital item as specified in this Policy. All purchases, capital or operational, less than \$25,000 that are approved in the annual budget and where sufficient budgetary authority and capacity exists may be implemented by the City Manager without prior approval by the City Commission. The City Manager may report any purchases within this threshold to the City Commission at their discretion. All purchases greater than \$25,000 shall require prior approval by the City Commission. Department Directors remain responsible for compliance with the annual operating budget for their own department(s). The purchasing authority for various thresholds of purchases is set forth as follows:

SECTION 3-1:

All purchases under \$2,500 shall meet the following requirements:

1. A purchase order must be filled out, attached and signed by the Department Director, unless the purchase is made on an employee's purchasing card within the employee's authorized limit.
2. Be awarded by Department Director based on departmental procedures for such purchasing.

SECTION 3-2:

All purchases between \$2,500 and \$25,000, shall meet the following requirements:

1. A minimum of three (3) bids will be sought using the City's standard Request for Bid or Request for Purchase. The Request for Purchase may only be used for purchases of standard products or materials located by part number, manufacturer number or product number priced per unit and quotes may be obtained through online business accounts, email or phone call.
2. A purchase order must be filled out, attached to the invoice and signed by both the Department Director and City Manager;
3. Request for Purchase or Bid Tabulation shall be attached to the invoice for payment; and
4. Shall be awarded upon approval of the City Manager and/or City Commission as specified within this Policy.
5. If a minimum of three (3) bids cannot be secured, the city may choose to use alternative methods of securing additional bids.

SECTION 3-3:

All purchases in excess of \$25,000 shall be formally bid using the following requirements:

1. Notification shall be sent to vendors who have expressed an interest. The City shall also publish notifications at least once in the official newspaper and the City's website and social media platforms. The City Manager shall have the authority to designate other project-specific venues for publication of notification if required by the project (i.e., grant requirements) or the City Manager determines that such notification could be beneficial to the City.
2. Bids shall be submitted to the City Clerk and time-stamped by the City Clerk or other authorized employee.
3. Bids will be publicly opened, with a witness present, by the City Clerk or designee. A tabulation of the bids shall be available for public inspection. The City Engineer will be responsible for verifying the bid tabulation on all public infrastructure projects requiring engineering services.
4. The City Commission shall have the authority to reject all or parts of any bid, and to waive any irregularities or informalities, as long as such waiver does not provide a material and unfair advantage to a specific bidder.
5. The City Clerk shall not accept the bid of a contractor who is in default on the payment of monies due to the City or who is otherwise deemed ineligible by the City Commission,
6. Bids submitted after the bid deadline will not be opened or considered.
7. Construction contracts for capital improvements shall be approved by the City Commission prior to execution and issuance of a Notice to Proceed. The City Manager shall have the authority to administratively approve change orders the lesser of \$50,000 or 3% of the total contracted project costs provided that sufficient funds exist in the project funding sources and the change order does not change the scope of the project. The City Manager shall notify the City Commission of any exercise of this authority within three business days of the payment of the change order. The City Commission shall be required to approve all change orders greater than \$50,000 or 3% of the total contracted project costs. All change orders exceeding the contracted costs, project funding sources, or that change the project scope shall be approved by the City Commission prior to the expenditure of public funds.
8. The City shall require general contractors submitting bids for public projects to include as part of their bid any and all costs associated with subcontractors, outside vendors and/or consultants that will be included as part of the base bid or otherwise considered as part of the project. These costs shall be separated in line-item form at the time the bid is submitted to the City. The City shall have the ability to verify any and all line items submitted as part of the bid to ensure accuracy. General contractors not conforming to this provision shall be disqualified from the bid process and may be ineligible to participate in future bid solicitations of the City.
9. The applicable Department Director will advise all bidders of all bids received.

SECTION FOUR: PUBLIC WORKS BOND

Whenever the City enters into a contract in any sum exceeding \$100,000 with any person or persons for the purpose of making any public improvements, constructing any public building or making repairs on the same, the contracted party will provide a bond to the State of Kansas with good and sufficient sureties in a sum not less than the sum total in the contract, conditioned that such contractor or the subcontractor of such contractor shall pay all indebtedness incurred for labor furnished, materials, equipment or supplies, used or consumed in connection with or in or about the construction of such public building or in making such public improvements. (K.S.A. 60-1111)

SECTION FIVE: SOLE SOURCE PURCHASING

In an effort to demonstrate excellent stewardship of public funds, the procurement shall be conducted competitively to the maximum extent possible. Sole source purchasing shall require written justification to the City Manager from the Department Director and shall be approved prior to finalizing any purchase

transaction. The City Manager shall have the authority to request or investigate options that could facilitate competition on any proposed sole-source purchase. The City Manager may also require alternates to be included as part of the bidding process if it is determined that this would allow for more competition in certain public purchases.

Non-competitive negotiations can be used only when the following criteria are met: 1) the use of competitive negotiations is not feasible; 2) a public emergency has been declared by the City, State, or Federal government; or 3) when donor-designated funds require that a specific product, service or equipment be purchased. Negotiations are conducted with the selected company regarding the scope of work and price. Preparation and signing of a contract formalizing a scope of work and the terms of compensation shall be required prior to the transaction.

SECTION SIX: LOCAL PREFERENCE

Whenever the City of Abilene lets quotations or bids for goods or services, and the low quotation or bid is submitted by a vendor domiciled outside of Dickinson County, a vendor domiciled inside Dickinson County may be deemed the preferred vendor and awarded the purchase order or contract if all of the following conditions are met (domicile shall be defined as being physically located in Dickinson County; a post office box shall not qualify):

- a. The quality, suitability, and usability of the goods or services are equal to or exceed the requirements of the City and fully comply with the minimum quotation/bid specifications, and the vendor has the capability to adequately service the product.
- b. The amount of the quotation/bid of the vendor domiciled within Dickinson County is not more than five percent (5%) greater than the amount of the low quotation/bid.
- c. The quotation/bid does not pertain to: 1) new construction; 2) involve State or Federal funding; or 3) joint government purchases.

SECTION SEVEN: COOPERATIVE PURCHASING

When the City of Abilene does not have a local option for soliciting bids, the City Manager is authorized to allow departments to purchase services and equipment utilizing Sourcewell, The Purchasing Cooperative at Greenbush, or any other purchase cooperative approved by the City Commission, if the City Manager determines that the solicitation and procurement methods and processes used by the cooperative generally conform with or exceed the procurement method or process required by this purchasing policy.

SECTION EIGHT: COMPETITIVE NEGOTIATIONS

Competitive negotiations are initiated by publishing or soliciting a Request for Proposal (RFP) or using a Qualification Based Selection (QBS) process. The RFP is used when price is one of the factors in selection. QBS is used when qualifications are considered before consideration of price and is usually reserved for professional services. QBS is a simple and competitive procurement framework through which firms compete for work based on experience and technical expertise, rather than competing for the lowest cost bid. QBS evaluates a firm's experience, expertise, training, availability, and references. In both instances, the services to be procured are clearly defined, as are the criteria to be used in evaluation and selection. All vendors receiving an RFP or scope of service for QBS will be given a minimum of ten days from the date of request to submit responses.

For RFPs, selection is made on the basis of the most responsible proposal with price and other relevant criteria as stated in the Request for Proposal. Negotiations shall be conducted with respondents who submit proposals determined to have met the criteria specified in the RFP.

For QBS, a written scope of services will be sent to one or more professional firms to determine the best

solution to meet the city's professional needs. Fees may or may not be involved in the process. Interested respondents will submit a statement of qualifications and documentation supporting how they will satisfy the scope of services. Selection will be made by a committee comprised of a minimum of three city staff members as selected by the City Manager. The City Manager may invite other individuals with specific expertise to sit on the selection committee when appropriate.

In both processes, respondents shall be accorded fair and equal treatment with respect to any opportunity for negotiation and revision of proposals. The purpose of negotiations shall be to seek clarification with regard to and advise of the deficiencies in both the technical and price aspects of their proposals so as to assure full understanding of and conformance to the solicitation requirements. In no instance shall a respondent be assisted in bringing its proposal up to the level of any other proposal. Respondents shall not be directed to reduce their proposed prices to a specific amount in order to be considered for award. A common deadline shall be established for receipt of proposal revisions based on negotiations. Preparation and signing of a contract formalizing a scope of work and the terms of compensation is required.

SECTION NINE: ENVIRONMENTAL CONSIDERATIONS

The City is committed to buying more environmentally sustainable goods and services as long as they meet the City's performance needs and are available within a reasonable period of time and at a reasonable and competitive cost. Nothing in this Policy shall require the City to select a vendor or contractor to procure products or services that do not meet specifications, exclude competition, or are not available at a reasonable price or in a reasonable period of time.

The City of Abilene recognizes that competition exists not only in cost, but also in the technical competency of suppliers, their ability to make timely deliveries, and in the quality and performance, including environmental sustainability, of their products and services. Balancing these sometimes-competing factors means that at times the City will may pay more for higher-performing goods and services, including those with superior environmental sustainability.

The City shall define "environmentally sustainable" goods and services as those goods and services that have a reduced negative effect on human health and the environment when compared with competing products and services serving the same purpose. This comparison considers all phases of the product or service's life cycle, including raw materials, acquisition, production, manufacturing, packaging, distribution, operation, maintenance, and disposal, including the potential for reuse or the ability to be recycled.

SECTION TEN: LIFE CYCLE COST ANALYSIS (LCCA)

Life Cycle Costing begins with the acquisition of the product or service and includes all the associated costs of ownership throughout the supply chain. This includes but is not limited to purchase price, shipping, maintenance and repair, longevity, and disposition costs at the end of life. The initial acquisition price is adjusted with additional cost streams expected to occur over the anticipated life of the product or service. These additional cost streams must be based upon reasonable assumptions. In some cases, cost streams may include negative costs or savings that are expected to result in a particular cost stream.

Life Cycle Cost analysis may be used for purchases of products or equipment under \$100,000, but shall be required of such items that exceed \$100,000 in value. There are a number of established LCCA industry standards for various products or equipment. These can be the basis of an LCCA, or departments may propose their own LCCA with appropriate justification. Award decisions will be as follows:

Invitation to Bid - using Life Cycle Cost methods, the award must be made to the responsible firm whose responsive offer provides the lowest overall cost of ownership in accordance with the Life Cycle Cost

evaluation factors listed in the solicitation document.

Request for Proposals - using Life Cycle Cost methods, the award must be made to the responsible firm whose responsive offer, after consideration of Life Cycle Cost factors as a part of the evaluation of all factors listed in the solicitation document, is determined to be the most advantageous or best proposal for the City.

SECTION ELEVEN: EMERGENCY PURCHASES

Should an emergency be declared by the City, State, or Federal government, any purchase necessary for the City to appropriately address such emergency shall be authorized by the City Manager or designee. All emergency purchases shall comply with all applicable laws for such situations. All purchases made during a declared state of emergency will be documented and tracked for reimbursement reporting purposes. Following the emergency, the City Manager shall provide a report summarizing all purchases made in response to the emergency to the City Commission. The report shall also provide an analysis of the impact on the City's budget.

SECTION TWELVE: PURCHASE CARDS

The City of Abilene has implemented a Purchase Card Program. The purchase cards will largely replace the practice of using open charge accounts at local vendors. In addition, the cards may be used for other approved purposes including out of town travel expenses. The program was implemented to limit the City's exposure to unauthorized charges, to streamline procedures when reconciling and paying statements, to provide information for staff to review purchases and to place responsibility on the department for obtaining appropriate documentation. Use of the cards is subject to the following conditions:

- Cards are to be used for authorized City purchases only. Any intentional use of the card for private or personal purchases is strictly prohibited. Any employees found to make personal purchases on city issued purchase cards will be required to reimburse the City for such use. Employees found in violation of any part of the Purchase Cards section may be subject to discipline pursuant to the City's Personnel Policy.
- Cards shall be issued to an individual City of Abilene employees at the discretion of the Department Director. The employee named on a purchasing card shall be responsible for any and all purchases made on the card. No other employee is authorized to make purchases using another employee's card. Unauthorized purchases will be the responsibility of the employee unless it is determined such purchases were made without the employee's knowledge and consent. Unauthorized purchases are to be immediately reported to the Finance Director for investigation.
- The City is exempt from sales tax pursuant to K.S.A. 79-3606(b). An employee named on a card shall be aware and knowledgeable of purchases that are eligible for such tax exemption. It is the responsibility of the cardholder to file a certificate of exemption for vendors where one is not already on file. If a named cardholder continually allows exempted sales tax to be charged, their purchase card privileges may be revoked.
- All transactions must have a detailed receipt with a description of the purchase. The city utilizes an online dashboard for employees to upload receipts and supporting documents. If used, this is the responsibility of the purchase cardholder and must be completed within five days of the purchase.
- Cards are to be forfeited and returned to the City upon resignation or termination of an employee. Department Directors shall promptly notify the Finance Director of a change in employment status requiring the closure of a credit card user account.
- Credit limits are established as below and will apply to all employees authorized for a purchasing card unless written approval of a change to a credit limit is provided by the City Manager. The following credit limits are established:
City Manager: \$5,000
Department Directors: \$5,000
Supervisors: \$2,500

- The City Manager or Finance Director may audit any purchasing card account at any time.
- Availability and use of the purchase card does not invalidate any other provision of this Purchase Policy.

SECTION THIRTEEN: SALES AND USE TAX

All departments, as agencies of the City of Abilene, are exempt from paying Kansas sales and use tax per K.S.A. 79-3606(b). Departments are responsible for obtaining the appropriate documentation or certifications for all purchases to ensure that the City is not charged sales or use tax. The Finance Director is responsible for renewing and distributing the new exemption certificate to the Department Directors.

Contractors who have been awarded a contract by the City will be required to purchase all materials using a sales tax certification issued by the City. This certification shall be required as part of the contract documents and will be maintained on file.

SECTION FOURTEEN: PURCHASES WITH DONOR-DESIGNATED FUNDS

If a Department receives a donation of funds, the funds shall be considered public funds. The funds will be used as designated by the donor as allowed by local ordinance and state law. Items purchased will be in compliance with existing policy, and consideration will be given to conformity with existing facilities or equipment.

SECTION FIFTEEN: SERVICE CONTRACTS

All service contracts with the City shall be for terms not exceeding five years, with a one-time option to renew at market prices if applicable.

SECTION SIXTEEN: CONFLICT OF INTEREST

The City will adhere to State statutes and guidelines for potential conflict of interest cases. All employees and elected officials are expected to conduct themselves in an ethical manner and avoid the perception of impropriety.

SECTION SEVENTEEN: USE OF CONFIDENTIAL INFORMATION

City officers, employees or agents shall not use confidential information for actual or anticipated personal gain.



City Commission

Brandon Rein
Mayor

Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
Commissioner

CITY STAFF

Jon Quinday
Interim City Manager

Kelsey Briand
Finance Director

Shayla Mohr
City Clerk/HR Director

Kari Zook
Community Development

Kellee Timbrook
Recreation Director

Julie Roller Weeks
CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Discussion of Use and Investment of 2025 Temporary Note Proceeds

Department: Administration

Staff Contact: Interim City Manager

Background:

In 2025, the City issued \$10,320,000 in General Obligation Temporary Notes, Series 2025, to fund three major capital projects and to cover related financing costs. The total borrowed amount included both project funds and amounts set aside for capitalized interest and issuance costs associated with the borrowing.

Project	Par Amount	Actual Project Fund
Industrial Park Improvements	\$3,665,000	\$3,250,000
Buckeye Avenue Preservation (CCLIP 1 & 2)	\$2,145,000	\$1,900,000
Recreation Improvements	\$4,510,000	\$4,000,000
Total	\$10,320,000	\$9,150,000

The difference of approximately \$1.17 million between the total par amount and the project fund allocations represents the portion designated for capitalized interest and issuance costs. These funds were included in the borrowing to cover interest payments during the construction period and to pay related costs such as financial advisory, legal, and publication fees. These amounts have already been committed and are not available for reallocation.

Because project start dates are staggered, relatively little of the borrowed funds has been spent to date. However, the total amount borrowed exceeds the City's actual financial need, as the City issued temporary notes for the full estimated project costs even though two of the three projects received significant grant funding to offset expenses.

- Buckeye Avenue Preservation (CCLIP 1 & 2): Project estimated at under \$1.5 million; the City received an \$800,000 KDOT grant, yet \$2,145,000 (par amount) was borrowed.
- Industrial Park Improvements: Project estimated at approximately \$3.45 million; the City received a \$2.5 million grant, yet \$3,665,000 (par amount) was borrowed.

The Series 2025 Temporary Notes carry a fixed coupon rate of 3.375%, with a True Interest Cost (TIC) of 3.342% and an all-in TIC of 3.672% after accounting for issuance and capitalized interest. Because these notes cannot be redeemed until March 2027, the City will continue to pay interest on the full borrowed amount until that time.

At present, the bond proceeds are invested as follows:

- Astra Bank: \$7.5 million in a 6-month certificate of deposit (CD) earning 4.00% interest.
- First Bank Kansas: \$2.5 million in a money market account earning 4.05% interest.
- Recent investment (October 2025): \$895,458.46 in a 3-month CD at 4.25% interest (4.32% APY).

Even with these competitive rates, the City's overall borrowing cost (3.67% all-in) and the short reinvestment horizon limit potential net gain. While the current investments slightly exceed the note coupon rate, they do not fully offset issuance and capitalized interest costs.

As of November 2025, interest rates are trending slightly downward following two recent Federal Reserve rate cuts, which have reduced short-term yields across the market. The Kansas Municipal Investment Pool (KMIP)—a common, secure investment vehicle for Kansas municipalities—lists the following current rates:

- Overnight (OMIP) Pool: ~2.83%
- 30–89 Day Fixed: ~3.59%
- 90–179 Day Fixed: ~3.42%
- 180–364 Day Fixed: ~3.29%
- 365–549 Day Fixed: ~3.20%

By comparison, local bank CD and money market rates currently range from 3.75% to 4.25%, depending on term and balance size. Rates are expected to soften further through early 2026, meaning future reinvestment opportunities are likely to yield less.

Because the City cannot redeem the temporary notes before March 2027, it will continue to pay interest on the full balance while reinvesting idle proceeds at rates that are at best comparable—and likely trending lower—than its cost of borrowing. This situation results in negative arbitrage, where the return on investments does not fully offset the borrowing expense, leading to a net financial loss over time.

Alternatively, the City could reallocate a portion of the borrowed funds—approximately \$2 million—to deferred capital improvement projects and equipment replacements that were postponed in the 2025 and 2026 budgets, and likely 2027, while maintaining sufficient capacity to address unanticipated project cost increases. Reallocating eligible funds would reduce deferred-maintenance liabilities, limit future cost escalation, and improve operational efficiency—providing a more productive and cost-effective use of the funds.

The City’s General Financial and Budgetary Policies, adopted in February 2011, provide that the City will *maintain its physical assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs*. Reinvesting available funds in deferred maintenance and equipment replacements aligns directly with this policy and demonstrates prudent financial management. Deferring maintenance or delaying equipment replacement increases long-term costs, heightens failure risk, and undermines service reliability. The GFOA cautions that such deferrals can diminish an organization’s ability to provide essential services and lead to significantly higher rehabilitation or replacement expenses in the future. In short, deferral today is a cost multiplier tomorrow—both operationally (through downtime and reduced service reliability) and financially (through increased capital and maintenance costs).

Reallocating a portion of the temporary-note proceeds—approximately \$2 million—to deferred capital improvements and equipment replacements is consistent with the City’s adopted financial policies, Kansas statutory authority, and best-practice guidance from ICMA and GFOA. This approach mitigates the financial inefficiency of idle borrowed funds, supports the City’s long-term asset-management goals, and strengthens operational reliability while maintaining flexibility for future project needs.

Funding Source: General Obligation Temporary Note Proceeds

City Attorney Review: N/A

Options: For Review and Discussion

Recommendation: For Review and Discussion

SOURCES AND USES OF FUNDS

City of Abilene, Kansas
General Obligation Temporary Notes
Series 2025
-FINAL-

Dated Date 08/07/2025
Delivery Date 08/07/2025

Sources:	Industrial Park	KDOT	Recreational Improvements	Total
Bond Proceeds:				
Par Amount	3,665,000.00	2,145,000.00	4,510,000.00	10,320,000.00
Premium	9,638.95	5,641.35	11,861.30	27,141.60
	3,674,638.95	2,150,641.35	4,521,861.30	10,347,141.60
Uses:	Industrial Park	KDOT	Recreational Improvements	Total
Project Fund Deposits:				
Project Fund	3,250,000.00	1,900,000.00	4,000,000.00	9,150,000.00
Other Fund Deposits:				
Capitalized Interest Fund	379,327.53	222,007.53	466,785.00	1,068,120.06
Cost of Issuance:				
Bond Counsel	11,364.34	6,651.16	13,984.50	32,000.00
Financial Advisor	15,981.10	9,353.20	19,665.70	45,000.00
Rating Fee	4,616.76	2,702.03	5,681.21	13,000.00
Paying Agent	266.35	155.89	327.76	750.00
Official Statement Prep	2,663.52	1,558.87	3,277.61	7,500.00
Compliance Services Fee	1,775.68	1,039.24	2,185.08	5,000.00
CUSIP Fee	88.78	51.96	109.26	250.00
Kansas State Treasurer Setup	106.54	62.35	131.11	300.00
Ag Transcript Approval	177.57	103.92	218.51	500.00
Bond Certificate Printing	88.78	51.96	109.26	250.00
Registration Fee	10.65	6.24	13.11	30.00
Miscellaneous	2,490.60	3,572.25	2,382.69	8,445.54
	39,630.67	25,309.07	48,085.80	113,025.54
Underwriter's Discount:				
Underwriter's Discount	5,680.75	3,324.75	6,990.50	15,996.00
	3,674,638.95	2,150,641.35	4,521,861.30	10,347,141.60

NET DEBT SERVICE

City of Abilene, Kansas
General Obligation Temporary Notes
Series 2025
-FINAL-

Date	Principal	Interest	Total Debt Service	Capitalized Interest Fund	Net Debt Service	Annual Net D/S
03/01/2026		197,370.01	197,370.01	-197,370.01		
09/01/2026		174,150.01	174,150.01	-174,150.01		
03/01/2027		174,150.01	174,150.01	-174,150.01		
09/01/2027		174,150.01	174,150.01	-174,150.01		
03/01/2028		174,150.01	174,150.01	-174,150.01		
09/01/2028		174,150.01	174,150.01	-174,150.01		
03/01/2029	10,320,000	174,150.01	10,494,150.01		10,494,150.01	10,494,150.01
	10,320,000	1,242,270.07	11,562,270.07	-1,068,120.06	10,494,150.01	10,494,150.01

NET DEBT SERVICE

General Obligation Temporary Notes
Series 2025
-FINAL-
Industrial Park

Date	Principal	Interest	Total Debt Service	Capitalized Interest Fund	Net Debt Service	Annual Net D/S
03/01/2026		70,093.13	70,093.13	-70,093.13		
09/01/2026		61,846.88	61,846.88	-61,846.88		
03/01/2027		61,846.88	61,846.88	-61,846.88		
09/01/2027		61,846.88	61,846.88	-61,846.88		
03/01/2028		61,846.88	61,846.88	-61,846.88		
09/01/2028		61,846.88	61,846.88	-61,846.88		
03/01/2029	3,665,000	61,846.88	3,726,846.88		3,726,846.88	3,726,846.88
	3,665,000	441,174.41	4,106,174.41	-379,327.53	3,726,846.88	3,726,846.88

NET DEBT SERVICE

General Obligation Temporary Notes
Series 2025
-FINAL-
KDOT

Date	Principal	Interest	Total Debt Service	Capitalized Interest Fund	Net Debt Service	Annual Net D/S
03/01/2026		41,023.13	41,023.13	-41,023.13		
09/01/2026		36,196.88	36,196.88	-36,196.88		
03/01/2027		36,196.88	36,196.88	-36,196.88		
09/01/2027		36,196.88	36,196.88	-36,196.88		
03/01/2028		36,196.88	36,196.88	-36,196.88		
09/01/2028		36,196.88	36,196.88	-36,196.88		
03/01/2029	2,145,000	36,196.88	2,181,196.88		2,181,196.88	2,181,196.88
	2,145,000	258,204.41	2,403,204.41	-222,007.53	2,181,196.88	2,181,196.88

NET DEBT SERVICE

General Obligation Temporary Notes
Series 2025
-FINAL-
Recreational Improvements

Date	Principal	Interest	Total Debt Service	Capitalized Interest Fund	Net Debt Service	Annual Net D/S
03/01/2026		86,253.75	86,253.75	-86,253.75		
09/01/2026		76,106.25	76,106.25	-76,106.25		
03/01/2027		76,106.25	76,106.25	-76,106.25		
09/01/2027		76,106.25	76,106.25	-76,106.25		
03/01/2028		76,106.25	76,106.25	-76,106.25		
09/01/2028		76,106.25	76,106.25	-76,106.25		
03/01/2029	4,510,000	76,106.25	4,586,106.25		4,586,106.25	4,586,106.25
	4,510,000	542,891.25	5,052,891.25	-466,785.00	4,586,106.25	4,586,106.25

BOND SUMMARY STATISTICS

City of Abilene, Kansas
General Obligation Temporary Notes
Series 2025
-FINAL-

Dated Date	08/07/2025
Delivery Date	08/07/2025
Last Maturity	03/01/2029
Arbitrage Yield	3.200230%
True Interest Cost (TIC)	3.342004%
Net Interest Cost (NIC)	3.344720%
All-In TIC	3.672151%
Average Coupon	3.375000%
Average Life (years)	3.567
Weighted Average Maturity (years)	3.567
Duration of Issue (years)	3.391
Par Amount	10,320,000.00
Bond Proceeds	10,347,141.60
Total Interest	1,242,270.07
Net Interest	1,231,124.47
Total Debt Service	11,562,270.07
Maximum Annual Debt Service	10,668,300.02
Average Annual Debt Service	3,241,757.96
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	1.550000
Total Underwriter's Discount	1.550000
Bid Price	100.108000

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
	10,320,000.00	100.263	3.375%	3.567	1,548.00
	10,320,000.00			3.567	1,548.00

	TIC	All-In TIC	Arbitrage Yield
Par Value	10,320,000.00	10,320,000.00	10,320,000.00
+ Accrued Interest			
+ Premium (Discount)	27,141.60	27,141.60	27,141.60
- Underwriter's Discount	-15,996.00	-15,996.00	
- Cost of Issuance Expense		-113,025.54	
- Other Amounts			
Target Value	10,331,145.60	10,218,120.06	10,347,141.60
Target Date	08/07/2025	08/07/2025	08/07/2025
Yield	3.342004%	3.672151%	3.200230%

BOND PRICING

City of Abilene, Kansas
General Obligation Temporary Notes
Series 2025
-FINAL-

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Premium (-Discount)
	03/01/2029	10,320,000	3.375%	3.200%	100.263 C	27,141.60
		10,320,000				27,141.60

Dated Date	08/07/2025	
Delivery Date	08/07/2025	
First Coupon	03/01/2026	
Par Amount	10,320,000.00	
Premium	27,141.60	
Production	10,347,141.60	100.263000%
Underwriter's Discount	-15,996.00	-0.155000%
Purchase Price	10,331,145.60	100.108000%
Accrued Interest		
Net Proceeds	10,331,145.60	



City Commission

Brandon Rein
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Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
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CITY STAFF

Jon Quinday
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Kari Zook
Community Development

Kellee Timbrook
Recreation Director

Julie Roller Weeks
CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Discussion of Capital Improvement and Equipment Reserve Plans and Funding Needs

Department: Administration

Staff Contact: Interim City Manager

Background:

City staff has prepared the 2026 Capital Improvement Plan (CIP) and Equipment Reserve Plan (ERP) for Commission review and discussion. These documents identify facility, infrastructure, and equipment needs projected for 2025 through 2035. The plans are intended to serve as long-range financial and operational planning tools that guide prioritization of investments, improve asset management, and coordinate timing with available funding sources.

The City's General Financial and Budgetary Policies emphasize the importance of maintaining physical assets at a level adequate to protect capital investment and to minimize future maintenance and replacement costs.

While the CIP and ERP presented include the full list of projects and equipment identified by departments as priorities, both plans currently lack a funding mechanism to implement them. The 2026 budget includes no transfer to the Capital Improvement Fund, and the only transfer to the Equipment Reserve Fund is for scheduled lease payments.

In addition, equipment purchases identified for 2025 were deferred, and without new funding, similar deferrals will continue. Unless a funding source for 2025 through 2027 is designated—such as reallocation of a portion of excess General Obligation Temporary Note proceeds—the projects and equipment shown in the attached plans will need to be removed or delayed, effectively pushing all identified capital and equipment needs back by at least three years.

A multi-year capital planning approach remains critical for the City's long-term fiscal health. Deferring maintenance or replacement beyond asset life cycles increases long-term costs, raises failure risks, and reduces service reliability.

Funding Source: TBD

City Attorney Review: N/A

Options: For Review and Discussion

Recommendation: Provide Staff with Feedback on the Capital Improvement and Equipment Reserve Plans (General Fund).

CAPITAL IMPROVEMENT PLAN - General Fund Departments
2025-2034

Approved by Commission
Updated

Description	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected
CASH BALANCE 1/1/XX	300,000	9,229,575	2,261,901	1,463,001	(1,781,999)	(4,576,999)	(4,986,999)	(6,836,999)	(6,541,999)	(6,211,999)
REVENUE										
General Fund Transfer		-	325,000	325,000	325,000	350,000	350,000	350,000	350,000	350,000
Grants	50,000									
KDOT CCLIP 1 & 2		800,000								
KDOC Industrial Park		2,500,000								
Community Foundation		50,000								
CDBG				400,000	400,000	400,000	400,000			
Bond Proceeds						4,000,000				
Industrial Park - GO Temp 2025	3,250,000									
CCLIP 1 & 2 - GO Temp 2025	1,900,000									
Recreation Improvements - GO Temp 2025	4,000,000									
Miscellaneous										
Insurance Proceeds										
Prior Year Cancelled Encumbrances										
Total Revenue	9,200,000	3,350,000	325,000	725,000	725,000	4,750,000	750,000	350,000	350,000	350,000
Total Resources Available	9,500,000	12,579,575	2,586,901	2,188,001	(1,056,999)	173,001	(4,236,999)	(6,486,999)	(6,191,999)	(5,861,999)
Department Detail	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected
ADMINISTRATION										
City Hall Roof Replacement				500,000						
Computer Replacement Plan										
Downtown Public Restrooms	68,000									
Civic Center Carpeting			30,000							
Civic Center Restrooms				20,000						
City Hall Carpet			30,000							
City Hall Paint			15,000							
Comm Devo Conference Room					20,000					
Walkability Study		30,000	40,000							
Integrity GIS aerial image update		20,000	18,900			20,000			20,000	
Historic Preservation Plan - grant funded only										
Subtotal	68,000	50,000	133,900	520,000	20,000	20,000	-	-	20,000	-
FIRE										
Fire Department Relocation				75,000	150,000	4,000,000				
Structural Assessment		30,000	30,000							
HVAC			10,000							
Training Facility					500,000					
Subtotal	-	30,000	40,000	75,000	650,000	4,000,000	-	-	-	-

Department Detail

	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected
PARKS AND RECREATION										
Ball Fields		4,000,000								
Community Center HVAC	-	225,000								
Eisenhower Park Playground Resurfacing			350,000							
Bicentennial Park Playground and Resurfacing				300,000						
Pool Slide			300,000							
Little Ike Park / Public Parking Lot Improvments				100,000						
Pickle Ball Courts (4)				250,000						
Splash Pad					500,000					
Park Shop Expansion		75,000								
Pool Paint & Sealing					50,000			50,000		
Esienhower/Bicentennial Restrooms		67,000								
Ted Power BB Field - Lights, Backstop, Fencing					500,000					
Rec Center Gym Floors - Refinish		5,000		5,000				5000		5000
Sewer System North & East of Rec		200,000								
Subtotal	-	4,572,000	650,000	655,000	1,050,000	5,000	-	55,000	-	5,000
POLICE										
Firearms Range Improvements	-					50,000				
Subtotal	-	-	-	-	-	50,000	-	-	-	-
SENIOR CENTER										
Kitchen Expansion	-			70,000						
Subtotal	-	-	-	70,000	-	-	-	-	-	-
Streets										
CCLIP 1 Design Engineering	150,925									
CCLIP 1 Construction		663,779								
CCLIP 2 Design Engineering	51,500	403,000								
CCLIP 1 & 2 Construction Administration		98,895								
Industrial Park		3,250,000								
Rogers Street Reconstruction & Sidewalks							1,500,000			
NE 13th Street Reconstruction (Buckeye to Brady)					1,500,000					
7th & Buckeye Intersection						1,085,000				
7th & Cedar Intersection							1,100,000			
NE 14th St Mill/Overlay		450,000								
Cedar Street - 5th to 14th Mill/Overlay		300,000		650,000						
Walnut St to Middle School Parking lot					300,000					
Second Entrance to Golden Belt East				2,000,000						
Polymer Bridge Overlay Projects (3 done at the same time)			300,000							
Public Works Facility		500,000								
Subtotal	202,425	5,665,674	300,000	2,650,000	1,800,000	1,085,000	2,600,000	-	-	-

EQUIPMENT RESERVE - General Fund Departments
2025-2034

Approved by Commission
Updated

Description	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected
CASH BALANCE 1/1/XX	55,000	(79,000)	(424,500)	(572,500)	(771,000)	(850,500)	(1,325,500)	(1,136,000)	(1,031,000)	(1,076,000)
REVENUE										
General Fund Transfer		180,000	275,000	300,000	325,000	325,000	325,000	325,000	325,000	325,000
Grants										
Moran - CDS		110,000								
TBD			30,000	150,000						
Recycling Center - Baler							100,000			
Miscellaneous										
Insurance Proceeds										
Prior Year Cancelled Encumbrances										
Total Revenue	-	290,000	305,000	450,000	325,000	325,000	425,000	325,000	325,000	325,000
Total Resources Available	55,000	211,000	(119,500)	(122,500)	(446,000)	(525,500)	(900,500)	(811,000)	(706,000)	(751,000)

Department Detail Description	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected
ADMINISTRATION										
Training Vehicle		40,000								
Generator				150,000						
Facilities Maintenance Vehicle							45,000			
Subtotal	-	40,000	-	150,000	-	-	(45,000)	-	-	-
FIRE										
Tornado Siren	35,000	35,000		38,500	42,500		48,000		50,000	53,000
Siren - battery backup		6,000				6,000				6,000
SCBA Packs (28 total)						280,000				
SCBA Bottles (15 total)						30,000				
Motorola Radios						90,000				
Thermal Cams					40,000					
Forestry Grant 50/50	7,000									
Subtotal	42,000	41,000	-	38,500	82,500	406,000	48,000	-	50,000	59,000
PARKS AND RECREATION										
John Deere Mower (replace the 2016)			30,000							
Sprayer - 1/2 from Utilities	-		30,000							
Parks 1/2 ton Truck (Replace the 2012)				40,000						
Gator (Replace the 2018)			15,000							
Box Blade (walking trails)		1,500								
Subtotal	-	1,500	75,000	40,000	-	-	-	-	-	-

Department Detail

Description	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected
POLICE	-									
Police Cars (2 in 2025)	92,000	50,000	50,000	100,000	50,000	50,000	100,000	50,000	50,000	100,000
In-Car Cameras		70,000								
Body Cams					100,000					
Tasers			100,000							
Handguns & Holsters						17,000				
Portable Radios		1050000+230+81000+								100,000
Subtotal	-	120,000	150,000	100,000	150,000	67,000	100,000	50,000	50,000	200,000
RECYCLING CENTER	-									
Baler							100,000			
Subtotal	-	-	-	-	-	-	100,000	-	-	-
SENIOR CENTER	-									
Furnace										
Subtotal	-	-	-	-	-	-	-	-	-	-
STREETS										
Street Sweeper (need to replace every 5 years)	68,000	68,000	68,000	68,000	68,000	75,000	75000	75,000	75,000	75,000
PW Vehicle		55,000								55,000
Single Axle Dump Truck (3 units)	-		100,000			150,000			150,000	
Tandem Dump Truck	24,000									
Hustler Mower						20,000				
Tilt Trailer							15,000			
Fleet Trucks						40,000	42500	45,000	45,000	45,000
Skid Loader (2 units)				42,000		42,000				
Motor Grader (2 units)		160,000		160,000						
3/4 ton Pickup								50,000		
Asphalt Planer		15,000								
Fork Lift					32,000					
Arial Lift Truck					72,000					
1 ton Flatbed Truck (2 units)		60,000	60,000							
Excavator		75,000								
Crack Sealer				50,000						
Subtotal	92,000	433,000	228,000	320,000	172,000	327,000	132,500	170,000	270,000	175,000
TOTAL GENERAL FUND EXP	134,000	635,500	453,000	648,500	404,500	800,000	235,500	220,000	370,000	434,000



City Commission

Brandon Rein
Mayor

Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
Commissioner

CITY STAFF

Jon Quinday
Interim City Manager

Kelsey Briand
Finance Director

Shayla Mohr
City Clerk/HR Director

Kari Zook
Community Development

Kellee Timbrook
Recreation Director

Julie Roller Weeks
CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: Disposal of Surplus Property

Department: Administration

Staff Contact: Interim City Manager

Background:

City staff have identified certain items of personal property that are no longer needed for municipal operations and recommend that they be declared surplus and disposed of accordingly. The City does not have a specific local policy or code provision governing the disposal of surplus personal property.

In the absence of a formal local policy, staff have reviewed applicable state statutes for guidance. Under K.S.A. 12-101, cities are granted general authority to “sell and convey any real or personal estate owned by the city, and make such order respecting the same as may be deemed conducive to the interests of the city.”

Historically, the City Commission has authorized the sale or disposal of surplus items on a case-by-case basis, including through public auction, trade-in allowances associated with new purchases, or other methods deemed to be in the City’s best interest. While this has been the consistent practice, no codified procedure currently exists.

Accordingly, staff seek authorization from the City Commission to declare the property on the attached list as surplus and to proceed with its disposal through public auction.

Funding Source: N/A

City Attorney Review: 10/08/2025

Options:

1. Declare the identified property as surplus and authorize city staff to sell it at public auction using Purple Wave
2. Provide staff with alternate direction
3. Take no action

Recommendation: Declare the identified property as surplus and authorize city staff to sell it at public auction using Purple Wave

Electronic Equipment

Brand/Item	Model	Serial Number
Dell Inspiron 1545 laptop	#PP41L	FB BTXJ1
HP Mobile Data laptop		CNU5320LR0
Flir MPX DVR	M3116EX-D	ND021708009602
Dell Intel Core 13 tower	OptiPlex 3050	1BV75L2
WBox Technologies Color Monitor	DE-21VGAHDMI	21VGA1703010932
Dell Inspiron laptop		JKLJYJ3
Microsoft Surface Pro 7		93819593853
ATT Modem (Airport - has new one)		
Logitech keyboard		
Dell Computer tower	OptiPlex 3050	F49WRJZ
HP Laptop	15-dy1043dx	5CD0412ZGF
Lenovo ThinkCentre	M720q	JM09261Z
Lenovo ThinkCentre	M720q	MJ0925V5
Ingenico Lane 3000 credit card machine	US0PE04A	213346923011087735028433
Lenovo ThinkCentre computer tower	11GJ	MJ0EF0NR
Dell LCD Monitor	D2015Hf	CN-08KVYZ-72872-49J-DDGI
HP Windows 7 ProBook	4520s	2CE1040G29
Lenovo Idea Pad	81N3	PF1RL8P7
Dynabook Satellite Pro	C50-H15210	31042293H
Lenovo ThinkCentre	M720q	MJ09260L
Dell OptiPlex 3050	D10U	5PWXGP2
Star TSP100 Receipt Printer	TSP100II	2400115110600757
CradlePoint IBR600c Series Router		MM190227500Z11
Hitachi External Drive		HF3Z4KAD
Linux OS Apple External CD Drive		X0023CDGYL
HP Pagewidth Pro MFP 577dw Printer		
ASUS Rechargeable Battery Pack	B31N1726	
Outdoor Utility Payment Kiosk		

Unused Cell Phones

*iPhone Model A1660

*iPhone unknown model

*iPhone Model A1688

*Kyocera flip phone

Fire Apparatus	VIN	Mileage
2003 HME Ferrara (Fire Engine)	44KFT42883WZ20224	19,311



City Commission

Brandon Rein
Mayor

Wendy Miller
Vice-Mayor

John Kollhoff
Commissioner

Trevor Witt
Commissioner

Amy Meysenburg
Commissioner

CITY STAFF

Jon Quinday
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Community Development

Kellee Timbrook
Recreation Director

Julie Roller Weeks
CVB Director

Jason Wilkins
Chief of Police

Kale Strunk
Fire Chief

Brad Anderson
Public Works Director

City Commission Meeting Date: Monday, November 10, 2025

Session: Regular Meeting

Topic: City Manager Recruitment – Proposal Evaluation and Selection Framework

Department: Administration

Staff Contact: Interim City Manager

Background:

The City of Abilene issued a Request for Proposals (RFP) on October 14, 2025, seeking qualified executive search firms to conduct a comprehensive recruitment process for the next City Manager. The RFP outlined the City's goal of identifying and securing highly qualified candidates with proven municipal management experience, particularly within the Midwest region. The City Commission emphasized a process that is transparent, equitable, and aligned with Abilene's values and operational needs.

The RFP specified that the selected firm would assist the City in all phases of the recruitment, including position profiling, outreach, candidate evaluation, interviews, background checks, and assistance with contract negotiations. The timeline was designed to complement the City's existing management structure, noting that an interim city manager is under contract through January 30, 2026. Eleven proposals were received by the submission deadline of November 5, 2025, demonstrating a strong level of interest from both national and regional firms.

A summary of all eleven proposals was prepared, outlining each firm's approach, project timeline, qualifications, and cost. The proposals ranged from full-service national firms with extensive municipal executive experience to regional and boutique firms offering more localized expertise. Costs ranged from approximately \$9,000 to \$86,000, with most proposals falling between \$18,000 and \$30,000. All proposers addressed the RFP's required scope, including community engagement, candidate diversity, and structured background review processes.

To guide evaluation, staff developed a recommended scoring framework consistent with the criteria identified in the RFP and industry best practices. This approach balances the importance of technical quality, relevant experience, and value while ensuring that the City selects a partner capable of conducting a transparent and inclusive recruitment process.

Each Commissioner is asked to apply the scoring framework in preparation for discussion at Monday's City Commission meeting. However, if another scoring framework is preferred, the City Commission can adopt that at their meeting, then apply it to the proposals. The goal is for the City Commission to identify finalists for potential interviews and/or selection.

