

Celebrating
100
Years

Kansas

GOVERNMENT JOURNAL

VOLUME 100-NUMBER 5

MAY 2014

Inside:
Depot Preservation Work Continues
Emergency Planning
Humboldt Celebrates Historic Bandstand

League Policy Committees Are Now Forming

What is a Policy Committee?

League Policy Committees help to establish the policies that guide the organization's legislative efforts. See below for a detailed description of each committee.

Who Can Join?

Any city official is eligible to serve on a single policy committee.

When do Policy Committees Meet?

Policy Committees meet three times annually; August, October in conjunction with the Annual Conference, and February as part of City Hall Day.

Need More Information?

Contact Nicole Proulx Aiken
(785) 354-9565 or naiken@lkm.org

Finance & Taxation

This committee reviews and recommends League positions on finance & taxation issues, including local option taxes, property tax lid, tax exemptions, motor vehicle tax, etc.

Utilities & Environment

This committee reviews and recommends League positions on water supply, water quality, water planning, solid waste, air quality, and other environmental quality issues.

Public Officers & Employees

This committee reviews and recommends League positions dealing with a range of employment matters, including wage and hour laws, unions, workers' compensation, unemployment insurance, etc. This committee also handles League positions relating to public officials, including ethics, elections, and other requirements of holding public office.

Legislative Policy

This committee reviews and recommends League positions in all other policy areas and provides general oversight of the policy statement.

Sign up Today!

<http://www.lkm.org/legislative/policycommittees/>



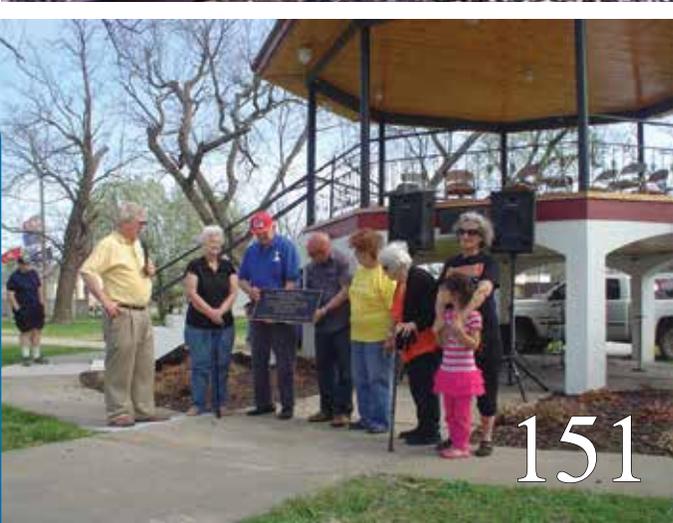
136



140



142



151

Contents

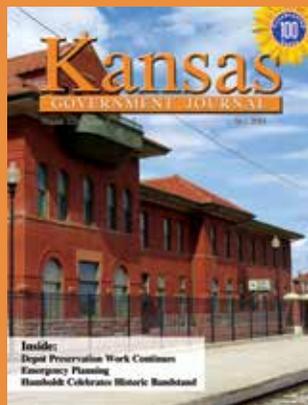
Volume 100 • Number 5 • May 2014

Features

- 135 Kansas Governmental Ethics Commissioner Warns Against “Campaigning” From Work
- 136 Emergency Planning
- 140 Message From The Department of Administration on Changes to Municipal Finance Laws
- 142 Depot Preservation Work Continues
- 148 Turning the Local Government Ship Starboard
- 151 Humboldt Celebrates Historic Bandstand

Departments

- 133 Director’s Foreword
- 146 Legal Forum
- 147 Mainstreet News
- 152 State Scene
- 153 Best Practices
- 154 Classified Advertising
- 156 Professional Services
- 158 KGJ: A Look Back



*About the Cover:
Photo of the Santa Fe Depot,
Dodge City. See related article on
page 142. Photo by Larry Myhre.*

The *Kansas Government Journal* is published monthly by:

© League of Kansas Municipalities
300 S.W. 8th Ave. • Topeka, Kansas 66603-3951
phone: (785) 354-9565 • fax: (785) 354-4186
www.lkm.org

General subscriptions are \$40 annually. Subscriptions for League member cities and research subscribers are \$20 annually. Individual issues cost \$5, with an additional \$5 charge for the Tax Rate Book edition.