Funding Source: General and Enterprise Funds

City Attorney Review: N/A

Options: For Review and Discussion

Recommendation: Provide the Staff with Feedback and Direction



785-263-2550
419 N. Broadway Abilene, KS 67410
www.abilenecityhall.com

To: Mayor and City Commissioners
From: Jon Quinday, Interim City Manager
Date: November 5, 2025
Subject: City Manager Recruitment Proposals

The City received eleven proposals in response to its Request for Proposals (RFP) for executive search services to recruit the next City Manager. The following is a summary of each firm's submission.

Gallagher Benefit Services

Gallagher Benefit Services submitted a comprehensive proposal outlining a full-service executive recruitment process that includes stakeholder engagement, position profiling, candidate outreach, screening, and background verification. The firm brings significant public-sector experience with a national reach, using a structured methodology and focus on diversity in candidate sourcing. The proposed timeline is approximately 90 days from initiation to placement. The total cost for services is a fixed fee of \$26,500, inclusive of expenses. Gallagher's proposal aligns strongly with the RFP's scope and evaluation criteria

Raftelis

Raftelis presented a proposal emphasizing collaboration, transparency, and community engagement. Their four-phase process includes developing the recruitment profile, conducting outreach, evaluating candidates, and supporting onboarding. The firm has extensive experience conducting executive searches for municipalities throughout the Midwest, including Kansas communities. Raftelis proposes to complete the process within 12 to 14 weeks and demonstrates strong alignment with the City's evaluation criteria, particularly in stakeholder communication and cultural fit assessment. The total cost is estimated at \$24,900 plus approximately \$3,000 in expenses, representing a well-defined, professional approach consistent with established best practices in municipal executive recruitment.

Government Professional Solutions (GPS)

Government Professional Solutions, a firm led by former city managers, offers a hands-on approach emphasizing direct engagement with the governing body and community. Their proposal details a step-by-step process including community understanding, recruitment profiling, advertising, screening, and background checks. GPS highlights prior experience conducting searches in Kansas and neighboring states, bringing practical familiarity with local government operations. The estimated timeline is 90 to 120 days, with a fixed fee of \$18,500. The proposal meets the RFP's requirements with a personalized, experience-based model, offering a balance between cost and service depth.

DWatson & Associates LLC

DWatson & Associates LLC, a woman- and minority-owned firm based in Michigan, submitted a proposal centered on equity, compliance, and transparency. The firm's process includes discovery meetings, stakeholder engagement, candidate sourcing, structured interviews, and onboarding support. The proposal emphasizes diversity, equity, and inclusion (DEI) principles throughout the recruitment process and demonstrates strong familiarity with HR best practices and employment law. The timeline for completion is estimated at 8 to 10 weeks, with a total project cost of \$22,000. DWatson's proposal aligns with the City's evaluation criteria for inclusivity and communication but has limited direct experience with Kansas municipalities.

Bob Murray & Associates

Bob Murray & Associates, one of the most established municipal executive search firms in the nation, proposed a detailed ten-step process encompassing stakeholder engagement, recruitment profile development, candidate sourcing, screening, and background verification. The firm has conducted over 400 local government executive searches across the country, with a significant network of municipal leaders and a focus on diverse placements. The proposed timeline is 90 to 120 days, with a total estimated cost of \$27,500 plus approximately \$7,000 in expenses. This proposal meets or exceeds the RFP's evaluation standards, offering extensive experience and a highly structured process at a premium price.

Netsynk Inc.

Netsynk Inc., a certified minority-owned staffing firm, proposed a process-oriented approach that includes recruitment planning, advertising, candidate screening, and background checks. The firm's proposal demonstrates strong project management and compliance practices but limited experience in municipal executive searches. The proposed project timeline is 8 to 10 weeks, and the total cost is \$14,750. Netsynk's submission meets the RFP's scope of services with a focus on efficiency and structure, though its experience base is primarily in private-sector recruitment rather than city management roles.

Colin Baenziger & Associates (CB&A)

Colin Baenziger & Associates presented a comprehensive proposal reflecting deep experience in municipal executive recruitment, with over 420 searches completed, including 230 for city and county managers. The firm proposes a 60- to 90-day process including position profiling, advertising, candidate outreach, and extensive background vetting, which includes reference, legal, and media checks. CB&A has a strong record of diversity in placements, with 40–65% of hires from underrepresented groups. The proposed cost is \$26,000 plus approximately \$3,000 in expenses. The firm's methodology and track record align closely with the City's evaluation criteria, representing a proven and efficient option for a comprehensive search.

League of Kansas Municipalities (LKM)

The League of Kansas Municipalities (LKM) submitted a Kansas-based proposal reflecting extensive experience conducting city manager and administrator searches across the state. The League's process begins with surveys of the governing body to establish priorities and candidate criteria, followed by advertising, resume review, and interview coordination. LKM estimates the

process will take 14 to 16 weeks and provides a one-year guarantee for replacement if the selected candidate leaves within that period. The total cost is between \$11,352 and \$11,752, depending on advertising expenses. The League's local expertise and cost-effective approach align well with the RFP's objectives for community-focused and fiscally responsible recruitment.

Red Envelope Consulting

Red Envelope Consulting, a woman-owned firm based in Indiana, proposed to provide talent and advisory services on an hourly basis. The scope includes developing the recruitment profile, conducting outreach, screening candidates, coordinating interviews, and supporting contract negotiation. Services are billed at \$165 per hour, not to exceed 55 hours (approximately \$9,075 total). The proposed timeline is flexible, beginning as early as November 2025 with completion by January 2026. The proposal offers flexibility and individualized consulting support but represents a more limited engagement compared to full-service executive search firms.

Recruiting Source International (RSI)

Recruiting Source International (RSI) submitted a detailed proposal outlining a structured and data-driven executive search process supported by a large national candidate database and significant public-sector recruitment experience. The firm has extensive experience recruiting senior public administrators, including for the City of Houston and Harris County, Texas. RSI's process includes stakeholder meetings, customized candidate profiling, national outreach, structured interviews, behavioral assessments, and comprehensive reference and background checks. The proposed timeline is 10 to 12 weeks, with a fixed fee of \$86,240, inclusive of all services. RSI's proposal meets the RFP's scope and evaluation criteria and offers a sophisticated, research-based approach emphasizing diversity, equity, and transparency.

MGT Impact Solutions, LLC

MGT Impact Solutions, LLC submitted a proposal outlining a structured six-phase executive recruitment process that includes project initiation, position assessment, active recruitment, candidate evaluation, interview facilitation, and onboarding support. The firm has a national presence with significant public-sector experience, including recent city manager searches in Lawrence, Kansas; Indianola, Iowa; and University City, Missouri. MGT emphasizes stakeholder engagement, data-driven recruitment tools, and diversity in candidate sourcing. The firm proposes a 14-week project timeline and a total cost of \$26,000, inclusive of advertising and expenses. The proposal demonstrates alignment with the City's RFP requirements, particularly in methodology, municipal experience, and communication strategy.

The proposals collectively represent a range of recruitment options—from comprehensive national firms to Kansas-based and specialty providers. All submissions meet the RFP's basic requirements, offering the City a range of qualified and competitive options for consideration.

To: Mayor and City Commissioners
From: Jon Quinday, Interim City Manager
Date: November 5, 2025
Subject: Recommended Scoring Framework for Proposals – City Manager Search

This memo outlines the recommended approach for evaluating proposals submitted in response to the City's RFP for recruiting a City Manager. The proposed scoring framework aligns the five evaluation criteria identified in the RFP with recognized best practices in municipal executive recruitment and vendor selection.

Evaluation Criteria and Recommended Weighting

#	Evaluation Criterion	Proposed Weight
1	Time required to accomplish the requested services and the ability of the proposed approach to meet the needs of the City of Abilene	15 %
2	Demonstrated experience recruiting executive-level positions for municipal government, with experience in the Midwest	25 %
3	Qualifications and experience of the proposed team	20 %
4	Approach to recruitment, including strategies for attracting highly qualified candidates	30 %
5	Fee structure and cost-effectiveness	10 %

Rationale for Weighting

- *Approach to recruitment (25 %)*
Selecting a qualified City Manager depends heavily on the search firm's strategy for sourcing and screening candidates, engaging stakeholders, and matching the community's needs. A strong evaluation of the recruitment approach thus warrants the highest relative weight.
- *Firm experience (20 %)*
Experience recruiting executive-level municipal professionals—especially firms with Midwest experience—is critical to understanding public-sector governance, municipal context, and the community's expectations. ICMA's guidance for executive recruitment underscores the importance of experienced partners in this process.ⁱ

- *Team qualifications (20 %)*
Beyond firm reputation, the individuals who will execute the search—lead recruiter, researchers, background screening—are central to quality and success. Best practices in procurement emphasise that vendor evaluation should consider personnel, not just entity credentials.ⁱⁱ
- *Time/Ability to meet needs (20 %)*
While timeline and ability to deliver are important (especially given the City's need), they are somewhat secondary to approach and experience in high-stakes recruitment.
- *Fee/Cost-Effectiveness (15 %)*
Cost matters—especially in the public sector—but an overly heavy weight on price can lead to the selection of less capable firms, which may increase total risk or reduce quality.

Implementation Guidance

1. Use a 0-5 point scale for each criterion (5 = exemplary; 3 = meets expectations; 1 = minimally acceptable).
2. Multiply the score by the criterion's weight to obtain a weighted score for each proposal.
3. Sum weighted scores across all criteria to arrive at a total for each proposer.

If interviews are held, apply the same weighting and criteria; interviews should primarily inform criteria 2, 3 & 4 (experience, team, approach).

Maintain documentation of scores, commentary, and decision rationale for transparency and auditability.

This scoring framework reflects your RFP's stated priorities and aligns with leading municipal recruitment and procurement practices. By emphasizing recruitment strategy, firm and team experience, and reserving judicious emphasis for timeline and cost, the City positions itself for selecting the most capable partner for this important search.

ⁱ ICMA - Recruitment Guidelines for Selecting a Local Government Administrator

ⁱⁱ Society for Human Resource Management - Strategies and Tactics for Engaging your External Workforce



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment
for the Position of
CITY MANAGER
on behalf of the City of



1544 Bureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax



October 23, 2025

Ms. Shayla Mohr, CMC
City Clerk
City of Abilene
419 N. Broadway St.
Abilene, KS 67410

Dear Ms. Mohr:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Abilene. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, ***all-in pricing***, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/commissions, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to City of Abilene are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the City Commission and our job is to facilitate the Commission in finding the City's next City Manager. Our best practice is to establish a strong partnership with the Commission, to ensure the placement of a City Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to

meet with the Commission members individually to discuss their expectations for the City's new City Manager. The feedback received from the Commission members will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following:

2025

Monterey, CA (City Manager) - *current*
Eugene, OR (City Manager) - *current*
Davis, CA (City Manager) - *current*
Cathedral City, CA (City Manager) - *current*
Hanford, CA (City Manager) - *current*
Live Oak, CA (City Manager)
Oakdale, CA (City Manager)
Dallas County, TX (Assistant County Administrator)
Fowler, CA (City Manager)
Louisville, CO (City Manager)

2024

Vernon, CA (City Administrator)
Folsom, CA (City Manager)
Murrieta, CA (City Manager)
Aliso Viejo, CA (City Manager)
Hayward, CA (City Manager)
Manhattan Beach, CA (City Manager)
Emeryville, CA (City Manager)
Reno, NV (City Manager)
Clovis, CA (City Manager)
Clayton, CA (City Manager)
Vancouver, WA (City Manager)
Orinda, CA (City Manager)
Pinole, CA (City Manager)
Novato, CA (City Manager)
Saratoga, CA (City Manager)
Sparks, NV (City Manager)
Salinas, CA (City Manager)
Pacific Grove, CA (City Manager)

2023

Auburn, CA (City Manager)
Desert Hot Springs, CA (City Manager)
Downey, CA (City Manager)

Merced, CA (City Manager)
Moraga, CA (Town Manager)
Piedmont, CA (City Administrator)
Rio Vista, CA (City Manager)
San Bruno, CA (City Manager)
San Marino, CA (City Manager)
San Rafael, CA (City Manager)
San Ramon, CA (City Manager)
Santa Clara, CA (City Manager)
South Gate, CA (City Manager)
Ventura, CA (City Manager)
Winters, CA (City Manager)
Yountville, CA (Town Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Adele Frese, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 16 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our **34+ years** of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Abilene's needs will be key to a successful search. Ms. Frese will meet virtually with the City of Abilene and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. Key stakeholders often include:

- Commission/Board Members - **up to five** virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) - **up to two** virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) - **one** virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the City of Abilene desires, we will work with the City of Abilene to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website.

After closing, your dedicated Recruitment Coordinator will send you the survey response data for your review and analysis. This proposal includes **one** (1) Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 8).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Abilene.

Ms. Frese will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City of Abilene and Ms. Frese will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Frese and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Abilene to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Abilene that you feel best represent your organization and your community.

Upon your approval, Ms. Frese will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Ms. Frese will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Management field.

Suggested City Management-specific advertising sources for the City of Abilene's search include:

- International City County Management Association
- National League of Cities
- League of Kansas Municipalities
- League of Women in Government

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Your recruiter will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Abilene, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants,

answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Frese will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and your recruiter will discuss with the City how the City of Abilene wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Frese will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Frese, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert your recruiter to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Frese will meet with the City of Abilene virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Your recruiter will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual "Recommended Finalist" eBook is provided to each member of the decision-making body and includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE PANEL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Abilene to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the City of Abilene; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements Ms. Frese helps the City of Abilene to design.

Ms. Frese will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Frese and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Ms. Frese know what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Abilene's. Your recruiter will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Abilene, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from your recruiter on behalf of the City of Abilene.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Your recruiter will be available to the City of Abilene by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the City Manager recruitment on behalf of the City of Abilene is **\$37,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two (2) days of on-site meetings. This proposal is valid for 120 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the City of Abilene.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Abilene. Therefore, Ms. Frese will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- **Additional virtual stakeholder meetings:** \$250/meeting
- **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- **Additional background checks:** \$300/candidate
- **Additional reference checks:** \$500/candidate
- **Additional hires:** \$9,000/candidate

GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the City of Abilene with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the City of Abilene's behalf during the new search:

- Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint)(*if needed*)
- Advertising actual costs (estimated at \$2,975)
- Public records search for all new candidates (\$500)
- Background Checks (\$300/candidate)
- Reference Checks (\$500/candidate)
- Consultant travel reimbursement (if travel is needed)
- *Plus any applicable Optional Services, if desired*

In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of Abilene will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

Month 1	Month 2	Month 3	Month 4
Weeks 1-2	Week 5	Week 9	Week 13
Stakeholder Meetings	Brochure Distribution	Recruiter Resume Review	Client Initial Interviews
Weeks 2-4	Weeks 5-6	Week 10	Weeks 13-14
Development of Marketing Materials	Social Media Campaign launch	Recruiter Interviews Top Candidates	Background and References
Week 4	Weeks 5-8	Weeks 11	Weeks 15
Placing Ads	Targeted Outreach (via email, phone)	Public Records Search	Client Final Interviews
		Weeks 12	Weeks 16
		Candidate Presentation and Recommendations	Negotiations and Appointment

FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of seventeen (17):

- ▼ Bob Murray, *Founder*
- ▼ Valerie Gaeta Phillips, *President*
- ▼ Gary Phillips, *Executive Vice President*
- ▼ Joel Bryden, *Vice President*
- ▼ Yasmin Beers, *Senior Executive Recruiter*
- ▼ Adele Fresé, *Senior Executive Recruiter*
- ▼ Stacy Stevenson, *Senior Executive Recruiter*
- ▼ Jon Lewis, *Executive Recruiter*
- ▼ Stephanie Dietz, *Executive Recruiter*
- ▼ Melanie Richardson, *Executive Recruiter*
- ▼ Jeff Mori, *Executive Recruiter*
- ▼ Michael Ishii, *Executive Recruiter*
- ▼ Ian Schmutzler, *Executive Recruiter*
- ▼ Alexandria Kopack, *Recruitment and Operations Manager*
- ▼ Kathy Lolas, *Senior Recruitment Coordinator*
- ▼ Grace Marshall, *Senior Recruitment Coordinator*
- ▼ Steph Souza, *Recruitment Coordinator*

Please see your lead recruiter's biography below

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER



Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as a Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement

agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Terrell:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- ▼ "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- ▼ MMANC and MMASC annual mock interviews;
- ▼ Annual League of California Cities City Manager's Conference (City Manager hosted event).

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has conducted or is currently conducting searches are listed below:

CLIENT:	City of Ventura, CA
POSITION:	City Manager
POSITION:	Assistant City Manager
REFERENCE:	Mayor Joe Schroeder (805) 654-7800
CLIENT:	City of Folsom, CA
POSITION:	City Manager
REFERENCE:	Mayor Mike Kozlowski (916) 458-2512
CLIENT:	City of Salinas, CA
POSITION:	City Manager
REFERENCE:	Ms. Marina Horta-Gallegos, Human Resources Director (831) 758-7417

We appreciate the City of Abilene's consideration of our proposal and look forward to working with you.



DWATSON &
ASSOCIATES

Strategic Executive Search Proposal:

CITY MANAGER: Recruitment for City of ABILENE, KS

PARTNERING FOR LEADERSHIP:
DWATSON & ASSOCIATES LLC



OCTOBER 23, 2025

PRESENTED TO:

City of Abilene, Kansas

PROPOSAL BY:

DALPH WATSON, JD



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Introduction



DALPH L. WATSON, JD

PRINCIPAL/OWNER

About Our Company

DWatson & Associates LLC is a boutique HR consulting and executive search firm committed to helping mission-driven organizations build high-impact leadership teams. With over 25 years of experience in human resources, legal compliance, and organizational transformation, we specialize in recruiting C-suite and senior-level talent for nonprofit, public sector, and government-affiliated entities. As a woman-owned firm, we bring a values-driven, equity-focused approach to every engagement—delivering strategic, personalized, and results-oriented service to our clients.

October 22, 2025

Shayla Mohr, CMC
City Clerk
City of Abilene, KS
419 N. Broadway Street
Abilene, KS 67410
(758) 263-2550

RE: RFP Executive Search Services- City Manager Recruitment RFP #HR-8208

Dear Shayla Mohr, CMC and Members of the City Commission:

DWatson & Associates LLC is honored to submit this proposal to partner with the City of Abilene in the recruitment of its next City Manager. We understand that this is a pivotal leadership opportunity for a community rich in history, civic pride, and forward momentum. Our team is fully committed to delivering a transparent, inclusive, and results-driven executive search process that reflects the City's values and ensures the successful selection of an exceptional municipal leader.

As a Michigan-based, woman- and minority-owned executive search and HR consulting firm, **DWatson & Associates** specializes in the recruitment of senior public-sector and municipal executives across the Midwest. Our Principal, Dalph L. Watson, JD, brings more than 25 years of experience as a Chief People Officer and attorney with extensive background in public governance, executive hiring, and organizational leadership. Every search we lead receives direct, senior-level involvement from Ms. Watson—ensuring consistent quality, accountability, and discretion from start to finish.

Our approach emphasizes collaboration with the City Commission and community stakeholders to create a clear leadership profile, execute a nationwide search, and manage a fair and inclusive process in full compliance with AA/EEO and the Kansas Open Records and Open Meetings Acts (KORA/KOMA). We combine national reach with Midwest familiarity and municipal understanding—ensuring access to a diverse pool of high-performing candidates who can lead with integrity and vision.

We take pride in being more than a search firm—we are a trusted strategic partner. Our process includes stakeholder engagement, behavioral-based evaluation, structured interviews, comprehensive reference and background checks, and post-hire transition support. We also guarantee every placement for one year, reaffirming our commitment to long-term success.

We deeply value this opportunity to serve the City of Abilene and are confident that our proven experience, ethical standards, and personal commitment will deliver exceptional results for your community.

Thank you for your consideration of DWatson & Associates LLC as your recruitment partner. We look forward to the possibility of working with the City Commission to identify and secure the next great City Manager for Abilene.

Sincerely,



Dalph L. Watson, JD
Principal & Managing Partner
DWatson & Associates LLC
(313) 510-3497 | tylenenterprise@aol.com

> Executive Summary

Company Overview/Executive Summary

DWatson & Associates LLC provides executive search, leadership advisory, and HR consulting services. The firm was founded in 2025 to deliver strategic, evidence-based, and people-centered solutions to public-sector and mission-driven organizations. The staff consists of a Principal and two senior consultants. Its core offerings include:

- Executive and key-position recruitment (C-suite and department-head level)
- Leadership transition and onboarding consulting
- Workforce assessment and organizational design advisory
- Diversity, equity & inclusion (D E I)-based talent strategy

Diversity & Inclusion Commitment

Our firm is guided by a written Diversity, Equity & Inclusion Policy that affirms our commitment to equitable search practices. Each engagement incorporates bias-mitigation tools, structured interviews, and outreach to underrepresented talent networks to ensure inclusive outcomes.

Personnel & Resources

DWatson & Associates maintains a dedicated core team of one Principal Lead and two senior consultants supported by additional research analysts and coordinators as needed. Every project is led personally by Dalph Watson, JD, with hands-on engagement through all phases of the process to ensure accountability and quality control.

Headquartered in the Midwest, we are intimately familiar with the state's public-sector environment, open-meetings requirements, and community-engagement expectations.

Subcontractors

We do not utilize subcontractors for executive search services. All work—from stakeholder consultation to candidate vetting and final recommendation—is performed directly by our internal team, ensuring confidentiality, quality, and consistency.

Distinctive Value Proposition

- Boutique attention with enterprise-level expertise: Personalized service led by an experienced CHRO and attorney.
- Inclusive and transparent search processes: Built on public-sector best practices that foster community trust.
- Legal and governance expertise: Understanding of municipal law, open meetings acts, and ethical recruitment standards.



01



02



03



Authorized Representative – Executive Recruitment Services

The following individual is authorized to make representations on behalf of DWatson & Associates LLC:

Name: Dalph Watson, JD
Title: Principal & Managing Partner
Address: DWatson & Associates LLC
8087 LARK LANE
GRAND BLANC, MI 48439
313-510-3497
TYLENENTERPRISE@AOL.COM
FEIN: 39-3309622

Ms. Watson will serve as the primary point of contact and is authorized to negotiate, make commitments, and execute any agreements related to this RFP.

APPROACH TO EXECUTIVE SEARCH

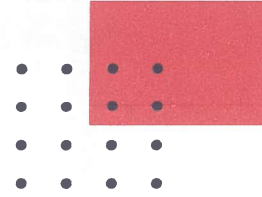
DWatson & Associates LLC delivers a comprehensive, equity-centered, and results-driven executive search process designed to identify, attract, and secure top-tier leadership aligned with an organization's values, culture, and strategic direction.

Our firm specializes in recruiting C-suite and senior leaders for nonprofit, public sector, and mission-driven entities.

The following outlines our detailed approach for the City Manager search for the City of Abilene:

1. Project Kickoff & Discovery

- Participants: Lead Consultant, Project Manager, various city and community stakeholders
- Objective: Gain alignment on scope, timeline, values, expectations, and organizational context
- Deliverables:
 - Project schedule with milestones
 - Key stakeholder engagement plan
 - Customized communication protocol



STAKEHOLDER ENGAGEMENT & PROFILE DEVELOPMENT

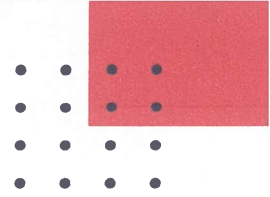
- Activities:
 - Conduct virtual meetings with designated City and Community Stakeholders
 - Interview key stakeholders to understand leadership needs, culture, and strategic priorities
- Deliverables:
 - City Manager Leadership Profile and Position Specification
 - Inclusive language used to support DEI objectives
 - Approval of outreach strategy and advertising plan

NATIONAL OUTREACH & SOURCING STRATEGY

- Methodology:
 - Multi-channel posting in targeted publications (e.g., Outreach strategy incorporating traditional and digital, professional associations, and diversity networks)
 - Digital and social media advertising
 - Direct outreach to our proprietary candidate database
 - Passive candidate sourcing through LinkedIn Recruiter, associations, professional networks, and peer referrals etc.,
- DEI Focus: Proactive outreach to underrepresented candidates, leveraging our inclusive recruitment protocols
- Deliverables:
 - candidate pipeline tracker
 - Weekly update reports

SCREENING, INTERVIEWING & CANDIDATE ASSESSMENT

- Initial Screening:
 - Resume and credential review against established criteria
 - Behavioral phone/video interviews
- Assessment Tools:
 - Structured interview questions aligned with core competencies
 - Culture and values alignment evaluation
 - Optional personality or leadership style assessments (if desired)
- Deliverables:
 - Candidate packets for top 8–10 prospects, including resumes, bios, and interview summaries
 - Shortlist of 3–5 finalists with full reference checks and background summaries



FINAL INTERVIEWS & SELECTION SUPPORT

- Activities:
 - Coordinate scheduling, travel (if needed), and interview logistics
 - Prepare interview guide and scoring rubric
 - Facilitate post-interview debriefs
 - Conduct multi-round interviews or community engagements
- Deliverables:
 - Finalist presentation binder
 - Interview panel facilitation support
 - Summary of feedback and ranking

OFFER NEGOTIATION & ONBOARDING ADVISORY

- Role:
 - Support Human Resources and/or City Commissioner in extending the job offer
 - Advise on compensation structure and benefits
 - Assist with relocation (if applicable)
- Deliverables:
 - Offer letter drafting support
 - Final candidate acceptance coordination
 - Rejection notifications to all other candidates within 10 business days

ONGOING COMMUNICATION & STATUS REPORTING

- Responsiveness Standard:
 - Email/phone inquiries: Response within 2 hours (during Business hours)
- Formal updates: Provided weekly in writing
- Deliverables:
 - Milestone tracking
 - Documentation of all outreach and engagement efforts

PRINCIPAL'S ROLE IN THE EXECUTIVE SEARCH PROCESS



As the Principal and Managing Partner of DWatson & Associates LLC, I serve as the executive lead and engagement manager for all aspects of the search process. My role is both strategic and hands-on, ensuring a high-touch, customized, and values-aligned experience for the client and candidates alike. I bring over 25 years of experience in executive recruitment, HR strategy, and organizational leadership to guide this critical engagement from initiation through successful placement.

- “DWatson & Associates LLC has knowledge of the Kansas Open Meetings Act and ensures compliance with public-sector transparency requirements during candidate interviews, stakeholder meetings, and candidate disclosures.”

- **Specifically, I will:**

- **Lead the Engagement Kickoff:** Facilitate all initial meetings with the Designated City and community stakeholders and/or City Commissioner to understand organizational goals, strategic priorities, and leadership culture. I will also oversee the development of the candidate profile and recruitment strategy to ensure alignment with the City of Abilene mission, vision, and values.
- **Oversee Sourcing Strategy & DEI Integration:** Personally direct the passive and active candidate sourcing strategy, leveraging national networks, professional associations, and outreach channels. I ensure the search process is inclusive, transparent, and focused on attracting a diverse, highly qualified candidate pool.
- **Conduct Screening & Candidate Evaluation:** Lead the structured interview process for semi-finalist candidates, including behavioral interviews and cultural fit assessments. I will evaluate each candidate's alignment with the leadership competencies identified during the profile development phase.
- **Provide Stakeholder Communication & Advisory Support:** Maintain direct communication with the Key City and Community Stakeholders, providing weekly updates, candidate briefings, and strategic recommendations throughout the engagement. I will serve as the liaison between the client and candidates, ensuring timely follow-up, transparency, and professionalism at every stage.
- **Facilitate Final Selection & Negotiation:** Guide Key City and Community Representatives through the finalist interviews, debrief sessions, and decision-making process. I will also support employment offer structuring, compensation negotiations, and onboarding planning, ensuring a smooth and confident transition for the selected candidate.
- **Ensure Accountability and Results:** I take personal responsibility for the quality, timeliness, and success of the search. I will be actively engaged in all deliverables, stakeholder meetings, and candidate evaluations, providing a single point of leadership and continuity from start to finish.
- **Guarantee:** “DWatson & Associates guarantees the placement for one year. If the selected candidate resigns or is terminated for cause within that period, we will repeat the search at no additional professional fee, exclusive of approved expenses.”

Sample Executive Search Timeline

Note: This is a sample timeline and may be adjusted based on stakeholder availability, holidays, or other unforeseen delays.

01

Weeks 1-3

Project kickoff, stakeholder engagement and leadership profile development

This includes meetings with City and Community Stakeholders; refinement of the position specification, and agreement on the recruitment and communication

02

Weeks 4-6

National Recruitment Launch

including advertising, outreach to passive candidates, and promotion through professional networks and industry-specific channels. Weekly updates begin.

04

Weeks 11-13

Shortlist presented (3-5 finalist)

Final interviews are conducted with the Search Committee, including structured panels, debrief sessions, and potential stakeholder meetings or public engagements.

03

Weeks 7-10

Screening, interviews, references

Screening of applicants, structured interviews with top candidates, and reference checks. A longlist of candidates is narrowed to 5-6 qualified individuals.



Weeks 14-15

Selection of finalist and negotiation of employment terms. Compensation package is finalized and relocation (if applicable) is addressed. Secondary background checks

Sample Executive Search Timeline

Note: This is a sample timeline and may be adjusted based on stakeholder availability, holidays, or other unforeseen delays.

05

Weeks 16-17

ANNOUNCEMENT & ONBOARDING

Candidate announcement, onboarding support begins, and internal/external communications are coordinated.



Total Estimated Duration: 120 days (approximately 4 months)

This timeline builds in buffer time to accommodate potential rescheduling, additional candidate rounds, or deeper committee review when necessary. It ensures a thorough, inclusive, and strategic approach without compromising quality or candidate experience.

ONBOARDING SUPPORT

DWatson & Associates' Role in Onboarding the Selected Candidate

DWatson & Associates LLC views onboarding as a critical extension of the executive search process. Our role is to ensure a smooth, confident, and well-supported transition for both the selected candidate and the organization. Once the finalist has accepted the offer, we provide strategic and logistical support to help establish early alignment, mitigate risk, and accelerate the new leader's integration.

Specifically, we will:

- **Facilitate Transition Planning:** We will work with the City Commissioner and key stakeholders to develop a 30-day onboarding framework, aligned with the organization's strategic goals, culture, and leadership expectations.
- **Coordinate Pre-Start Engagements:** We will assist in scheduling introductory meetings between the new leader and key internal/external stakeholders (Board members, executive team, funders, partners, etc.) to foster early relationship-building.
- **Support Communication Strategy:** DWatson & Associates will advise on the internal and external announcement of the new hire, ensuring alignment with the organization's brand and values while preserving candidate confidentiality until ready.
- **Provide Executive Coaching Advisory (Optional):** At the client's request, we can connect the new City Manager with certified leadership coaches to support their early-stage transition and performance goals.
- **Maintain Post-Placement Touchpoints:** We conduct 30-day and 90 day check-ins with both the new leader and the City Commissioners to ensure mutual expectations are being met and address any early integration concerns.

Our goal is to ensure that onboarding is not just a handoff, but a well-structured bridge between placement and performance—resulting in long-term success for the new leader and the organization.

> Milestone Based Payment Schedule

Milestone	Deliverable	Payment Amount & %
● Milestone 1	Upon Contract Execution	\$5,625/25%
● Milestone 2	Upon Completion of Finalist Candidate Interviews	\$11,250/50%
● Milestone 3	Upon Offer and Acceptance of Selected Candidate	\$5,625/25%
Total	\$22,500	100%

Travel and Lodging: Any costs related to travel or lodging for in-person candidate interviews or stakeholder meetings will be billed separately and only with prior written approval by in accordance with applicable state and federal travel regulations.

Additional HR Consulting Services if Needed: Hourly Rate \$250

Fee Includes:

- Executive position profile and stakeholder discovery sessions
- National sourcing campaign including passive candidate outreach
- Resume review, screening interviews, and reference checks
- Candidate presentation materials and interview coordination
- Offer negotiation support and onboarding transition advisory

"DWatson & Associates proposes a firm fixed fee of \$22,500, inclusive of all professional services. Optional consulting billed only if authorized at \$250/hr."

PROFESSIONAL TEAM/KEY PERSONNEL

DALPH WATSON, JD
PRINCIPAL/OWNER
approx 30 hours per wk

Dalph Watson, JD – Principal & Project Manager
Dalph will serve as the primary point of contact and have full accountability for the success of the search. She will lead all client communications, stakeholder meetings, candidate assessments, reference checks, and offer negotiations. She will personally facilitate the development of the leadership profile, manage all candidate debriefs, and conduct finalist interviews alongside the CEO Search Committee. Her deep knowledge of executive search, organizational governance, and legal compliance makes her uniquely qualified to lead this engagement.

CICELY TAYLOR

**SR. CONSULTANT/PROJECT
MANAGER**
approx 20 hrs per wk

Cicely Taylor will support the engagement by coordinating meetings, managing candidate scheduling, maintaining the project timeline, preparing recruitment materials and weekly status reports, and ensuring seamless logistics throughout the search process.

Adam Winston, MS – Sr. Consultant/Lead Strategist
Mr. Winston will develop and execute the recruitment and sourcing strategy, focusing on passive candidate outreach, DEI integration, and stakeholder engagement. He will identify candidates through national networks, targeted sourcing, and direct outreach, and support structured interview development and assessment alignment. His background in government affairs and organizational development brings valuable insight into cultural fit and executive readiness.

ADAM WINSTON, MS
**SR. CONSULTANT/LEAD
STRATEGIST**
approx 20 hours per wk

Representative Executive Search Engagements –

As Chief People and Administrative Officer at multiple Major Health Systems, Dalph Watson led the full-cycle executive recruitment for multiple mission-critical leadership roles. These searches were conducted in alignment with the organization's transformation strategy, DEI commitments, and operational priorities. Each search included stakeholder alignment, national outreach, candidate evaluation, and onboarding support.

Key positions recruited under Dalph Watson's leadership include:

Chief Medical Officer (CMO): Led a national search to identify a visionary clinical leader with a proven track record in patient quality, safety, and health equity. Ensured cultural alignment with system-wide transformation goals.

Chief Legal Officer (CLO): Recruited an experienced legal strategist to oversee compliance, litigation, and governance functions. Partnered closely with the Board and executive team to align legal leadership with enterprise risk priorities.

Chief Compliance Officer (CCO): Sourced and placed a compliance executive with deep healthcare regulatory expertise to strengthen enterprise risk mitigation, internal investigations, and audit readiness.

Chief of Staff: Identified a dynamic and politically astute leader to serve as a strategic advisor to the CEO, improving executive coordination, internal communication, and enterprise execution.

Chief Strategy Officer (CSO): Recruited an innovative strategist to lead growth, market positioning, and service line expansion. The candidate brought both healthcare and **consulting expertise to support enterprise transformation.**

Vice President of Finance: Conducted a targeted recruitment for a financially savvy executive to lead budgeting, forecasting, and long-term financial planning across the health system.

Vice President of Revenue Cycle: Sourced and hired a revenue optimization leader with strong background in payer contracting, billing, and denial management to improve system-wide collections and revenue integrity.

Each of these successful searches included:

Collaboration with board members, senior leaders, and key stakeholders

Customized sourcing strategies to reach both active and passive candidates

Implementation of structured interviews and cultural fit assessments

Transparent candidate reporting and milestone tracking

Assistance with negotiation, offer, and onboarding support

References:

Dr. Airica Steed-Powell
Former President & CEO, Large Health System
steedihc@gmail.com
708-296-8802

Candidate Perspective Reference:

Chris Bridell
Chief Ethics and Compliance Officer The MetroHealth System
✉ Chris.bridell@gmail.com
☎ 301-455-6959

Chris Bridell was successfully recruited through a comprehensive national search led by Dalph Watson for the Chief Ethics and Compliance Officer role at The MetroHealth System. He can speak firsthand to the seamless, transparent, and well-structured recruitment process, as well as the candidate experience and stakeholder engagement that defined the search.

Conflict of Interest Statement

DWatson & Associates LLC
8087 Lark Lane
Grand Blanc, MI 48439

Subject: Conflict of Interest Disclosure – RFP
Project: Executive Recruitment Services – City Abilene, KS

DWatson & Associates LLC affirms that there are no existing or potential conflicts of interest that would prevent or limit the firm's ability to perform fully, fairly, and impartially the duties required under this contract.

The firm is not currently engaged in any searches, consulting work, or advisory relationships with the City of Abilene, KS or any candidate who may be considered for the City Manager position.

Should a potential conflict arise during the engagement, DWatson & Associates LLC will promptly disclose it to the City in writing and take all necessary steps to mitigate or eliminate such conflict to the City's satisfaction.

Authorized Signature:



Dalph L. Watson, JD
Principal & Managing Partner

Date: 10/23/2025

“Upon award, DWatson & Associates LLC will provide certificates of insurance meeting or exceeding the City’s requirements: General Liability (\$1M/\$2M), Professional Liability (\$1M), and Worker’s Compensation (statutory).”



**Thank
You**



City of Abilene, Kansas

Gallagher Response to Request for Proposal

November 5, 2025

Amanda B. Credi
Director, Customer Success

Gallagher Benefit Services, Inc.
383 Main Avenue, Fourth Floor
Norwalk, CT 06851



Insurance | Risk Management | Consulting

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Exhibit FError! Bookmark not defined.

Appendix #2 - FELONY CONVICTION/E-VERIFYError! Bookmark not defined.

Exceptions to this RFPError! Bookmark not defined.

Other Information and MaterialsError! Bookmark not defined.

Cover Letter

Company History: Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still “growing strong” because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago’s largest insurance brokerage, Gallagher is now one of the world’s largest human capital, insurance brokerage and risk management services firms. We have operations in 33 countries and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants. Since 1961, we’ve been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.

Office Location: Gallagher is headquartered in Rolling Meadows, IL and has offices throughout the United States and abroad. Services will be provided by team members located in our Connecticut office. Other members of Gallagher may be utilized as the project requires.

Financial Stability: Our parent company, Arthur J. Gallagher & Company, is a publicly held corporation, and confirms strong revenue every year. In 2024, our annual revenue was over 10 billion. Due to the sheer size of our financial reports, please visit <https://investor.ajg.com/financial-reports> to view our past years’ annual reports.

Our Understanding of the Work:

We understand the core component of this request is to identify qualified candidates for the role of City Manager for the City of Abilene, Kansas, with the goal of securing a qualified placement. Our support will include but is not limited to: gaining an understanding of both the role and the organizational culture to ensure best-fit across soft- and hard skillsets; reviewing and updating (if necessary) the job description; developing an ideal candidate profile to ensure an efficient and accurate recruiting process; and implementing a customized recruiting strategy to secure qualified candidates. Our recruiting strategy will provide support across the full Talent Acquisition lifecycle, from proactive sourcing to screening to assisting in the vetting of final candidates (i.e. reference checks, interview scheduling, final offer, etc.).

Primary Strengths and Weaknesses:

Our recruiting specialists excel in filling high-skill positions on an as-needed basis as well as providing end-to-end candidate pipeline management. Our team is also adept at helping organizations pursue inclusion initiatives and pay equity goals.

We put our specialized knowledge to work and deliver our services at a price well below the cost per hire you'd typically expect from recruitment agencies or headhunters. Compared to the average recruitment agency, clients can save up to 75% when they partner with Gallagher through our zero-commission hourly model.

Given our unique model, we will invoice clients weekly for work completed in the previous week, as opposed to once a placement is made. And while we do not guarantee placement (no agency should), our team boasts a very high success rate as we provide customized support to each client.

About Gallagher
Founded in 1927

\$10.8B

Total Adjusted Brokerage & Risk
Management Revenues
(as of 06/30/2024)

53,000+

Employees Worldwide
(as of 06/30/2024)



Authorized Representative:

Amanda B. Credi

Director, Customer Success

203.322.0538

Amanda_Credi@ajg.com

Gallagher Benefit Services, Inc.

383 Main Avenue, Fourth Floor

Norwalk, CT 06851

Project Team

Each client receive a team of seasoned experts to support them, with resources assigned based on the scope of work, skill level and knowledge required, and organizational fit. Clients will work with a relationship manager, project manager, and individual consultants, whose managers will have consistent oversight should the project need to be escalated.

The following are biographies for team members who would potentially be involved in this project, based on availability and timing. Additional team members will be brought in as needed to complete portions of the project, such as information gathering.

	Name: Michelle Koley	Resume Attached: No
Title: Talent Acquisition Consultant		No. Years with Firm? 6
Experience: Michelle is a highly accomplished Senior Talent Acquisition Specialist with over 25 years of expertise in sales and talent acquisition. Proficient in both Corporate and Nonprofit Recruiting, Michelle excels in identifying top-tier candidates and streamlining the hiring process for efficiency and timeliness. With a Master's degree in Nonprofit Management and extensive connections within the Nonprofit and Philanthropic sectors, she specializes in finding, engaging, and evaluating candidates who possess the necessary skills, experience, and passion for their roles. She works closely with hiring managers and senior leadership to ensure a seamless and equitable hiring process, while effectively representing the employer.		
Education: BS in Psychology, St. Lawrence University MS in Nonprofit Management, The New School		

	Name: Jennifer Clark	Resume Attached: No
Title: Vice President, Talent Acquisition		No. Years with Firm? 11
Experience: Jennifer Clark is the Vice President of Talent Acquisition Services with Gallagher's HR & Organizational Effectiveness practice. With 28 years of experience, Jennifer drives the strategy for Talent Acquisition while working to ensure clients achieve their recruiting goals. She joined OI in 2013 and previously served as a Senior Recruiter, Manager of Talent Acquisition Services, and Director of Talent Acquisition Services. Prior to joining OI, Jennifer was VP of Recruiting at Conduit Recruiting Corp., where she served as an executive recruiter specializing in placing attorneys into major law firms, investment banks, financial institutions, and corporations throughout the U.S. and Europe. She held previous roles in Recruiting at some of the country's premier law firms including, Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, Proskauer Rose LLP, and Chadbourne & Parke LLP. She worked closely with practice leaders on defining and achieving their recruiting goals as well as spearheaded campus recruiting efforts at leading law schools in the U.S. for the Summer and First Year Associate programs.		
Education: BS in Business Administration, University of Rhode Island, College of Business		

Approach and Methodology

Our support begins with an onboarding project, to properly get to know your organization and discuss our recruiting process. We then recruit as an extension of the organization as we proactively source and screen candidates, resulting in faster times to hire and longer-term employee relationships.

Below please find detailed scopes of work for our initial onboarding process as well as our recruiting process.

PROJECT #1:	RECRUITING SERVICES – NEW CLIENT ONBOARDING
SCOPE:	Consultant will perform a full and comprehensive onboarding which will include an intake of the Client's recruiting processes and practices. This one-time intake may include (but is not limited to): • Job board utilization • Applicant tracking systems / other technology utilized • Employee application form • Employee referral programs (e.g. design, bonus amounts) in place • College recruiting programs • Social media channels and strategies • Internal hiring • Requisition system, including submission and approval procedures • Candidate screening methodology • Interview structures (e.g. typical number of interviews candidates experience before offer, etc.) • Employment offers and notice of non-selection • Pre-employment skills and personality testing • References and background checks • Company mission statements and philosophies driving corporate culture • Employee benefits and perks The above information will be documented by Consultant and will be used as a guide for all current and future recruiting support provided.
FEE FOR SERVICE:	\$1,250 <i>Fee waived for municipality.</i>
TERMINATION:	Except as provided in the Agreement in Section 12, either party may terminate this project upon two (2) days' advance written notice.
INVOICING TERMS:	Billed in full at the inception of the agreement.

PROJECT #2:	RECRUITING SERVICES
SCOPE:	Consultant will provide the Client with both strategic and administrative support and guidance in the identification and sourcing of qualified candidates for defined roles. Consultant will work with the hiring manager and any other key stakeholders to obtain information surrounding: • Position titling, role description, and reporting relationships. • Desired candidate background, including required years of experience, education, and desired hard and soft skillsets. • Role compensation, including base salary detail and bonus eligibility. • Unique selling points of the position, including opportunities for advancement, quality of staff, travel, and prestigious clients. • Team / divisional makeup and culture.

- Consultant's Recruiting support may include (but is not limited to) the following areas:
- Guidance to align Client expectations with the requirements of the position and overall market.
 - Job description development, either using information collected from the hiring manager or existing content provided by the Client.
 - Creation of job posting copy designed to highlight key aspects of the job while best attracting candidates.
 - Development and execution of search strategies designed to engage targeted passive and active candidates, which may include:
 - Review of Client's past recruiting methodologies and results, including identifying prior candidate pool sources utilized.
 - Direct sourcing from subscription databases (i.e. LinkedIn Recruiter), identified competitors, industry groups, educational institutions, etc.
 - Digital strategies and methodologies, including:
 - Posting open positions (as needed) on strategically selected job boards and industry sites.
 - Social media posts and outreach.
 - Candidate screening for hard skill, soft skill, and cultural fit.
 - Consistent and ongoing communication with candidates to ensure they remain warm and engaged throughout the recruiting process.
 - Candidate tracking and reporting
 - Presentation of candidate profiles to the Client for consideration.
 - Interview scheduling and coordination.
 - Guidance (as needed) tied to candidate selection.
 - As needed, coordination of:
 - Background checks*.
 - Reference checks.
 - Pre-hire skills testing.
 - Personality testing.

*Consultant will work with Client's designated vendor/partner on background check coordination. Support provided is scalable and determined by the Client's precise needs and requirements. Searches for executive level or highly unique, niche roles (determined by title, compensation, and position in the organization) will be managed by senior consultants, who will be billed at the Executive Level Search rate in the enclosed pricing.

NOTE – Budget estimate accounts for work performed by the primary resource (as referenced), who is expected to consume the majority of hours for said support, as well as oversight and support provided by their leadership team. Where possible and efficient, a junior level resource may also be inserted to provide administrative and transactional support.

ESTIMATED HOURS: Executive Level Searches: 40 – 80 hours

ESTIMATED BUDGET: Executive Level Searches: \$11,400 - \$22,800*

*plus costs associated with recruitment tools (**Recruitment tool fees waived for this search only**)

*This budget is an estimate of the time and resources needed for the scope of services. Consultant will invoice for actual time incurred, which may vary based on Client needs.

TERMINATION: Except as provided in the Agreement in Section 12, either party may terminate this project upon two (2) days’ advance written notice.

INVOICING TERMS: Consultant shall invoice Client in arrears weekly for time expended in the prior week.

RESOURCE LEVEL	RATE PER HOUR
Talent Acquisition Coordinator	\$120
Talent Acquisition Analyst	\$150
Talent Acquisition Specialist	\$175
Talent Acquisition Consultant	\$195

Senior Talent Acquisition Consultant	\$230
Project Leader - Talent Acquisition	\$320
Executive Level Searches	\$320
Practice Leader – Talent Acquisition	\$365

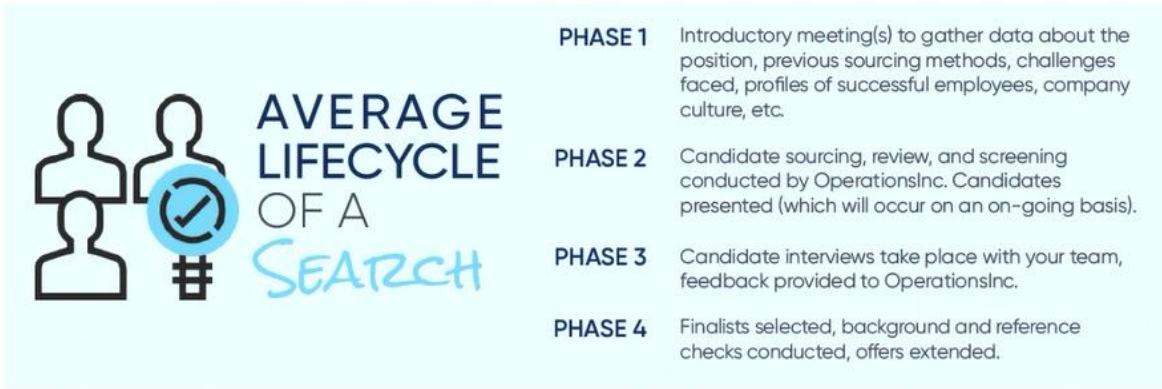
RECRUITMENT TOOLS	RATE
LinkedIn Job Posting*	\$575
Single LinkedIn Resume Access Point for 45 days	\$550
For 3 months / 90 days	\$1,000
For 6 months / 180 days	\$1,900
For 1 year	\$2,875

Consultant will provide industry and position-specific job board options and pricing based on information gathered during initial launch call.

*Additional costs may be required for other recruiting tools, as needed, with approval from client.

PROPOSED TIMELINE

Step #	Schedule of Events	Time Required	Person Assignment
1	Introductory meeting(s) to gather data about the position, previous sourcing methods, challenges faced, profiles of successful employees, company culture, etc.	1 - 3 hours	Hiring Manager, Additional Key Stakeholders, as needed
2	Candidate sourcing, review, and screening conducted by Consultant(s). Candidates presented (which will occur on an on-going basis).	Weeks 2 – 5	Hiring Manager
3	Candidate interviews take place with Client team, feedback provided to Consultant(s).	Weeks 5 - 8	Hiring Manager, Additional Key Stakeholders
4	Finalists selected, background and reference checks conducted, offer(s) extended.	Weeks 8 - 10	Hiring Manager, Additional Key Stakeholders



References

While we have conducted dozens of executive searches of this nature, Gallagher enters into confidentiality and non-disclosure agreements with all clients, especially for projects of such a potentially sensitive nature.

We cannot disclose contact information, but can provide profiles of similar projects, which you will find below. Please let us know if you would like more examples of relevant work.

Clients



Who We Help



Startups



Small to mid-sized Businesses



Large Businesses



Non-Profits

Type of Organization	Role Filled
Regional Theater (multiple organizations)	Executive Director
Non-Profit Environmental Society	Executive Director
Charter School Membership Organization	Executive Director
Historic Neighborhood Conservancy	Executive Director
Non-Profit Assisted Living and Homecare Organization	Executive Director
National Non-Profit Research and Support Organization	Executive Directors, Multiple Regions / Chapters
Regional Foster Care Non-Profit Organization	Associate Director
National Non-Profit Healthcare Organization	Associate Director, Federal Advocacy Communication; Deputy Chief of Staff
National Philanthropic Organization	Deputy Director, Digital Communications; Director, Equity and Culture
Private College	Director of Alumni and Constituent Engagement
National Community Service Organization	Director of Development; Executive Director, Principal Gifts
Regional Healthcare Organization	Director of Development
Regional Non-Profit Housing Organization (multiple)	Director Of Development; Director of Property Services

Fee Proposal

Estimated Total Cost: \$20,000

- **Recruiting Onboarding:** ~~\$1,250~~ waived
- **Recruiting Services Executive Level Search:** \$11,400 - \$22,800*
**plus costs associated with recruitment tools, to be waived for this search*
**This budget is an estimate of the time and resources needed for the scope of services. Consultant will invoice for actual time incurred, which may vary based on Client needs.*
- **Resource Level Rates and Costs Associated with Recruitment Tools** are listed with the Scope on page 5 of this proposal.

Guarantees

While Gallagher's unique Recruiting Services model does not offer guarantees, the organization has an incredibly high success rate. The model places emphasis on finding the right fit in terms of skillset, experience, and organizational culture, leading to longer-term hires, improved overall culture, and reduced time and cost to hire.

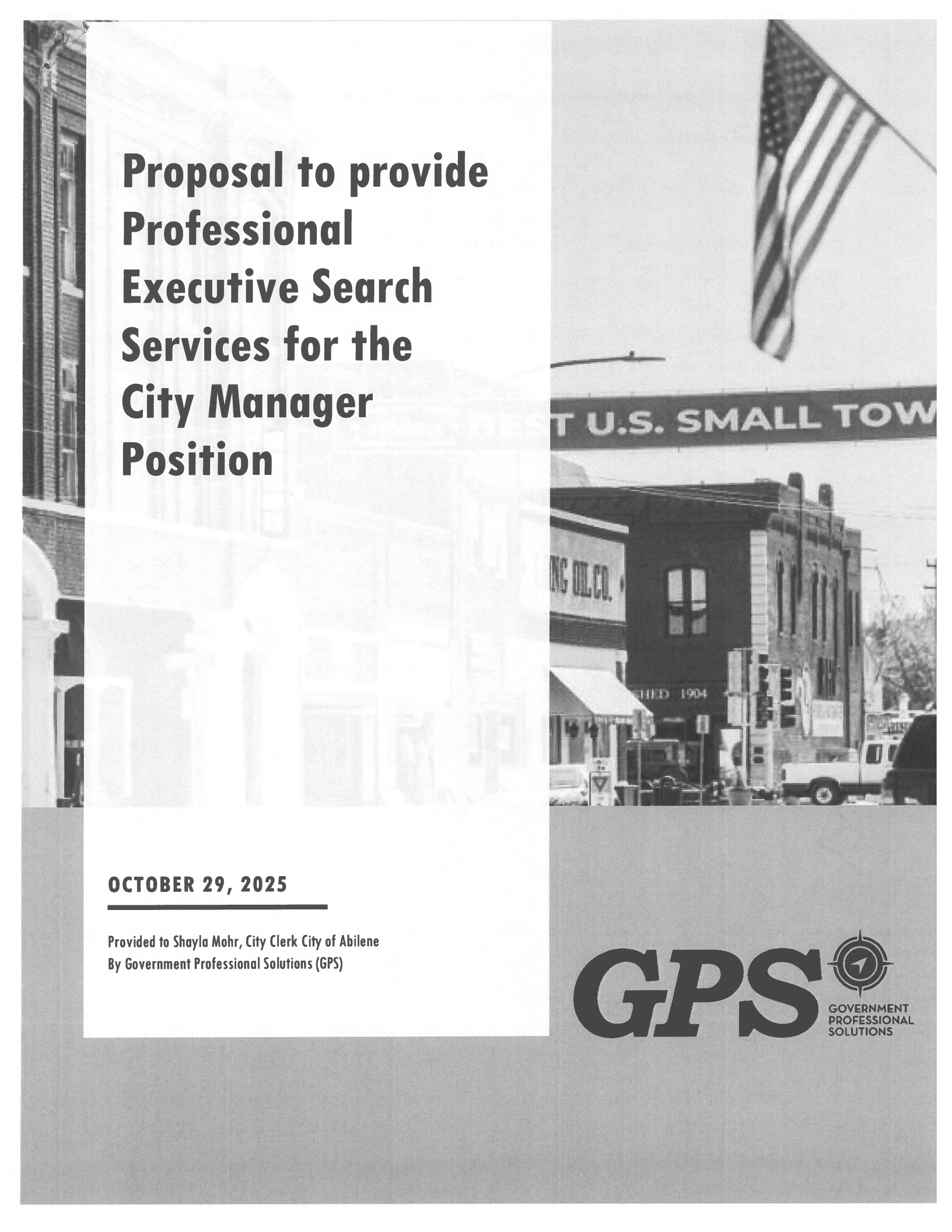


Insurance | Risk Management | Consulting

Gallagher is pleased to submit this proposal to you. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.

This material was created to provide accurate and reliable information on the subjects covered by should not be regarded as a complete analysis of these subjects. It is not to provide specific legal, tax or other professional advice. The services of an appropriate professional should be sought regarding your individual situation.

Consulting and insurance brokerage services to be provided by Gallagher Benefit Services, Inc. and/or its affiliate Gallagher Benefit Services (Canada) Group Inc. Gallagher Benefit Services, Inc., a non-investment firm and subsidiary of Arthur J. Gallagher & Co., is a licensed insurance agency that does business in California as “Gallagher Benefit Services of California Insurance Services” and in Massachusetts as “Gallagher Benefit Insurance Services.



Proposal to provide Professional Executive Search Services for the City Manager Position

OCTOBER 29, 2025

Provided to Shayla Mohr, City Clerk City of Abilene
By Government Professional Solutions (GPS)



October 29, 2025

Shayla Mohr, City Clerk
City of Abilene, Kansas
419 N. Broadway Street
Abilene, KS 67410



Dear Shayla Mohr,

Government Professional Solutions, LLC (GPS), welcomes the opportunity to submit our proposal for executive search services to help the City of Abilene find and hire the best candidate to serve as its next City Manager.

GPS offers you a distinct alternative to the traditional executive search firm. We are a government consultancy comprised of only senior level, former city managers with MPA degrees. Our services are based on best practices built from a combined 30+ years of experience in the public sector and city management. Our firm philosophy is rooted in the highest ethics and integrity, and relationships are at the core of everything we do.

We believe, and hope you will agree, that we are the best partner to guide you through this very important executive search process for several reasons:

-  **Our ability to leverage an extensive network of public officials across the U.S.** Throughout our decades of public service, we have developed and continue to grow long-lasting relationships with countless public executives, managers, and staff.
-  **Our insight into what it takes to be successful in the Public Sector.** As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.
-  **Our commitment to giving you customized and personal service of the highest quality.** GPS Partner, Bret Bauer, will be the only consultant working on this project and will work closely with you to customize a search approach that best serves your specific objectives. This means you know exactly who you are working with from start to finish, that you can count on receiving senior level expertise, and that the process will be seamless.

Bret Bauer prepared this submittal and can be reached by email or phone (info below).
Thank you very much for your consideration of our firm and proposal.

Sincerely,

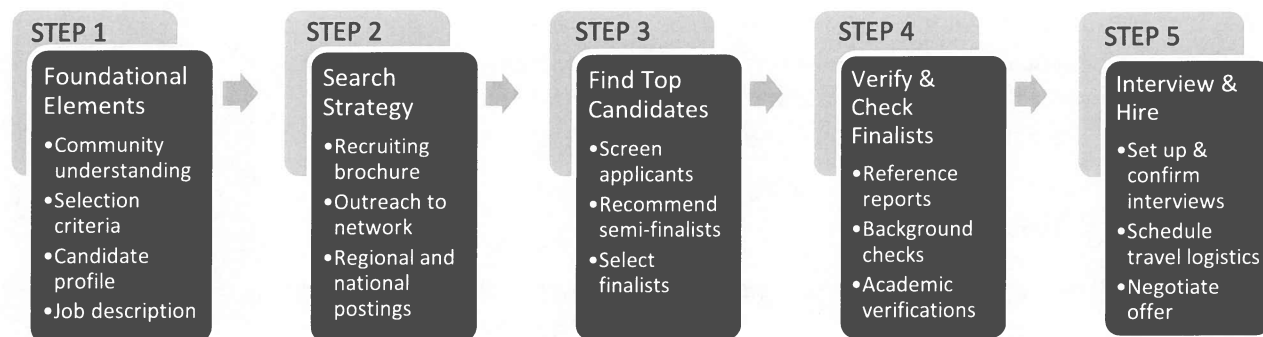
A handwritten signature in dark ink, appearing to read "Bret Bauer".

Bret Bauer, Partner and Co-Founder
104 Harbor Haven St.
Gun Barrel City, TX 75156
(316) 207-0688
bbauer@governmentpros.com

A handwritten signature in dark ink, appearing to read "Chris Lowe".

Chris Lowe, Partner and Co-Founder
18605 Arrowwood Dr.
Monument, CO 80132
(785) 766-9104
clowe@governmentpros.com

GPS will customize a search process that best serves your specific objectives and situation. Below is the general workflow we will follow



STEP 1: DEVELOP FOUNDATIONAL ELEMENTS

Understanding you and the community

The first, and most important step of our process is to spend time getting to know you and your community.

In our experience we have found that too often the process of finding the next leader for an organization is a cookie-cutter process focused on developing a community profile and quickly finding a candidate. As public executives, we understand how important it is to understand your community and to have a complete, professional, and thorough process to find top level talent to be your future leaders. That is why we structure time to spend in your community to experience its amenities, economy, people, and infrastructure, and to get to know your organization and community, both individually and as a collective group.

Developing the ideal candidate profile begins with a survey sent to you, Commission members, and designated staff prior to our first meeting. Members individually complete these surveys to help begin to paint the picture about what you want to see in your next City Manager.

We then meet on-site with you, the Commission, and designated staff to discuss the required background, professional experience, and management and leadership characteristics for your position. We work with you to thoroughly understand (or help identify) the position's requirements, current challenges, strategic priorities, and expectations.

Information obtained from these efforts, coupled with our review of any provided resources, is used to prepare selection criteria, a job position (if needed), and a candidate profile, all of which will be approved by you before recruitment begins. Spending time getting these items right is critical to ensuring an efficient and effective process to follow.

Timeframe:

1 week

Deliverables:

Community understanding

Selection criteria surveys

Job position

Candidate profile

Each candidate submitting an application packet is sent a timely acknowledgement, including an approximate schedule for the recruitment. Throughout the process, communications are maintained with each candidate regarding information about the recruitment progress and their status.

We will screen candidates against the position and criteria defined in Step 1 and recommend a list of 10-15 semi-finalists to you.

Two important tools we use during this process are a candidate questionnaire and a due diligence questionnaire, both customized to your unique position and situation (*please see examples of each in the appendix*). The candidate questionnaire goes to all semi-finalists and provides additional information about their background and experience. The due diligence questionnaire goes only to finalists.

We also ask semi-finalists to engage in video storytelling where they are given an opportunity to tell us about their journey in public service. This is intended to help us, and you better assess who they are as people and as leaders. This approach can help in developing a more comprehensive understanding of the candidate's ability to think on their feet as well as their personal and professional demeanor.

We will provide you with a semi-finalist report that includes copies of all marketing media, the master applicant list, as well as a cover letter, resume, completed questionnaire, and videos (if used) for each semi-finalist.

From there, we will review semi-finalist information with you and ask you to select finalists for interviews.

10-15 semi-finalist recommendations

Timely and regular communications to candidates

Regular updates to you and your team

Semi-finalist report

STEP 4: VERIFY AND CHECK FINALISTS

When you approve a group of finalists for on-site interviews, we will begin the process of conducting reference checks, background checks, and academic verifications. A confidential reference report is prepared for each finalist to complete our understanding of his or her management and leadership characteristics and professional work performance.

For the background checks, we will collect information on the candidates in the following areas:



City/County/State Criminal



Federal District Criminal



City/County/State Civil
Litigation



Employment Verification



Reference Verification



Federal District Civil Litigation



Judgement/Tax Lien



Sex Offender Registry



Motor Vehicle Driving Record



Educational Verification

Timeframe:

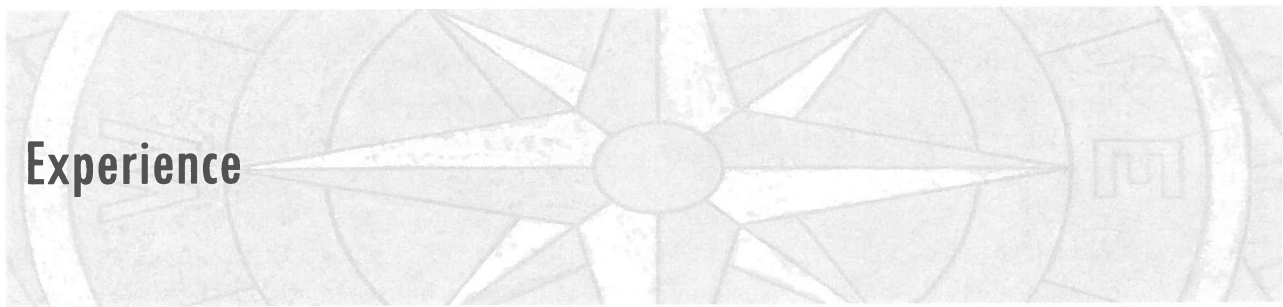
2 weeks

Deliverables:

Reference check results

Background check results

Academic verification results



Experience

30+ years combined experience in city management

GPS is comprised of only senior level, former city managers with MPA degrees. Our partners share a passion for serving the public and bring a combined 30+ years of experience in leading communities. Their public service careers include serving as City Manager, Town Manager, and Assistant City Administrator throughout the country, including Kansas.

Resumes of Partners, Chris Lowe and Bret Bauer, are included in the appendix. Bret Bauer will be the consultant assigned to this project and will execute all tasks involved. No outside consultants are expected to be used.

18 years of successful recruiting history

RECENT RECRUITMENTS

City Manager-Charles Town, WV
City Manager-Sterling, CO
City Manager-Brentwood, TN
City Manager-Junction City, KS
City Manager-DeSoto, TX
Director of Finance-Duncanville, TX
City Administrator-Grand Island, NE
Public Utilities Dir.-Grand Island, NE
Public Works Dir.-Grand Island, NE
Town Manager-Prosper, TX
City Manager-Janesville, WI

At GPS, we have been conducting executive level recruitments for 18 years. We believe the perspective we bring as former city managers and candidates, combined with the principled approach we developed based on decades of combined experience, enables us to help you find and hire the right candidate for the job the first time around.

As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.

More than an executive search firm

GPS was founded with one central objective: to use our industry experience and decades of public service to help cities and counties improve their communities. Since 2006, GPS Partners Bret and Chris have been expanding their government experience and network in cities across the country to position themselves to be the best trained public servants available to serve cities and counties on a diverse range of projects, challenges, and opportunities.

Demonstrated ability to complete a thorough and detailed report

We hope the steps outlined in the Approach section of this proposal have demonstrated that our process is highly thorough and detailed. Additionally, we trust the background, experience, and reputation presented about our firm, and in particular the partner assigned to this project, Bret Bauer, have demonstrated the accountability and integrity we bring to this important effort.

Likewise, we are confident the final candidate reference report we provide to you will be comprehensive and detailed, and will equip you with everything you need to carefully and thoroughly interview final candidates and make a sound and supported final decision. The report will include:

Information on each finalist:

- 🎯 Cover letter and resume
- 🎯 Completed questionnaires
- 🎯 Reference/background results
- 🎯 GPS analysis/evaluation
- 🎯 Video Storytelling (if used)

Additional supporting information:

- 🎯 Recruitment brochure
- 🎯 Interview schedule
- 🎯 Interview guidelines
- 🎯 Suggested interview questions
- 🎯 Customized interview grading tool

Owner/address/telephone contact	City of Sterling, CO /Matthew Foos, Mayor 421 N. 4 th St., P.O. Box 4000, Sterling, CO 80751 (970) 520-6330, mfoos@sterlingcolo.com Pop. 14,000, Annual Budget \$40M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Sterling's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Brentwood, TN /Nelson Andrews, Mayor 5211 Maryland Way, Brentwood, TN 37027 (615) 917-1384, nelson.andrews@brentwoodtn.gov Pop. 47,000, Annual Budget \$108.3M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Brentwood's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Junction City, KS /Pat Landes, Mayor 700 N. Jefferson, Junction City, KS 66441 (785) 223-6091, pat.landes@jcks.com Pop. 25,000, Annual Budget \$141.9M
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Junction City's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Alliance, NE /Seth Sorensen, City Manager 324 Laramie Avenue, P.O. Box D, Alliance, NE 69301 (308) 762-5400, ssorensen@cityofalliance.net Pop. 9,000, Annual Budget \$3.75M
Project name	Executive recruitment for Chief of Police
Project description	Performed national executive recruitment services to recruit for a Chief of Police to be a part of Alliance's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Grand Island, NE / Aaron Schmid, Director of Human Resources 100 East First Street, Grand Island, NE 68801 (308) 385-5444, aarons@grand-island.com
Project name	Executive recruitment for City Administrator
Project description	Performed national executive recruitment services to recruit for a City Administrator to be a part of Grand Island's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Prosper, TX / David Bristol, Mayor 250 W. First Street, Prosper, TX 75078 (972) 965-0446, dbristol@prospertx.gov
Project name	Executive recruitment for Town Manager
Project description	Performed national executive recruitment services to recruit for a Town Manager to be a part of Prosper's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Janesville, WI / Paul Benson, Council President 18 N. Jackson Street, Janesville, WI 53548 (608) 352-8010, bensonp@ci.janesville.wi.us
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Janesville's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Testimonials

"As the current Mayor, I had the opportunity to work with Chris Lowe and Government Professional Solutions (GPS) during our recent city manager search process. From start to finish, Chris demonstrated exceptional professionalism, organization, and communication skills. He guided our Commission through every step of the search with transparency and integrity, ensuring that we remained focused on identifying candidates who aligned with our community's goals and values. His experience in public sector recruitment was evident through his structured approach, attention to detail, and ability to balance the needs of both the governing body and the applicants. Chris was always responsive, well-prepared, and proactive in keeping the process on schedule. His calm and objective demeanor helped our Commission navigate important discussions with confidence and clarity. Overall, GPS provided a first-class experience that resulted in a successful and efficient hiring process. I highly recommend Government Professional Solutions and Chris Lowe to any employer seeking professional guidance in executive recruitment." – Greg Lenkiewicz, Mayor of Salina, KS

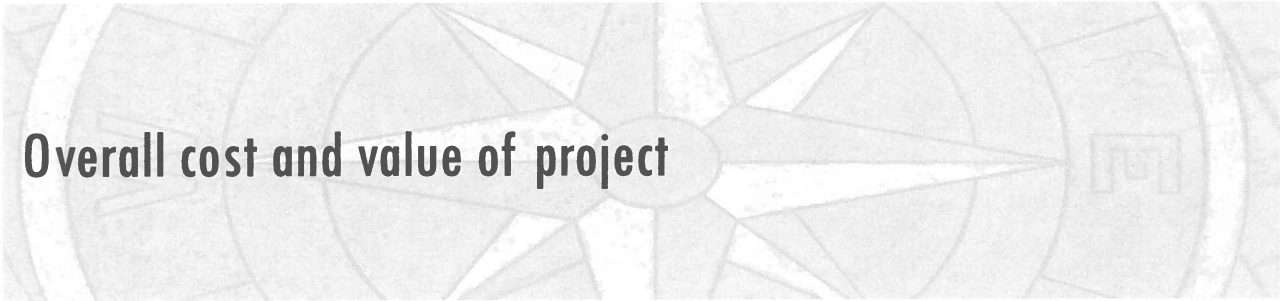
*"As a Trustee of the Town of Elizabeth, Colorado, I am pleased and honored to write on behalf of Chris Lowe and his partner, Bret Bauer, of Government Professional Solutions. GPS was chosen to conduct the search effort for a permanent Town Administrator who could restore confidence for the staff and the community within an atmosphere of doubt. The decision to engage Chris and Bret was easy, given their individual backgrounds in city management and boots on the ground experience. Almost immediately upon their selection, our currently serving Interim Administrator accepted a permanent position closer to his home, and the Town was once again without daily leadership. Chris offered GPS' services to serve in this role while they continued the search for a permanent Administrator. My personal view is that this was an unexpected blessing, as in this way Chris could not only utilize his professional expertise in the search effort but would also come to know the subtle nuances of our Board, the organization, and the community to identify the perfect pool of candidates. Additionally, the Board engaged GPS to conduct the search effort to fill the vacant position of Community Development Director. **Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.** Chris allowed us to explore myriad ideas while sharpening the focus on how those ideas reflect our values and goals. Never had we participated in such an important exercise, and the experience established unity and helped build consensus among Board members that had earlier struggled with distrust and dissonance. Chris and Bret shepherded us through the process of evaluating the many highly qualified candidates they attracted for us to consider, and we selected someone whom I believe will be not only a neighbor but an exceedingly engaged contributor serving our community of residents and business owners. This of course signaled a conclusion to the tremendously productive time spent with Chris, but it is my hope that we will maintain our relationship with future engagements, especially with respect to strategic planning and budget workshops that were invaluable and frankly life-changing for our Board and staff. **I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.**" - Tammy Payne, Trustee of Town of Elizabeth, Colorado*

*"Chris Lowe, with Government Professional Solutions, was **professional, enthusiastic, and showed great dedication to the Town's search for their next Town Administrator**, while taking on the role as the Interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and board." - Megan Vasquez, Mayor of Town of Elizabeth, Colorado*

*"I'm writing this letter of recommendation on behalf of Bret Bauer, Partner & Co-Founder of Government Professional Solutions ("GPS") who I have had the pleasure of working with over the past 7 months related to our Chief Financial Officer placement with the City of Hutto, and our most recent placement for a Director of Public Works & Engineering. Bret (along with his colleague Chris Lowe) have been extremely thorough with the recruitment process from inception to negotiating and extending the offer. **Bret's experience of serving in city management roles has been extremely beneficial, as he understands the needs of city government experience for these types of placements, which is most valuable during the screening process.** This streamlines my time as the City Manager to focus on City issues, as I know we are in good hands, as Bret takes the time needed to figure out exactly the type of background and personality we are in search of for any given position, and only presents those top-notch candidates meeting our criteria. GPS creates the hiring brochure, which is necessary to initially attract potential candidates, and is meticulous in their overall screening process and always carves out time to answer any questions I might have during the process. They have great attention to detail, and a great pool of candidates. This is the reason I have continued to use GPS for other placements within the City of Hutto. **I would highly recommend Government Professional Solutions to any City or***

Agreement to use City of Abilene contract

GPS is happy to execute a standard contract form provided by the City or if preferred, we can provide our standard engagement agreement. GPS further acknowledges that our firm maintains, or will acquire, the minimum or greater of the insurance limits required.



Overall cost and value of project

GPS offers a firm, fixed fee of \$22,500 to conduct a professional executive search, ***which includes all our expenses and costs.***

In other words, the only thing you will pay GPS is the agreed upon fee. This includes costs for professional graphic design, background and academic verification, and consultant travel and expenses. This means the only other costs you will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations, and meals for the interview process.

The advantage to you is you know exactly what you will pay and do not have to worry about reviewing costs associated with the project.

We will bill the fee as the phases are completed and according to the following schedule:

- \$10,500 upon execution of contract
- \$8,000 upon selection of group of semi-finalists
- \$4,000 upon completion of negotiations with final candidate

Final Candidate Report for



Below are the documents in this Final Candidate Report:

Ideal Candidate Profile
Recruitment Brochure
Marketing Media (Job Advertisement)
Master Applicant List (Selection Grading Criteria Matrix)
Interview Schedule
Cover Letter
Resume
Candidate Questionnaire
Due Diligence Questionnaire
Zoom Video Recording (already provided)
Background Summary
Internet Research
YouTube Research
Email Correspondence



The Town of Prosper, Texas is hiring a

TOWN MANAGER

Position marketed by
Government Professional Solutions
GovernmentPros.com



Business and Commerce

The Town of Prosper is a fast growing community with a strong pro-business mindset. The area's top employers are:

- Prosper ISD
- Lowe's
- Kroger
- Cook Children's
- Town of Prosper
- Dick's S.G./Field & Stream
- Walmart
- Longo Toyota
- Chick-fil-A
- Texas Health Resources

Education

Among Prosper residents 25 and older, 58% have earned a Bachelor's degree or higher level of education. Another 27% of the 25+ population have an Associate's degree or at least some college, and 98% are high school graduates.

Most of Prosper's geographic area is located in the boundaries of the Prosper Independent School District (PISD). Prosper ISD is located in both Collin and Denton Counties and serves students living in Prosper, Celina, McKinney, Frisco, and Aubrey.

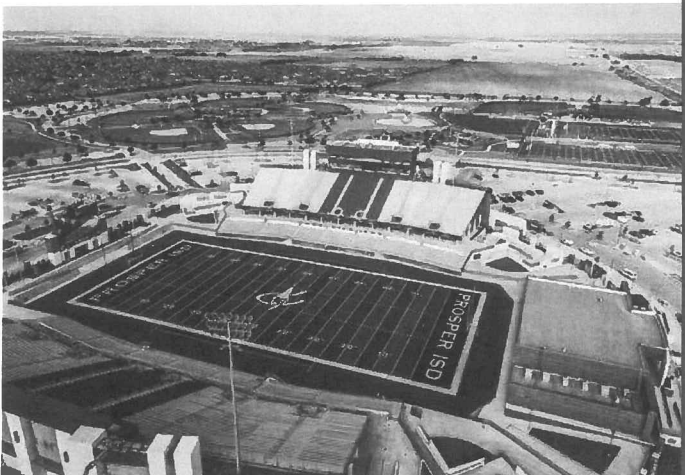
Prosper ISD is a top rated public school system, ranking #10 on *Niche.com's* 2023 Best School Districts in Texas. As an accredited district, PISD develops and graduates motivated, academically prepared individuals with the strength of character to make contributions to a rapidly-changing society through an educational system that maintains high expectations, provides quality instruction, and establishes a safe, orderly learning environment.

Prosper ISD continues to be one of the fastest-growing school districts in Texas. In 2021-2022, the district had more than 22,000 students and more than 2,600 staff members serving 14 elementary schools, 4 middle schools, and 2 high schools. By buildout, the district is expected to have 28-30 elementary campuses, 9-10 middle schools, and 4-5 high school campuses.

Support for Prosper ISD is strong. A school bond election in May 2019 was approved by 85% of those who voted. The majority of the \$1.337 billion bond – specifically 84% – funds the building of new school facilities.

Prosper ISD is among only 250 school districts in the United States and Canada, and only 17 school districts in the State of Texas named to the College Board AP District Honor Roll. 29 Advanced Placement (AP) courses, 20 Pre-AP courses, and 10 dual credit courses are offered at the high school level.

Prosper is home to championship teams, and to Children's Health Stadium. Opened in August 2019, the \$52 million facility houses the football stadium, natatorium, and meeting facilities.



Under the direction of the Town Council, the Town Manager serves as Chief Administrative Officer of the Town and oversees the daily operations of the Town. The Town Manager is responsible to the Town Council for administration of all the affairs of the Town, with only those exceptions that are named in the Town Charter. Example duties include:

Town Council

- Attend all Town Council meetings, with the right to take part in discussion.
- Keep Town Council fully advised as to financial conditions and future needs, and make recommendations.
- Prepare agenda items for, and give presentations to Town Council and Boards and Commissions.
- Inform Town Council of all work-related activities.

Administration

- Direct and supervise administration of 347 total number of town employees, all departments, offices, and agencies, except as otherwise provided by law or the Town Charter.
- Consult and direct all Town employees in solving administrative and operational problems, and developing and implementing changes in organizational structure, policies, or procedures to meet operational and fiscal goals.
- Make reports concerning the operations of Town departments, offices, or agencies.

Economic Development

- Develop and negotiate Town economic development agreements as needed in coordination with the Prosper Economic Development Corporation.
- Oversee, through various departments, construction projects designed to enhance Town infrastructure effectiveness and support economic development projects.
- Promote Town programs, activities, services, and business opportunities.

Financial

- Oversee preparation of and recommend the annual budget and capital program, and administer the budget as adopted.
- Administer operating and capital budget duties, including establishing policies for carrying out budget directives and reviewing operating and capital budgets periodically to analyze trends.

- Assure Town operations are performed within budget; prepare cost control activities; monitor revenues and expenditures to assure sound fiscal control; and ensure efficient use of Town budget funds, personnel, materials, facilities, technology, and time.

Human Resources

- Appoint, suspend, and remove all Town employees and appointive administrative officers, except as otherwise provided by law.
- Provide guidance and support to all departments regarding employee development and furthering the organizational culture of the Town.

Planning

- Develop long and short-range plans for all Town operations.
- Identify more efficient and effective ways of accomplishing Town service delivery.
- Plan, coordinate, and direct the work of Town departments through delegation of authority and responsibility to department executive directors and directors.

Policy and Procedure

- See that all state laws and Town ordinances are effectively enforced.
- Review applicable federal, state, and local laws, ordinances, and regulations for compliance and make recommendations.
- Administer policies and procedures within the Town and ensure that appropriate linkages exist between budget goals, purchasing procedures, and funding limitations and service levels adopted to meet specific departmental and Town Council goals.
- Adhere to personnel, safety, and other policies and procedures.

Public Relations

- Develop positive relationships and coordinate Town affairs with federal, state, and local entities and agencies, civic and private groups, and residents.
- Working with staff, respond to and resolve resident and development inquiries and concerns and negotiate and resolve controversial issues.

Town of Prosper, Texas
Town Manager

The Town of Prosper is a fast growing community offering a high quality of life, where neighbors know each other and kids can play in a safe, friendly community.

With its proximity to the Dallas/Fort Worth area, the Town of Prosper has been an especially attractive place to put down family roots for CEOs and executives, and top tech and medical talent. The Town's annual growth rate has been between 9% and 13% for the past five years.

The Town Manager is responsible to the Prosper Town Council for maintaining and operating the Town in a professional manner and administration of all Town affairs. This position manages and directs the day-to-day operations of the Town based on the ordinances and policies established by the Town Council. The Town Manager oversees operation of the Town's departments, including Building Inspection, Communication & Community Engagement, Economic Development, Engineering, Finance, Fire, Health & Code Compliance, Human Resources, Library, Municipal Court, Parks & Recreation, Planning, Police, Public Works, Purchasing, Stormwater Management, Town Secretary, Utility Billing/Trash & Recycling, and Water Conservation. This position is responsible for a \$95.6M operating budget.

This position also works closely with community members, local school members, and is highly visible at community events.

Please use the following link to apply: [Please Click Here to Apply](#)

For more information about this position, please reach out to Bret Bauer, GPS Partner at bbauer@governmentpros.com
(316) 207-0688

Town of Prosper, TX

Town Manager Interview Schedule

Friday, January 6, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:30 a.m.

Time	*Town Tour/w Designated Town Staff (Meet @ Town Hall)	**Candidates Lunch/w Town Staff (PD Multi- Purpose Room)	***Presentation Exercise (Town Hall Council Chambers)	Town Council & Staff Presentation Debrief (Town Hall Council Chambers)	****Community Meet & Greet (Town Hall Lobby & Chambers)	*****Council End of Day Debrief (Town Hall Executive Conference Room)
9:00 a.m. - 11:15 a.m.	All Finalists					
11:15 a.m. - 11:30 a.m. Break						
11:30 a.m. - 12:30 p.m.		All Finalists				
12:30 p.m. - 1:00 p.m. Break						
1:00 p.m. - 2:00 p.m.			Finalist A			
2:15 p.m. - 3:15 p.m.			Finalist B			
3:15 p.m. - 3:30 p.m. Break						
3:30 p.m. - 4:30 p.m.			Finalist C			
4:45 p.m. - 5:45 p.m.			Finalist D			
5:45 p.m. - 6:15 p.m.				Staff, GPS		
6:30 p.m. - 8:00 p.m.					All Finalists	
8:00 p.m. - 8:30 p.m.						TC, GPS, ITM

NOTES: * Tour bus and routing planned by Robyn and team; Staff tour guides will be Stuart, Robyn and Hulon. (Bob to do a ride along only)

** Lunch provider / menu...TBD; Robyn has lead on coordination.

*** Presentation is to be 20 minutes plus Q&A time; Subject - "Describe the tools, actions and infrastructure required on the part of the Town to prepare the DNT commercial corridor for development."

***Presentations to be recorded by Leigh and posted with to TC SharePoint Site within each candidates folder; post not later than 6:00 p.m.

**** Invitation only; invitees list by TC; e-mail invite to be desinged by Communications team; e-mail invite to go out NLT December 21st; candidate spouses invited; use 4 hight top tables in lobby (2) and chambers (2) for the candidates and let invitees move to each area to meet candidates.

*****Michelle - Post meeting with executive session for Town Manager search.

Hotel - OMNI @ The Star; Ron has called Marla for rate / reservation assistance.

Saturday, January 7, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:00 a.m.

Time	Meet/w Town Council (Town Hall Executive Conference Room)	Meet/w Interim Town Manager (Town Manager's Office)	*Candidates Lunch/w Town Council (Town Hall - Community Room)	**Council Interview Debrief (Town Hall Executive Conference Room)
8:30 a.m. - 9:30 a.m.	Finalist A	Finalist D		
9:45 a.m. - 10:45 a.m.	Finalist B	Finalist A		
11:00 a.m. - 12:15 p.m.	Finalist C	Finalist B		
12:30 p.m. - 1:30 p.m.			All Finalists	
2:00 p.m. - 3:00 p.m.	Finalist D	Finalist C		
3:00 p.m. - 4:00 p.m.				TC, GPS, ITM

Finalist A - [REDACTED]
Finalist B - [REDACTED]
Finalist C - [REDACTED]
Finalist D - [REDACTED]

NOTES: * Lunch provider / menu...TBD; Robyn has lead on lead on coordination.

**Michelle - Post meeting with executive session for Town Manager search.

Tuesday, January 10, 2023

Town Council Meeting - Selection of Town Manager

NOTES: Michelle - Post regular meeting with executive session for Town Manager search.
Have employment contract ready for review.

My philosophy is that municipal service delivery is customer-centric, while promoting a positive organizational culture that cares for each other and fosters professional and personal development.

The challenges cities face is enormous, the high-service demands, economic development growth, and infrastructure needs all with limited resources. I believe that my background working in close knit communities, my personality and work ethic, has prepared me to lead the Town of Prosper into the future.

Enclosed, you will find my resume so that you and the City Council can learn more about my background, work experiences, and qualifications. I welcome the opportunity to discuss further the Prosper Town Manager's position. Please do not hesitate to contact me at [REDACTED]. Thank you for your time and consideration.