Nothing herein shall be construed to have the endorsement of the publisher unless expressly stated.

Governing Body

President

John Deardoff, City Manager, Hutchinson

Vice President

Terry Somers, Mayor, Mount Hope

Immediate Past President

Brenda Chance, City Clerk, Phillipsburg

Past Presidents

Mike Boehm, Mayor, Lenexa
Carl Brewer, Mayor, Wichita
Carl Gerlach, Mayor, Overland Park

Directors

Herb Bath, Mayor, Altamont
Joe Denoyer, Vice Mayor, Liberal
Tom Glinstra, City Attorney, Olathe
Daron Hall, City Manager, Pittsburg
Mark Holland, Mayor, Kansas City
Blake Jorgensen, Commissioner, Ottawa
Jerry Lovett-Sperling, City Clerk, Lindsborg
John "Tiny" McTaggart, Mayor, Edwardsville
Kim Thomas, Mayor, Stockton
James Toews, Mayor, Inman
Larry Wolgast, Mayor, Topeka

Executive Director

Erik Sartorius

Kansas Government Journal Staff

Editors in Chief

Kate Cooley
Michael Koss

Managing Editor

Andrey Ukrazhenko

League Staff

Jay Bachman, Information Services Manager
Larry Baer, Legal Counsel
Kate Cooley, Conference/Marketing Coordinator
Anna DeBusk, Secretary to the Executive Director
Nikki Harrison, Administrative Assistant
Erik Sartorius, Executive Director
Michael Koss, Legal Counsel & Member Services Manager
Tami Martin, Administrative Assistant
Rynae Plue, Accountant
Nicole Proulx Aiken, Legal Counsel
Eric B. Smith, Legal Counsel
Andrey Ukrazhenko, Communications Specialist

The mission of the League shall be to strengthen and advocate for the interests of Kansas municipalities to advance the general welfare and promote the quality of life of the people who live within our cities.

© 2014 League of Kansas Municipalities



June

06 - City Attorneys Association of Kansas Conference, Lawrence

06 - LKM Governing Body Meeting, Lindsborg

27 - MLA: Civility and Public Service, Holcomb

28 - MLA: Civility and Public Service, Andover

July

04 - LKM Holiday: Independence Day

12 - MLA: Civility and Public Service, Spring Hill

August

08 - MLA: KOMA/KORA, Cimarron

09 - MLA: KOMA/KORA, Leawood

Obituaries

Billy M. Blackwell, 61, died Saturday, May 10, 2014.

Mr. Blackwell served in the U.S. Army for 29 years, nine years as an enlisted soldier and 20 years as an officer. During his military career he served as a drill sergeant and as an airborne ranger. He retired in 2001 as a Lieutenant Colonel.

Mr. Blackwell served as a reserve police officer for the City of Lansing and served 8 years on the Lansing city council. In 2012, he was elected mayor of Lansing.

Howard Crawford died on April 1, 2014.

Mr. Crawford was born in 1917 in Stafford, Kansas. His grandfather had homesteaded and founded the town of Stafford in 1873.

Crawford was a member of the city council of Mission Hills, the board of directors of the Lyric Opera, an officer and director of the Lawyer's Association of Kansas City, and the president of the Indian Hills Homes Association.

Donald L. Dahl, 69, died April 18, 2014.

Mr. Dahl was born March 19, 1945, to Abe and Irma (Franz) Dahl in Hillsboro.

Dahl, a retired U.S. Navy pilot, served in the Kansas House from 1997 through 2008. He spent his last two years in the house as speaker pro tem.