[REDACTED]

[REDACTED]

[REDACTED]

DEPUTY CITY MANAGER
ASSISTANT CITY MANAGER

APRIL 2019 – AUGUST 2020
MAY 2017 – APRIL 2019

CITY OF DENTON, TX (POPULATION 136,000):

Core Responsibilities include the following:

- Second in charge of a large, fast-growing, full-service, and diverse organization with approximately 1,700 employees and a \$1.2 Billion annual budget.
- Collaborated closely with City Council. Maximized a flow of communication between City Council, CMO, and operating departments.
- Supervised the Water/Wastewater Utilities, Solid Waste, Public Works, Engineering/Capital Projects, Fleet Services, Airport, and Transportation.
- Directed and assisted in the management and oversight of all operational aspects within the city.
- Strategized organizational needs to develop action plans to change organizational culture, enhance service delivery, and correct customer service deficiencies.
- Participated in economic development recruitment and negotiation efforts for major commercial and residential projects within the city.
- Served as the Staff liaison to City Boards and City Council Committees

Key accomplishments:

- Served as a lead in the City's COVID-19 Pandemic response.
- Served as a key participant in the city's largest General Obligation bond program (\$221M) in November 2019.
- Contributed as a negotiator in the city's largest economic development deal: Hunter & Cole Ranch
- Formulated a culture of accountability, customer service, transparency, and a sense of urgency for the city.
- Re-established and fostered positive relationships with key partners: University of North Texas, Texas Woman's University, Denton ISD, North Central Texas Council of Governments, TXDOT, and Denton County.
- Reformatted the Capital Improvement Program into a communicative, understandable, and accountable format.
- Led the negotiations for the Civil Service Meet & Confer agreement between the city and the Denton Police Officers Association.
- Negotiated professional contracts for engineering, architectural services, and pre-construction services.
- Established a Mid-Level Management Development Series that was co-facilitated by City Department Directors.
- Restructured departments to better serve citizens, eliminated duplicative efforts and outdated practices.
- Utilized business-based principles to recommend the elimination of unsustainable programs in Solid Waste.
- Established better relations with downtown businesses and new service delivery models.

DEPUTY CITY MANAGER

JANUARY 2009 – MAY 2017

CITY OF COPPELL, TX (POPULATION 40,000)

- Served as second in command of a medium-sized, diverse organization that comprises approximately 425 employees and a \$110 Million annual budget.
- Directed all City Departments which included: Human Resources, Engineering/Public Works, Parks & Recreation, Information Services, Finance, Police, Fire, Library, and Planning until July 2012. From July 2012 until May 2017 directed half of the organization with the hiring of a second Deputy City Manager.
- Led and participated in several quality of life and private development projects and efforts within the city.

Key accomplishments:

- Implemented and communicated the Coppel 2030 Vision goals and objectives.
- Advanced the city's re-imaging campaign through the Bold Vision/Big Impact Initiative.
- Resolved citizen complaints and other service issues.
- Collaborated for the successful deployment of a combined public safety dispatch system that serves the Metrocrest cities (NTECC).

EDUCATION

PROFESSIONAL AND COMMUNITY ACTIVITIES

Professional Memberships:

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- East Texas City Management Association (ETCMA)
- Texas Municipal League (TML)

Professional Activities:

- UMANT President (2002); Vice-President (2001); Treasurer (2000); Membership Co-Chair (1999)
- ICMA Workplace Diversity Conference Scholarship Recipient (2001)
- ICMA Emerging Leaders Task Force (2005)
- Graduate of the Senior Executive Institute (SEI) Program at the University of Virginia, July 2006
- ICMA Local Government Management Fellow, Board Member (2006-2019)
- Leadership ICMA Graduate, September 2007
- TCMA Committees: Public Relations, Membership, Mentoring, and Professional Development
- NTCMA At-Large Board Member (2005-07 and 2017-2019)
- 2012 Recipient of the UMANT Joy Sansom Mentor Award
- Participant in the Commandant's National Security Program at the US Army War College, July 2013
- Graduate of the North Texas Commission's Leadership North Texas Class VII
- 2016 Recipient of the Alumnus of the Year University of North Texas, Master of Public Administration

Community Involvement:

- Nacogdoches Rotary Club Member (2020-present)
- Nacogdoches Booster Club Member (2020-present)
- Nacogdoches Charitable Foundation (2021-present)
- Dallas ISD: Site-Based Committee: Anne Frank Elementary, DISD (2003-09)
- Coppell YMCA Board of Managers (2012 to 2017)
- Coppell Rotary Club Member (2010 to 2019)
 - Club Secretary (2012-13), President-Elect (2013-14), President (2014-15)
- Coppell ISD:
 - Mentor to students at Austin Elementary (2011 to 2017)
 - Facilities Visioning Committee: (2015)
 - School Bond Committee: (2015-2016)
 - Band Volunteer: (2016 to 2018)
 - Site-Based Committee: Coppell High School (2016-2018)
- University of North Texas
 - Public Administration Advisory Board (PAAB), Member (2010-2022)
 - Public Administration Advisory Board, Chair (2013-2016)
 - Latino Alumni Network Leadership Group (2019-present)

Coppell: We relied on sales tax rebates, tax abatements, and land banking for incentivizing economic development. We created a robust tax base as Coppell landed several high-profile businesses in the city. This increased the tax base significantly which leveraged the use of the 4B sales tax for crime control, street maintenance, and parks & recreation amenities. Coppell through the use of land banking created Old Town Coppell which is their version of a small downtown setting with Charleston style homes, a performing art center, a farmer's market, city facilities, a central park, cottage style businesses, and successful restaurants. The 4B sales tax was expanded to allow the full renovation and expansion of the city's park system for active and passive recreation use. I worked directly with the Billingsley Company in the formation and operation of the Cypress Water Municipal Management District which is a 940-acre master planned community of multi-family, retail, office, a lake amenity, and DART rail stop.

Denton: In Denton, we relied on sales tax rebates, tax abatements, tax increment financing (TIF), and impact fee credits for economic development. Staff also incorporated an expedited development review process where developers paid extra fees for a quicker turnaround. We worked closely with UNT and TWU on small area plans to ensure that adjacent neighborhoods were enhanced and protected from student traffic and parking. We boosted historic downtown Denton through the promotion of weekend and evening activities with pubs, restaurants, and the music scene. We worked collaboratively with business owners and the County on a Downtown Master Plan to plan for the future while respecting the historic characteristics of the area and adjacent neighborhoods. A downtown TIF was created to bank revenues for future capital projects which could include a parking garage.

The continual construction on Denton streets and other major roadways such as I-35, SH 380 required staff to work with TXDOT to ensure proactive messaging was clear and timely. As a result, businesses and commuters affected by construction could be informed of travel disruptions. An entire communications plan and team was created just for informing the public and businesses regarding construction. We facilitated a bond committee that reviewed and recommended projects to the City Council. In November 2019, the citizens of Denton overwhelmingly approved a \$221M bond program for street repairs, public safety facilities, and parks.

The city also embarked on a large economic development project by the combining of the Hunter and Cole Ranches into a 6500-acre master planned community. This involved the formation of a municipal management district (MMD) to ultimately build 15,000 single family homes, 5,000 multi-family units, 400 acres of commercial, and 100 acres of industrial developments. We negotiated land banking for the future expansion of city facilities, cash commitments from the developer held in escrow for their pro-rata share of building city facilities, open and recreational space for the public, and guaranteed impact fee rates for utility expansions.

Nacogdoches: In Nacogdoches, the city relies on an economic development fund that has accumulated monies from contributions from the General, Utilities, and Solid Waste funds. The City's economic development efforts are served by the Nacogdoches Economic Development Corporation (NEDCO). NEDCO's President and the City Manager work closely as they occupy office space in City Hall. Nacogdoches does not have a 4B sales tax.

During my time as the City Manager, we have revamped the economic development policies to make it more transparent and protect these funds from unrelated uses. The city negotiated a public private partnership for the creation of a new undergraduate degree aviation program between the city and the airport, with Stephen F. Austin State University, and HCH Aviation LLC to build a state-of-the-art hangar, purchase multiple planes, and a simulator. The city created a housing incentive program to encourage single family development by offering a rebate for each home built after the City issued the certificate of occupancy. The program is zero-risk to the city and designed to bridge the cost gap of public infrastructure that serves the development. The city renegotiated a past incentive agreement with a

In summary, my recommended budgets to City Council are balanced as we budget conservatively for revenues and budget aggressively for expenditures. We will live within our means, we maintain healthy reserves, and we do not use one-time monies for recurring expenditures and hope for the best.

8. Briefly describe your experience in providing written and verbal communication to employees and elected/appointed officials?

In my role as City Manager and past positions, I have presented quite often to a myriad of groups as a representative of the city. On a regular basis I send out written communications to our employees. As part of an employee newsletter, I write a "Manager's Message". I enjoy meeting with employees to share what is happening in the community and organization. I have a monthly Manager's meeting which is comprised of 25+ management staff for them to share about any ongoing issues and projects within their operations. As part of the recent Police Chief recruitment, I met with over 50 police department employees to seek their input on the attributes of a new chief. I personally met one on one with employees and surveyed them to get more specific feedback as well.

I meet privately with the Mayor and City Council to review any issues they may need addressing and/or provide them updates. I have extensive experience presenting items before City Council and do present on a regular basis depending on the matter. I speak regularly to community groups, civic organizations, and sit on panels representing the city. The City Manager's Office produces a weekly Friday Update which is a brief recap of recent activities for the week and an outlook for upcoming activities and events.

9. What do you feel are your greatest strengths as a public servant?

Problem solving skills and my quest to find workable solutions to issues.

I am a participatory manager.

I employ a shared leadership style.

10. What areas do you perceive you need to be working on to become a better leader?

I can be impatient at times.

I can lose sight to celebrate successes and mourn our losses.

I should try to have more fun at work and do need to let my guard down at times.

11. Describe your philosophy and approach to building a strong team environment?

As the new Town Manager, I would take the time to learn the organization and develop relationships across all levels. It is important to establish a rapport with the staff and develop a sense of trust.

I encourage an organizational culture that is servant minded, that exceeds expectations and delivers on its commitments. We establish core values and/or guiding principles (our non-negotiables) where everyone regardless of stature is treated with dignity and respect.

I want to be surrounded with people who have the aptitude to learn but more importantly have the positive attitude to serve others. I provide the team with the tools and resources to allow them to do their jobs well. This can be accomplished by taking the time to vision and to think strategically and broadly. Then work towards building the support systems to set the goals, objectives, and outcomes for success.

Due Diligence Questionnaire

Town Manager

Town of Prosper, TX



Candidate Information

Full Name (First, Middle, Last):

[REDACTED]

Nicknames: N/A

Phone Information

Cell:

[REDACTED]

Home:

[REDACTED]

Office:

[REDACTED]

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? **No** If so, please explain the circumstances.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? **No**
If so, please provide details, explain the circumstances and final outcome.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? **No**
If so, please provide relevant details, explain the circumstances and the final outcome.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? **No** If so, please provide relevant details, and explain the circumstances. **N/A**
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time? **N/A**
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded? **No**
7. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? **No**
Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? **No** If so, please explain, provide details of the circumstances and current disposition. **N/A**
8. Please list all your social media outlets and the usernames for those social media outlets.
Facebook: [REDACTED]
Twitter: [REDACTED]
Snapchat: [REDACTED]

www.sfasu.edu

Leading the way: Career in city management brings ██████ back to Nac

When ██████ walked the SFA commencement stage in 1995, he had a small U-Haul trailer packed and connected to his Chevy Blazer, and he was ready to drive back to the DFW area and begin his career. He wasn't sure he would ever return to Nacogdoches, but he was positive about the career he wanted to pursue.

"As a 20 year old, I knew I wanted to work in city management," ██████ said.

██████ confidence was based on his interactions with Dr. Richard Herzog, an SFA faculty member who encouraged him to consider a career in public administration and introduced him to the Lufkin city manager in neighboring Angelina County.

██████ went on to work for several Texas cities, including Denton, Coppell, Addison, Hurst and Carrollton. He earned a master's degree in public administration from the University of North Texas and became involved in professional organizations that include the International City/County Management Association and the Texas City Management Association. And, in the midst of a pandemic, he returned to Nacogdoches as city manager in August 2020.

"Coming back to Nacogdoches has been so rewarding," ██████ said. "I was excited and humbled that the city council had the confidence to appoint me as city manager. Everyone I have met has been friendly and extremely supportive. I am proud of what has been accomplished in our community and on campus during the past 25 years. It has blown me away."

In addition to his academic coursework, ██████ said his participation in the Student Activities Association served as valuable career preparation.

"Having a leadership position during my junior and senior years allowed me to work with fellow students and faculty members to coordinate bringing concerts and other entertainment options to campus," he explained. "The opportunities taught me the collaborative nature of working with other employees and volunteers to meet expectations and execute a successful event."

██████ said the challenges cities face are enormous, with high service-delivery demands and minimal and declining resources. But the day-to-day stresses of the job prepared him well for his first months in Nacogdoches, when in addition to the COVID-19 pandemic, he led the city through hurricane preparation in August and two of the largest winter-weather events in recorded history.

"Regardless of how much you plan, each day is never the same," he said. "We have emergency plans in place to deal with inclement weather, and with Hurricane Laura and the snowfalls and winter storms."

However, ██████ said COVID-19 was a different story.

"Through the devastation of the pandemic, we've learned that good and effective leadership is vital in making it through tough times," he said. "Local governments have finite resources, so working across jurisdictional boundaries is imperative when budgets are squeezed and resources evaporate. The role of the city manager is

YouTube Links for



-
1. 




Due Diligence Questionnaire

[Position]
[Location]



Candidate Information

Full Name (First, Middle, Last):	Phone Information
	Cell:
Nicknames:	Home:
	Office:

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain the circumstances.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
7. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?



CHRIS LOWE

J.D., M.P.A.
Partner and Co-Founder

SUMMARY

Chris Lowe is a dynamic leader and creative problem-solver with a deep affinity for public service. He draws upon 15 years of experience in city management and over 20 years in the public sector to help guide public clients through myriad opportunities and challenges, from economic development and funding, to human resources and utility management.

EDUCATION

Juris Doctor, Marquette University,
Milwaukee, WI

Master of Public Administration (MPA),
Bowie State University, Bowie, MD

Bachelor of Arts, Political Science and
Government, University of Kansas,
Lawrence, KS

CONTACT

(785) 766-9104
clowe@governmentpros.com
LINKEDIN:
<https://www.linkedin.com/in/chris-lowe-823bb4173/>

ASSOCIATIONS

International City/County Manager's
Association (ICMA)
Government Finance Officers
Association (GFOA)

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 50 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and implemented performance measurement programs
- Developed and implemented compliant personnel policies, procedures manuals, and employee handbooks
- Negotiated collective bargaining agreements with unions

Budgeting & Finance

- Developed and managed more than \$75 million in municipality annual budgets
- Supervised competitive bond sales to finance public infrastructure improvements
- Led efforts to refinance bonded indebtedness, saving millions in debt service
- Created and implemented accounting manuals and investment policies

Community Strategic Planning

- Created full scope community strategic plans
- Conducted council retreats with goal setting priorities
- Led extensive community engagement efforts
- Conducted numerous stakeholder interviews

Economic Development

- Developed public private partnerships and negotiated economic development agreements, resulting in new community services, financial savings, and local business expansion
- Secured grant funding for various community improvements, from city lighting to transportation infrastructure
- Administered multi-million capital improvement programs



City of Abilene, Kansas

Request for Proposals (RFP)

Executive Search Firm – City Manager Recruitment

Issue Date: October 14, 2025

Proposal **Due Date: 5:00 pm (CST), November 5, 2025**

Dear Ms. Mohr, City Clerk

On behalf of the Kansas League of Municipalities (LKM), we are pleased to submit a proposal in response to the City of Abilene's Request for Proposals for executive search services to assist in your recruitment of a new City Manager.

The League is honored to have the opportunity to partner with the City of Abilene on this important process. With our extensive experience conducting executive searches for cities across Kansas, we understand the unique needs and expectations of municipal leadership. Our approach is designed to ensure a thorough, transparent, and community-centered search—one that identifies not only highly qualified candidates but also individuals who align with Abilene's values, goals, and vision for the future.

We have included a detailed description of our proposed process, timeline, and scope of services, along with information about our experience and references from other successful searches conducted throughout the state.

Thank you for the opportunity to submit this proposal. We greatly value your consideration and would welcome the chance to discuss how the League can best support the City of Abilene in this important endeavor.

Sincerely,

Nikki Harrison, Member Services Coordinator

John Deardoff, Local Government Advisor

League of Kansas Municipalities

ABOUT THE LEAGUE

The mission of the League is to serve as the convener, advocate, and trusted voice for Kansas local governments.

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. League membership consists of cities with populations from 20 to over 390,000.

The League is governed by members through a governing body of elected officials and city-appointed staff.

EXPERIENCE

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.

With more than 100 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 staff. Our staff bring a combined 50 years of municipal experience to the process. We represent a personal and economical option for your city.

OUR TEAM



John Deardoff
Local Government Advisor

John Deardoff has worked 40 years in local government management all in the state of Kansas. He has conducted city manager/administrator searches over the past four years while employed full-time and since retirement in 2020. John has served as the interim city administrator in three Kansas communities and as the Interim Executive Director of the Kansas League of Municipalities.

John is well-known and highly respected by city managers and local government circles. He is a member of ICMA and KACM and served as the KACM President in 2002. Additionally, John has served on the League of Kansas Municipalities Governing Body since 2011-2020 and was its President during the 2013/2014 business year. In 2008, John was awarded the prestigious “Buford Watson” award from the Kansas Association of City/County Management the organization’s highest honor.



Nikki Harrison
Member Services
Coordinator

Nikki Harrison brings over three decades of expertise in office management and administrative duties, with a strong focus on event planning and coordination. Currently serving as the Member Services Coordinator at the League of Kansas Municipalities since 2009, Nikki oversees the League's Executive Administrative Position Search program (LEAPS), managing communication, proposals, marketing campaigns, and applicant coordination. She also provides crucial support for affiliate organizations, conducts research for implementing best practices, manages the League's website and CRM, and assists with conferences and trainings.

Nikki's educational background includes certification in Public Management from KU, as well as Computer Repair A+ Certification from Allen County Community College.

THE PROCESS

The Governing Body will be asked to participate in two surveys. The "Administrative Questionnaire" 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. The responses shape the position and criteria for the candidate pool.

The League will conduct a salary and benefits analysis to provide the Governing Body with compensation information from comparable cities.

The League with guidance from the Governing Body will create advertisements, a community profile, and recommend an advertisement plan utilizing state, regional, and national resources to reach highly qualified candidates. Upon the Governing Body's approval, the League will post the advertisement, track submissions and communicate with candidates as necessary throughout the process.

A League Review Committee will review all resumes for completeness, compliance with the requirements and preferences of the Governing body, and for alignment with our administration rubric. We share our recommendations 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.

League 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. The League will schedule interviews with the candidates and contact all applicants once the position is filled.

REFERENCES

City of Parsons

112 S 17th Street

Parsons, 67357

620-421-7030

Population: 9,362

Contact: Ross Albertini, City Attorney, ralbertini@parsonsksk.com

Candidate Hired: *Jeff Cantrell, City Manager*

City of Marion

208 E Santa Fe St

Marion, 66861

620-382-3703

Population: 1,898

Contact: Michael Powers, Mayor, mpowers@marionks.net

Candidate Hired: *Brian Wells, City Administrator*

City of Sterling

114 N Broadway Avenue

Sterling, 67579

(620) 278-3423

Population: 2,309

Contact: Brian Inwood, Mayor, binwood@sterling-kansas.com

Candidate Hired: *Ian Hutcheson, City Manager*

City of Goddard

PO Box 667

Goddard, 67052

316-794-2441

Population: 6,009

Contact: Teri Laymon, City Clerk, tlaymon@goddardks.gov

Candidate Hired: *Craig Crossette, City Administrator*

City of Mulvane

211 N 2nd Avenue

Mulvane, 67110

316-777-1143

Population: 6,587

Contact: Brent Allen, Mayor, ballen@mulvane.us

Candidate Hired: *Austin St. John, City Administrator*

OUR PRICE STRUCTURE

Our price structure is based on the population of your city. We charge a base price for the core services, which include staff administrative expenses, and direct expenses including travel, and advertising costs.

ABILENE BASE PRICE:	\$9,152.54
ADVERTISING:	\$1,200 - \$1,600 (City pays actual cost)
DIRECT EXPENSES:	<u>\$1,000</u> (City pays actual cost)
	\$11,352.54 - \$11,752.54

OUR COMMITMENT

If our service results in the City hiring one of the vetted candidates and the candidate is terminated for cause or voluntarily quits within one year of their start date, the League will search for a replacement candidate at no additional fee, except for additional incidental expenses (i.e., travel, advertising, additional background checks beyond the two provided in the original contract fee).

ADDITIONAL INFORMATION

ESTIMATED TIMETABLE

First 2 weeks:	Approve Contract
	Complete the Administrative Questionnaire
	Complete the Candidate Criteria Survey
Week 3:	Approval of Advertisement
	Approval of Community Profile
Weeks 4 - 8:	Place position announcement 30 days
Week 9:	Deadline for Resume Review
Week 10:	Select candidates for interviews
Week 11:	Conduct initial interviews
Week 12:	Interview finalists
Week 13:	Extend conditional offer
Week 14 - 16:	Approve employment agreement
	Announce new City Manager



Proposal

NOV 3, 2025

City Manager Recruitment and Selection Services

City of Abilene, Kansas

Submitted by:

MICHELE MORAWSKI
CLIENT SERVICES MANAGER
790 FRONTAGE ROAD
SUITE 213
NORTHFIELD, IL 60093
224.415.3791
MMORAWSKI@MGT.US

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Cover Letter

Nov 3, 2025

Shayla Mohr, CMC
City Clerk
City of Abilene, Kansas
419 N. Broadway Street
Abilene, KS 67410
Phone (785) 263-2550



Dear Ms. Mohr:

As the nation's leading provider of executive recruitment and selection solutions, MGT Impact Solutions, LLC (MGT) is uniquely well qualified to partner with the City of Abilene ("City") to exceed all your expectations on this City Manager executive recruitment project. Our firm brings a deep understanding of the Midwest's municipal landscape, having successfully led executive searches for City Manager as well as other Executive and Director level positions throughout the Midwest. We recognize the unique governance structures, community values, and leadership qualities that define cities like Abilene. This regional expertise allows us to identify candidates who not only meet the professional qualifications but also align with the cultural and operational nuances of Midwestern communities.

HOW CAN WE SUPPORT YOU?

Based on the City's RFP, we understand the City of Abilene, Kansas ("City") is seeking proposals from qualified and experienced executive search firms to conduct a comprehensive, professional recruitment process for the position of City Manager. Following are the keys to our successful methodology:

- **Industry Leadership:** With over 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we're a proven leader in local government recruitment. Over 40% of our clients are repeat customers, and 94% rate our performance as *Outstanding*.
- **Subject Matter Expertise:** Our team includes former local government leaders, human resources experts, and industry veterans, ensuring that we understand the specific challenges and opportunities in government, education, and nonprofit sectors. We leverage our deep understanding of organizational culture and sector-specific needs to identify top-tier candidates who align with our clients' goals.
- **Top Talent, Guaranteed:** We use advanced recruitment strategies, including social media outreach and video interviews, to thoroughly vet candidates. Our Recruitment Brochures showcase in-depth knowledge of your community, and we conduct extensive reference checks and background searches to ensure we recommend the best fit.
- **True Partnership:** From start to finish, we collaborate closely with you. You'll have full access to candidate resumes, and we'll offer honest assessments to ensure the perfect match. Whether evaluating internal candidates or exploring non-traditional talent, we're committed to your complete satisfaction.

COVER LETTER

- **Flexible Solutions:** We offer customizable recruitment services to suit any budget, from Full Executive Searches to Limited Scope and Virtual Recruitments. Our proposal outlines the service scope that best meets your needs.

Our comprehensive and tailored executive recruitment services are designed to meet the unique needs of your organization. With a proven track record, a focus on quality, and a commitment to partnership, we ensure that every step of the process is handled with expertise and care. Whether you're seeking top-tier talent, exploring non-traditional candidates, or working within a specific budget, we are here to deliver the best fit for your organization. We look forward to working with you to find the ideal candidate who will drive success and elevate your community's leadership.

MGT CONTACT INFORMATION

MGT HEADQUARTERS

MGT Impact Solutions, LLC

4320 West Kennedy Boulevard | Tampa, Florida 33609
FEIN: 81-0890071 | www.mgt.us

PROPOSAL CONTACT

Michele Morawski, Client Services Manager

790 Frontage Road, Suite 213 | Northfield, IL 60093
224.415.3791 | mmorawski@mgt.us

The following proposal has been tailored to your specifications and provides a detailed plan of how we will partner with you to meet your objectives. Thank you for the opportunity to present our qualifications to the City of Abilene. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or mmorawski@mgt.us.

Regards,



Patrick J. Dyer, Vice President
Authorized to bind the firm



Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most-pressing problems, and so do we. Their "why" is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the "immediate" needs while changing systems to plan for future resilience and success.

Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **We are impacting communities for good.**

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TX Share 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.



50
years

1,200
consultants

30,000
projects

DEFINED BY IMPACT

Making a profound impact on society is at the heart of who we are and what we do. Abilene is a city rooted in history and driven by community pride, offering a unique blend of heritage, hospitality, and forward-thinking leadership. The next City Manager will play a pivotal role in shaping the future of this vibrant community, guiding strategic initiatives, enhancing municipal services, and fostering a culture of transparency and collaboration. Our firm is committed to helping the City Commission find a leader who will honor Abilene's legacy while driving meaningful progress for its residents and businesses.



MGT's Expertise

Our firm includes more than **1,200 professionals**, structured into the following primary groups, along with various internal infrastructure groups to support our operations and growth.



Strategy & Implementation

Working alongside an organization's C-suite, we help leaders co-create strategy through organizational reviews and data analytics to create actionable roadmaps for success.



IT Infrastructure & Digital

We provide engineering expertise to modernize IT infrastructure and ensure your technology implementation is properly designed, integrated, modernized, and maintained.



Cyber Security & Resilience

From real-time, 24/7 monitoring to proactive threat detection and rapid incident response, we can give you the tools to heighten your network's security posture and keep it there.



Performance & Operations

Bridging the gap between strategy and enduring change, we support efficient revenue allocation, promote economic development, and create fairness in hiring and contracting systems.

Human Capital Expertise

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

Contact:

Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us to schedule a complimentary consultation.



Our MGT Vision

To achieve our mission of being the social impact and performance leader in our industry, we are continuously improving to earn the privilege of being selected as our clients' partner of choice in the mission-critical domains we impact. By elevating education systems, managing and securing critical networks, solving complex human capital and fiscal problems, and advancing equity as a performance imperative, we can impact communities, for good through client partnership.

We deliver these solutions through our "three-point stance" of technology, education, and performance offerings. With our long-term vision of creating profound social impact through client performance, we seek out the "best of the best" to join us in our work supporting clients' top priorities.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

PEOPLE



We believe in the power of connecting people and ideas which solve mission-critical, complex challenges to foster a trusted connection with our clients...for life.

PURPOSE



We are led by a transformative movement, fueled by people, innovation, and solutions designed to provide enduring opportunities for prosperity and well-being.

PERFORMANCE



We partner with clients to advance learning outcomes, reduce operational costs, recover revenue, improve workflows, and provide resilient and hardened technology networks and infrastructure.

MGT's Differentiator: Full Suite of Services

Cyber & Network Solutions

Our Cyber Security and Network Security Solutions team offers a deep technical engineering bench of seasoned, certified experts, working in the "security trenches" in complex IT environments. For the Managed Detection and Response (MDR) solution, our Security Operations Center (SOC) doesn't sleep so our clients can. Our flagship, best-in-class managed firewall services are unparalleled. We detect, respond, and recover from cyber incidents proactively and harden our clients' security posture.

 **100 in-house certified engineers**
24x7 NOC and SOC

Human Capital Solutions

Our experts are former local government and school leaders who understand the challenges facing today's public sector organizations. We offer consulting, recruiting, and staffing solutions that include a full suite of human resources and management studies; executive recruitment services; and interim, managed, and outsourced staffing options. Our experts can assess your organizational culture, permanent and temporary staffing needs, and evaluate your systems and structures, all to maximize efficiency and effectiveness.

 **1,725+ interim employees placed**
1,500+ executive recruitments
500+ consulting studies
In 48 states!

Education Solutions

We create recommendations for our educational clients that are reliable, actionable, and based on proven research and a thorough understanding of each district or system's program needs and long-term goals. Our team is led by former state education commissioners, district superintendents, school board members, principals, and teachers. Our partnerships have allowed clients to reinvest hundreds of millions of dollars back into the classroom.

 **50 million students served**
38 state DOEs as clients

Financial Solutions

Public agencies face increasing pressure to improve effectiveness and efficiency, while operating in a transparent and sustainable manner. We partner with government organizations, school districts, higher education institutions, and not-for-profits to help them achieve long-term success.

 **50+ years of trusted relationships**
Proprietary software

Economic Mobility Solutions

We help public sector clients address issues and challenges related to policies and practices which adversely impact economic mobility. We are one of the largest providers of disparity studies and other solutions designed to increase equitable and inclusive organizational outcomes.

 **225 disparity studies**
Assessments, training, & audits

Public Affairs Solutions

Our team of former nationwide leaders in policy development and education leadership partner with our clients to provide business advisory and public opinion architecture solutions which lift up and evolve education ecosystems and impacts public policy programs.

 **Global clientele**
Staff are former policy makers



Our Team

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President of Human Capital Solutions, Charlene Stevens. Charlene began her local government career in Kansas with the City of Wichita and later served as Assistant County Manager for Sedgwick County, Kansas. She brings a strong understanding of local government in Kansas and throughout the United States. She will act as your Recruitment Lead and the primary point of contact for this project. All Recruitment Leads are supported by a Recruitment Coordinator, and Reference Specialist throughout the process. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another Recruitment Lead to ensure the recruitment is completed within an appropriate time frame. Staff biographies are attached in **Appendix A**.

Recruitment Lead & Main Point of Contact



CHARLENE STEVENS

Vice President – Human Capital Solutions
847.380.3240 x124
CStevens@mgt.us

Proposal Inquiries



MICHELE MORAWSKI

Client Services
Manager
224.415.3791
MMorawski@mgt.us

Why Choose MGT?

- ✓ **Unparalleled Expertise and Level of Service.** With over 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you to find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.

Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."





Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

A typical recruitment and selection process requires a significant investment of time and effort. A substantial portion of this involves administrative tasks such as advertisement placement, reference checks, and candidate due diligence.

We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.



Success Stories

"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."

Proposed Work Plan

PHASE 1 - POSITION ASSESSMENT, ANNOUNCEMENT, & BROCHURE

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the City.
- Community forums (in-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$225/hour plus actual expenses if incurred). One organizational survey is included. A separate Community Survey with detailed analytics can be conducted for \$3,500. Community Forums are conducted as an optional service.

PROJECT APPROACH & METHODOLOGY

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for City review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 - ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the City, focusing on:
 - Leadership and management skills.
 - Size of organization.
 - Experience in addressing challenges and opportunities also outlined in Phase 1.
 - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
 - Public sector online Career Centers.
 - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the City with a list of advertising options for approval.

PHASE 3 - CANDIDATE EVALUATION & SCREENING

Phase 3 will include the following steps:

- Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the City's process is professional and well regarded by all who participate.

PHASE 4 - PRESENTATION OF RECOMMENDED CANDIDATES

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- The City will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the City to review the recruitment report and provide additional information on the candidates.

PHASE 5 - INTERVIEWING PROCESS & BACKGROUND SCREENING

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for City review and comment.
- Coordinate candidate travel and accommodations.
- Provide City with an electronic file that includes:
 - Candidates' credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ Social Security Trace & Verification ✓ US Federal Criminal Search ✓ Verified Enhanced National Criminal Search <ul style="list-style-type: none"> – National Sex Offender Registry – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol – Office of Foreign Assets Control (OFAC) Terrorist Database Search – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA) – All felonies and misdemeanors reported to the National Database | <ul style="list-style-type: none"> ✓ County/Statewide Criminal Search ✓ Civil Search ✓ Bankruptcy, Liens, and Judgements ✓ Motor Vehicle Record ✓ Education Verification – All Degrees Earned Optional: Credit Report – Transunion with score (based on position and state laws) Optional: <ul style="list-style-type: none"> – Professional License Verification – Drug Screen – Employment Verification |
|---|--|

PROJECT APPROACH & METHODOLOGY

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of City facilities.
- Interviews with senior staff.

PHASE 6 - APPOINTMENT OF CANDIDATE

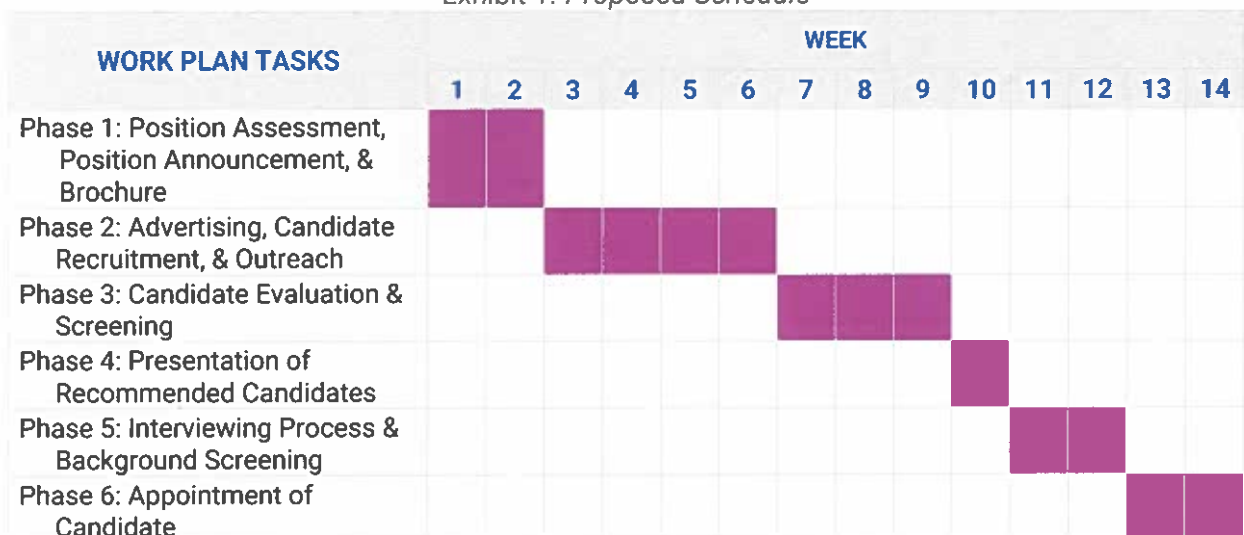
Activities

- MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

Exhibit 1. Proposed Schedule



Commitment to Diverse and Highly Qualified Applicant Pool in Recruitments

MGT is a recognized leader in consulting services, strategic planning, and organizational transformation that supports the development of inclusive and representative workplaces. We are committed to providing a diverse and highly qualified pool of candidates for our recruitments. Our experience working with a wide range of communities across the United States, as well as with organizations aiming to shift their internal cultures, plays a crucial role in the success of our projects. We have a track record for generating impactful ideas, delivering actionable insights, and turning innovative practices into effective operational strategies, helping clients lead meaningful change.

MGT is one of the nation's pioneering firms in conducting disparity research. These studies were among the first efforts to promote fairness and accountability within the public sector, especially in procurement. Since 1990, **MGT has completed more than 230 disparity studies for public agencies**. These efforts are designed to strengthen procurement operations, improve outcomes for historically underrepresented groups, and enhance participation of minority- and women-owned businesses. By analyzing policies, practices, and programs, clients are better positioned to improve access to economic opportunities and create stronger business and employment pipelines in communities that have faced systemic barriers.

Since its founding, MGT has consistently supported organizations that advocate for broader representation in local government through both volunteer engagement and financial contributions. These partnerships include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our team members have facilitated and presented on inclusive leadership topics at the International City and County Management Association conference and state conferences. Our employees and consultants have participated in training such as Implicit Bias Workshops. We also offer a curated list of related learning resources on our website at mgt.us.

MGT has partnered with the consulting arm of the National Forum for Black Public Administrators, i4x, to assist in recruitment and selection efforts in several cities, including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; Atlanta, GA; Arlington, TX; and Dallas, TX. This collaboration underscores our shared commitment to broadening representation and ensuring that leadership in local government reflects the communities being served.



References

A leader in local government recruitment and selection.

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

LAWRENCE, KANSAS

Craig Owens, City Manager
6 E. 6th Street | Lawrence, KS 66044
(785) 832-3466 | craigowens@lawrenceks.gov

Brandon McGuire, Assistant City Manager
(785) 832-3466 | bmcguire@lawrenceks.gov

MGT provided recruitment and selection services for the following positions:

- Human Resources Director, 2025 (in-progress)
- Finance Director, 2024
- Parks, Recreation, Arts & Culture Director, 2024
- Fire Chief, 2022

SEDGWICK COUNTY, KANSAS

Amy Murray, Director of Employment Services & Training
525 N. Main Street | Wichita, KS 67203
(316) 660-7047 | amy.murray@sedgwick.gov

MGT provided recruitment and selection services for the following positions:

- County Appraiser (Limited), 2025 (in-progress)
- Director of Aging & Disabilities (Limited), 2025

INDIANOLA, IOWA

Courtney Silliman, Director of Human Resources
110 North 1st Street | Indianola, IA 50125
(515) 962-5272 | csilliman@indianolaiowa.gov

MGT provided recruitment and selection services for the City Manager in 2025.

REFERENCES

UNIVERSITY CITY, MISSOURI

Amy Williams, Director of Human Resources
6801 Delmar Boulevard | University City, MO 63130
(314) 505-8532 | awilliams@ucitymo.org

Brooke Sharp, Deputy City Manager
(314) 505-8536 | bsmith@ucitymo.org

MGT provided recruitment and selection services for the following positions:

- Director of Planning & Zoning (Limited), 2025 (in-progress)
- Director of Parks and Recreation (Limited), 2025 (in-progress)
- Deputy City Manager, 2025
- Director of Sanitation, 2025
- Director of Public Works, 2023
- Human Resources Manager, 2021
- Assistant City Manager, 2021
- Assistant to the City Manager/Communication Director, 2018
- Assistant to the City Manager/Economic Development Director, 2018
- Director of Parks Recreation & Forestry, 2018
- City Manager, 2017



Cost Proposal

Defined by Impact. Driven by People.

Dedicated to the Community.

We take pride in customizing our client's needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	\$22,000
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts on presented candidates and background screenings for up to four finalists.	\$2,000
Advertising *Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.	\$2,000*
TOTAL:	\$26,000**

***Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the City for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process (can be conducted virtually)
- Presentation of recommended candidates (can be conducted virtually)
- Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$225/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

RECOMMENDED OPTIONAL SERVICE:

Our Classification and Compensation team can conduct a review and analysis of the job description, qualifications, and classification, and provide comparable insights using reliable compensation and job data sources. This analysis helps ensure the position's skill requirements and salary range are aligned with the broader market. **Cost: \$900**

Payment for Fees & Services

- **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Proposal pricing is valid for 90 days. Payment of invoices is due within 30 days of receipt.

Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients in the selection and appointment of a suitable candidate. In today's competitive hiring market, it is critical to move expeditiously to interview candidates and make key hiring decisions; failure to do so may result in the loss of desirable candidates. If the client has not responded to multiple requests for decisions and/or guidance within six weeks of candidates being presented for interview or following finalist interviews, MGT may choose to cancel the contract and bill the client for work completed to date.

It is MGT's goal to provide the client with well-qualified candidates for their hiring needs. If the client rejects the list of qualified candidates and/or fails to negotiate in good faith and come to terms with hiring a candidate and instead chooses to readvertise the opportunity, MGT reserves the right to charge additional consulting fees commensurate with the additional work requested. If the Client hires more than one candidate introduced by MGT as a result of this recruitment process during the subsequent twelve-month period, —an additional placement fee equivalent to 50% of the recruitment fee will apply for each additional hire.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements. Reimbursable expenses may be incurred should the recruitment process require the consultant to travel to the City. To engage in this guarantee, the request must be made within thirty days of the employee's departure. Additionally, for this guarantee to take effect, the City must provide documentation of regular onboarding meetings with the governing body (or designee) and a six month and one year facilitated evaluation of the candidate by the governing body that includes a self-evaluation of the candidate, input from the Mayor and City Commission and a written summary of the evaluation provided to the candidate.

HIRING OF ADDITIONAL CANDIDATES

If the City hires more than one candidate introduced by MGT as a result of this recruitment process during the subsequent twelve-month period, an additional placement fee equivalent to 50% of the recruitment fee will apply for each additional hire. The guarantee stated above will only apply to the initial candidate hired by the City.



Optional Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

GOVTEMPSUSA

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at an additional cost.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the City is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees will vary.

360° EVALUATION

As a service to the City, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



Appendix A. Consultant Biographies

Biographies of our proposed consultants are provided on the following pages.



Charlene Stevens

Vice President



Charlene Stevens brings over 20 years of municipal management expertise to her role as Vice President at MGT. With a distinguished career that spans rural, suburban, and urban settings across Minnesota, Kansas, and Pennsylvania, Charlene has led more than 80 executive recruitments nationwide. Her experience includes significant roles in civic engagement, community visioning, workforce development, and downtown revitalization. Charlene is known for her professionalism and commitment to public service. She has held numerous leadership positions throughout her career and across the country. A dedicated mentor and advocate for inclusive environments, she excels in stakeholder engagement and has successfully managed projects involving park expansions, greenspace preservation, and workforce training initiatives.

Charlene leads MGT's Recruitment Services and directly conducts recruitments and general consulting services. She is a frequent speaker at state and national conferences.

Areas of Expertise

- Executive Recruitment
- Strategic Planning
- Civic Engagement
- Community Visioning
- Community Engagement
- Staff Mentoring Programs
- Stakeholder Engagement
- Park Expansions and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

Education

- M.P.A., University of Kansas
- B.A., International Relations, Pomona College

Training & Instruction

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program and Mid-Career Institute
- Presenter and Speaker for ICMA, MCMA, and State Association and Affiliate Groups

Memberships & Affiliations

International City/County Manager Association (ICMA), Current Member, Past Regional Vice President, Past Committee and Task Force Chair

Minnesota City/County Managers Association (MCMA), Current Member

League of Minnesota Cities, Past Board Member

Coalition of Greater Minnesota Cities, Past Board Member

Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

Professional Experience

MGT Impact Solutions, LLC, Vice President, 2019-Present

City of Cottage Grove, MN, City Administrator, 2015-2018

City of Willmar, MN, City Administrator, 2011-2015

Sedgwick County, KS, Assistant County Manager, 2006-2011

Township of Lower Gwynedd, PA, Assistant Township Manager, 1999-2006

Township of Buckingham, PA, Assistant Township Manager, 1997-1999

City of Wichita, KS, Neighborhood Assistant, 1995-1996



Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the City's recruitment request is provided on the following pages.

City-County Management Client List 2020 to Present

State	Client	Position Title	Population	Year
Alaska	Bethel	City Manager	6,500	2024
	Homer	City Manager (Professional Outreach)	5,300	2024
Arizona	Buckeye	City Manager	69,744	2025
	Buckeye	City Manager	69,745	2021
	Kingman	City Manager	34,669	2023
California	Antioch	City Manager	115,264	2024
Colorado	Adams County	County Manager	519,572	2022
	Adams County	Deputy County Manager	519,572	2024
	Larimer County	County Manager	359,066	2022
	Longmont	Assistant City Manager - External Services	100,758	2025
	Loveland	City Manager	82,460	2024
Connecticut	Bloomfield	Town Manager	21,301	2024
	Enfield	Town Manager	45,246	2022
	Granby	Town Manager	11,375	2023
	Manchester	General Manager	59,710	2021
	Simsbury	Town Manager	25,517	2023
Delaware	Milford	City Manager	12,272	2024
Florida	Apopka	City Administrator	55,496	2024
	Clearwater	Assistant City Manager	116,850	2024
	Deerfield Beach	Assistant City Manager	80,000	2022
	Deerfield Beach	City Manager	80,000	2024
	Fort Lauderdale	City Manager	184,255	2024
	Gainesville	Assistant City Manager	133,997	2021
	Lakeland	City Manager	110,000	2020
	Melbourne Beach	Town Manager	3,281	2025
	Miami Beach	City Manager	88,000	2024
	Pinellas County	Assistant County Administrator	970,600	2024
	Pinellas County	Assistant County Administrator	970,601	2020
	Ponce Inlet	Town Manager	3,411	2022
	St. Johns County	County Administrator	292,466	2023
	Walton County	County Administrator	75,305	2023
Georgia	Albany	City Manager	77,434	2021
	Augusta	Deputy Administrator	200,000	2025
	Chatham County	Assistant County Manager	296,329	2025
Illinois	Cary	Assistant City Administrator	17,840	2024
	Centralia	City Manager	13,000	2020
	Crest Hill	City Administrator	21,169	2025
	Crest Hill	City Administrator	21,170	2021
	Evanston	Deputy City Manager (2)	75,000	2024
	Farmer City	City Manager	1,828	2024
	Forsyth	Village Administrator	3,490	2021
	Fox Lake	Village Administrator	10,550	2021
	Galesburg	City Manager	33,706	2023
	Galesburg	City Manager	33,707	2022
	Greenville	City Manager	7,000	2021
	Hampshire	Village Manager	6,347	2025
	Hanover Park	Deputy Village Manager	38,510	2024
	Hanover Park	Village Manager	38,510	2025
	Homewood	Assistant Village Manager (Virtual)	19,464	2021
	Kenilworth	Village Manager	2,562	2024
	La Grange	Village Manager	15,610	2022
	La Grange Park	Assistant Village Manager	13,579	2020
	Lake Barrington	Village Administrator	4,879	2022
	Lake Bluff	Assistant to the Village Administrator	5,698	2023
	Lake Forest	Assistant City Manager (Professional Outreach)	19,375	2022
	Lake Villa	Assistant to the Village Administrator	8,774	2023
	Lincolnshire	Assistant Village Manager/Community & Economic Development Directc	7,500	2025
	Lisle Township	Township Administrator (Virtual)	119,040	2024
	Long Grove	Village Manager	8,153	2023
	Maryville	Village Administrator	8,316	2024

	McHenry	City Administrator	27,135	2023
	Morton Grove	Village Administrator	23,500	2024
	Mundelein	Village Administrator	31,385	2020
	Niles	Village Manager	30,001	2021
	North Chicago	Chief of Staff	30,020	2021
	Northbrook	Village Manager	35,000	2021
	Northfield	Village Manager	5,400	2023
	Oak Brook	Village Manager	8,058	2021
	Oak Park	Village Manager	52,000	2021
	Oak Park Township	Township Manager	51,774	2023
	Palos Heights	City Administrator (Virtual)	12,480	2021
	Park Forest	Village Manager	21,975	2025
	Peoria	Assistant City Manager	115,234	2021
	Pingree Grove	Village Manager	10,000	2023
	Pingree Grove	Village Manager	10,001	2020
	Plainfield	Village Administrator	41,734	2021
	River Forest	Village Administrator	11,635	2021
	Rock Island	City Manager	39,684	2021
	Rockton	Village Administrator	7,863	2025
	Savoy	Village Administrator (Virtual)	8,607	2020
	Schaumburg Township	Township Administrator (Virtual)	140,000	2021
	Sycamore	City Manager (Professional Outreach)	18,557	2021
	Tazewell County	County Administrator	135,394	2022
	Vernon Hills	Village Manager	25,911	2021
	Villa Park	Assistant Village Manager (Virtual)	22,038	2021
	Villa Park	Village Manager	22,038	2022
	Washington	City Administrator	15,700	2021
	Wauconda	Village Administrator	14,125	2021
	West Chicago	Assistant City Administrator	27,221	2022
	West Dundee	Assistant Village Manager/Administrative Services Director (Virtual)	8,000	2024
	Wheeling	Management Consultant	38,878	2021
	Winfield	Village Manager	9,418	2025
	Winnetka	Deputy Village Manager	12,417	2025
Indiana	St. John	Town Manager (Professional Outreach)	18,047	2020
	Ames	Assistant City Manager (Limited)	66,498	2023
	Indianola	City Manager	15,833	2025
	Indianola	City Manager	15,834	2022
	Knoxville	City Manager	7,300	2021
	Marion	Deputy City Manager	30,000	2022
	Marshalltown	City Administrator	27,338	2024
	Muscatine	City Administrator	23,819	2020
	Sioux City	City Manager	83,000	2025
	Urbandale	City Manager	45,580	2024
Kansas	Windsor Heights	City Administrator	4,860	2023
	Wyandotte County	County Administrator	169,245	2022
Kentucky	Paducah	City Manager	24,850	2021
	Paris	City Manager	9,846	2021
Maine	Bangor	City Manager	33,039	2021
	Takoma Park	City Manager	17,629	2023
	Westminster	City Administrator	18,522	2021
Massachusetts	Brookline	Assistant Town Administrator - Finance (Virtual)	58,732	2022
	Wayland	Town Manager	13,882	2022
	Williamstown	Town Manager	8,400	2021
Michigan	Adrian	City Administrator	20,676	2020
	Barry County	County Administrator	60,540	2024
	Berkley	City Manager	14,970	2024
	Charlotte	City Manager	9,100	2020
	Clawson	City Manager	11,946	2021
	Kalamazoo County	County Administrator	265,066	2022
	Laketown	Township Manager	6,192	2025
	Ottawa County	County Administrator	296,200	2021
	Rochester	City Manager	13,017	2022
	Royal Oak	City Manager	59,112	2020
Minnesota	St. Clair Shores	Assistant City Manager (Professional Outreach)	59,984	2021
	Troy	City Manager	83,181	2024
	Becker	City Administrator	4,874	2021

	Blaine	Director of Administrative Services	67,939	2024
	Breezy Point	City Administrator/Clerk/Treasurer	2,396	2025
	Buffalo	Assistant City Administrator	15,855	2021
	Edina	Assistant City Manager (Limited)	53,318	2023
	Fairmont	City Administrator	10,477	2025
	Golden Valley	City Manager	22,715	2024
	Hibbing	City Administrator	15,855	2021
	Lindström	City Administrator	4,888	2023
	Minnetonka	City Manager	53,953	2022
	Ramsey County	County Manager	536,000	2024
	Scandia	City Administrator	4,149	2023
	St. Joseph	City Administrator	7,342	2022
	St. Louis Park	City Manager	48,662	2021
	Waconia	City Administrator	13,500	2021
Missouri	Ballwin	City Administrator	30,181	2020
	Cape Girardeau	City Manager	38,000	2020
	Creve Coeur	City Administrator	18,538	2025
	Frontenac	City Administrator	3,640	2025
	Jackson	City Administrator	15,702	2024
	Ozark	City Administrator	21,284	2024
	University City	Assistant City Manager	35,172	2020
	University City	Assistant to the City Manager/Director of Human Resources	35,172	2020
	University City	Deputy City Manager - Support Services	35,172	2024
	Warrensburg	City Manager	20,200	2021
	Webster Groves	City Manager	22,800	2020
Nebraska	La Vista	City Administrator	16,746	2025
	Nebraska City	City Administrator	7,200	2022
Nevada	Boulder City	City Manager	16,207	2021
New Mexico	Los Alamos County	County Manager	19,330	2023
New York	Long Beach	Deputy City Manager (Virtual)	33,275	2022
	Mamaroneck (Town)	Town Administrator	29,156	2021
	New Rochelle	City Manager	79,067	2022
	Scarsdale	Village Manager	17,837	2021
North Carolina	Albermarle	City Manager	16,404	2024
	Ayden	Town Manager	5,000	2023
	Cumberland County	Assistant County Manager	336,000	2025
	Cumberland County	County Manager	336,000	2022
	Fayetteville	Assistant City Manager	210,000	2022
	Mecklenburg County	County Manager	1,100,000	2025
North Dakota	Minot	Assistant City Manager	45,700	2023
	Minot	City Manager	45,700	2020
Pennsylvania	Allegheny County	County Manager (Professional Outreach)	1,230,000	2024
	Centre County	County Administrator	158,172	2022
	Ferguson Township	Township Manager	18,300	2022
	Patton Township	Township Manager	15,801	2022
Tennessee	Franklin	Assistant City Administrator	88,558	2025
	Oak Ridge	City Manager	31,402	2023
Texas	Austin	Assistant City Manager	885,000	2021
	Missouri City	City Manager	74,139	2022
Vermont	Winooski	City Manager	7,997	2022
Virginia	Alleghany County	County Administrator	14,500	2025
	Fairfax County	Deputy County Executive	1,150,309	2024
	Hampton	Assistant City Manager	137,436	2024
	Newport News	City Manager	181,958	2023
	Pittsylvania County	County Administrator	59,571	2025
	Portsmouth	City Manager	96,000	2020
Washington	Burien	City Manager	52,066	2022
	Duval	City Administrator (Professional Outreach)	8,090	2021
	Yakima	Assistant City Manager	97,000	2021
West Virginia	Bridgeport	City Manager	8,582	2021
Wisconsin	Adams County	County Manager/Administrative Coordinator	20,220	2021
	Beaver Dam	City Administrator	16,291	2021
	Beloit (Town)	Town Administrator	7,083	2020
	Harrison	Village Manager	13,185	2021
	Lake Geneva	City Administrator	7,710	2025
	Monroe	City Administrator	10,827	2020

Oak Creek	Assistant City Administrator/Comptroller	35,243	2020
Oshkosh	City Manager	66,700	2024
Plymouth	City Administrator/Utilities Manager	8,540	2020
Port Washington	Assistant City Administrator/Human Resources Director	11,250	2022
Sheboygan	City Administrator	48,327	2023
Sheboygan County	County Administrator	118,034	2022
Waukesha	City Administrator	71,158	2023
West Bend	City Administrator	31,540	2025
Whitewater	City Manager	14,300	2022



City of Abilene
Request for Proposals (RFP)
Executive Search Firm – City Manager Recruitment

Prepared by:

Company Name: Netsynk Inc.

Primary Contact Name: Savio Pais

Title: President

Address: 1895 Apple Valley Rd, Bolingbrook, IL 60490

Telephone Number: 848-248-5231

Email Address: info@netsynkinc.com

Date of Submission: 10- 25-2025

10-25 -2025



Shayla Mohr, CMC
City Clerk
City of Abilene, Kansas
419 N. Broadway Street
Abilene, KS 67410

SUBJECT: EXECUTIVE RECRUITMENT SERVICES FOR THE POSITION OF A CITY MANAGER

Dear Shayla,

We are pleased to submit our response to the RFP for Recruitment Services for the City Manager position issued by the City of Abilene. Netsynk Inc. is confident in its ability to deliver the services outlined in the RFP, and we are excited about the opportunity to partner with your organization in this important initiative.

Netsynk Inc. has over 6 years of experience in the staffing and consulting industry. Our team comprises qualified professionals who have proven expertise in screening, interviewing, and recruiting individuals. We are committed to delivering excellent solutions on time, with responsiveness and responsibility.

Netsynk Inc. has reviewed the Scope of Services and would like to assure the City of Abilene that it has a complete understanding of the services requested. Netsynk Inc. understands that the City seeks a strategic, transparent, and inclusive executive search to appoint a City Manager, who embodies the community's values and vision. Netsynk Inc. will collaborate with the City of Abilene's governing body to improve the position profile, define core qualifications, and leadership competencies.

With the aid of a robust recruitment strategy, Netsynk will conduct local, regional, and national outreach using diverse professional networks and compliant sourcing. Leveraging proactive engagement, the firm will attract both active and passive candidates as well as ensure objective and structured evaluations through genuine assessments.

Throughout the process, Netsynk will manage, coordinate interviews, conduct background checks, and negotiate contracts, and at the same time guarantees professionalism and efficiency. Our firm's commitment to collaboration and accountability ensures timely updates, measurable milestones, and a fair, defensible process. By emphasizing diversity and performance excellence, Netsynk aims to deliver a qualified City Manager.

Netsynk Inc. looks forward to fulfilling the same with our best available resources and knowledge.

Sincerely,

Savio Pais

(Signature)

Savio Pais
President
Netsynk Inc.

Netsynk Inc's QUALIFICATIONS:

Overview of the Netsynk's background, areas of expertise, and experience conducting municipal executive searches.

Netsynk Inc. is a leading professional staffing services firm headquartered in Bolingbrook, Illinois, incorporated in 2019. With over six years of successful operations, Netsynk Inc. has established itself as a trusted partner for providing high-quality temporary and contingent staffing solutions nationwide. Netsynk Inc. is certified as a Minority Business Enterprise by the Chicago Minority Supplier Development Council (CMSDC), an affiliate of the National Minority Supplier Development Council (NMSDC), reflecting our commitment to diversity and excellence in workforce solutions.

Our core expertise lies in delivering comprehensive executive staffing services across a wide range of positions, including clerical, administrative, accounting, and financial roles, as well as healthcare-related positions such as medical assistants, certified nurse aides, dental assistants, licensed practical nurses, registered nurses, and radiographers. Our diverse service portfolio enables us to meet the unique and evolving workforce needs of institutions like the City.

At Netsynk Inc., we believe that executive recruitment is more than simply filling a vacancy. It is about identifying a leader who can advance the city's vision and serve the community with integrity and vision. Our philosophy centers on rigor, transparency, and collaboration. By combining proven methodologies with customized client engagement, we ensure that every step of the process adds value to the City.

Netsynk Inc. has not yet completed executive or public safety leadership placements for municipalities in Kansas. However, our firm has successfully conducted executive-level searches in other industries and regions, which demonstrate our ability to manage complex recruitment processes, overcome challenges, and deliver high-quality leadership candidates.

Netsynk Inc's experience in recruiting City Managers or comparable positions, particularly in Kansas or the Midwest.

Netsynk Inc. has a proven record of success in providing professional recruitment and executive search services for a diverse range of clients across the public and private sectors. Over the past six years, our firm has worked on numerous specialized and leadership-level positions. This demonstrates our ability to identify, evaluate, and secure exceptional talent for complex and high-impact roles.

Our experience includes recruitment for technical, managerial, and analytical positions that require deep industry knowledge, confidentiality, and a rigorous vetting process. Below are representative examples of recent projects that illustrate our qualifications and performance in comparable engagements:

1. Principal Engineer – Eltropy

- **Scope:** Managed a full-cycle recruitment process for a Principal Engineer responsible for leading infrastructure design, capital projects, and compliance initiatives within a public agency.
- **Key Deliverables:** Conducted targeted outreach to engineering professionals across multiple states, evaluated candidates' technical credentials (PE license, infrastructure experience), and coordinated interviews with municipal stakeholders.
- **Outcome:** Successfully placed a qualified candidate within 60 days, resulting in improved project leadership and streamlined engineering oversight.

2. Construction Project Manager – CEP Civil Engineering Professionals

- **Scope:** Led the search for a Construction Project Manager overseeing large-scale capital improvement and transportation projects.
- **Key Deliverables:** Identified candidates with proven expertise in budgeting, contractor coordination, and regulatory compliance. Performed comprehensive background and reference checks to ensure alignment with public procurement standards.
- **Outcome:** Delivered a shortlist of three qualified professionals; final placement made within 45 days. The client later extended the candidate's contract to a permanent position due to outstanding performance.

3. Senior Clinical & Population Health Analyst – Highmark Health

- **Scope:** Conducted recruitment for a highly specialized analytics role requiring strong competencies in data-driven healthcare outcomes, compliance, and performance improvement.
- **Key Deliverables:** Engaged in a nationwide search, developed screening matrices to assess technical expertise in public health data analysis, and supported the interview panel with competency-based evaluation tools.
- **Outcome:** Successfully filled the position within eight weeks. The candidate's analytical leadership contributed to measurable improvements in program evaluation and reporting accuracy.

4. Account Executive, SMB Sales – T-Mobile

- **Scope:** Supported the recruitment of a senior Account Executive responsible for strategic business development and client portfolio expansion.

- **Key Deliverables:** Implemented a high-volume sourcing strategy targeting candidates with strong communication, negotiation, and client relationship management skills.
- **Outcome:** Successfully placed a high-performing executive who has since expanded the client's regional footprint and achieved significant sales growth within the first year.

These engagements demonstrate Netsynk Inc.'s ability to successfully manage searches for leadership, technical, and compliance-driven positions requiring specialized expertise, confidentiality, and alignment with organizational values. Each search was executed with a focus on:

- Precision in understanding role requirements and stakeholder expectations.
- Structured candidate evaluation processes including technical screening, behavioral assessment, and background verification.
- Efficient project management ensuring all deliverables are met on time and within scope.

Netsynk Inc.'s collective experience across engineering, construction, healthcare, and executive-level searches underscores our adaptability, attention to detail, and proven methodology, all of which are critical to identifying and securing the right candidate for the City of Abilene.

Project Team:

Key personnel assigned by Netsynk Inc. to this engagement with brief resumes and relevant experience.

Key personnel involved in this project are:

NAME	TITLE
1. SAVIO PAIS	PRESIDENT
2. CHANDNI SINGH	DELIVERY TEAM LEAD
3. SUKAINA FATHIMA	RECRUITER

A short profile of all members to be involved in this project is as follows:

1. Savio Pais (President)

Brings over 20 years of experience in the Information Technology industry, with a strong track record of selling to clients across the Services sector in North America. Extensive expertise in delivering high-impact solutions, consulting, and professional services tailored to client needs. Possesses deep knowledge of Sales and Marketing strategies, with a proven ability to drive business growth and foster long-term client relationships.

WORK EXPERIENCE

- Netsynk Inc. | President - July 2019 - Present
- Enterprise Solution Inc. | Vice President - July 2015 - Oct 2018
- Collabera | Supporting Technology - Feb 2005 - June 2015
- Majesco | Manager - 2004 - 2005
- IBBSC | Manager - 2002 - 2003
- Pase Associate | Market Researcher - 1998 - 1999
- Kantar | Executive Market Researcher - 1995 - 1999

EDUCATION

Master of Business Administration (MBA) - Oklahoma City University

SKILLS

- Data Analysis
- PMO
- SDLC
- Data Warehousing
- Vendor Management
- IT Strategy
- Business Analysis
- System Analysis

2. Chandni Singh (Delivery Team Lead)

A seasoned Senior Recruiter with extensive experience in identifying and securing top-tier talent across various roles and industries. Demonstrates strong expertise in sourcing, screening, and managing the full recruitment lifecycle, with a consistent track record of aligning candidates with organizational needs. Committed to delivering a seamless and positive candidate experience throughout the hiring process.

WORK EXPERIENCE

- Netsynk Inc. | Team Lead - June 2023 – Present
- Netsynk Inc. | Senior Recruiter - Jan 2023 – May 2023
- Netsynk Inc. | Associate Recruiter - Jan 2022 - Dec 2022
- Magnatek Enterprise | Production Intern - Dec 2020 – Jan 2021

EDUCATION

Master of Business Administration (MBA) - Amity University

SKILLS

- Communication skills
- Relationship-building skills
- Time management and organization skills
- Problem-solving and critical thinking skills
- Technical skills
- Sales skills
- Attention to detail

3. Sukaina Fathima (Recruiter)

Results-oriented recruiter with proven expertise in sourcing and screening high-quality talent, managing end-to-end candidate communication, and coordinating interviews with efficiency and precision. Known for strong organizational skills, attention to detail, and a commitment to delivering a seamless, compliant, and positive recruitment experience for both candidates and hiring teams.

WORK EXPERIENCE

- Netsynk Inc. | Associate Recruiter - May 2024 to Present
- Allied Business Consulting Inc. | HR Intern - Jan 2024 to March 2024
- Workfall | Tech Talent Acquisition Intern - Oct 2023 to Jan 2024

EDUCATION

Bachelor of Business Administration (BBA) - Osmania University

SKILLS

- Candidate sourcing and screening
- Interview coordination and candidate communication
- Applicant Tracking System proficiency

- Relationship building with candidates and hiring teams

- HR documentation and compliance support

CERTIFICATIONS

- Tech Recruitment Certification – Hirst
- HR Analytics using MS Excel – Udemy
- Workshop on U.S. Labor and Employment Laws – LawSikho
- Human Resource Management Certificate – Great Learning Academy

Approach and Methodology

Netsynk Inc's proposed process, communication plan, recruitment methods, and timeline.

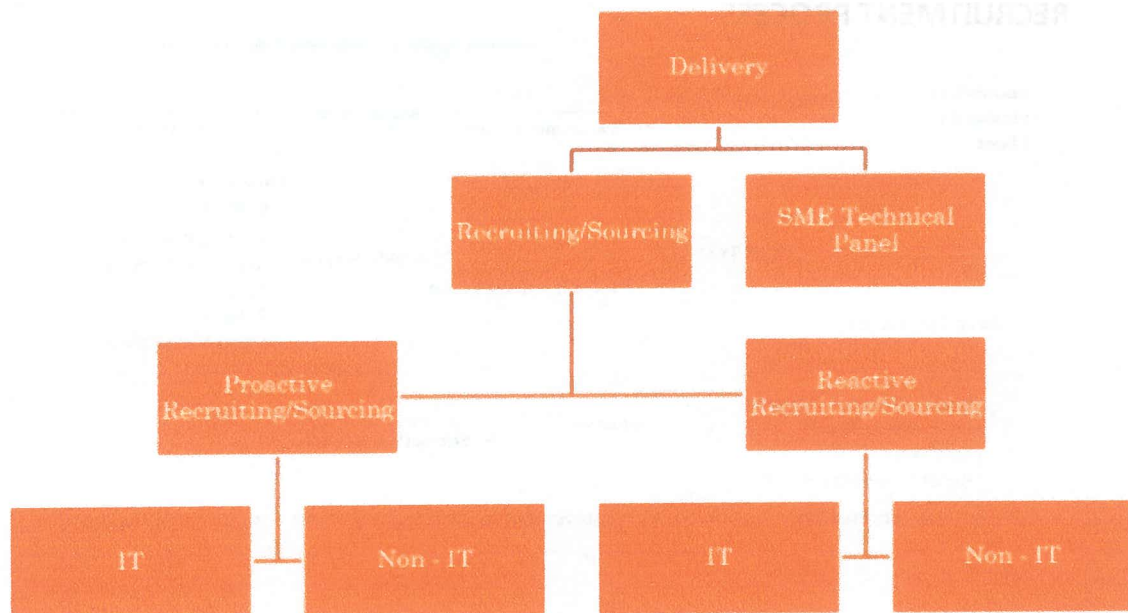
Netsynk Inc. recognizes that timely, transparent, and consistent communication is critical to the success of the recruitment process. Our communication plan ensures that City leadership is informed at every stage and that Netsynk Inc. will address any challenge proactively.

- **Kickoff and Alignment:** At project initiation, we conduct a kickoff meeting with designated City representatives to review the recruitment timeline, establish expectations, and agree upon key points of contact. This meeting sets the foundation for open communication throughout the engagement process.
- **Weekly Status Updates:** Netsynk Inc. provides weekly written updates summarizing progress, upcoming milestones, and any emerging challenges. Updates will be delivered via email and supplemented with scheduled conference calls.
- **Formal Progress Reports:** At each major milestone, such as completion of the needs assessment, launch of recruitment advertising, presentation of candidate pools, and semi-finalist/finalist selection, we provide formal progress reports. These reports include detailed candidate metrics, outreach activities, and recommendations for the next steps.

RECRUITMENT PROCESS

At Netsynk Inc., our staffing process is designed to align with the City's immediate and long-term staffing needs. We combine traditional and modern recruitment strategies to ensure access to the most qualified candidates. This includes leveraging national and local job boards, professional associations, social media platforms, and our proprietary candidate database. Beyond active applicants, we proactively reach out to passive candidates who may not be actively seeking new roles but bring the skills and experience required for specialized City positions. For staff augmentation needs, we maintain a pre-vetted talent pool across diverse job categories, enabling us to quickly deploy resources for temporary, project-based, or long-term placements.

CLIENT CENTRIC MODEL



The ways Netsynk Inc. uses to procure candidates for our clients are as follows:

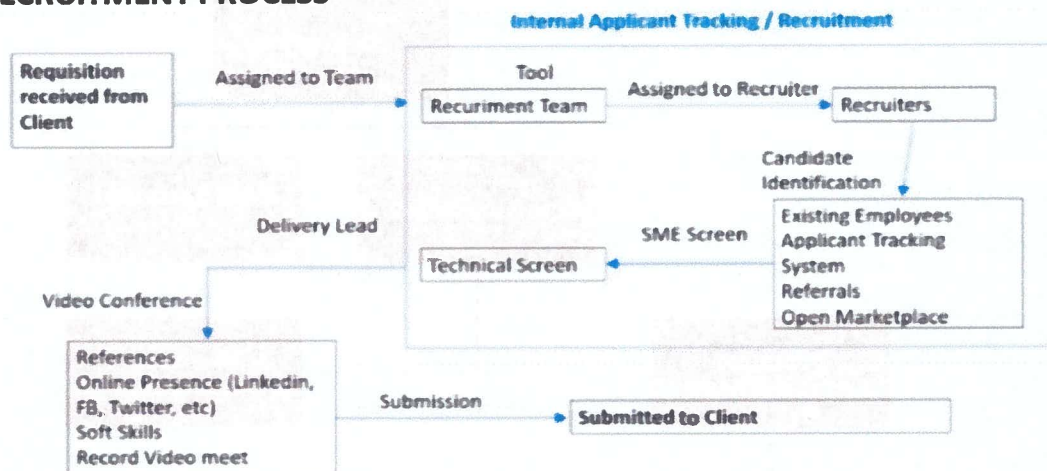
- 1. Proactive Recruitment:** A proactive recruitment team is responsible for sourcing candidates for future opportunities. In other words, these requirements are not published or released by a client. Nevertheless, Netsynk Inc. identifies candidates for future appointments by reaching out to potential candidates to review their skills and availability. This investment helps to develop a pool of resources that can be used in the near future.
- 2. Reactive Recruitment:** Reactive recruitment is conducted by Netsynk Inc. when a service requirement is published or released to vendors in a public domain. All recruiters are trained to conduct sourcing and recruitment by following the best recruitment practices. The recruitment team has access to a database of over a million candidates available on our Applicant Tracking System (ATS). Netsynk Inc. holds a subscription to premium job portals, like Monster, CareerBuilder, and Dice. Our recruitment team maintains a list of qualified candidates for each position to fill vacancies created either by the termination or resignation of candidates. All these candidates are housed in our ATS.

RECRUITMENT PROCESS

We follow a multi-layered evaluation process that reduces hiring risks and ensures candidates meet both the technical requirements and cultural fit of the City's departments. Every applicant undergoes a structured screening process, which includes resume evaluation, skills assessments tailored to the role, and behavioral interviews. Netsynk Inc. also coordinates with City representatives to align interview panels and selection criteria with departmental priorities. Upon request, we conduct comprehensive background checks that cover criminal history, reference verification, education, and employment credentials, as well as drug screenings to safeguard the integrity of the City's workforce. This thorough vetting ensures that only the most suitable candidates progress through the hiring pipeline.

CLIENT CENTRIC MODEL

RECRUITMENT PROCESS



Pictorial representation of sourcing methodology that is used to submit candidates within 48-72 hours

When the requirement is released or published by the client, Netsynk Inc.'s recruitment team starts the work. The Delivery Lead briefs the recruiter on sourcing and recruiting potential candidates for this requirement. The Subject Matter Expert (SME)/Delivery Lead prepares a skill evaluation matrix (refer to Table 1) for the recruiter. The recruiter screens potential candidates and rates them based on their primary and secondary skills. Furthermore, the recruiter determines if the candidate is a good fit for open positions.

Once a candidate clears the screening round, they are sent to the SME/Delivery Lead for yet another screening round. The SME/Delivery Lead records their ratings in the same skill evaluation matrix. The ratings of the recruiter and SME/Delivery Lead must match, or the candidate may not clear the screen conducted by the Delivery Lead. This two-tier skill evaluation check helps to provide quality candidates to our clients.

The Delivery Lead screens candidates via Microsoft Teams videoconferencing. Camera interviews help us identify the candidate and assess their soft as well as technical skills. Additionally, two recent and relevant supervisory references are verified, and the candidate's online presence, such as LinkedIn and Twitter, is also reviewed for authenticity and professionalism. This process ensures the submission of genuine and quality candidates to our clients.

Only after the candidates clear the screen or the interview with the SME/Delivery Lead will they be submitted to the client. The client has the right to review resumes and/or applications for employment and/or interview candidates. The client also holds the right to verify that the prospective candidates work in accordance with the required services.

Phase	Duration	Milestones	Key Deliverables
Phase 1: Project Initiation & Profile Finalization	Week 1	- Conduct kickoff meeting with Governing Body to confirm expectations, communication protocol, and project scope. - Review and finalize draft City Manager recruitment profile prepared by the City Commission.	- Signed project schedule and communication plan. - Finalized recruitment profile and ideal candidate competencies.
Phase 2: Strategy Development & Advertising	Week 2	- Develop targeted recruitment strategy leveraging local, regional, and national sourcing. - Identify and secure appropriate advertising placements (ICMA, NLC, LKM, LinkedIn, GovHR). - Launch AA/EEO-compliant job postings.	- Recruitment strategy document. - Advertising schedule and media placement plan.
Phase 3: Outreach & Candidate Sourcing	Weeks 2–3	- Begin proactive outreach to passive and active City Manager candidates using Netsynk’s curated talent network. - Leverage partnerships and databases for outreach diversity.	- Candidate sourcing log. - Weekly recruitment activity report.
Phase 4: Screening & Evaluation	Weeks 4–5	- Review, screen, and evaluate all applicants against established qualifications. - Conduct preliminary video interviews with top 10–12 candidates. - Narrow the field to 5–6 strongest semi-finalists.	- Candidate evaluation matrix. - Shortlist report with candidate summaries and recommendations.
Phase 5: Semi-Finalist Presentation & Interview Coordination	Week 6	- Present semi-finalist pool to Governing Body for review. - Develop and recommend interview structure and questions. - Schedule first-round interviews (virtual or in-person).	- Semi-finalist presentation materials. - Interview guide and scoring templates.
Phase 6: Final Interviews, Background & Reference Checks	Week 7	- Facilitate finalist interviews with Governing Body and key stakeholders. - Conduct comprehensive background, reference, and credential verifications.	- Finalist background reports. - Interview feedback summaries.

Phase	Duration	Milestones	Key Deliverables
Phase 7: Selection, Negotiation & Appointment Support	Week 8	- Assist in final candidate selection and advise on competitive total compensation package. - Support contract drafting and negotiation. - Coordinate onboarding and communication plan.	- Signed employment agreement. - Post-offer transition plan.
Ongoing Follow-Up	6 & 12 Months Post- Hire	- Conduct follow-up evaluations to assess placement success, performance integration, and City satisfaction.	- Follow-up reports at 6 months and 1 year.

Netsynk Inc's strategy for ensuring candidate diversity and inclusivity:

Netsynk Inc. recognizes the importance of building a candidate pool that reflects the ideals of diversity that the City upholds, and Netsynk Inc. is committed to advancing equitable recruitment practices. Our approach incorporates multiple strategies to ensure that outreach is broad, inclusive, and designed to identify highly qualified candidates from underrepresented backgrounds.

- **Targeted Outreach and Advertising:** We advertise through professional associations and networks that prioritize diversity, including organizations that support women, veterans, and minority professionals in public safety and municipal leadership. In addition, postings are distributed through statewide and national municipal associations to reach candidates beyond traditional recruitment pipelines.
- **Inclusive Job Marketing:** All position announcements are reviewed to ensure the use of inclusive, unbiased language and imagery that encourages applications from individuals of all backgrounds. Messaging practices uphold the City's commitment to equity, inclusion, and community engagement, making the opportunity attractive to a broad range of candidates.
- **Partnerships and Community Networks:** We collaborate with local and regional diversity organizations, including civic groups, community associations, and higher education institutions, to identify and engage potential candidates who may not actively be seeking new roles but whose skills align with the City's needs.
- **Proactive Candidate Sourcing:** Beyond traditional advertising, our consultants engage in direct outreach to qualified individuals who represent diverse perspectives and experiences. This proactive strategy ensures that the City's recruitment process goes beyond passive applicant pools and actively identifies and cultivates a broad range of talent.
- **Commitment to Equity Throughout the Process:** At every stage of the recruitment process, we maintain consistent evaluation criteria and use structured assessments to ensure all candidates are measured equitably. This approach minimizes bias and supports the identification of leaders who not only meet the technical qualifications but also reflect Kentwood's values of diversity and inclusion.

Contact information of municipalities for which Netsynk Inc. has recently conducted similar searches.

The following references are not from the municipality, but they are still comparable. Netsynk Inc. has the experience, expertise, and technical know-how to work with municipalities in the Midwest.

Search Position Recruited	Date Completed	Key Personnel Involved	Client	Reference Contact (Name, Title, Phone, E-mail)
Project Manager	September 2022	President, Delivery Team Lead, Recruiter	CEP Civil Engineering Professionals	Najim Heidari, CEO, Phone - 608 960 7646, E-mail - Najim@cepcompany.com
Salesforce	October 2023	President, Delivery Team Lead, Recruiter	Publicis Sapient	Mahesh Naik, Senior Director, Phone – 602 628 9977, E-mail - mailto:Mahesh.naik@publicissapient.com
University of Arizona	From 15 th September 2024 to 14 th September 2029	UITs Buyer	IT Staff Augmentation Services	Zane Forier, Phone Number - 520 621 1747, E- mail - zfforier@arizona.edu

Netsynk Inc's proposed fee plan

Service Phase	Fee (USD)	Description
Phase 1: Project Initiation & Profile Finalization	2,039.18	Consultation, project design, and competency mapping
Phase 2: Strategy Development & Advertising	2,447.02	Recruitment strategy, ad design, and placement
Phase 3: Outreach & Candidate Sourcing	3,670.52	Active and passive candidate engagement
Phase 4: Screening & Evaluation	3,262.69	Candidate review and semi-finalist selection
Phase 5: Semi-Finalist Presentation & Interview Coordination	2,854.85	Coordination and presentation preparation
Phase 6: Final Interviews, Background & Reference Checks	2,447.02	Background verification and finalist assessment
Phase 7: Selection, Negotiation & Appointment Support	2,039.18	Contract drafting, negotiation, and onboarding assistance
Ongoing Follow-Up	1,631.54	Post-hire performance review and reporting
Total fixed cost	23,292	Inclusive of Professional and optional costs

Based on Kansas City Manager average salary (~\$116,459)

Optional & Reimbursable Costs

Category	Description	Estimated Cost (USD)
Candidate Travel	Lodging and airfare for finalists (as needed)	1,500
Psychometric/Leadership Assessment	Optional executive assessment	800
Advertising Upgrades	Premium listings or extended postings	600

Netsynk Inc's policy for replacement if the selected candidate resigns or is terminated within one year.

Netsynk Inc. is committed to ensuring the long-term success of every placement we make. To assure the City, we offer a clear placement guarantee supported by a structured replacement process.

- **Placement Guarantee Period**

Netsynk Inc. guarantees the performance and retention of all candidates placed for a period of 12 months from the candidate's start date. Should the selected candidate voluntarily resign or be terminated for cause within this period, Netsynk Inc. will conduct a replacement search at no additional professional service cost to the City.

- **Replacement Process**

If replacement becomes necessary, Netsynk Inc. immediately engages in the following process:

- Conduct a debrief with City stakeholders to understand the circumstances leading to the vacancy.
- Reassess the position requirements to determine if adjustments to the job description, qualifications, or expectations are needed.
- Relaunch the recruitment process with renewed outreach, advertising, and candidate engagement efforts, leveraging lessons learned from the initial placement.
- Present a new pool of qualified candidates following the same rigorous screening, reference, and background verification standards used in the original search.

- **Associated Costs**

- **Professional Fees:** Netsynk Inc. waives all professional recruitment service fees for replacement searches conducted within the guarantee period.
- **Out-of-Pocket Expenses:** Only direct reimbursable expenses (such as candidate travel, venue costs for interviews, or advertising, if re-posting is required) will be billed to the City at cost, with prior approval.

City of Abilene

Executive Recruitment Services – City Manager

PROPOSAL / NOVEMBER 5, 2025





November 5, 2025

Shayla Mohr, CMC
City Clerk
City of Abilene, Kansas
419 N. Broadway Street
Abilene, KS 67410

Subject: City Manager Recruitment – Proposal for Executive Search Services

Dear Ms. Mohr:

We are pleased to submit this proposal for executive recruitment services for the City of Abilene's (City) upcoming City Manager search. For over 30 years, Raftelis has been dedicated to helping local governments and utilities across the country solve their financial, organizational, and technological challenges. Our executive recruitment team does this by helping our clients find the best leaders to move their organizations forward and then set those leaders up for success in their new role.

Our search team for the City is comprised of skilled recruiters, seasoned in local government management with extensive professional networks throughout Kansas, the broader Midwest region, and across the country. Collectively, our team has successfully completed over 400 recruitments, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the City.

We look forward to the opportunity to serve the City of Abilene. If you have any questions, please contact my colleague, Anne Lewis, or me directly using the information below.

Anne Lewis, *Senior Manager*, Primary Point of Contact
Phone: 540.757.0316 / Email: alewis@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Catherine Tuck Parrish'.

Catherine Tuck Parrish, *Senior Vice President*
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com



Giving back

The Raftelis Charitable Gift Fund seeks to make a difference on issues that matter to our clients and employees by helping build sustainable, inclusive communities locally and worldwide. We do this by allocating company profits and employee contributions of time and money. We support organizations that:

- Promote efficient, sustainable resource use
- Advance diversity, equity, and inclusion within the public sector
- Invest in access to clean water and sanitation
- Help vulnerable communities by addressing affordability issues

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FIRM BACKGROUND AND QUALIFICATIONS

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Public sector leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. Our team includes former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to enhance the quality of life for the communities they serve. Raftelis provides expertise and insights that help bring about the change that our clients seek.

We believe that our Raftelis team is the *right fit* for this search. We provide customized services that will benefit the City and make this recruitment a success.

RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management consulting practices in the nation. Our executive recruitment team includes six experienced, full-time recruiters and three talented recruitment specialists. As a firm, we have successfully provided executive recruitment services to local governments and utilities across the country for the past 15 years, including work with many municipal organizations throughout Kansas.

DECADES OF COLLECTIVE EXPERIENCE: Our recruiters and subject matter experts have decades of experience in leading public sector organizations across the country. They have served in a wide range of positions, from city manager to human resources director to housing director, and many other essential leadership roles.

PERSONALIZED SERVICE FROM SENIOR-LEVEL RECRUITERS: You appreciate it when deadlines are met, phone calls are returned, and your team as well as your newly placed employee feel valued and heard throughout the recruitment process. While other firms may assign your business to junior-level staff, our clients and candidates receive personalized service from our seasoned recruiters.

NICHE EXPERTISE: Our expertise lies in strengthening public sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for a specific group of municipal clients.



FIRM CAPABILITIES



EXECUTIVE SERVICES: Identify and develop top talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations



FINANCE: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis
- Regulated utility support



COMMUNICATION: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development



STRATEGIC PLANNING/FACILITATION:

Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Climate action planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



STORMWATER UTILITY SERVICES: Implement sustainable financial practices to equitably fund your stormwater program

Stormwater utility development and implementation support



ORGANIZATIONAL ASSESSMENT: Identify needs, plan for the future, and implement positive changes

- Organizational and operational assessments
- Performance measurement
- Staffing analysis
- Sustainability
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



TECHNOLOGY: Gain insights from your data and develop tools to increase effectiveness and engagement

- Cybersecurity services
- Strategic technology planning services
- Financial management technology services
- Customer management technology services
- Maintenance and asset management technology services
- Data management, analytics, and visualization
- Custom software solutions



SOLID WASTE SERVICES: Deliver effective solid waste services while ensuring financial sustainability and customer engagement

- Solid waste plans and sustainable materials management planning and implementation
- Grant application assistance
- Billing technology planning and implementation
- Collection/routing and disposal/processing planning, procurement, and implementation
- Rates and financial modeling
- Benchmarking and best practices
- Regulation and compliance
- Communications and public engagement

City Manager Search Experience

Our firm has been privileged to work with dozens of local governments, utilities, authorities, and special districts throughout the Midwest and across the country to find the right leaders for their organizations. The following table specifically details our firm's City Manager (and equivalent governing body-appointed chief executive positions) recruitments completed over the past 10 years. Reference information for any of these engagements will be provided upon request.