Director's Foreword

by Erik Sartorius



Greetings from Topeka! It seems like Kansas made sure to show me a bit of everything my first week back in the state. Driving in from Missouri, I watched my temperature gauge rise and the storm clouds gather, and spent the night in an all-too-familiar severe thunderstorm warning. My first days at the League were crystal clear, beautiful spring days. And as I type this, we're being told of the possibility of a freeze

tonight. Ah, Kansas!

I am not sure I can fully express to you how honored and excited I am joining the League to serve as your executive director. Having spent the majority of my career involved with municipal government, I feel I have come to the perfect place. I know many of you personally and look forward to rekindling those relationships. For those of you I do not know, perhaps a bit of my background would be useful.

My Kansas roots are deep. I am a fourth generation Kansan, with my great-grandfather having come to Garden City as a chemist for sugar beet processing. My grandfather was then an MD there; I can't tell you how many people I've come across that he delivered at the hospital! I still have significant connections to western Kansas, with relatives in Cimarron, Herndon, St. Francis, and Ulysses.

I was born and raised in Wichita, where my father was a speech therapist serving several school districts in western Sedgwick County. My mom stayed at home when my brother and I were younger, then worked for an agriculture lending firm for several years and later the Wichita school district.

After college, I served for four years on the staff of U.S. Senator Nancy Kassebaum Baker in Washington, D.C., where among other things I had my first interactions with the League of Kansas Municipalities. Returning to Kansas, I earned my Master of Public Administration from the University of Kansas.

My 15 years working in Kansas—primarily involving local government—created ties to every corner of the state. I understand well the important, real differences between the needs and priorities of different regions of the state. Despite those differences, a unifying

truth throughout the state is that cities are a key element for the successful growth of Kansas. I want you to see the League as a resource for the hard work you undertake.

One thing that stood out to me while I was reviewing the League, was the significant level of member involvement in helping craft the strategic plan. To me, this plan demonstrates a desire to re-energize the organization. I want to utilize my experience and skills to participate in this renovation of how the League provides services to you, and to bolster the standing of cities with the legislature and the public.

I know you face a daunting challenge of balancing the needs and aspirations of your communities with the reality of difficult budgets. We want to be your resource for information on topics affecting your city, for technical assistance and for new ideas, in the hopes of making your challenges easier to overcome. As we move forward implementing the strategic plan, I am interested in hearing from you, our members.

I have had a chance to sit down with all members of the League staff since my arrival. They've given me a firmer grasp of what everyone does, what is going on, and what needs to be happening. They have also offered up several ideas for improving how we go about our business, along with some great ideas that I believe you will see as useful benefits to your membership in the League. In the coming months, we will be trying out some new approaches to how we conduct business. Please let us know what is or isn't working—we want to get it right for you.

I sought to join the League of Kansas Municipalities because of my belief in and commitment to municipal government. I have always felt the League plays a critical role in establishing the policy climate for cities in Kansas, and I feel strongly this organization can grow in its capabilities.

Your service to your fellow citizens through municipal government is one of the highest callings a person can undertake. We at the League will continue to work hard to assist you in your work, whether by technical or legal assistance, advocating on your behalf, or defending cities' powers. I look forward to our working together for the citizens of Kansas.

Get Control. Get KMIT.

LET US WORK FOR YOU!

KMIT

www.kmit.net



Providing workers' compensation coverage to Kansas cities

Enhances a city's work force
Provides solutions to an important
Delivers cost-effective loss prevention

• Risk Management — An essential service to help your city work force stay healthy, productive, and safe. The best way to reduce risk is to invest in the best loss prevention program available.

• Claims Management — "Disability" is a term often used, but not well understood by many. Education, training and financial support are key to a successful program.

• Safety Publications — The KMIT Safety Publications Department provides a variety of safety publications designed to help you reduce the risk of an injury to your workers' compensation program. Our publications include:

• Annual Construction Manual — Your essential guide to construction safety, work force management and OSHA's programs.