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Arizona	Central Arizona Project	General Manager	2022	6,000,000	2022-Present
Arizona	City of Cottonwood	City Manager	2019	13,000	2019-2022
Arizona	Town of Clarkdale	Town Manager	2021	4,900	2021-Present
Arizona	Town of Payson	Town Manager	2020	16,700	2020-2025
Colorado	City of Boulder	City Manager	2020	108,000	2020-Present
Colorado	City of Grand Junction	City Manager	2024	69,400	2024-Present
Colorado	City of Lafayette	City Administrator	2019	29,000	2019-2023
Colorado	City of Louisville	City Manager	2017	21,000	2017-2021
Colorado	Jefferson County	County Manager	2023	583,000	2023-Present
Colorado	Summit County	Interim County Manager	2022	30,500	2022-2023
Connecticut	Town of Greenwich	Town Administrator	2015	63,000	2015-2024
Delaware	Town of Milton	Town Manager	2017	3,000	2017-Present
Kansas	City of Eudora	City Manager	2023	6,500	2023-Present
Kansas	City of Tonganoxie	City Manager	2017	6,000	2017-Present
Kansas	WaterOne (Johnson County)	General Manager	2023	480,000	2023-Present
Louisiana	Orleans Parish School Board	Chief Operations Officer	2016	384,000	2016-2019

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Maryland	City of Gaithersburg	City Manager	2020	70,000	2020-Present
Maryland	City of Rockville	City Manager	2016; 2024	67,300	2016-2023; 2024-Present
Maryland	City of Takoma Park	City Manager	2021	17,500	2021-2023
Maryland	Town of Garrett Park	Town Manager	2018	2,000	2018-2021
Maryland	Town of La Plata	Town Manager	2025	10,900	2025-Present
Maryland	Town of La Plata	Town Manager	2018; 2025	9,000	2018-2024; 2025-Present
Maryland	Town of Riverdale Park	Town Manager	2017	8,000	2017-Present
Maryland	Town of St. Michaels	Town Administrator	2022	1,100	2022-2025
Minnesota	City of Rochester Public Utilities	General Manager	2023	122,000	2023-Present
Missouri	City of Chesterfield	City Administrator	2016	48,000	2016-Present
Missouri	City of Clayton	City Manager	2020	17,000	2020-Present
Montana	City of Helena	City Manager	2020	34,500	2020-2022
New Hampshire	City of Keene	City Manager	2017	24,000	2017-Present
New Hampshire	Town of Hanover	Town Manager	2022	8,500	2022-2024
New Mexico	City of Las Cruces	City Manager	2020	103,000	2020-2024
New York	City of Batavia	City Manager	2021	15,500	2021-Present
New York	City of Oneonta	City Manager	2017	14,000	2017-2020
New York	Livingston County Water and Sewer Authority	Executive Director	2021	61,200	2021-Present
Ohio	City of Centerville	City Manager	2017	24,000	2017-Present
Ohio	City of Hilliard	City Manager	2020	38,000	2020-2025
Ohio	City of Tipp City	City Manager	2024	10,500	2024-Present

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Ohio	City of Westerville	City Manager	2020	38,000	2020-Present
Ohio	City of Wyoming	City Manager	2021	8,700	2021-Present
Ohio	Jackson Township	Township Administrator	2018	41,000	2018-Present
Ohio	Prairie Township	Township Administrator	2019	18,000	2019-2022
Ohio	Washington Township	Township Administrator	2017	57,000	2017-Present
Ohio	West Chester Township	Township Administrator	2018	63,000	2018-2025
Oregon	Washington County	County Administrator	2020	614,000	2020-Present
Oregon	Benton County	County Administrator	2023	98,000	2023-Present
Oregon	City of Beaverton	City Manager	2021	97,000	2021-Present
Oregon	City of Gresham	City Manager	2021	110,700	2021-2023
Oregon	City of Milwaukie	City Manager	2024	21,600	2024-Present
Oregon	City of Tigard	City Manager	2025	55,600	2025-Present
Pennsylvania	Breakneck Creek Regional Authority	General Manager	2021	10,000	2021-Present
Pennsylvania	City of Farrell	City Manager	2020	5,000	2020-2023
South Carolina	Mount Pleasant Waterworks	General Manager	2020	90,000	2020-Present
Virginia	Bedford County	County Administrator	2019	78,000	2019-Present
Virginia	City of Fairfax	City Manager	2019	25,000	2019-2024
Virginia	City of Harrisonburg	City Manager	2018	54,000	2018-2021
Virginia	Town of Herndon	Town Manager	2025	24,500	2025-Present
Virginia	Fairfax County	County Executive	2018	1,142,000	2018-Present
Virginia	Fauquier County	County Administrator	2023	75,200	2023-Present

State	Organization	Governing Body-Appointed Position	Year Conducted	Population of Jurisdiction/Service Area	Tenure Of Placement
Virginia	Harrisonburg-Rockingham Regional Sewer Authority	Executive Director	2021	55,000	2021-Present
Virginia	Town of Ashland	Town Manager	2017	8,000	2017-Present
Virginia	Town of Warrenton	Town Manager	2018	10,000	2018-2022
Washington	City of Bothell	City Manager	2022	50,200	2022-Present
Washington	City of Camas	City Manager	2022	27,300	2023-Present
Washington	City of Shoreline	City Manager	2022	61,400	2022-Present
West Virginia	City of Morgantown	City Manager	2025	30,500	2025-Present
Wisconsin	Central Brown County Water Authority	General Manager	2018	22,000	2018-Present
Wisconsin	Madison Metropolitan Sewerage District	Executive Director	2024	575,400	2025-Present

In addition to our successful prior searches listed above, we are currently conducting the following active City Manager (and equivalent) searches.

State	Organization	Governing Body-Appointed Position	Current Phase	Population of Jurisdiction/Service Area
Michigan	City of Kalamazoo	City Manager	Supporting Finalist Selection and Offer Negotiations	74,000
North Carolina	Town of Matthews	Town Manager	Supporting Finalist Selection and Offer Negotiations	32,000
Ohio	City of Hilliard	City Manager	Conducting Outreach and Initial Screening	38,000
Ohio	Northwestern Water and Sewer District	District President	Conducting Outreach and Initial Screening	140,000
Virginia	City of Fairfax	City Manager	Supporting Finalist Selection and Offer Negotiations	25,000

PROJECT TEAM

Recruitment Team

OUR TEAM INCLUDES SENIOR-LEVEL RECRUITERS WHO PROVIDE SEARCH LEADERSHIP WITH SUPPORT FROM A TALENTED GROUP OF RECRUITMENT SPECIALISTS.

This close-knit group has frequently collaborated on similar successful recruitments, including many of our firm's City Manager (and equivalent) searches detailed in the prior section. On the following pages, we have included resumes for our proposed team members for the City's search.

The Executive Services Practice Leader, Catherine Tuck Parrish, will designate a Lead Recruiter at the outset of this search. The Lead Recruiter will manage all day-to-day aspects of the recruitment process, ensuring it is within budget, on schedule, and effectively meets the City's objectives. They will screen all

applicants and conduct interviews with the candidates who best meet the requirements in the position profile. They will facilitate all meetings, including the semi-final and final interviews, with key stakeholders at the City. They will present recommended top candidates to the City and facilitate semi-finalist and finalist selections with the City Commission. They will be the main point of contact for the City as well as all applicants throughout the recruitment process.

A Recruitment Specialist will be assigned based upon workload and availability. The Recruitment Specialist works at the direction of the Lead Recruiter to assist in targeted outreach, candidate communication, research on recommended top candidates, production of deliverables, and other activities as needed.

With the current and anticipated workload of our proposed team for the City, we have the capacity to kick off this search immediately following contract execution. As a rule, Raftelis operates at a company-wide utilization rate of approximately 65% to 75%. This level of utilization, which we expect to continue through the duration of this search, will provide this proposed team with ample time to dedicate to this City Manager recruitment. Our team of six Recruiters and three Recruitment Specialists participates in weekly review meetings to ensure the needs of all our clients are met during the current and future weeks, with workload adjustments made as necessary.



Catherine Tuck Parrish

PRACTICE LEADER/RECRUITER

Senior Vice President

PROFILE

Catherine leads our executive services practice area that addresses workforce issues through executive recruitment, coaching for local government leaders, and facilitating performance evaluations for council/board appointees. She has over 30 years of management experience working for local governments of all sizes and a nonprofit association. Catherine has conducted hundreds of searches for manager/administrator, general manager/executive director, deputy/assistant manager, police chief, fire chief, and directors of public works, planning, economic development, finance, human resources, information technology, human services, and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects, such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee engagement, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, forms of government issues, and recruitment. She also worked for the City of Denton, Texas.

Catherine chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C., metro area. Catherine has spoken at national and state conferences on a variety of topics, including workforce and recruitment trends, civility, effective councils, ethics, forms of government, human resources, strategic planning, budget strategies, developing high-performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. Catherine is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Facilitated evaluations
- Coaching
- Community engagement
- Employee engagement

Professional History

- Raftelis: Senior Vice President (2025-present); Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration – University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration – University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Anne Lewis

RECRUITER

Senior Manager

PROFILE

Anne is a seasoned professional specializing in executive recruitment services for local and state governments, special service districts, not-for-profit organizations, and school districts. With nearly 20 years of experience in local government management, she has a proven track record of success, having previously led the public sector advisory practice executive recruitment team for a national firm. Anne has successfully completed over 125 C-suite level recruitments, including positions for city, county, and town managers, deputy managers, and directors of human services, parks and recreation, tourism, public works, finance, and human resources.

Before consulting with local government, Anne was an assistant county administrator for Loudoun County, Virginia, a deputy city manager for Harrisonburg, Virginia, and an assistant city manager for Winchester, Virginia. She has more than 17 years of experience in local government, including positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director, and convention and visitors' bureau executive director. She has also been responsible for parks, recreation, and community services, information technology, animal services, general services, and legislative programs.

Anne has presented on recruitment trends and barriers in recruitment to conference attendees at the Public Sector Human Resources Association, National Association of Counties, Virginia Local Government Management Association, and the Virginia Women Leading Government Leadership Institute.



Specialties

- Executive search

Professional History

- Raftelis: Senior Manager (2025-present)
- Baker Tilly: Managing Director (2023-2025); Co-Practice Leader (2021-2023); Director (2020-2021)
- County of Loudoun, Virginia: Assistant County Administrator (2018-2020)
- Springsted | Waters: Senior Vice President (2016-2018)
- City of Harrisonburg, Virginia: Deputy City Manager (2010-2016)
- City of Winchester, Virginia: Assistant City Manager (2006-2010); Assistant Administration Director (2005-2006); Human Resources Manager (2003-2005); Personnel Assistant (2000-2002)

Education

- Master of Science in Organizational Leadership and Public Administration – Shenandoah University
- Graduate Certificate in Public Management - Shenandoah University
- Bachelor of Business Administration – Shenandoah University
- Associate of Arts and Sciences in Business Administration – Lord Fairfax Community College
- Certificate of Graduation for Senior Executive Institute (SEI) and Leading, Educating, and Developing (LEAD) – University of Virginia Weldon Cooper Center for Public Service

Professional Memberships

- International City/County Management Association (ICMA)
- National Association of Counties (NACo)
- Virginia Local Government Management Association (VLGMA)
- Virginia Municipal League (VML)
- Virginia Women Leading Government

Sarah Slegers

RECRUITER Manager

PROFILE

Sarah has 20 years of diverse experience in local government, higher education, consulting, and technology sales, which gives her a unique perspective in her work with local governments and utilities. She is skilled at bringing a broad range of stakeholders together, aligning vision and goals, and working backward from the desired result. She's an active listener, open and empathetic communicator, and is passionate about helping clients improve the communities they serve.

While with Raftelis, Sarah has successfully placed several key local government department heads. She also contributed to dozens of successful local government and nonprofit executive searches nationwide in her role with a prior firm. Sarah has an extensive professional network spanning the public and private sectors, particularly in highly specialized fields such as information technology. She has deep expertise in public procurement, financial management, and technology, and understands the skill sets needed to lead teams successfully in these areas.

Sarah has spoken on government technology and procurement trends at regional and national professional association events, including the International City/County Management Association (ICMA), the National Association of Counties, and the Institute for Public Procurement (NIGP). She's also an active volunteer in youth sports organizations in her Garden Grove, California, community and with the Orange County Rescue Mission.



Specialties

- Executive search
- Process improvement
- Goal setting/performance management
- Negotiation

Professional History

- Raftelis: Manager (2025-present)
- Amazon Web Services (AWS): Business Development and Capture Manager (2021-2025)
- City of Long Beach, California: Financial Services Officer/Consultant (2018-2021)
- University of California-Irvine: Principal Finance Analyst (2016-2018)
- American University: Assistant Director of Budget (2014-2016); Senior Budget Officer (2012-2014)
- The Novak Consulting Group: Associate Consultant (2010-2012)
- County of Arlington, Virginia: Management Analyst (2008-2010)
- County of Fairfax, Virginia: Budget Analyst (2007-2008)

Education

- Master of Public Administration in Local Government Management – University of Kansas (2007)
- Bachelor of Arts in History – Centre College (2003)

Certifications

- Amazon Web Services (AWS) Certified AI Practitioner
- Amazon Web Services (AWS) Certified Cloud Practitioner

Robert Colichio PMP, SHRM-CP

RECRUITMENT SPECIALIST

Senior Consultant

PROFILE

Robert has over 10 years in full-lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter, Robert has engaged in searches within both the public and social sectors. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management, with over 500 clients served, leading and coaching them through complicated organizational changes, ranging from individual executive employee transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and developed multiple large-group workshops for companies. He has extensive and diverse project management experience, including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

- Master of Business Administration in Organizational Behavior – Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration – University of Oregon, Lundquist College of Business (2006)

Certifications

- Project Management Professional (PMP) No. 4108264
- Society for Human Resource Management – Certified Professional (SHRM-CP)

Professional Memberships

- Society for Human Resource Management (SHRM)

APPROACH AND METHODOLOGY

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

We begin each search by conducting a thorough needs assessment to understand the essential experience and background your new employee must possess. We also help you define the new incumbent's first-year goals so that your organization and the new employee are on the same path toward success. Based on broad input from both internal and external stakeholders, we build a customized position profile for each search, ensuring we attract the best applicants from across the country.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes our search process to fit your needs. Often, the candidates best suited to a position are already employed and not searching for a new job via traditional channels. So, we leverage our team's extensive, diverse professional networks to attract the best talent nationwide. We have demonstrated success assembling candidate pools that are racially, ethnically, and gender diverse. We are dedicated to helping local governments fill leadership positions with candidates that reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise positions with national organizations that represent people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network (LGHN), the International Network of Asian Pacific Islander Public Administrators (I-NAPA), and the League of Women in Government. Once we have identified a highly qualified pool of candidates, we manage the full hiring process, from interviews to background checks to final offers. We provide personalized support to your team as well as applicants to ensure a thorough, equitable, and transparent search process from start to finish.



39% of our recruitments result in the hiring of **women**

21% of our recruitments result in the hiring of **people of color**

Supporting Success

We support your new leader's long-term success by creating an actionable first-year work plan. Many firms focus solely on finding qualified applicants, leaving the new employee and the City on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for a successful first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and the City. In the end, we are not just looking for a successful candidate; we are looking for the right employee to be successful in their new position long after their initial hire.

Proposed Scope of Work

THE FOLLOWING IS A DETAILED DESCRIPTION OF OUR PROPOSED SCOPE OF WORK FOR ABILENE'S CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of your ideal City Manager. We will conduct a search kick-off meeting with the City Commissioners, as well as Human Resources, to discuss the overall process and timeline for this search. We will then meet with the Commissioners individually and once again as a group to understand everyone's unique perspective on the desired skills and experiences the next City Manager should possess. We will also conduct a meeting with the Interim City Manager and a group meeting with the City's department directors to gather their input. During this process of engagement, we will discuss not just the technical skills needed for the position but also what makes the right organizational fit in terms of traits and experiences.

During our discovery meetings with the Commissioners, we will discuss the frequency and format of community engagement that the City may wish to include in this process, advise on how best to incorporate engagement elements into the search, and provide the required resources to facilitate the desired activities. We advise that the City consider including community engagement elements early in the search process to inform the position profile and first-year goal development, and possibly during final interviews to allow for in-person community interaction with the finalist(s). We have included estimated costs for optional community engagement activities offered by Raftelis in the Cost section of this proposal.

Based on the information gathered in our meetings, we will develop a recruitment plan that focuses on the Midwest region and extends across the country. We will prepare a position profile unique to Abilene. The profile will identify the organization's needs, strategic opportunities, and the personal and professional characteristics of the successful candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage candidates to pursue the position. Our team of professional graphic designers will create a recruitment brochure that includes the position profile and information about the organization and the broader community. We will work with you to eliminate barriers for underrepresented groups wherever possible, including years of service, levels of education, and other strict requirements that might eliminate a candidate well-suited for the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what is expected of them, that the City Commission has clearly identified objectives for the next City Manager, and that the successful candidate can hit the ground running with an actionable work plan. Once drafted, we will review the recruitment plan, brochure, and first year goals with the City Commission (and other key stakeholders, as desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Recruitment plan and brochure, including first-year goals for the new City Manager

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and similar regions for our targeted recruitment. We will place advertisements with national, state, and regional professional organizations, which may include the following, as well as additional relevant sites identified in the recruitment plan:

• Kansas Association of City/County Management (KACM) • League of Kansas Municipalities (LKM) • Missouri Municipal League (MML)	• International City/County Management Association (ICMA) • National League of Cities (NLC) • National Forum for Black Public Administrators (NFBPA) • Local Government Hispanic Network (LGHN)
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As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. We will directly contact highly qualified applicants in our extensive candidate database and across our firm's nationwide professional networks. We will utilize LinkedIn and other marketing and sourcing tools to broaden our reach. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider this leadership opportunity with the City.

As applications are received, we will acknowledge each one and keep all applicants aware of their status. We will screen each applicant against the ideal candidate profile and conduct interviews via phone or videoconference with those applicants who most closely meet the profile of the successful candidate. We will then meet with the City Commission (and other key stakeholders, as desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the Commission will finalize a list of candidates to invite for semi-final interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

We will collaborate with you to design and facilitate a multi-step interview process, which could include candidate presentations, panel discussions with internal and external stakeholders, tours, meet-and-greets, and unstructured one-on-one interviews. Customized interview questions and information about each candidate will be provided for the semi-final and final interview rounds, and we will conduct pre- and post-interview briefings with all those involved. It is our standard practice to conduct semi-final interviews virtually. Raftelis will be on-site with you for final interviews, which will be held in person. We will coordinate scheduling logistics and provide candidates with all relevant details, including any travel policy requirements. We will work with a primary point of contact at the City for scheduling, including suitable venues for all in-person interview events. Any travel expenses for the finalists, if applicable, will be borne and reimbursed directly by the City.

The City Commission will select the top candidate following final interviews. We will facilitate the Commission's finalist selection by framing what we have learned about the candidates in the context of the position requirements and organizational culture fit. Once a top candidate is selected, we will speak with that individual's references to confirm the strength of their credentials. A full background check will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history. We will keep all other candidates apprised of their status and release them at the appropriate time.

We will also assist the City in negotiating the chosen finalist's employment offer. We provide information about the best practices in total compensation, and we will have obtained information on the top candidates' comfort with the advertised salary and benefits for the position. We will conduct informal check-ins with the top candidate periodically throughout their first year on the job to ensure that both the City and the new Manager are thriving. We

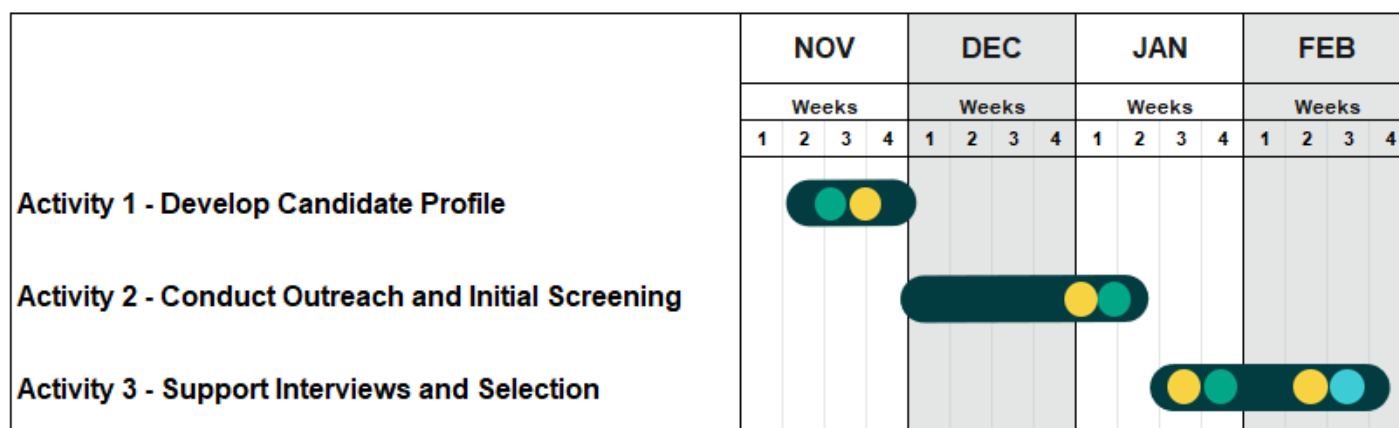
offer optional support for both the new Manager and the City Commission in the form of leadership coaching and facilitated performance evaluation services, both of which are detailed later in this proposal under the “Fee Proposal” section.

DELIVERABLES:

- Semi-final and final interview materials
- Full reference and background check results on the top candidate

Proposed Timeline

Included below is a proposed timeline for your City Manager search. If selected, we will review this timeline with the City during our kick-off meeting and adjust as necessary when developing the recruitment plan, including any desired modifications to the number of in-person meetings. As previously noted, we have the capacity to kick off this search immediately following contract execution.



- *In-Person Meetings*
- *Virtual Meetings*
- *Deliverables*

Our average governing body-appointed position recruitment process spans 12 to 16 weeks and is divided into three structured activities as outlined in our scope of work and the graphic above. We make every effort to complete our searches as quickly and efficiently as possible. This proposed timeline is dependent on interest, availability, and responsiveness from candidates and the availability of key stakeholders at the City. The Lead Recruiter will manage this timeline closely, providing regular updates and maintaining flexibility to accommodate the City’s needs, while ensuring we remain on schedule.

ESTIMATED TIMEFRAME AND KEY DELIVERABLES BY ACTIVITY

Activity 1 - Develop Candidate Profile (Estimated: 2-3 weeks)

- Recruitment plan; Recruitment brochure, including first-year priorities for the new City Manager

Activity 2 - Conduct Outreach and Initial Screening (Estimated: 5-6 weeks)

- Advertisements; Candidate outreach; Candidate Review meeting materials

Activity 3 - Support Interviews and Selection (Estimated: 5-6 weeks)

- Semi-final and final interview materials; Results of full background and reference checks on top candidate

REFERENCES

References

Raftelis is uniquely positioned to perform this recruitment because of our expertise in local government management and our extensive network throughout the Midwest and across the country. Our clients tell us we are more than just recruiters—we are trusted advisors. The following table lists a select number of comparable recruitments we have conducted and references for each of them.

Organization	Recruitment(s) and Year(s) Conducted	Contact
City of Eudora, Kansas	City Manager (2023)	Susie Yuran, Human Resources Director P: 785.542.2153 E: syuran@cityofeudoraks.gov 4 E. Seventh Street Eudora, KS 66025
City of Tonganoxie, Kansas	City Manager (2017)	George Brajkovic, City Manager P: 913.845.2620 E: gbrajkovic@tonganoxie.org 321 S. Delaware Tonganoxie, KS 66086
City of Clayton, Missouri	City Manager (2019)	David Gipson, City Manager P: 314.290.8400 E: dgipson@claytonmo.gov 10 North Bemiston Avenue Clayton, MO 63105
City of Hilliard, Ohio	- City Manager (2025-<i>Current Search</i>; 2019) - Public Service Director (2025-<i>Current Search</i>) - Deputy Police Chief (2024, 2021) - Finance Director (2023)	Colleen Lemmon, Chief People Officer and Human Resources Director P: 614.334.2345 E: clemmon@hilliardohio.gov 3800 Municipal Way Hilliard, OH 43026
City of Westerville, Ohio	- City Clerk (2024) - City Manager (2020) - Finance Director (2010)	Mike Heyeck, Council Chairperson P: 614.901.6400 E: michael.heyeck@westerville.org Monica Dupee, City Manager P: 614.901.6400 E: monica.dupee@westerville.org 21 S. State Street Westerville, OH 43081

FEE PROPOSAL

Cost

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$31,800. This includes all professional fees and expenses for Raftelis. The fee reflects our firm's standard practice of conducting all meetings virtually until final interviews, when the Lead Recruiter will be on-site, in-person with the City.

Should you wish to include additional in-person meetings in the scope of this search, those adjustments may be discussed with the Lead Recruiter during the search kickoff meeting. Additional in-person meetings will increase this fixed fee by \$1,500 per trip (one trip includes on-site in-person activities with the Lead Recruiter for a full business day).

We estimate the following additional costs to the City, which will be invoiced at cost as completed.

Advertising	Not to exceed \$3,000 total.
Background checks	Not to exceed \$500 per background check.
Finalists' interview travel	Variable based on the number of finalists and their travel needs. These expenses are borne and reimbursed directly to finalists by the City.

The fixed fee will be invoiced as follows:

Activity 1 – \$7,745	After the delivery of the recruitment plan and brochure.
Activity 2 – \$12,915	After the candidate review meeting and semi-finalist selection.
Activity 3 – \$11,140	After the final interviews are completed.

Within six months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this search, the additional fee shall be \$15,000.

GUARANTEE

Service Guarantee

If, within the first twelve (12) months after the hire date, the placed candidate leaves employment with the City for any reason other than death, disability, or separation initiated by the City without cause, Raftelis will conduct a replacement search for the position without charging a Professional Services Fee. The costs to the City will be limited to the direct expenses related to the replacement search (e.g., advertising, background checks, recruiter travel). Within this guarantee period, Raftelis must be notified in writing of the separation within 10 days of its effective date. Additionally, the City will confirm that all appropriate onboarding activities for the placed candidate were completed and that the placed candidate had regular meetings and, if applicable, an evaluation(s) with the City Commission.

OPTIONAL RELATED SERVICES

Community Engagement Design and Facilitation

We will discuss the frequency and format of community engagement that the City Commission may wish to include in this recruitment process during initial scoping discussions in Activity 1. Optional community engagement elements offered by Raftelis and associated costs include:

Online Community Feedback Survey	\$2,500 per Survey (includes written report of results)
Community Focus Group/Listening Session – Virtual or In-Person	\$2,500 per Focus Group (for in-person, includes an additional \$1,500 fee for facilitator travel expenses)
Facilitated Public Meetings – In-Person	\$5,000 per Meeting (includes feedback solicitation from attendees; if held outside the final interview process, the fee includes an additional \$1,500 fee for facilitator travel expenses)

Leadership Coaching

Raftelis has trained coaches with practical experience as former local government leaders who provide one-on-one coaching to executives, department heads, and mid-level managers. The process includes setting goals, developing and executing a coaching plan, and individual coaching sessions (all conducted virtually). Local governments and utilities utilize this service to help new leaders acclimate to their roles and responsibilities and adjust to the complexities of the organization. We help leaders of varying tenures with navigating difficult conversations, improving their interactions with the governing body and/or the public, building strong teams, and preparing future leaders within their organization.

COST:

- Typical cost for this service is \$10,000 (calculated based on coaches' hourly rate of \$260)

Facilitated Evaluations

Raftelis has seasoned former local government managers who deliver facilitated evaluations for governing body-appointed staff, including city managers, executive directors, general managers, etc. This process includes input from every governing body member through the facilitator, an employee self-assessment, a guided conversation in executive session (in accordance with all relevant open meeting laws), goal setting for the next year, and an evaluation document. This is an objective process that allows each member of the governing body's voice to be included and ensures the executive receives meaningful feedback. This process may also include a 360-review component, if desired.

COST:

- Typical cost for this service is \$13,000 to \$17,000 (depending on scope, such as the inclusion of a 360-review)

CITY OF ABILENE, KANSAS

REQUEST FOR PROPOSALS (RFP)

EXECUTIVE SEARCH FIRM

– CITY MANAGER
RECRUITMENT

SUBMITTED BY:

JOHN NORWOOD

BUSINESS DEVELOPMENT MANAGER

PHONE: (281) 277-1411 (O),

(281) 455-1411 (M)

EMAIL: JNORWOOD@RECRUITING-
SOURCE.COM



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1. Cover Letter

Date: November 5, 2025

Attn. to: Shayla Mohr, CMC
City Clerk
City of Abilene, Kansas
419 N. Broadway Street
Abilene, KS 67410

Subject: Request for Proposals (RFP): Executive Search Firm – City Manager Recruitment

Dear Ms. Mohr and Members of the City Commission,

Recruiting Source International, LLC (RSI) is pleased to submit our proposal to provide executive search services for the recruitment of the next City Manager for the City of Abilene, Kansas. We appreciate the opportunity to partner with a city that holds such a rich historical legacy and forward-looking vision for its community. RSI fully understands the importance of this engagement—the selection of a City Manager is one of the most critical decisions facing your governing body, shaping the City's leadership and future direction.

With over two decades of experience in executive and professional recruitment, RSI has successfully supported local governments and public-sector organizations nationwide in identifying, attracting, and securing transformative leadership talent. Our team brings specialized expertise in municipal executive searches, including City Manager and senior administrative placements, supported by proven methodologies that ensure transparency, inclusivity, and alignment with the City's values and strategic priorities.

RSI's approach is grounded in collaboration and community alignment. We begin by engaging closely with the City Commission to develop a tailored recruitment profile reflective of Abilene's unique character, organizational goals, and service priorities. From there, we employ a combination of national outreach, targeted regional networking, and direct candidate engagement to identify both active and passive candidates who demonstrate not only the technical qualifications but also the leadership presence and vision to guide Abilene's continued success.

We are committed to delivering a search process that is efficient, equitable, and outcome focused. RSI will serve as a trusted advisor throughout every phase—from defining the ideal candidate profile to facilitating interviews and contract negotiations—ensuring that the City Commission is supported by clear communication, responsive service, and thorough candidate evaluation.

On behalf of RSI, I want to express our enthusiasm and commitment to providing the City of Abilene with a comprehensive, high-quality executive recruitment experience. We look forward to the opportunity to work collaboratively with your team to secure the next City Manager who will lead with integrity, innovation, and dedication to public service.

Thank you for considering our proposal. Please feel free to contact me directly at (281) 394-7886 or via email at JNorwood@recruiting-source.com should you have any questions or require additional information.

Sincerely,

John Norwood

John Norwood

Business Development Manager
Recruiting Source International, LLC
21210 Kingsland Blvd, Suite 2000
Katy, Texas 77450

2. Firm Qualifications

2.1: Overview of the firm's background, areas of expertise, and experience conducting municipal executive searches.

Established in 2003, Recruiting Source International LLC (RSI) emerged as a premier Executive Search and Recruitment services firm, offering Temporary, Temp-to-Hire, and Direct Hire, boasting an extensive history of providing top talent across the nation. Headquartered in Katy, Texas, RSI has a 5,600-square-foot facility with offices, training space, and conference rooms, allowing our team to work well and provide quality service to clients. RSI's high-performing project management division has tremendous value added to the clients.

We have set ourselves apart from similar-sized firms through our *Lean Six Sigma-driven streamlined processes*, grassroots recruiting methodologies, responsiveness, and superior customer service to our clients. We have robust systems, an expansive database of professionals, and a vast talent reach that allows us to bring professionals to your organization quickly and efficiently.

Business Model and Certifications:

RSI's business model revolves around diversity, inclusion, and tailored workforce solutions by increasing talent capacity in the interim with qualified professional staff.

RSI has implemented Lean practices as a tool to drive efficient operations throughout the organization. These practices help us to mirror our clients' processes and make the interfacing seamless. RSI's Leadership is committed to building strong partnerships and delivering results that positively impact our clients' operations and bottom line.

RSI holds a Small Business Enterprise (SBE), Minority and Women Business Enterprise (MWBE), Disadvantaged Business Enterprise (DBE), Women Owned Small Business (WOSB), and Historically Underutilized Business (HUB) with the State of Texas. RSI is dedicated to promoting equal opportunities and supporting underrepresented businesses.

Awarded BY **THE HOUSTON
MINORITY SUPPLIER
DEVELOPMENT COUNCIL EXPO
RIGEL STRATEGIC TEAMING
AWARD**

AWARDED BY **THE HOUSTON
BUSINESS JOURNAL – LARGEST
HOUSTON AREA TEMPORARY
STAFFING FIRM (2019, 2020)**

#1 RANKED BY LOUISIANA STATE
UNIVERSITY (LSU) AWARDED
RECRUITING SOURCE
INTERNATIONAL (RSI) (2016)

LSU TOP 100 COMPANIES LIST

**TOP 50 PROFESSIONALS &
ENTERPRISING WOMEN OF THE
YEAR IN 2017**

2020, 2021 INC. 5000 LIST AND
2018 BY ENTERPRISING WOMEN
MAGAZINE

350K + PRE-SCREENED
CANDIDATES DATABASE

**FINANCIALLY STABLE AND
DEBT-FREE COMPANY**

30+ YEARS OF OVERALL
RECRUITING LEADERS'
COMBINED EXPERIENCE

50+ PUBLIC SECTOR & 150+
PRIVATE SECTOR CONTRACTS

DIR CONTRACT HOLDER

**SBE, MWBE, DBE, WOSB, HUB,
MBE CERTIFIED**

NATIONWIDE BANDWIDTH

Recruiting Source International LLC (RSI) is committed to fostering diversity and inclusion in all aspects of its operations. RSI holds various socioeconomic certifications that affirm its dedication to promoting equal opportunities and supporting underrepresented businesses. Our certifications reflect our commitment to creating a diverse workforce and contributing to economic growth in underserved communities.

At Recruiting Source International (RSI), our guiding principle is simple: “*We Specialize in Right Fit Placements.*” We believe that hiring the right people is essential to an organization’s success, and we are committed to understanding the City’s workforce needs and delivering top-tier talent that seamlessly integrates into your teams. Our approach aligns perfectly with the City’s strategic vision, ensuring that our staffing solutions support airport operations, employee development, and long-term growth.

- **Investing in People & Resources:** RSI prioritizes workforce excellence by leveraging our extensive talent network, innovative recruitment strategies, and industry expertise to identify, attract, and place highly qualified professionals. We continuously enhance our processes, technology, and industry best practices to provide the City with top-notch staffing solutions that drive operational efficiency.
- **Planning for the Future:** RSI takes a proactive approach to talent acquisition, ensuring that the City has a skilled, adaptable workforce ready to meet evolving business and operational needs. We stay ahead of industry trends, workforce shifts, and aviation staffing demands, enabling us to provide future-ready hiring solutions that align with the City’s growth and development strategies.
- **Preparing for the Unexpected:** RSI understands the dynamic nature of airport operations and the need for resilient, flexible staffing solutions. Our rapid response recruiting model ensures that the City is equipped with qualified personnel to handle urgent hiring needs, operational shifts, and unforeseen challenges. By maintaining a strong talent pipeline and adaptable staffing models, we provide the City with the workforce agility needed to navigate real-world incidents with confidence.

RSI’s commitment to diversity is embedded in our recruitment and operational practices. We actively seek and encourage diversity in our talent pool by implementing policies promoting equal opportunity and inclusivity. RSI’s diverse workforce and network of partners ensure that we bring a range of perspectives, experiences, and expertise to the table, allowing us to serve our clients and their unique needs better.

Recruiting Source International, LLC



Our diversity initiatives include:

- Promoting recruitment from underrepresented groups
- Encouraging minority- and women-owned business participation in contracts
- Ensuring equal opportunity for competition in recruitment, especially for protected groups
- Establishing policies to maintain a diverse and inclusive work environment

At RSI, we understand the entire life cycle of public sector projects from the inception of projects based on operational needs to the assessment of project requirements & technology selection to implementation and long-term maintenance and support. All our resources are multifaceted and come with years of commendable performance. The project completion rate of our consultants is 97%, and 3% is attributed to unforeseen situations like project shutdown, health issues, relocation, etc. We appreciate the experience that our candidates have from various industries, and we like to leverage it for the mutual benefit of both clients and candidates.

We understand that discovering, engaging, and obtaining the most qualified personnel to recruit is critical to most firms' success. RSI Direct Placement offers a specialized recruiting team with well-established contacts with top talent around the country. RSI recruitment process, expertise, a national network of 50+ communities, and a proprietary database of 350K candidates enable us to produce consistent, efficient, and accurate talent matching your specific staffing requirements. With several accolades for client and talent satisfaction, it is always our mission to gain your trust and become your preferred direct placement talent source.

RSI Memberships: Women's President Organization (WPO), Women Business Enterprise National Council (WBENC), National Minority Supplier Diversity Council (NMSDC), Houston Minority Supplier Diversity Council (HMSDC), and Greater Houston Chamber of Commerce, to name a few.

Recruitment Experts: Our robust systems, a comprehensive database of candidates, and a far-reaching talent reach allow us to provide quality resources to your organization quickly and efficiently. At RSI, we strive to consistently attract, develop, and retain the most qualified talent. You enjoy the same caliber of talent as 50+ supporting personnel related to providing the services of the type and kind required in this RFP, as the big firms with exceptional results, deep relationships, and better value.

RSI specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through more than 23 years of placing top and mid-level executives in public agencies throughout the United States.

Unmatched Recruitment Experience for Government Agencies. RSI has considerable expertise in the recruiting of executive-level professionals across the United States for public bodies. Our knowledge of the ethos and policies of the public sector fundamentally sets us apart from our rivals.

Seasoned Recruiters. In hiring and positioning executive-level, senior-level, and lower-level professionals, our recruiters have a high level of experience. Our expert team comprises an

outstanding group of full-time staff, as well as a full complement of subject matter specialists, occasional staff, and part-time staff with a breadth of experience in the public and private sectors.

Detailed Needs Assessments. To identify 1) potential organizational direction, we perform a comprehensive needs assessment; 2) challenges facing the position; 3) the working style and organizational climate, and 4) core and job-specific competencies, as well as personal and professional characteristics needed.

The Success of Recruiting Non-Job-Seeking Talent. We understand that the very best applicants might not be looking for a career change for certain types of positions, so our recruiting team takes a very active approach to finding and hiring those candidates.

Vast Pool of Public Agency Contacts. RSI maintains a candidate database and a comprehensive network of external resources to optimize roles at the executive level. To have a strong list of competitive applicants who will be well prepared to help you achieve your unique goal and objectives, we use our large pool of public and non-profit contacts.

Satisfied Clients. On a scale of 5, our client satisfaction rating averages 4.6. Although many businesses speak about customer satisfaction, how many indicators are influenced by measuring customer satisfaction by circulating written surveys and connecting the outcomes of these surveys to their performance management system? Ok, RSI does. At the end of any engagement, a client satisfaction survey is sent seeking input on the quality of our employees, deliverables, and the overall consulting relationship.

Strong Base of Repeat Clients. We ensure that we recognize the problems of our customers and tailor our process to meet their needs. As a result, we have a long and growing list of returning customers who are searching for multiple engagements from our services.

RSI encourages applicant diversity or minority and incorporates a variety of activities to attract the best available candidates and pool. To maintain equal employment opportunity, RSI has established procedures and policies that ensure equal opportunity for competition in recruitment for all potential applicants, especially members of underrepresented protected groups. *Here is a glance at our recognition & achievements:*



By: RSource On: July 29, 2018

Need to Hire Talent? 25 International Recruiters Who Can Help

enterprising
Women
OF THE YEAR AWARD
WINNER

By: RSource On: July 29, 2018

2017 Enterprising Women of the Year Award Winners

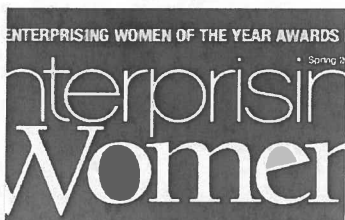
The Enterprising Women of the Year Awards



By: RSource On: November 25, 2017

Recruiting Source Ranked Number 1 in LSU Top 100

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By: RSource On: September 21, 2018

RSI Winner with over \$1 Million in Annual Revenues – Enterprising Women

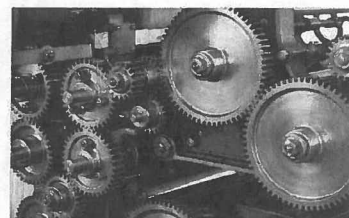
View the Enterprising Women Spring 2017



By: RSource On: July 30, 2018

2016 LSU 100 Ranked List Announced at Honoree Dinner

Recruiting Source International was announced as the number one fastest



By: RSource On: July 30, 2018

LSU Engineering Alumna Operated Business Announced as Fastest Growing Company for 2016 LSU 100



OUR EXPERIENCE

Recruiting Source International, LLC (RSI) brings a well-documented history of successful executive and professional placements across diverse industries and public sector organizations that closely mirror the size and complexity of the City. Over the last two decades, RSI has partnered with major municipalities, county governments, housing authorities, airport systems, utilities, healthcare organizations, and Fortune 500 companies to identify leaders who drive organizational performance and community impact.

RSI's specialized consultants, supported by our robust research team and proprietary candidate networks, ensure every engagement is tailored, inclusive, and completed within the expected 45–60-day timeframe.

Each project has been managed with the highest level of *confidentiality, responsiveness, and partnership with hiring leaders*, resulting in consistent placements that remain successful long after hire.

Our well-established relationships across various business sectors throughout the US enable us to identify exceptional talent and deliver results that set us apart. For example, our recent partnership with a Fortune 500 company resulted in the successful placement of over 50 specialized professionals within just six months.

Client satisfaction is at the heart of our business. On a scale of 5, our average client satisfaction rating stands at 4.6. As one client recently shared, “RSI consistently delivers quality candidates and exceptional service. Their understanding of our unique needs and proactive communication make them an invaluable partner.”

These achievements and our commitment to excellence are the reasons clients consistently return to RSI for their staffing and talent management needs.

Recruiting Source International (RSI) has a proven track record of delivering superior outcomes in the past 10 years, as demonstrated by the prestigious clients we have served and the impactful projects we have supported. Our portfolio includes numerous successful deployments in large cities and counties, specifically within the top 40 most populous in the United States. Below is a list of key clients and projects that highlight our capabilities:

1. *Houston Airport System - Technology*
2. *Houston Airport System - Asset Planning*
3. *City of Houston - PMO*
4. *City of Houston - Enterprise Applications*
5. *City of Houston - Public Safety*
6. *City of Albuquerque – Executive Search*

The following is a partial list of clients to whom we have provided similar services and have ongoing engagement:

PUBLIC SECTOR CONTRACTS:

Client Name	Type of Services	Duration
<i>Texas Department of Information Resources (DIR)</i>	Information Technology Staff Augmentation Contract (ITSAC) - DIR-CPO-TMP-579	Ongoing
<i>Texas Tech University</i>	Recruitment and Search Assistance Services	Ongoing
<i>City of Houston</i>	Contingent Workforce	Ongoing
<i>MHMR Tarrant Purchasing Department</i>	Temporary Staffing Services	Completed
<i>The North Central Texas Council of Governments</i>	Temporary Staffing Services	Ongoing
<i>Texas Tech University</i>	Recruitment and Search Assistance	Ongoing/Complete
<i>Texas State University</i>	Temporary Personnel/Skilled Labor Services	Ongoing
<i>The City of San Mateo</i>	Administrative and Financial Contingency Staffing Professionals	Ongoing
<i>Metropolitan Nashville Airport Authority</i>	Staffing Services – Temporary, Temp-to-Permanent, Direct Hire Staffing	Ongoing/Complete
<i>Houston Airport System</i>	Recruitment for Sr. Level Positions/Staff Augmentation Services/Temporary Staffing Services	Ongoing
<i>Montgomery City</i>	Executive Recruitment	Ongoing
<i>Fort Worth Housing Solutions</i>	Temporary Staffing Services	Ongoing
<i>State of Tennessee</i>	Recruitment Services	Ongoing

<i>Dallas Independent School District</i>	Temporary Staffing Services	Ongoing
<i>Harris County</i>	Executive Search Services	Ongoing
<i>Houston Housing Authority Board of Commissioners</i>	Temporary Staffing Services	Ongoing
<i>Texas Education Agency</i>	Recruitment and Staffing Search Firm Service	Ongoing
<i>Houston Area Women's Center</i>	Temporary Staffing Services	Ongoing

PRIVATE SECTOR CONTRACTS:

Client Name	Services Provided	Duration
<i>SABIC</i>	Temporary Staffing Services	Ongoing
<i>US Auto Logistics</i>	Temporary Staffing Services	Ongoing
<i>Companion DX</i>	Temporary Staffing Services	Ongoing
<i>The Shaw Group</i>	Temporary Staffing Services	Ongoing
<i>Mendal Law Firm</i>	Temporary Staffing Services	Ongoing
<i>HBDI</i>	Temporary Staffing Services	Ongoing
<i>The Brock Group</i>	Staff Augmentation Services	Ongoing
<i>CITGO</i>	Temporary Staffing Services	Ongoing
<i>Gulf States Toyota</i>	Executive Search	Ongoing
<i>Westside Lexus</i>	Recruiting Services	Ongoing
<i>Tech Trans International</i>	Recruitment Services	Ongoing
<i>Primary Arms</i>	Temporary Staffing Services	Ongoing
<i>24HR Safety</i>	Temporary Staffing Services	Ongoing
<i>Bruel & Kjaer Vibro</i>	Staff Augmentation Services	Ongoing
<i>Lucite</i>	Temporary Staffing Services	Ongoing

Here is the list of our EXECUTIVE SEARCH SERVICES placements:

RSI's Executive Search & Placements in 5 Years	
Position Name	Client Name
ASSISTANT DIRECTOR - IT APPLICATIONS (ENTERPRISE DATA OFFICER)	The City of Houston, Texas

EXECUTIVE DIRECTOR, UNIVERSAL SERVICES	Harris County, Texas
ASSISTANT DIRECTOR - IT PROJECT MANAGEMENT OFFICE (PMO)	City of Houston, Texas
DIRECTOR OF PROJECT CONTROLS	The Brock Group, Texas
DIRECTOR OF SUPPLY CHAIN MANAGEMENT	Harris Health System, Texas
DIRECTOR, LEAN OPERATIONS	Gulf States Toyota
DIRECTOR, VEHICLE PROCESSING CENTER (VPC)	Gulf States Toyota
IT DIRECTOR	Friedkin Companies
PMO DIRECTOR	City of Houston, Texas
SR. MANAGER HUMAN RESOURCES	Friedkin Companies
ELECTION ADMINISTRATOR	Harris County, Texas
SENIOR DIRECTOR	Capital Metropolitan Transportation Authority, Texas
CHIEF OF STAFF TO THE HARRIS COUNTY JUDGE	Harris County, Texas
DEPUTY DIRECTOR OF PROJECT DELIVERY	Harris County, Texas
COUNTY ADMINISTRATOR	Harris County
CHIEF PEOPLE OFFICER	Harris County
EXECUTIVE DIRECTOR PUBLIC HEALTH SERVICES	Harris County
CHIEF PUBLIC DEFENDER	Harris County
PURCHASING AGENT	Harris County
CHIEF PROJECT DELIVERY OFFICER	Harris County Flood Control
INFRASTRUCTURE DIVISION DIRECTOR	Harris County Flood Control

Below is a ***list of relevant searches*** conducted by RSI, including details such as community size, specific challenges encountered, and how they were overcome:

1. Election Administrator

- **Client Name:** Harris County, Texas
- **Community Size:** Large county with diverse population and voting precincts.
- **Challenges:** Identifying candidates with experience in election administration for the largest county, working with the commissioner's court, ensuring compliance with election laws and regulations, and managing the complexities of a large-scale electoral process.

- **Overcoming Challenges:** Conducted targeted outreach to election administration professionals, including those with experience in similar jurisdictions. We facilitated individual Meetings with both political parties to eliminate party concerns. Implemented rigorous screening processes to assess candidates' knowledge of election laws and regulations. Provided ongoing support and guidance to facilitate the successful transition of the selected candidate into the role of Election Administrator.

2. Chief of Staff to the Harris County Judge

- **Client Name:** Harris County, Texas
- **Community Size:** Large county with a diverse population and complex governance structure.
- **Challenges:** Identifying candidates with experience in governmental administration for the third largest county, ensuring alignment with the priorities of the County Judge, and managing the demands of a high-profile and politically sensitive role.
- **Overcoming Challenges:** Conducted extensive research to identify candidates with a strong background in governmental administration and public policy. We facilitated individual Meetings with both political parties to eliminate party concerns. Leveraged personal networks and industry contacts to attract qualified candidates to the position. Facilitated open communication and collaboration between the County Judge and candidates to ensure mutual understanding and alignment with organizational priorities.

3. Executive Director, Universal Services

- **Client Name:** Harris County, Texas
- **Community Size:** Large county with diverse population and service needs.
- **Challenges:** Identifying candidates with experience in managing diverse service portfolios, ensuring alignment with the County's delivery goals, and addressing budgetary constraints.
- **Overcoming Challenges:** Conducted extensive candidate sourcing efforts to identify professionals with a track record of success in service management roles. Implemented rigorous screening processes to assess candidates' leadership abilities and strategic vision. Collaborated closely with county officials to ensure alignment with service delivery objectives.

4. Assistant Director - IT Project Management Office (PMO)

- **Client Name:** City of Houston, Texas
- **Community Size:** Major metropolitan city

- **Challenges:** Identifying candidates with expertise in project management, ensuring alignment with the city's IT project portfolio, and managing stakeholder expectations.
- **Overcoming Challenges:** Implemented targeted recruitment strategies to identify candidates with a strong background in IT project management. Conducted thorough candidate assessments to evaluate project management skills and leadership capabilities. Facilitated open communication and collaboration between the IT department and candidates to ensure alignment with project objectives.

5. Director of Project Controls

- **Client Name:** The Brock Group, Texas
- **Community Size:** Varies depending on project locations.
- **Challenges:** Identifying candidates with experience in project controls management, ensuring alignment with the company's project management processes, and navigating the competitive talent market.
- **Overcoming Challenges:** Conducted targeted recruitment efforts focusing on candidates with a proven track record in project control management. Utilized comprehensive candidate assessments to evaluate technical skills and fit with the company's project management culture. Implemented recruitment strategies to attract top talent to the role.

6. Director of Supply Chain Management

- **Client Name:** Harris Health System, Texas
- **Community Size:** Large healthcare network serving diverse patient populations.
- **Challenges:** Identifying candidates with expertise in supply chain management, ensuring alignment with the healthcare industry's unique supply chain challenges, and addressing regulatory requirements.
- **Overcoming Challenges:** Conducted extensive candidate sourcing efforts to identify professionals with a background in healthcare supply chain management. Implemented rigorous screening processes to assess candidates' knowledge of healthcare supply chain operations and regulatory compliance. Collaborated closely with healthcare stakeholders to ensure alignment with supply chain objectives.

7. Director, Lean Operations

- **Client Name:** Gulf States Toyota
- **Community Size:** Regionally based automotive distribution network.

- **Challenges:** Identifying candidates with expertise in Lean operations management, ensuring alignment with the company's operational excellence goals, and addressing cultural barriers to Lean adoption.
- **Overcoming Challenges:** Conducted targeted recruitment efforts focusing on candidates with a strong background in Lean operations management. Utilized comprehensive candidate assessments to evaluate Lean expertise and cultural fit with the company. Implemented recruitment strategies to attract top talent to the role and facilitate Lean adoption within the organization.

8. Director, Vehicle Processing Center (VPC)

- **Client Name:** Gulf States Toyota
- **Community Size:** Regionally based automotive distribution network.
- **Challenges:** Identifying candidates with experience in vehicle processing operations, ensuring alignment with the company's quality and efficiency goals, and managing the complexities of automotive logistics.
- **Overcoming Challenges:** Conducted targeted recruitment efforts focusing on candidates with a proven track record in vehicle processing operations. Utilized comprehensive candidate assessments to evaluate operational expertise and fit with the company's culture. Implemented recruitment strategies to attract top talent to the role and optimize vehicle processing operations.

9. IT Director

- **Client Name:** Friedkin Companies
- **Community Size:** Large corporate environment
- **Challenges:** Identifying candidates with experience in IT leadership roles, ensuring alignment with the company's IT strategy, and navigating the competitive IT talent market.
- **Overcoming Challenges:** Conducted targeted recruitment efforts focusing on candidates with a strong background in IT leadership. Utilized comprehensive candidate assessments to evaluate technical skills and cultural fit with the company. Implemented recruitment strategies to attract top IT talent to the role.

10. PMO Director

- **Client Name:** City of Houston, Texas
- **Community Size:** Major metropolitan city
- **Challenges:** Identifying candidates with expertise in project management, ensuring alignment with the city's project portfolio, and managing stakeholder expectations.

- **Overcoming Challenges:** Implemented targeted recruitment strategies to identify candidates with a strong background in project management. Conducted thorough candidate assessments to evaluate project management skills and leadership capabilities. Facilitated open communication and collaboration between the PMO and candidates to ensure alignment with project objectives.

11. Assistant Director - IT Applications (Enterprise Data Officer)

- **Client Name:** The City of Houston, Texas
- **Community Size:** Large metropolitan area
- **Challenges:** Identifying candidates with expertise in enterprise data management, ensuring alignment with the City's IT strategy, and navigating the competitive IT talent market.
- **Overcoming Challenges:** Conducted targeted recruitment efforts focusing on candidates with a background in enterprise data management. Utilized comprehensive candidate assessments to evaluate technical skills and cultural fit with the city's IT department. Implemented recruitment strategies to attract top-tier IT talent to the role.

12. SR. Manager Human Resources

- **Client Name:** Friedkin Companies
- **Community Size:** Large corporate environment
- **Challenges:** Identifying HR professionals with the right blend of technical expertise and interpersonal skills, understanding the unique HR needs and challenges within the organization, and ensuring seamless integration with existing HR processes and systems.
- **Overcoming Challenges:** Conducted targeted searches to identify candidates with a strong background in HR management and strategic planning. Utilized behavioral and competency-based interviews to assess candidates' abilities to address the organization's HR challenges. Provided ongoing support and guidance to facilitate the successful onboarding and integration of the selected candidate into the HR team.

In addressing this Request for Proposal, Recruiting Source International LLC (RSI) will leverage our firm-wide experience and expertise to ensure the successful completion of the proposed work. With a dedicated team of professionals who possess a deep understanding of temporary, direct placement, and executive search processes and best practices, we are well-equipped to meet the specific requirements outlined in this RFP.

2.2 Highlight experience recruiting City Managers or comparable positions, particularly in Kansas or the Midwest.

Recruiting Source International, LLC (RSI) has extensive experience conducting high-level executive searches for leadership roles equivalent in scope and complexity to that of a City Manager. Our team has successfully supported large and mid-sized public-sector clients in identifying strategic leaders who combine administrative expertise, fiscal responsibility, and a deep commitment to public service excellence. This experience positions RSI to deliver the caliber of leadership talent that aligns with the City of Abilene's vision and governance structure.

RSI has partnered with Harris County, Texas—one of the nation's largest local government entities—on several executive searches that closely mirror the functions and leadership demands of a City Manager. These include the recruitment of the Chief of Staff to the Harris County Judge, a role responsible for overseeing all county departments, implementing strategic priorities, and coordinating interdepartmental collaboration. RSI also led the recruitment for the County Administrator, a position directly responsible for managing the county's administrative functions and executing policies established by the governing body. Both roles required the identification of professionals with comprehensive knowledge of public administration, strong fiscal acumen, and the ability to lead complex organizations serving diverse communities.

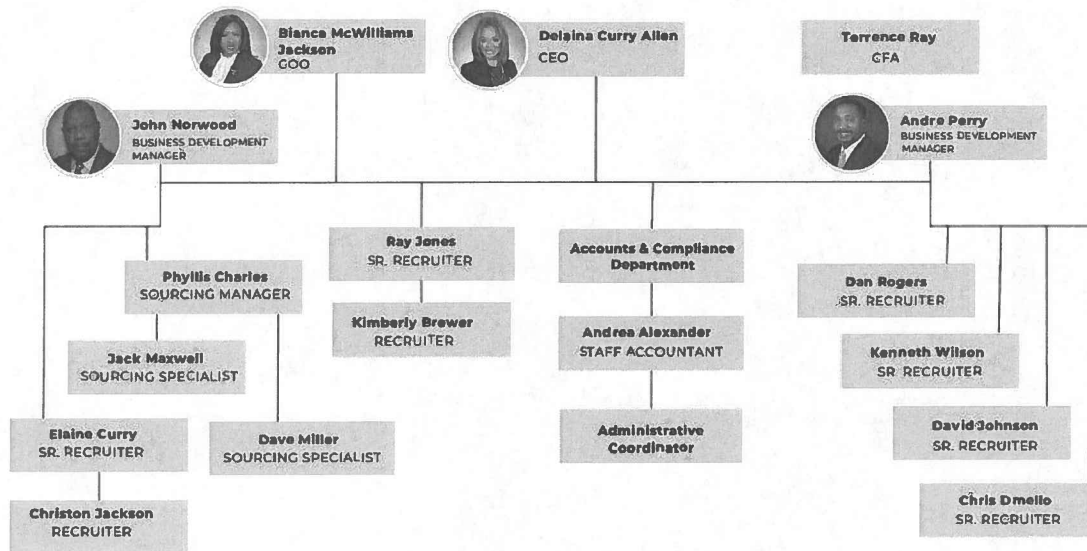
Additional executive searches conducted by RSI include **the Deputy Director** of Project Delivery, who oversaw capital projects and infrastructure initiatives; **the Chief People Officer**, responsible for human resources strategy and organizational culture; **the Executive Director of Public Health Services**, who managed community health programs and multi-agency coordination; **the Chief Public Defender**, a senior-level legal administrator responsible for justice system operations; and the Purchasing Agent, overseeing public procurement, budgeting, and compliance functions. Each of these placements demanded the same leadership capabilities, accountability, and community focus expected of a City Manager.

Through these engagements, RSI has developed a refined understanding of the competencies and leadership qualities essential for managing municipal and county operations. Our experience across the southern and central United States—including governance structures that parallel those of Kansas municipalities—equips us with the insight to identify and engage candidates who not only possess the technical expertise but also demonstrate the cultural alignment, ethical leadership, and collaborative spirit that the City of Abilene values. This depth of experience ensures RSI can deliver a recruitment process that is thorough, inclusive, and focused on securing a leader who will guide Abilene's continued success.

3. Project Team

Recruiting Source International, LLC (RSI) has assembled a highly qualified team to execute this executive search engagement efficiently and professionally. Our team offers a wealth of expertise in talent acquisition, executive recruitment, and staffing for the public sector.

RSI ORGANIZATION CHART



Project Leadership & Key Personnel:

Name & Title	Role & Responsibilities	Experience & Qualifications
Delaina Curry Allen <i>Chief Executive Officer (CEO)</i>	Executive Oversight Client Relationship Management Strategic Direction	20+ years in executive search, HR policy development, and workforce solutions. Extensive experience in public-sector staffing, overseeing recruitment strategies for government entities, including cities, counties, and nonprofits.
Bianca McWilliams Jackson <i>Chief Operating Officer (COO) & Program Manager</i>	Program Management Quality Assurance Lean Six Sigma Process Improvement	20+ years of experience in operations management, infrastructure support, and program execution. Expertise in ensuring efficiency, compliance, and high-quality service delivery in executive searches.
John Norwood <i>Business Development</i>	Client Liaison & Engagement Management	20+ years in high-level talent acquisition and public-sector executive search. Manages RSI's relationships with municipal and nonprofit

Manager / Project Manager (Primary)	Candidate Search Strategy Final Candidate Selection & Offer Negotiation	clients, overseeing the full-cycle recruitment process.
Andre Perry Secondary Project Manager / Engagement Manager	Research & Sourcing Strategy Candidate Outreach & Screening Interview Process Coordination	20+ years in executive talent search with a focus on government and nonprofit sectors. Leads recruitment strategies to identify and attract top financial leadership candidates.

Delaina Curry Allen — CEO Chief Executive Officer (CEO) | Human Resources and Benefits Administration



Mrs. Allen has 22+ years of management experience in building and developing teams. She has extensive hands-on experience recruiting across all industries and leading HR initiatives, including policy design, compensation, performance management, talent acquisition, HRIS implementations, HR workflow development, training and development, and benefits administration. She develops and maintains an excellent rapport with all levels of staff and management within public and private organizations. Mrs. Allen will be responsible for establishing the corporate strategy for RSI and interface with senior management in the City.

Key Competencies

- Talent Acquisition & Recruitment
- HR Policy & Workflow Development
- Benefits Administration & Compensation Design
- Performance Management & Leadership Development
- HRIS Implementation & Management
- Client Relationship Management

Professional Experience

**Recruiting Source International, LLC (RSI) | Katy, TX
CEO | 2003 – Present**

- Led HR initiatives across multiple projects, including workforce solutions for William P. Hobby Airport, George Bush Intercontinental Airport, and Ellington Field Airport.
- Cultivate client relationships, develop recruitment strategies, and ensure successful talent acquisition for projects valued up to \$19.72M.

- Drive business growth by providing leadership and vision, achieving long-term strategic goals, and ensuring operational efficiency.
- Developed innovative HR solutions, including compensation plans, performance metrics, and talent management strategies tailored to specific client needs.

LegalPartners, Inc. | Houston, TX
Account Manager | 1999 – 2002

- Managed key accounts and developed strong relationships with clients to meet recruitment needs.
- Delivered solutions to improve client staffing efficiency, ensuring timely and successful delivery of HR services.

National Law Library | Houston, TX
Human Resources Director | 1994 – 1999

- Designed and managed compensation programs, including salary surveys, performance evaluations, and benefits administration.
- Spearheaded recruitment efforts for various positions, streamlining hiring processes and ensuring compliance with employment laws.

US Legal Support, Inc. | Houston, TX
Benefits Administrator | 1992 – 1994

- Managed group benefits programs, coordinated with vendors for services, and developed materials for benefits orientations and open enrollments.

Education & Certifications

- **Bachelor of Arts, Psychology**, The University of Texas Permian Basin
- **Goldman Sachs 10,000 Small Business Program**, Houston Community College, 2020
- **Society for Human Resource Management (SHRM)**
- **Houston Human Resources Management Association (HHRMA)**

Bianca McWilliams Jackson — Chief Operating Officer (COO) | Program Manager | Lean Six Sigma Black Belt



Mrs. Jackson will serve as the Lean Sigma Leader for Recruiting Source International, LLC. Bianca provides leadership for operations and infrastructure services. Mrs. Jackson is an Engineer and is Black Belt and LEAN certified. She has 22 years of experience. Mrs. Jackson will be responsible for the day-to-day business functions of RSI, as well as ensuring KPIs are met regarding the City, as well as the quality of work performed with excellence and diligence. Mrs. Jackson will assist with establishing the corporate strategy for RSI and interfacing with senior management at the City.

Key Competencies

- Program & Project Management
- Capital Expenditure Projects
- Lean Six Sigma Methodology
- Infrastructure & Operations Management
- Team Leadership & Stakeholder Engagement
- Client Relationship Management

Professional Experience

**Recruiting Source International, LLC (RSI) | Katy, TX
COO | Program Manager | 2011 – Present**

- Led the delivery of infrastructure support and project management for major projects across Houston airports, including William P. Hobby Airport and George Bush Intercontinental Airport.
- Serve as Program Manager for professional services contracts valued up to \$19.72M, overseeing staffing, KPIs, and project milestones.
- Drive operational efficiency by implementing Lean Six Sigma methodologies, managing capital improvement projects, and ensuring budget and timeline adherence.
- Spearheaded the development of effective growth strategies to enhance RSI's service offerings and client satisfaction.

**Honeywell | Geismar, LA
Operations Manager & Lead Engineer | 2001 – 2006**

- Managed the construction and commissioning of chemical facilities, successfully delivering projects valued up to \$125M under budget and with zero safety incidents.
- Led cross-functional teams to develop and implement operational plans, leveraging Lean Six Sigma to improve plant efficiency and reduce waste.

Education & Certifications

- **B.S. in Chemical Engineering**, Louisiana State University, 1996
- **Lean Certified**, Honeywell Institute of Lean, 2004
- **Certified Six Sigma Black Belt**, Honeywell Institute of Learning, 2003

Name, Title	John Norwood, Business Development Manager/Project Manager (Primary)
A brief description of unique qualifications, experience, and education	Mr. Norwood has 20+ years of experience managing high-level talent acquisition and high-volume recruitment accounts. Mr. Norwood manages the searches: • Maintains the Client relationship and oversees the Search. • Develop and advise the Client on the Search Strategy. • Writes the Engagement Letter and is responsible for the Position Description. • Develop Candidate Recruitment Strategy, which may include outreach to specific potential Candidates and Sources. • Interview final Candidates and often all potential Candidates. • Makes the final decision on which Candidates to present. • Negotiates the compensation package. • Manages the acceptance and transition processes. Mr. Norwood will serve as the Project Manager/Engagement Manager for the client and will assist the CEO and COO to ensure the account runs smoothly by visiting the sites with contractors, providing quality checks, and providing the hiring managers with consistent, easy access to an RSI Team Member. Mr. Norwood is a graduate of LeTourneau University with a major in Business Management.

Availability and Commitment	Mr. Norwood is available to work on the client's project and has an understanding of the scope of the services required in this RFP.
Job Functions, Role, and percent of the time to be assigned to the City account	Business Development Manager and Senior Account Manager, 100%
Similar Experience	City of Houston, Harris County, and University Clients

Name, Title	Andre Perry, Secondary Project Manager/Engagement Manager
A brief description of unique qualifications, experience, and education	Mr. Perry has 20+ years of experience managing high-level talent acquisition and high-volume recruitment accounts. Mr. Perry manages the research: • Maintains the Client relationship and oversees the Search. • Develop and advise the Client on the Search Strategy. • Writes the Engagement Letter and is responsible for the Position Description • Develop a Candidate Recruitment Strategy which may include outreach to specific potential Candidates and Sources. • Interview final Candidates and often all potential Candidates. • Makes the final decision on which Candidates to present. • Negotiates the compensation package. • Manages the acceptance and transition processes. Mr. Perry will serve as the alternate Project Manager/Engagement Manager for the client and will assist the CEO and COO to ensure the account runs smoothly by visiting the sites with contractors, providing quality checks, and providing the hiring managers with consistent, easy access to an RSI Team Member. Mr. Perry has studied at Prairie

	View A&M University, specializing in Interdisciplinary studies.
Availability and Commitment	Mr. Perry is available to work on the client's project and has an understanding of the scope of services required in this RFP.
Job Functions, Role, and percent of the time to be assigned to the City account	Business Development Manager and Senior Account Manager, 25%
Similar Experience	City of Houston, Harris County, and University Clients

Phyllis Charles

Title: Researcher / Search Coordinator

Professional Summary

Ms. Charles plays a critical role in supporting the Engagement Manager and Search Consultant in the executive search process. With a strong background in research, candidate identification, and recruitment logistics, she ensures a seamless search process from initiation to completion. Ms. Charles specializes in conducting comprehensive industry and organizational research to support high-level recruitment strategies.

Key Responsibilities

- Conducts research on clients, industry trends, executive leadership teams, and corporate culture.
- Identifies potential target companies and executive candidates.
- Qualifies potential candidates through telephone screening and internet research.
- Assists in drafting position descriptions and refining candidate requirements.
- Manages all logistics, including scheduling interviews, coordinating meetings, and handling travel arrangements.
- Oversees background verifications, credential validations, and reference checks.
- Provides competitive intelligence for business development and market analysis.

Education

- Studied at Holy Names University

Availability & Commitment

- Fully available to support the City's project with 100% dedication.

Public Sector Experience

- Supports recruitment logistics for various government agencies since 2005, such as Harris County, the City of Houston, and Education clients.

Elaine Curry

Title: Senior Recruiter

Professional Summary

Ms. Curry has over 20 years of experience in Human Resources, Talent Acquisition, and Executive Search. She specializes in identifying top-tier candidates for executive and senior-level positions across multiple industries, including IT, healthcare, and government sectors.

Key Responsibilities

- Leads full-cycle recruitment, from candidate sourcing to offer negotiations.
- Manages day-to-day candidate interviews, assessments, and selection processes.
- Conducts background verification and reference checks.
- Drafts comprehensive candidate profiles and assessments.

Education

- Studied at Texas Southern University and the City of Houston

Availability & Commitment

- Fully available to support the City's project with 100% dedication.

Public Sector Experience

- Extensive experience in government recruitment campaigns since 2003.

Jack Maxwell

Title: Senior Recruiter

Professional Summary

Mr. Maxwell is a seasoned recruiter with expertise in sourcing talent across accounting, human resources, technical, and industrial sectors. He specializes in high-volume executive search and has a strong track record of placing qualified candidates in leadership positions.

Key Responsibilities

- Oversees search strategies and manages high-volume recruitment.
- Conducts in-depth candidate assessments and interviews.
- Ensures timely and accurate credential verification and reference checks.

Education

- Bachelor's Degree in Human Resource Management from the University of Southern California

Availability & Commitment

- Fully available to support the City's project with 100% dedication.

Public Sector Experience

- Recruited for multiple city and county projects since 2010.

Dan Rogers

Title: Senior Recruiter

Professional Summary

Mr. Rogers is a highly skilled Senior Recruiter with extensive experience in nationwide talent acquisition, specializing in government and executive search placements. His expertise in leveraging ATS platforms and market research has led to increased efficiency in recruitment operations.

Key Responsibilities

- Manages full-cycle executive search recruitment.
- Collaborates with hiring managers to define job requirements and sourcing strategies.
- Negotiates and closes employment offers with a high acceptance rate.

Education

- Bachelor of Science

Availability & Commitment

- Fully available to support the City's project with 100% dedication.

Public Sector Experience

- Extensive experience in public sector recruitment since 2015.

Ray Jones

Title: Senior Recruiter

Professional Summary

Mr. Jones is a results-driven recruiter with expertise in full-cycle recruitment, candidate engagement, and executive talent acquisition. He specializes in utilizing innovative sourcing techniques and relationship management strategies to attract top-tier candidates.

Key Responsibilities

- Leads executive search efforts for public and private sector clients.
- Conducts in-depth candidate evaluations and interviews.
- Negotiates offers and ensures positive candidate experiences.

Education

- Bachelor's Degree in Business Administration

Availability & Commitment

- Fully available to support the City's project with 100% dedication.

Public Sector Experience

- Recruited for national government and City projects since 2018.

Kenneth Wilson

Title: Senior Recruiter

Professional Summary

Mr. Wilson is a dynamic recruiter with expertise in identifying and securing top talent across various industries. He specializes in utilizing ATS tools, social media, and networking to connect candidates with executive opportunities.

Key Responsibilities

- Conducts market research and talent-sourcing initiatives.
- Screens and interviews candidates, ensuring strong matches for executive roles.
- Manages compliance and recruitment documentation.

Education

- Bachelor of Social Work (BSW)

Availability & Commitment

- Fully available to support City's project with 100% dedication.

Public Sector Experience

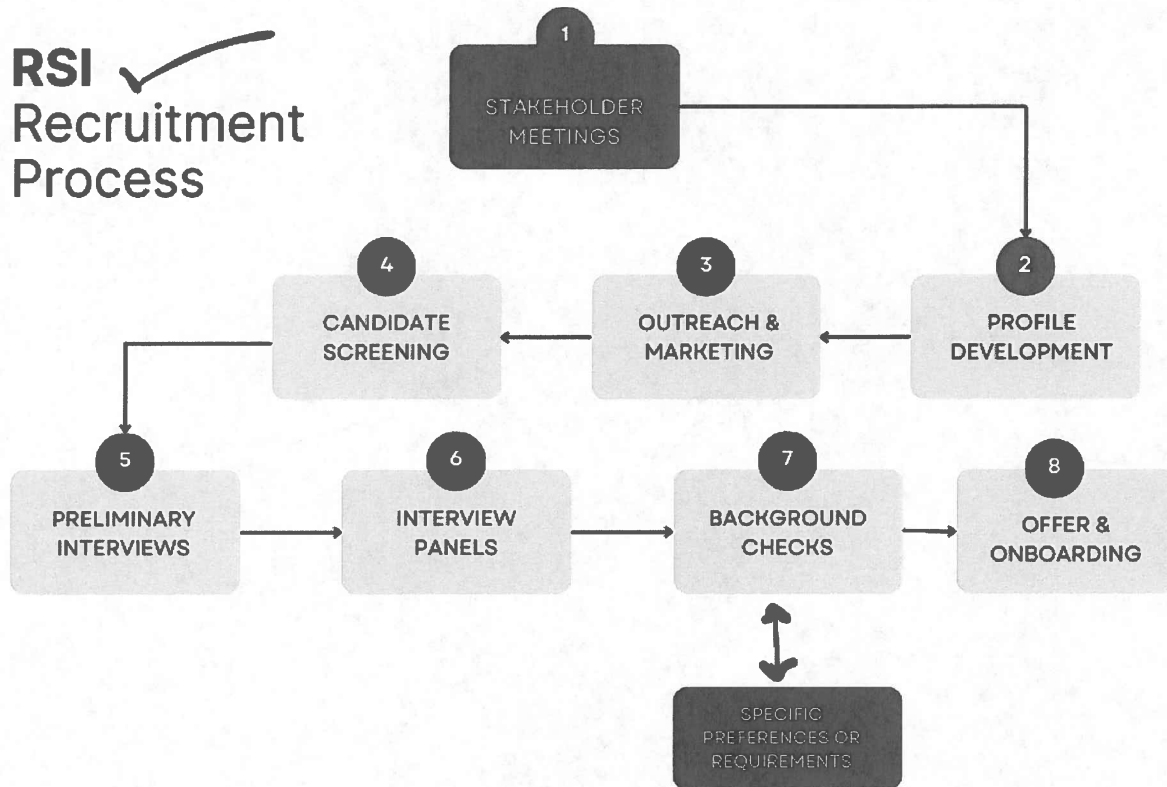
- Specialized in government agency recruitment since 2018.

4. Approach and Methodology

4.1 Describe the proposed process, communication plan, recruitment methods, and timeline.

Recruiting Source International, LLC (RSI) takes a strategic, relationship-driven approach to executive search, designed to identify leaders who align with our client's mission, culture, and long-term goals. For the City of Abilene, RSI will implement a structured recruitment process that balances thorough evaluation with efficient delivery, ensuring a transparent and inclusive experience for both the City Commission and all prospective candidates.

Each candidate is evaluated through a rigorous process that includes structured behavioral interviews, verification of credentials, and comprehensive reference and background checks. Our candidate assessments extend beyond technical qualifications to emphasize leadership style, cultural fit, and commitment to servant leadership principles such as accountability, collaboration, and equity. RSI provides the City with detailed candidate summaries and supports the interview and selection process with tools, scheduling, and stakeholder engagement, while ensuring sensitivity and confidentiality throughout.



We have a straightforward, structured search process. We adapt it to your requirements and then ask you to join us as partners in its implementation. We will work closely with the City Commission and key stakeholders to gain a deep understanding of Abilene's priorities, governance structure, and community values. Through collaborative meetings, we finalize the City Manager recruitment profile, incorporating leadership competencies, strategic objectives, and organizational challenges

unique to the City. RSI will create and deliver a memorandum outlining the proposed timeline, which will include a final candidate pool within 90/60 days or anticipated timeline from contract execution. The following Tasks and Outcomes address the general approach and services provided:

- ✓ Scope of Services
- ✓ Key Meetings
- ✓ Initial Candidate Screening
- ✓ Interview Process
- ✓ Recruitment Brochure
- ✓ Advertising
- ✓ Candidate Screening
- ✓ Reference & Background Screening
- ✓ Selection Process
- ✓ Offer Negotiations
- ✓ Human Resource & Appointing
- ✓ Search Closure/Sign-Offs
- ✓ Quality Control/Assurance

Phase 1 – Research/Recruitment Strategy –

Task 1 - Review and Finalize Executive Search Process and Schedule

At Recruiting Source International, LLC (RSI), the process of “Searching for Executives” begins at the commencement of the Research Phase of the Search. This is where most of the Candidates are initially developed. In RSI’s research plan, the Research Function (Research) performs most of the following duties:

- Our team assists in the development and creation of the Position Description.
- Develops, along with the Engagement Manager and Associate, the initial list of target industries and relevant target companies for Candidate development.
- Researches the City’s competitors for “intelligence,” which is useful for Candidate development. Our sourcing strategy includes proactive outreach to passive candidates, advertising through professional networks such as ICMA, NLC, LKM, and public-sector leadership forums, and direct engagement through RSI’s proprietary database.
- Through telephone networking, Internet research (BlueSteps, LinkedIn, Google, industry publications, etc.), and combing of the RSI’s proprietary database, develop potential Candidates for review.
- When appropriate, we make “qualifying” calls to potential Candidates to gather information, which may be relevant to the Associate.
- Our research continues to develop potential Candidates throughout the entire Search Process, even when the City is close to making an offer. Until the Candidate has accepted

the Position, successfully given notice, and begun the transition process, there is still a need for Candidate development.

- In addition to the Executive Search Process, our research is also instrumental in the City's Business Development activities. Acting as a "Corporate Intelligence Center," our research develops relevant information on potential requirements, its key Executives, and the people to whom presentations will be made. Research maintains and continuously updates large databases of potential candidate information and is the resource for all PowerPoint and similar presentations.
- The first step in this engagement is a thorough review of the following with the Hiring City:
 - City's needs, culture, and goals
 - Executive search process
 - Schedule
 - This will ensure that the City's needs are met in the most complete manner possible.

Research Tools

Recruiting Source International, LLC (RSI) brings extensive experience conducting executive-level searches for roles equivalent in responsibility and complexity to that of a City Manager. Our firm has successfully partnered with government and public-sector organizations to identify transformational leaders who combine operational expertise, financial stewardship, and a deep commitment to community engagement. This experience directly supports RSI's ability to deliver a high-quality, inclusive, and efficient recruitment process for the City of Abilene.

Our methodology combines deep market knowledge with strategic research capabilities. RSI's recruiters use LinkedIn Recruiter as a foundational tool for identifying and engaging potential candidates; however, we go far beyond traditional sourcing channels. Our team conducts comprehensive searches across multiple digital and professional platforms to ensure a 360-degree view of each candidate's background and leadership footprint. The Internet serves as a vast initial research database, but our value lies in the ability to validate and refine this information through direct engagement and professional insight.

At RSI, our most effective tools are our networks—built through years of relationships with business leaders, municipal executives, professional associations, and prior clients. Our recruiters rely heavily on referrals, peer recommendations, and targeted outreach within public administration circles. We also integrate specialized research databases such as SwoopTalent, BoardEx, ZoomInfo, Pipl, Crunchbase, and social recruiting applications to verify credentials, assess professional influence, and identify emerging leadership talent.

In addition, RSI actively leverages key municipal and government associations to source qualified candidates and promote the opportunity through professional channels. These include the

International City/County Management Association (ICMA), American Association of Municipal Executives (AAME), National League of Cities (NLC), National Association of Counties (NACo), National Conference of State Legislatures (NCSL), and the National Governors Association (NGA). Through these networks, RSI maintains ongoing access to a broad spectrum of qualified public-sector executives, including sitting City Managers, Deputy Administrators, and Department Directors across the Midwest and beyond.

By combining human intelligence, digital research, and professional association outreach, RSI ensures that every candidate search is comprehensive, equitable, and tailored to the unique leadership needs of our clients. Our proven experience in identifying and engaging senior public administrators—particularly in large, complex government environments—positions RSI to deliver a robust and diverse candidate pool for the City of Abilene’s next City Manager.

ii. Discuss the information and support required from the City.

Task 2 - Key Stakeholder Meetings

RSI is prepared to meet with any additional key stakeholders to obtain input in developing the ideal candidate profile and to assist RSI in understanding key issues and challenges that a new candidate. The specific nature of the involvement process would be developed in consultation with the City. The results of the above activities will be summarized by RSI and provided to the City as an additional source of information for developing the candidate profile and selection criteria.

Task 3 – Candidate Profile and Recruitment Strategy Development

This task will be accomplished during a workshop session involving the Hiring Department and RSI. It will result in the identification of the personal and professional attributes required for the position and will include the following activities:

- The Hiring Department will identify key priorities for the new role.
- RSI will assist in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The Hiring Department will describe the type of working relationship he/she wish to establish with the new role.
- RSI will present recruitment and selection strategies for the City’s consideration.

Task 4 – Advertising and Marketing Strategy

Following the completion of the workshop session, RSI will work with a professional graphic artist to design a recruitment brochure and present it to the City for review before printing. We develop announcement and recruitment materials, including job announcements, position brochures, and other recruitment materials used to attract potential candidates.

Advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local, or

targeted basis, depending on the preference of the City. RSI will present examples to the City for review and approval.

Advertising Sources

- American Planning Association
- City's website (if applicable)
- Public CEO
- ICMA
- LinkedIn
- Govjobs.com
- Project Management Institute
- Email marketing
- The national organization for city managers is the International City/County Management Association (ICMA).
- American Association of Municipal Executives (AAME)
- National League of Cities (NLC)
- National Association of Counties (NACo)
- National Conference of State Legislatures (NCSL)
- National Governors Association (NGA)

RSI will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the new role brochure along with a personal invitation to contact RSI should they have any questions about the position.

Phase II – Aggressive, Proactive, and Robust Recruitment -Task 1 - Identify and Contact Potential Candidates

This very crucial task will include a variety of activities. RSI will:

- Contact respected and experienced industry leaders to identify outstanding potential candidates on a referral basis. RSI maintains a comprehensive, up-to-date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and qualified pool of candidates.
- Select top-quality candidates for consideration from past recruitments.

- Provide each potential candidate with a link to the recruitment brochure.
- Contact potential candidates to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes, this component necessitates multiple conversations with the same person to pique his/her interest and to answer his/her questions sufficiently.

Task 2 – Candidate Interview and Assessment

Before the RSI Associate comes into the interview, he or she will read the Candidate's resume, LinkedIn profile, or whatever written information is available about the Candidate's background. Information will be gathered on the current employer, with additional perspectives on previous employers when possible. The Associate goes over notes from the qualifying telephone interview and puts together a plan of interview questions.

Establishing the "Tenor" of the Interview

While professionalism must be maintained at all times, our Associate develops a positive environment that facilitates a meaningful and honest interview. The atmosphere is the one that allows the Candidate to accurately portray himself or herself, as opposed to putting on a "game face" for the discussion. Establishing a positive atmosphere allows the Associate to gauge the Candidate's "real personality" and therefore make a much more informed assessment of interpersonal skills.

Task 3 – Resume Review and Screening Interviews

As per the City's requirement, we will develop a shortlist of the most qualified prospective candidates for the City for final interviews and selection. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include:

- A thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials.
- Interviews with the candidates who appear to best meet the City's needs. RSI will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based on the candidate profile.
- We will provide the City preliminary candidate lists of individuals meeting the requirements of the employment profile and provide all applications for the City to view. We have a pool of approximately 5-7 well-qualified candidates for the position; however, the City may request to see information on all candidates who applied for the position. We will provide the City with an EEO analysis of all applications received.
- We conduct a reference check and thorough internet search of all 5-7 or more candidates before presenting them to the City. The objective of the internet search is to

identify publicly disclosed and available information, which could be relevant to the candidate's consideration for the position.

- We evaluate strictly on merit, without regard to race, color, religion, sex, national origin, age, disability, status as a service-disabled veteran, sexual orientation, gender identity, genetic information, and other non-merit factors.

Going Through the Resume: The “Technical” Part of the Interview

The Resume is the most complete “point of reference” for information about the Candidate's professional career. Going through it in detail allows our Associate to understand, among other topics:

- Total Experience
- Experiences Relevant to the Position Description
- Accomplishments and History of Making Impact
- Type of Assessments
- Work Sample Tests
- Situation Judgment Tests
- Cognitive Ability Tests
- Resumes and references
- Unstructured interviews
- Structured interviews

Behavioral-Based Interview

Behavior-based questions are part of RSI's total Interview and provide great insight as to how a person has approached work situations in the past. The logic here is that how you behaved previously will help predict how you will behave in the future, i.e., past performance predicts future actions. RSIs ask questions about past employment situations relevant to the skills required in the Client Position Description, seeking information on:

- ✓ How the situation was handled;
- ✓ Why the Candidate acted in such a manner;
- ✓ What was the thinking and strategy behind those actions;
- ✓ What resulted from the Candidate's handling of the situation?

RSI's Associate may ask several of these “behavioral” questions either as the interview progresses or in one group of questions during the entire process.

Primer Reference Review and Background Investigation

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the applicant's experience, past performance, and management style.

- A minimum of three (3) professional reference checks and extensive criminal and credit background investigations will be conducted for all finalists forwarded to the City for consideration. At a minimum, reference checks will consist of the candidate's prior or current supervisor or manager. References from peers and or subordinates may be requested by the City.
- We conduct reference checks at each place of employment during the last ten (10) years. We also conduct thorough background investigations to include, but not be limited to, verification of all academic credentials, Department of Motor Vehicles, criminal and credit history, and civil litigation checks for any candidate receiving a job offer.

Task 4 – Hiring City Selects Finalists

After the previous tasks, RSI will prepare a written report that summarizes the results of the recruitment processes and recommends candidates for further consideration by the City. RSI will work with the City to develop and implement a process for evaluating the final candidates for the position and coordinating interviews. Typically, the report will include qualified candidates and will include resumes and a profile on each interviewee's background. RSI will perform reference checks of two to three references provided by the prospective candidates. Reference checks will be performed for one to three or more (If needed) of the top interviewed candidates per position. RSI will meet with the Hiring City to review this report and assist the City in selecting a group of finalists for further evaluation.