KMIT is a workers' compensation program endorsed by the League of Kansas Municipalities and the Kansas Municipal Officials Association.

For more information, contact
DAN BROWN • dabrown@kmit.net

Kansas Governmental Ethics Commissioner Warns Against “Campaigning” From Work

by Larry R. Baer

The League has been contacted by the Kansas Governmental Ethics Commission regarding the application of K.S.A. 25-4169a to city employees and officers. K.S.A. 25-4169a prohibits an officer or employee of any municipality, including cities, counties, townships, and school districts, from using or authorizing the use of public funds, vehicles, machinery, equipment, or supplies of the municipality, or the compensated time of such employee or officer, to expressly advocate for the nomination, election, or defeat of a clearly identified candidate for state or local office.

The Ethics Commissioner cautions that pursuant to the above language any city employee or official that receives an email, or other social media contact, on a city-owned computer that advocates the nomination, election, or defeat of an identified candidate and forwards it to others is in violation of K.S.A. 25-4169a. The phrase “expressly advocate[s] the nomination, election, or defeat of an identified candidate” is defined in K.S.A. 25-4143(h) to mean any communication which uses phrases including, but not limited to: (1) “Vote for the secretary of state”; (2) “re-elect your senator”; (3) “support the democratic nominee”; (4) “cast your ballot for the republican challenger for governor”; (5) “Smith for senate”; (6) “Bob Jones in ‘98”; (7) “vote against Old Hickory”; (8) “defeat” accompanied by a picture of one or more candidates; or (9) “Smith’s the one.”

In other words, if you receive an email, Facebook message, text, or similar contact at work on your work computer or phone that asks you to “Vote against X because he/she is a jerk” or “Re-elect Y because he/she is cool”, and you forward it to your contact list, or anyone else, you have violated the Kansas Campaign Finance Act. Under the Kansas Governmental Ethics Commission interpretation of K.S.A. 25-4169a, a violation would occur even if you receive one of the aforementioned messages at your work address, then move it to a private email account (Gmail, Cox, etc.), and send it from your work computer.

One additional pre-election warning to keep in mind – no person (including a city employee, official, candidate, or someone acting on behalf of a candidate) shall be permitted or allowed to distribute, or cause to be distributed, within any building or other structure owned, leased, or rented by the city, any brochure, flier, political fact sheet, or other document which expressly advocates the nomination, election, or defeat of a clearly identified candidate for state or local office. The exception to this rule is if each candidate for such state or local office is permitted to do so in the same manner.

If charged with a violation of K.S.A. 25-4169a, the violator may be convicted of a class C misdemeanor which would carry a fine of not more than \$500 and not more than one month in the county jail, or some combination thereof. In the alternative, the Governmental Ethics Commission has the statutory authority to impose a civil penalty of not more than \$5,000 for a first offense.

 Larry R. Baer is Legal Counsel for the League of Kansas Municipalities. He can be reached at lbaer@lkm.org or (785) 354-9565.