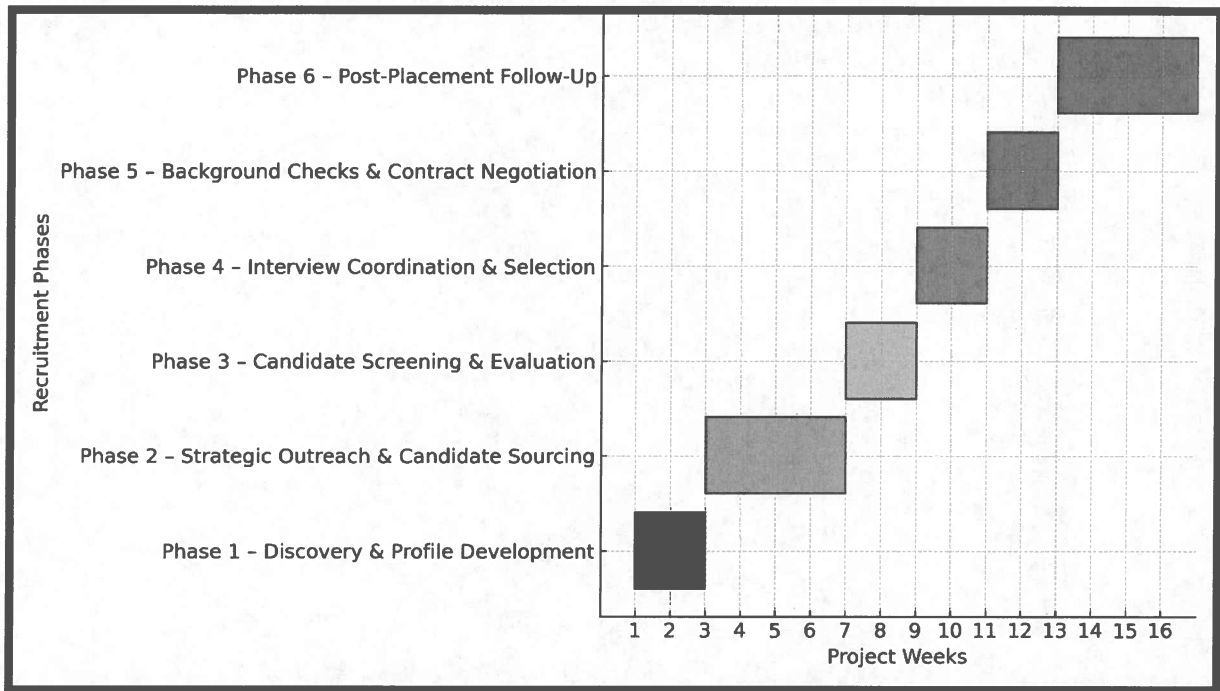
QUALITY - RSI manager, who has provided all points of his or her contact, asks the Candidate to call shortly after each Client interview is completed, to provide a synopsis of Client meetings. Conversely, the manager provides immediate feedback to the Candidate once the Client has spoken, and assuming a favorable Client report, continuously monitors the Candidate's interest.

COMMUNICATION PLAN - RSI believes consistent communication is essential for a transparent and successful recruitment. Our communication framework includes:

- Weekly progress updates during active recruitment
- Regular milestone reports and candidate status summaries

- Immediate notifications of candidate developments or withdrawals
- Direct access to RSI's project manager and lead recruiter

PROPOSED TIMELINE - RSI anticipates completing the City Manager recruitment within a 10–12-week period, structured as follows:



4.2 Include the firm's strategy for ensuring candidate diversity and inclusivity.

Recruiting Source International, LLC (RSI) is deeply committed to advancing diversity, equity, and inclusion (DEI) in every stage of the executive search process. We recognize that leadership diversity not only strengthens organizational performance but also enhances community trust, innovation, and decision-making. Our recruitment framework integrates equitable practices that promote fair representation of qualified candidates across race, gender, ethnicity, age, veteran status, disability, and other protected categories.

1. FOUNDATIONAL COMMITMENT

RSI's corporate philosophy is built on providing equal opportunity in recruitment and employment. As a certified Minority and Woman-Owned Small Business (MWBE, WOSB, SBE, HUB, and DBE), RSI leads by example—ensuring inclusivity within our internal workforce as well as the candidate pools we present to clients. Our success in placing diverse leaders across public, private, and nonprofit sectors underscores our ability to translate this commitment into tangible outcomes.

2. INCLUSIVE OUTREACH AND SOURCING

RSI utilizes multiple channels to reach underrepresented talent and ensure diverse participation in the candidate pool. Our sourcing approach includes:

- Posting and advertising through inclusive professional organizations and networks such as ICMA, National Forum for Black Public Administrators (NFBPA), League of Women in Government, and Local Government Hispanic Network (LGHN).
- Engaging with diversity-focused job boards, municipal associations, and executive leadership forums.
- Leveraging RSI's proprietary database—regularly updated to reflect candidates from varied backgrounds and geographic regions.
- Conducting direct outreach to passive candidates from underrepresented groups who may not otherwise apply but bring valuable leadership perspectives.

3. EQUITABLE EVALUATION PRACTICES

RSI applies a structured, competency-based evaluation framework to eliminate bias in candidate screening and assessment. Our team utilizes consistent rating tools and objective performance indicators aligned with the City's recruitment profile. All candidates are evaluated using the same standards for qualifications, leadership competencies, and cultural alignment with the City of Abilene.

4. TRANSPARENT AND FAIR PROCESS

We maintain open communication with the City Commission throughout the search to ensure that diversity goals are actively monitored and achieved. RSI provides:

- Regular diversity progress reports summarizing candidate demographics and outreach efforts.
- Data-driven insights on applicant representation at each recruitment phase.
- Recommendations for continuous improvement and equitable hiring practices.

5. COMMUNITY-CENTERED PERSPECTIVE

RSI understands that the City of Abilene values leaders who reflect and respect the diversity of its residents. We are intentional in identifying candidates who demonstrate inclusive leadership, community engagement, and a strong commitment to public service values. This ensures the selected City Manager embodies the principles of integrity, collaboration, and respect for all members of the community.

5. References

- Provide contact information for three to five municipalities for which the firm has recently conducted similar searches.

Year	2017-Ongoing
Contracting Company	Harris County
Location	Houston, Texas
Contact Name	Sakita Douglas
Phone Number	281-740-3799
Email	sakitadouglas@gmail.com

Year	2022-Ongoing
Contracting Company	The Texans
Location	Texas
Contact Name	Anita Martin - VP of Human Resources
Phone Number	832-667-2019
Email	anitam10@yahoo.com

Year	2021-Ongoing
Contracting Company	Harris County Flood Control District
Location	Texas
Contact Name	Kathy Roach
Phone Number	346-286-4119
Email	Kathleen.kelly-roach@hcfcd.hctx.net

6. Fee Proposal

- Present a firm fixed price for all services outlined.
- Itemize all fees, anticipated reimbursable expenses, and optional services (if applicable).

Recruiting Source International, LLC (RSI) proposes a firm fixed price for the completion of all services outlined in the Scope of Work for the City Manager Recruitment.

6.1 PROFESSIONAL SERVICES FEE (FIXED PRICE)

Service Description	Deliverables	Fixed Fee
Executive Search and Recruitment Services	Comprehensive search process including stakeholder consultation, outreach, screening, and presentation of qualified candidates	\$86,240.00
Advertising and Sourcing Costs	Placement of job postings on professional and municipal platforms (ICMA, NFBPA, LGHN, etc.)	Included
Reference and Background Checks	Comprehensive verification of employment, education, and credentials	Included
Candidate Travel (if required)	For finalist interviews, pre-approved by the City	At Cost
Administrative and Reporting Expenses	Printing, materials, and delivery	Included

Note: RSI's fee is inclusive of all professional services described in the Scope of Work. Billing will occur in milestone-based installments as detailed below.

6.2 PAYMENT SCHEDULE

Milestone	Percentage	Timing
Upon contract execution and project initiation	33%	Week 1
Upon delivery of candidate shortlist	33%	Week 8
Upon successful selection of final candidate	Remaining Balance	Week 12

6.3 ANTICIPATED REIMBURSABLE EXPENSES

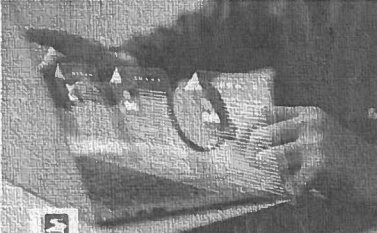
Expense Category	Description	Estimated Amount (if applicable)
Advertising	Paid postings on professional sites (ICMA, NFBPA, LGHN, etc.)	Included
Candidate Travel	Travel expenses for finalist interviews (if required)	Actual cost, pre-approved by City
Background Screening	Third-party verification services	Included
Administrative Expenses	Printing, materials, and delivery	Included

All reimbursable expenses will be pre-approved by the City and invoiced at actual cost with receipts attached.

7. Guarantees

- Describe the firm's policy for replacement if the selected candidate resigns or is terminated within one year.

RSI recognizes that no matter how careful the selection process is, there are times when a replacement is necessary. In those rare instances, where the hire proves to be unsatisfactory and separated for cause or the candidate voluntarily resigns during the first twelve (12) months of employment, RSI will repeat the search at no additional cost to The City. The City must provide RSI with written notice and reasons for the termination/separation within five (5) business days after the occurrence.



DEPUTY DIRECTOR OF PROJECT DELIVERY
Harris County Flood Control District

Presented by
RECRUITING SOURCE INTERNATIONAL, LLC

21210 Kingsland Blvd Suite 2000, Katy, Texas, 77450
(281) 277-1411 (C)
(713) 277-8950, (281) 435-1411 (C)
www.recruiting-source.com

RS RECRUITING SOURCE
International



CHIEF PROJECT DELIVERY OFFICER

Presented by
RECRUITING SOURCE INTERNATIONAL, LLC

Contact Us: John Horvath, Business Development Manager
4444 21210 Kingsland Blvd Suite 2000 Katy, Texas 77450 (281) 277-1411 (C)
(713) 277-8950 (281) 435-1411 (C) www.recruiting-source.com



Harris County Public Health

EXECUTIVE DIRECTOR OF HARRIS COUNTY PUBLIC HEALTH SERVICES

Contact Us:
RECRUITING SOURCE INTERNATIONAL, LLC
John Horvath, Business Development Manager
(281) 277-1411 (C), (713) 277-8950
John.Horvath@recruiting-source.com

RECRUITING SOURCE INTERNATIONAL, LLC

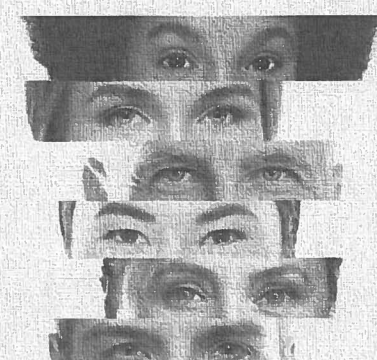
COUNTY ADMINISTRATOR



HARRIS COUNTY
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RSI



THANK YOU FOR CONSIDERING US!

RS RECRUITING SOURCE International

Job Title: Executive Search, Capital Transportation Authority

METRO



DEPUTY DIRECTOR OF PROJECT DELIVERY
Harris County Flood Control District

Presented by
RECRUITING SOURCE INTERNATIONAL, LLC

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International

"Vote for Harris County"

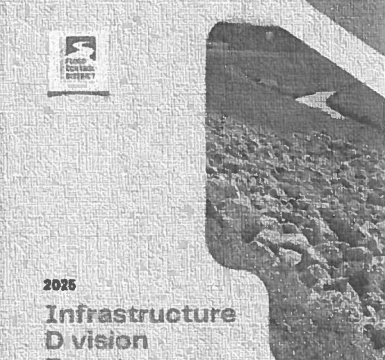
Every Voice Matter



RECRUITING SOURCE

Job Title: Election Administrator
Departments: Harris County Office of Elections Administrator

Learn more at <http://www.recruiting-source.com/jobs/voting/>



2025 Infrastructure Division Director

Presented by **RECRUITING SOURCE International**

Contact Us: John Horvath, Business Development Manager
21210 Kingsland Blvd Suite 2000, Katy, Texas 77450
(281) 277-1411 (C), (713) 277-8950
John.Horvath@recruiting-source.com

PROPOSAL AGREEMENT
FOR
TALENT SERVICES



ATTN: SHAYLA MOHR, CMC

Submitted by:
Chelsea DuKate, Founder and President
chelsea@redenvelope.consulting
October 29, 2025

Strengths for Success

OUR APPROACH

OVERVIEW

The City of Abilene is seeking professional executive recruitment services to assist in the transition and selection of its next City Manager.

Red Envelope Consulting proposes the following talent services to ensure that the recruitment process is conducted with excellence, transparency, and alignment to the City's values and long-term vision. As the City operates under a Commission-Manager form of government, selecting the right individual for this role is critical to ensuring effective administration, policy implementation, and continuity of services for residents. With the interim City Manager's contract concluding in early 2026, the City recognizes the importance of conducting a timely, thorough, and professional search to identify a highly qualified and experienced leader who can build on the organization's strengths and guide it into the future.



SCOPE OF SERVICES

TALENT & ADVISORY SERVICES

\$165/HOUR

Red Envelope proposes an engagement of up to a maximum of 55 hours to provide talent, advisory, and consultation through an executive search process. A sample of activity may include the following:

- Assists the Governing Body and others as identified to finalize the recruitment profile using best practices.
- Works with the Governing Body to develop a clear strategy and process for the City Manager recruitment.
- Conducts a professional search utilizing local, regional, and national contacts to identify qualified candidates.
- Prepares and places advertisements in appropriate publications to ensure broad and inclusive exposure.

- Reviews and screens applicants based on the established City Manager Position Profile.
- Identifies and presents a qualified pool of candidates for consideration.
- Recommends and coordinates a structured interview process for the Governing Body.
- Conducts comprehensive reference and background checks on finalists.
- Assists in negotiating an employment agreement with the selected candidate.
- Provides a follow-up within the first year to ensure successful placement and transition.

Timeline:

To be kicked off as soon as November of 2025. Estimated time of completion would be as early as January 2026. Agreement terminable upon 30-day notice by either party.

WHY OUTSOURCE YOUR SEARCH?

- **Access to a Broader Talent Pool:** Executive search firms have extensive networks and databases, allowing them to identify and approach top-tier candidates, including passive job seekers who may not be actively looking for new opportunities.
- **Specialized Expertise:** Executive search firms specialize in finding high-level talent. They have a deep understanding of the market, industry trends, and the specific skills and experiences required for executive roles. This expertise can help find candidates who are a perfect fit for both the role and the company culture.
- **Time Savings:** The process of identifying, screening, and interviewing high-level candidates is time-consuming. Outsourcing this function allows in-house HR teams or leadership to focus on other strategic initiatives while the executive search firm manages the recruitment process.
- **Confidentiality:** Executive searches, especially for sensitive roles, often require discretion. Outsourcing the search ensures that the process remains confidential, which is important in protecting the company's reputation, especially if the search involves replacing an existing executive or hiring a competitor's talent.
- **Objective and Unbiased Search:** Executive search firms bring a fresh perspective and objective approach to the hiring process. They can help avoid biases that may affect internal candidates or decisions and ensure that the best candidate is selected based on skills and experience rather than internal politics.
- **Efficiency in Screening and Vetting:** The vetting process for executive roles is rigorous, involving background checks, reference checks, and detailed interviews. Outsourcing this process ensures that the candidates presented have been thoroughly evaluated, reducing the chances of costly mistakes later.

ABOUT US

Red Envelope Consulting is an experienced woman-owned company that thrives on seeing our clients go from **chaos to clarity** by providing fundamental HR services through partnerships, pursuing passions, providing possibilities, and persevering through transitions. We strive to build customized solutions and strategies with a belief that one size does not fit all workplaces or cultures. More about Red Envelope can be found at www.redenvelope.consulting.

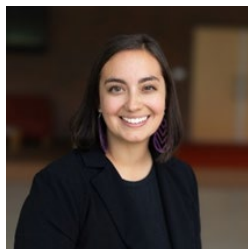


YOUR CONSULTANTS



CHELSEA DUKATE
FOUNDER & PRESIDENT

Chelsea understands the concept of different faces for different spaces. She can deliver to a corporate environment in Fortune 500 companies as well as she can deliver in the casual atmosphere of a creative company, non-profit, or small business. Her specialties include compliance, talent acquisition & selection; talent & organizational development; career coaching for employees & leaders; outplacement; employee engagement; and overall HR business partnering.



ANNA RASCO
HR & TALENT CONSULTANT

Anna is an accomplished HR Consultant and Assistant Professor of Management at Anderson University, where she combines her expertise in human resources, talent management, and career coaching to guide the next generation

of professionals. With a background spanning over ten years in various human resources roles, Anna is a seasoned HR consultant, specializing in recruiting, performance management, employee relations, and organizational development.



AMY BOYSEN

SR TALENT & HR CONSULTANT

Talent Consultant with 20+ years of experience meeting clients where they are by listening to their needs and delivering quality talent services. Specializing in building relationships, identifying top talent and providing clients and their employee's exceptional support and services.

SIMILAR CLIENTS

- Central Indiana Community Foundation
- City of Bloomington
- City of Carmel
- City of Columbus
- City of Linton
- City of Newton
- EmployIndy
- Indy Chamber
- Indianapolis Neighborhood Resource Center
- Future Farmers of America
- Hopewell Centers
- Ohio Harness Horsemen Association

REFERENCES

Red Envelope will provide references upon request.

ADDITIONAL INFORMATION

City of Abilene will be able to easily access our consulting services. We will work with you to identify an optimal schedule of both onsite and offsite consultation. Accessibility is during regular business hours Monday through Friday.

BILLING

Talent Services are to be billed monthly in arrears. All invoices are on 30-day terms. Due to our flexible hourly rate proposals, we do not offer replacement services.

NEXT STEPS

This agreement will take effect, following signature. We look forward to hearing feedback from you on our outstanding proposal agreement.

AGREEMENT

Your signature below indicates acceptance of this proposal and its terms.

President: Chelsea DuKate

Client: City of Abilene





**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR
THE CITY OF ABILENE, KANSAS**

Volume I: Proposal

Submitted on: November 5, 2025

Colin Baenziger & Associates

Contact Person:

G. Scott Krim, Managing Partner
Colin Baenziger & Associates
5251 South 575 West STE 1
Riverdale, UT 84405
Phone: (801) 628-8364
e-mail: ***Scott@cb-asso.com***
Fax: (561) 621-5965

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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November 5, 2025

The Honorable Mayor Brandon Rein, Vice-Mayor Wendy Miller, and Commissioners John Kollhoff, Amy Meysenberg, and Trevor Witt
Attn: Shayla Mohr, City Clerk
shayla@abilenecityhall.com
City of Abilene
419 N. Broadway
Abilene, KS 67410

Mayor Rein, Vice-Mayor Miller, and Commissioners Kollhoff, Meysenberg, and Witt:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

CB&A is a municipal recruiting firm with a national reach. We have conducted assignments from Florida to Alaska and Maine to California. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. We also offer one of the better warranties in the industry.

Nationally we have found City Managers / Administrators for Ankeny, IA; Ashland, KY; Bellevue, WA; Davenport, IA; Doraville, GA; Fairborn, OH; Fayetteville, NC; Fort Smith, AR; Indianola, IA; Lawton, OK; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We

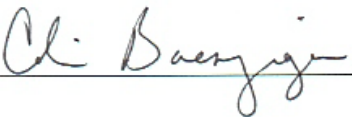
have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include City Managers/Administrators for Davenport, IA, and Lake Helen, FL, and an Executive Director for Chatham Area Transit, GA.

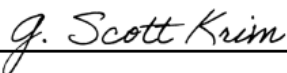
Those authorized to bind the company are partners Colin Baenziger and Scott Krim, as well as Lynelle Klein, Senior Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact us at (801) 628-8364.

Sincerely,



Colin Baenziger
Senior Partner



G. Scott Krim
Managing Partner

...Serving Our Clients with a Personal Touch...

II. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

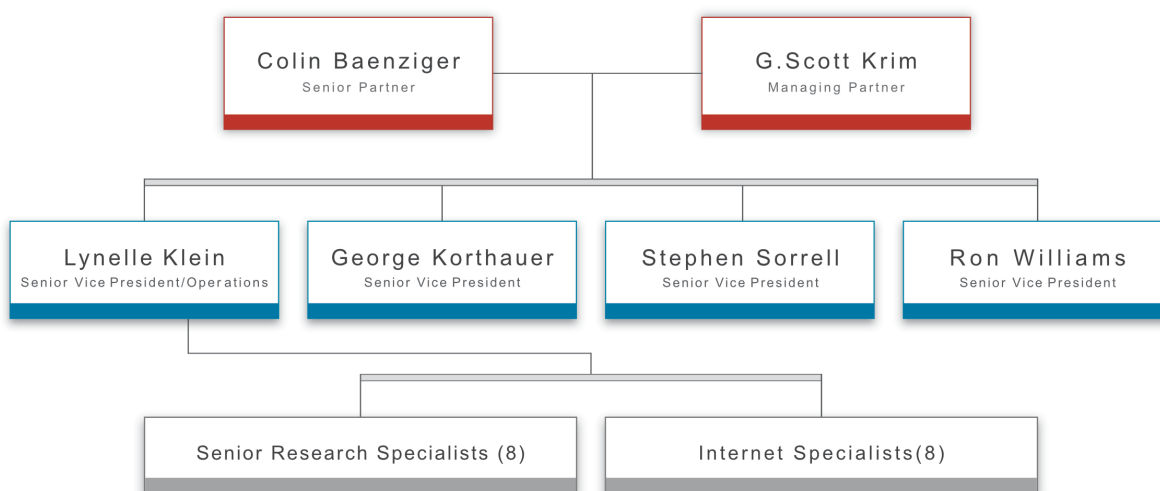
Colin Baenziger & Associates (CB&A) is a nationally recognized firm which began executive recruiting in 1998. The firm has offices in Daytona Beach Shores, FL, Grand Junction, CO, Pensacola, FL, and Weber County, UT.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts, and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We operate on the principle that all contingencies can and should be anticipated.

Since beginning our executive search practice, we have worked for clients in thirty-five states. Overall, we have conducted more than 420 searches overall, with over 230 of them being for CEOs for cities, counties, and special districts. More importantly, the basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 27 years, and its effectiveness has led to our success and national reputation. Our work has focused on Executive Search, and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



II. Qualifications and Experience of the Firm *(continued)*

What Makes us Unique

What sets us apart is more than just experience, it's our unwavering commitment to prioritize clear communication and mutual trust, while tailoring our approach to meet your specific needs. Our work focuses on recruiting top-level roles in local government, and we do not implement a one-size-fits-all process.

A cornerstone of our process is the rigor we apply to candidate screening. We dedicate the necessary time and resources to conduct comprehensive background checks and produce **detailed candidate reports before you select your finalists**. This ensures that when the elected body moves forward with interviews, they do so with full confidence—knowing each recommended candidate has already been thoroughly and professionally vetted.

Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. ***We have never requested anything beyond the originally quoted price, even in cases where we were probably entitled to do so.*** That guarantee remains in place today.

Completion of Projects on Schedule

Colin Baenziger & Associates delivers results—fast. Most assignments are completed within 90 days, and since launching its recruitment services, **the firm has never missed a major milestone**. That kind of reliability means you can count on CB&A to keep your project on track and on time.

Women and Minorities

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that since 2012, 40% of the candidates hired in our recruitments have been females and/or minorities. Some years that number has been as high as 65%.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

II. Qualifications and Experience of the Firm (continued)

Insurance

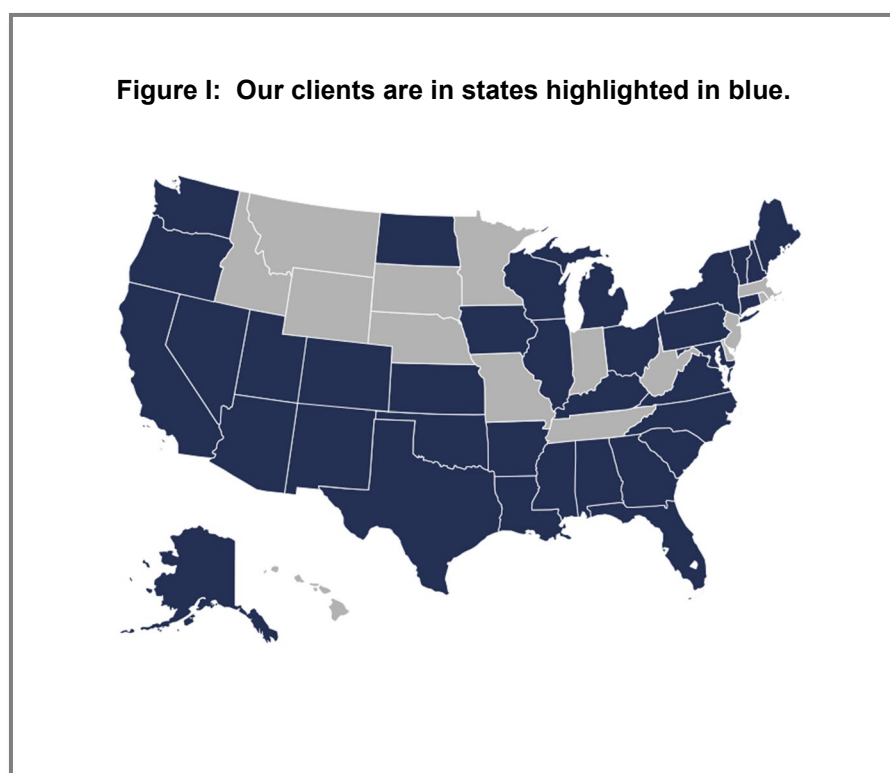
To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 million per occurrence, (2) automobile liability insurance of \$1 million per occurrence, (3) professional liability insurance of \$1 million per occurrence and (4) Cyber and Data Risk insurance of \$250,000 per claim. Further, we carry the required workers compensation insurance for our employees.

Clientele

Our clients are almost exclusively local governments, and they make the hiring decision. We do not accept payment for any services from candidates; we feel that would be a conflict of interest.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted assignments in 35 states, see Figure I below. A complete list of our searches can be found in Appendix A.



III. Proposed Project Team

Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger, our Senior Partner, has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 27 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is active in the International City Management Association and the Florida City and County Management Association.



G. Scott Krim, Managing Partner, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in executive search, operations optimization, personnel retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the International City / County Management Association, the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



Lynelle Klein, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number three person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



III. Proposed Project Team *(continued)*

Stephen Sorrell, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is or has been a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



Ron Williams, Senior Vice President. While Mr. Williams has had a long relationship with CB&A. In fact, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



George Korthauer, Senior Vice President. With over 30 years of management experience in local government and recruiting, he has seen it all and done most of it. Prior to joining CB&A, he served as the City Manager of Petosky, MI, and later Oneonta, NY as well as the CEO of a special district serving five counties. He brings an outstanding eye for talent as well as superb analytical skills and the ability to slice through critical issues. George holds a Bachelor of Arts degree in Political Science from Western Illinois University and a Master of Public Administration degree from Roosevelt University in Chicago. He is a Life Member of the International City/County Management Association.



IV. Proposed Work Plan

The following search methodology has been refined over the past twenty-seven years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

An important part of the recruiter's work is promoting the community to the very best candidates (including those who are not actively looking for their next job) while providing an honest portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will develop a comprehensive recruitment profile for your review. We will incorporate any suggestions you have, before we finalize the document. As part of this effort, we will conduct a salary study, comparing similar municipalities, and recommend a market-based range for use in recruiting candidates. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to twelve outstanding semi-finalists. You then select the top five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

IV. Proposed Work Plan *(continued)*

- **Networking:** The best approach is diligent outreach. We will network with potential candidates and consult our database of government professionals. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- **Advertising:** In addition to networking, we incorporate professional associations and the trade press into our sourcing strategy to ensure no strong candidate is missed. These might include the International City/County Management Association, Arkansas City Management Association, LinkedIn, the National Association of Cities, and sites aimed as female and minority candidates.
- **CB&A Website:** We will also post the recruitment on our website, www.cb-asso.com, which many candidates consult regularly.
- **Email:** We will e-mail the recruitment profile to our database of approximately fourteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward our information to someone else who may be interested.

We generally do not use local newspapers, national newspapers, or generic employment websites because, while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. Consequently, if the City would like to place ads in these venues, the City will facilitate the job placement, and bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors, our recommendations to you will be those candidates whom we feel will be an outstanding City Manager and a great fit with your community.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will conduct a detailed screening of each resume to determine the six to twelve, highest-quality candidates.

Step Two. Screening Interview. Our lead recruiters will interview each of the top candidates. Using what we learned in Phase I, and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whom to consider further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own*

IV. Proposed Work Plan *(continued)*

words, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.

- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people per candidate and prepare a written summary of each conversation that is approximately one page long.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the NCIC database (the gold standard for criminal records), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every community has some form of print and/or electronic media with an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all stated educational credentials, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.
- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may remove the candidate from consideration, or present them with an explanation.

Note: We firmly believe that all background work and checks should be completed prior to recommending any candidates to you. That way you know the individuals you select to interview are all top performers and do not have anything embarrassing in their work history and / or backgrounds that might come to light later. It also means that once you have made a selection, you can move promptly, negotiate a contract and announce your selection.

IV. Proposed Work Plan *(continued)*

Task Five: Preparation and Presentation of Candidate Materials

CB&A will select six to twelve candidates and present them for your consideration as finalists. We will provide you with a complete electronic report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining questions that are not appropriate to ask), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel arrangements.

Further, we will contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials. Thus, even though they were not advanced, they will have gained something valuable for their next employment search.

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the governing body observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews with the elected officials, and a formal interview with the governing body as a whole. Our process is outlined below.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident. Municipalities often also include a reception with the City's senior staff at this point.

Later that day, the City can host a reception for the candidates. Its purpose is to allow the elected officials to observe how the finalists respond to a social situation. As noted, your next City Manager will represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the elected officials and the candidates get to know one another informally.

IV. Proposed Work Plan *(continued)*

Day #2: The next morning, the finalists will interview individually with each Commission Member for approximately 40 minutes. These meetings will provide you with an opportunity to assess how the candidates are likely to interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Commission and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Commission, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Commission can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are generally not costly and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the selection of your next Manager.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body or staff and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates, and the candidates have been thoroughly vetted, we expect prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to ensure a successful relationship.

Communication: Once the process begins, we will provide weekly emails reporting on the status of the search. At significant milestones we will discuss the process and results with each of you personally. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers, and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We are, in addition to being exceptional recruiters, students of local government, and can often offer insights as well as names of parties who are familiar with a wide variety of issues, often with innovative solutions. We strive to be responsive and to assist in any way we can.

IV. Proposed Work Plan *(continued)*

Proposed Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by November 24th. It can be adjusted based on the availability of the Mayor and Commission.

Phase I: Needs Assessment / Information Gathering

- December 1st: CB&A begins meeting with the Commission Members and other stakeholders to understand the job and its challenges.
- December 9th: CB&A submits the draft of the full recruitment profile to the City for its review.
- December 16th: The City provides comments on the recruitment profile.

Phase II: Recruiting

- December 19th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 14,000 local government professionals.
- January 9th: Closing date for submission of applications.
- January 14th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- February 17th: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
- February 24th: The City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Manager Selection

- March 5th: The City holds reception for the finalists.
- March 6th: One-on-one and full Commission interviews and selection of City Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

V. References

Town Manager, Bay Harbor Islands, FL (population 5,938)

Contact: Former Mayor and current Councilmember Stephanie Bruder at (305) 866-6241, or sbruder@bayharborislands-fl.gov

CB&A began its work in May of 2020 to find Bay Harbor Islands' next **Town Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the Town to interview. Through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the Town. After careful deliberation, the Town selected *Maria Lasday, formerly the Village Manager for Bannockburn Village, IL* in August 2020. Ms. Lasday resigned in September 2024 and retired from the profession.



City Manager, Fircrest, WA (population 7,215)

Contact: Former Mayor and Current Councilmember Brett L. Wittner at (253) 312-8556 or Brett.Wittner@gmail.com

Brimming with Pacific Northwest charm, the City of Fircrest is known for its welcoming parks, popular festivals and recreation programs, peaceful neighborhoods, engaging Police Department, and charming small businesses. CB&A was hired right before Christmas 2022 to find their next **City Manager**. We began work on January 11, 2023. We created the recruitment profile, sought outstanding candidates, screened and shortlisted the best individuals, conducted thorough background checks, and recommended finalists. The interviews were held on April 21, 2023. The Council had never been through an interview process quite like ours and were very complimentary of it. The City selected *Dawn Masko, former Finance Director for Pacific, WA*, and the City is well pleased with her performance. She remains with the City.



Deputy City Administrator, Dickinson, ND (population 20,800)

Contact: Former City Administrator Shawn Kessell at (701) 690-7776 or Shawn.T.Kessell@gmail.com

Dickinson is a beautiful smaller city located in Southwestern North Dakota. It has a variety of home-grown industries. The City is in excellent financial condition and its facilities are state-of-the-art. We were asked to find a **Deputy City Administrator** with a strong background in finance as the position also serves as Finance Director. We were also asked to move very quickly – the position had been vacant for over six months. We began work on April 18, 2016. It was a difficult recruitment as people with strong financial backgrounds are in short supply. We employed some innovative approaches to marketing the position, presented a number of excellent candidates and on June 27th, the City selected *Linda Carlson, then the Deputy Administrative Support Director / Finance Director for Casper, WY*.



V. References (continued)

City Manager, Flagler Beach, FL (population 5,160)

Contact: Commissioner Rick Belhumeur at (386) 503-5030, or rbelhumeur@cityofflaglerbeach.com

Located along Florida's Atlantic Coast between Daytona Beach and St. Augustine, Flagler Beach offers sparkling water, uncrowded beaches, bountiful fishing, beachside shops, waterfront restaurants, and natural parks. CB&A began work on April 14, 2023, to assist the City in finding its next **City Manager**. Our work included finding numerous outstanding candidates, interviewing them, conducting thorough background checks, and recommending finalists for the City to interview. The interviews were held on July 14, 2023, and *Dale Martin, former City Manager for Fernandina Beach, FL*, was selected by a unanimous vote. FlaglerLive.com reported, "If each commissioner could vote twice for him, that's what would have happened: he was that acclaimed." He remains with the City.



City Manager, Sanibel, FL (population 7,319)

Contact: Vice Mayor Holly Smith at 239-270-1725, 239-707-9800, or Holly.Smith@mysanibel.com

CB&A was hired in July 2021 to find Sanibel's next **City Manager**. Sanibel Island is unique because it was incorporated in 1974 to protect the natural aspects of the area and the community's small-town feel. Sanibel was looking for a manager who would protect Sanibel for the long term and continue the goals in their vision statement. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews, and providing assistance with the contract negotiations. *Dana Souza, formerly the Interim City Manager of Naples, FL*, was selected in late September. Mr. Souza remains with the City. In 2025 he received a near perfect score of 4.88 out of 5.0 on his performance evaluation.



City Manager, Sequim, WA (population 6,670)

Contact: Former Councilmember William Armacost at (360) 461-1197, or soundcutters@hotmail.com
Former Councilmember Keith Larkin at (206) 715.9495 or Klarkinpnw13@gmail.com

CB&A was selected in early March 2015 to perform the search for Sequim's **City Manager**. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. Interviews were held on June 19th and 20th. *Charlie Bush, Development Services Director for Issaquah, WA*, was selected on June 20, 2015. Mr. Bush resigned in 2021, and we were hired to find his replacement. *Matt Huish (pictured), formerly the City Administrator for Sandy, Utah*, was selected and he remains with the City.



V. References *(continued)*

Candidate References

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from five of those candidates.

Placement	Recruited To Be	Contact at
Dale Martin <i>Former City Manager for Winchester, CT</i>	City Manager, Fernandina Beach, FL <i>Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.</i>	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman <i>Former Assistant City Manager for Sandy Springs, GA</i>	City Manager, Winchester, VA <i>Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.</i>	(404) 683-4816
Bryan Hill <i>Former Deputy Administrator for Beaufort County, SC</i>	Administrator, James City County, VA <i>Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.</i>	(843) 368-7458
Chris Morrill <i>Former Assistant City Manager for Savannah, GA</i>	City Manager, Roanoke, VA <i>Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.</i>	(843) 368-7458
Raymond “Boz” Bossert, Jr. <i>Former Village Administrator for Port Edwards, WI</i>	General Manager, Sun ‘N Lake of Sebring Improvement District, FL <i>Appointed July of 2023 and remains with the District.</i>	(706) 215-4567

VI. Fee and Warranty

Fee

CB&A offers a firm, fixed price of \$29,500, which includes all the expenses we will incur. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 4,000
Phase II: Recruiting	12,000
Phase III: Screening	11,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total	\$29,500

Please note, as previously stated, we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them.

Warranty

We proudly stand behind our work with one of the more notable warranties in the industry, underscoring our commitment to quality and integrity. Our warranty includes the following:

1. Once the City employs our recommended candidate, we will not approach the selected City Manager for any other recruitment as long as the individual is employed by the City.
2. Should the selected individual leave for any reason other than an Act of God within the first year, CB&A will repeat the search for the reimbursement of our costs only. (Act of God defined as: unexpected health conditions occurring to themselves or close family members, total incapacitation, or death).
3. If, after the final events and interviews, the City determines that the candidates presented do not meet the desired standards or are not an outstanding fit, CB&A will repeat the search process at no additional cost.
4. All services outlined in our proposal are covered under a guaranteed, all-inclusive fee. This fee will not be exceeded, except under the conditions listed.

This warranty is effective provided the City adheres to the following guidelines:

- The City follows our recommendations and the agreed upon 90-day project schedule, including all components of each phase (Phase I - V inclusive); and
- The City selects from the recommended candidates officially presented by CB&A.

We recognize that unique circumstances may arise. In such cases, CB&A is willing to engage in good faith discussions with the City to explore potential solutions, or alternative options, even if they fall outside the formal bounds of this warranty.



A Historic Past, an Inspiring Future

City of Abilene, Kansas
Request for Proposals (RFP)
Executive Search Firm – City Manager Recruitment

Issue Date: October 14, 2025

Proposal Due Date: 5:00 pm (CST), November 5, 2025

Purpose

The City of Abilene, Kansas ("City") is seeking proposals from qualified and experienced executive search firms to conduct a comprehensive, professional recruitment process for the position of City Manager. The selected firm will assist the City Commission in identifying, screening, and securing the most qualified candidates to lead the organization. The city seeks to partner with a firm that has demonstrated experience in municipal executive recruitment, particularly in searches for City Manager positions within the Midwest region.

City of Abilene

The City, located in Dickinson County, Kansas, is a historic and vibrant community with approximately 6,400 residents. As the proud home of the Eisenhower Presidential Library and Museum, Abilene offers a strong sense of heritage, excellent schools, and a thriving tourism and business environment.

The City operates under the Commission-Manager form of government, with a five-member elected City Commission responsible for policy decisions and oversight of the City Manager, who serves as the chief administrative officer. The city provides a full range of municipal services, including police, fire, utilities, streets, parks, recreation, and community development.

Scope of Services

The city is seeking an Executive Search / Recruitment Firm (the "Firm") to assist the Governing Body in the search and selection of a City Manager. The successful Firm will be asked to assist the Governing Body in all aspects of recruitment, selection, and the contract negotiation process. Anticipated elements of this process are outlined below.

A. Work with the Governing Body and others as identified by the Governing Body to finalize recruitment profile using best practices. The City Commission is currently working on this process;

B. Work with the Governing Body to develop a strategy and process for carrying out the recruitment of a City Manager;

C. Conduct a professional search and recruitment effort utilizing local, regional, and national contacts to seek qualified candidates, including those who may not otherwise have an interest in this position;

D. Coordinate preparation and placement of advertisements in the appropriate national publications and outlets (e.g., ICMA, NLC, LKM, and others identified as appropriate by the Firm) to provide maximum exposure of the opportunity and to ensure an open recruitment process, including adherence to AA/EEO standards;

E. Review and screen candidates for qualifications consistent with the City Manager Position Profile;

- F. Identify a pool of candidates for consideration;
- G. Recommend a process to the Governing Body and assist the City in conducting and coordinating all aspects of an interview process;
- H. Coordinate and/or conduct reference and background checks; and
- I. Assist the City in the negotiation of an employment agreement with the final candidate.
- J. Conduct a follow-up to the recruitment within the first year.

Project Timeline

Provide a schedule outlining key milestones related to the scope of work and the estimated date of completion. Key milestones should include the finalization of a recruitment profile, which the City Commission is currently developing. This will be followed by executive search, background checks and evaluations, interviews, follow-up interviews, if necessary, and the selection process. The City has an interim city manager who will not be an applicant and is on contract from July 1, 2025, through January 30, 2026.

Proposal Requirements

Proposals must be concise and complete, organized in the following format:

1. Cover Letter
 - Signed by an authorized representative.
 - Summarize the firm's understanding of the project and commitment to perform the work.
2. Firm Qualifications
 - Overview of the firm's background, areas of expertise, and experience conducting municipal executive searches.
 - Highlight experience recruiting City Managers or comparable positions, particularly in Kansas or the Midwest.
3. Project Team
 - Identify key personnel assigned to this engagement and provide brief resumes and relevant experience.
4. Approach and Methodology
 - Describe the proposed process, communication plan, recruitment methods, and timeline.
 - Include the firm's strategy for ensuring candidate diversity and inclusivity.

5. References

- Provide contact information for three to five municipalities for which the firm has recently conducted similar searches.

6. Fee Proposal

- Present a firm fixed price for all services outlined.
- Itemize all fees, anticipated reimbursable expenses, and optional services (if applicable).

7. Guarantees

- Describe the firm's policy for replacement if the selected candidate resigns or is terminated within one year.

Evaluation Criteria

Proposals will be evaluated by the City Commission or its appointed committee based on the following factors:

1. Time required to accomplish the requested services and the ability of the proposed approach to meet the needs of the City of Abilene
2. Demonstrated experience recruiting executive-level positions for municipal government, with experience in the Midwest
3. Qualifications and experience of the proposed team
4. Approach to recruitment, including strategies for attracting highly qualified candidates.
5. Fee structure and cost-effectiveness

The City may select a firm based solely on written proposals or may invite selected firms for interviews before final selection.

Submission Instructions

All proposals must be sealed and received by 5 p.m. (CST) on November 5, 2025. Late submissions will not be considered.

Submit proposals to:

Shayla Mohr, CMC
City Clerk
City of Abilene, Kansas
419 N. Broadway Street
Abilene, KS 67410
Phone: (785) 263-2550

Terms and Conditions

1. The City reserves the right to reject any or all proposals, waive irregularities, and select the proposal that best meets its needs. All materials submitted become the property of the City.
2. The City will not reimburse respondents for any costs associated with the preparation and submission of responses to this RFP or for the attendance at subsequent interviews.
3. The selected firm will be required to provide proof of insurance coverage meeting or exceeding the following minimums:
 - a. General Liability: \$1,000,000 per occurrence / \$2,000,000 aggregate
 - b. Professional Liability: \$1,000,000
 - c. Worker's Compensation: statutory limits
4. The successful firm must comply with all applicable federal, state, and local laws, including those related to nondiscrimination and equal opportunity employment.

Contact for Inquiries

All questions regarding this RFP must be directed in writing to:

Shayla Mohr, CMC

City Clerk

Email: shayla@abilenecityhall.com

Phone: (785) 263-2550

Confidentiality

Proposals will be handled in accordance with the Kansas Open Records Act (KORA). Any information deemed confidential must be clearly marked as such and will be reviewed for compliance with applicable laws.

Issued by:

City of Abilene, Kansas

Jon Quinday, ICMA-CM

Interim City Manager

October 14, 2025