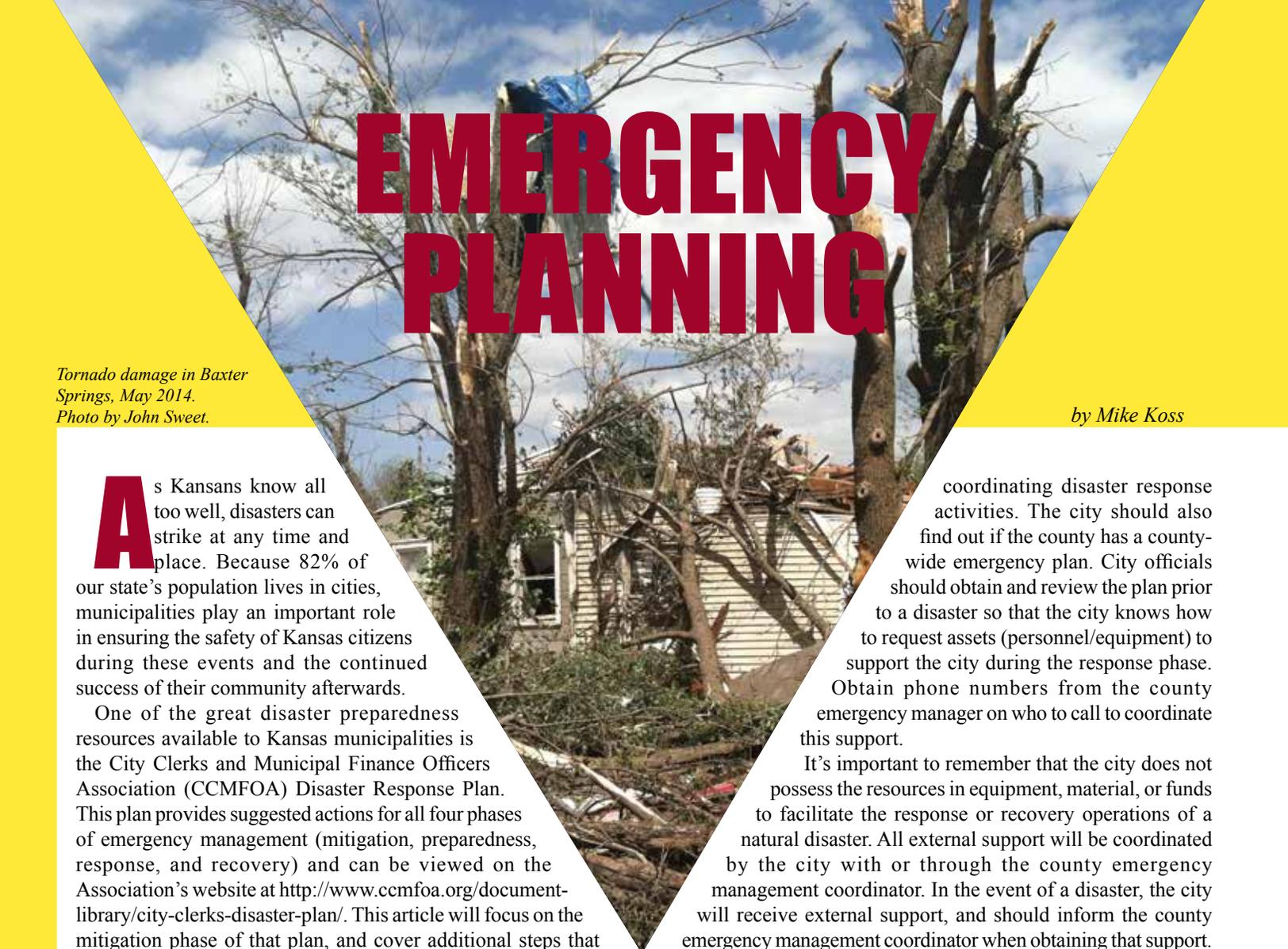
Change in Voter Registration Rules

This is an election year, and as always it is important to educate yourself about the different candidates so that you can be an informed voter. According to the Kansas Secretary of State, the following offices are to be elected or retained this year: one U.S. Senator, all 125 State Representatives, two State Senators, Kansas Court of Appeals Judges, the Attorney General, District Court Judges, State Treasurer, District Magistrate Judges, and Commissioner of Insurance.

As we contemplate the upcoming elections, it is important to note recent changes to the voter registration law. HB 2210 was signed by the Governor and becomes law on July 1 of this year. This new law changes the timing of when a voter can file to change their party affiliation for the August primary elections. K.S.A. 25-3304 currently requires that any declaration changing party affiliation “be filed not less than 14 days prior to the date of any national, state, county or township primary election.” On July 1, 2014, K.S.A. 25-3304 will prohibit the filing of a declaration changing party affiliation “from the candidate filing deadline... through the time when the primary election results are certified.”

This year the candidate filing deadline is June 2. However, because HB 2210 does not go into effect until July 1 of this year, the deadline in 2014 for voters to file declarations changing party affiliations will be June 30. In the future, the deadline will generally be June 1.

Additionally, as the election year unfolds and the candidates begin to speak on issues that concern local government, we encourage you to refer to our “Statement of Municipal Policy,” which can be accessed at the League’s website <http://www.lkm.org/smp/>. It can help you educate the candidates on what issues are important to League members. If you have not already registered to vote, you can do so online at <https://www.kdor.org/voterregistration/Default.aspx>.



EMERGENCY PLANNING

*Tornado damage in Baxter Springs, May 2014.
Photo by John Sweet.*

by Mike Koss

As Kansans know all too well, disasters can strike at any time and place. Because 82% of our state's population lives in cities, municipalities play an important role in ensuring the safety of Kansas citizens during these events and the continued success of their community afterwards.

One of the great disaster preparedness resources available to Kansas municipalities is the City Clerks and Municipal Finance Officers Association (CCMFOA) Disaster Response Plan. This plan provides suggested actions for all four phases of emergency management (mitigation, preparedness, response, and recovery) and can be viewed on the Association's website at <http://www.ccmfoa.org/document-library/city-clerks-disaster-plan/>. This article will focus on the mitigation phase of that plan, and cover additional steps that cities can take to prepare themselves for natural disasters.

Threshold Actions and Policies

The best action a city can take to prepare for a disaster is to create an emergency response plan (ERP). However, if the city does not have a formal plan, there are still some necessary actions that should be taken and policies that should be adopted to help keep city staff and local residents safe.

Contact the County Emergency Manager

According to the Kansas Response Plan 2014, if a city does not have an ERP, it must use the county's plan. In that case, one of the first steps a city should take is contact its county emergency manager and set up a meeting to learn about who is responsible for

coordinating disaster response activities. The city should also find out if the county has a county-wide emergency plan. City officials should obtain and review the plan prior to a disaster so that the city knows how to request assets (personnel/equipment) to support the city during the response phase. Obtain phone numbers from the county emergency manager on who to call to coordinate this support.

It's important to remember that the city does not possess the resources in equipment, material, or funds to facilitate the response or recovery operations of a natural disaster. All external support will be coordinated by the city with or through the county emergency management coordinator. In the event of a disaster, the city will receive external support, and should inform the county emergency management coordinator when obtaining that support.

Personnel, Facilities, and Equipment

Cities should also establish a procedure on where office personnel go in the event of a disaster and when to go there. Elected officials and key personnel should have identification badges so they can get into areas that may be blocked off after the disaster. City employee badges can be obtained through the county emergency manager as part of a statewide program for identifying city and emergency personnel. If unavailable, a local badge system can be developed or examples can be obtained from other cities. Additionally, it is recommended to have at least 20 maps showing the streets for use by city workers, and that all city office personnel have one flashlight at their office location.

With regard to city equipment, copiers and computers should



have surge protectors installed to ensure they can be used after a storm. In case a unit is damaged or destroyed, have an alternate source like another city or company from which to obtain these critical pieces of equipment. City financial records and electronic records should be backed up and stored in a secure area in the event that a disaster damages the structure where the primary records are retained. There are many ways of backing up electronic files, and the city may want to look at commercial services. However, backup files should be stored off-site. Utility records and monthly billing cannot be accomplished without accurate files.

It's a good practice to have a portable generator at City Hall, since residents will likely travel toward light in the case of a city-wide blackout. However, if the city office is no longer functional, city employees and residents should be made aware of a "backup" city building. If the city has chosen another structure, make sure it can get phone and other utility services. The city needs to return to normalcy as quickly as possible so residents and business owners can request city assistance.

Temporary shelter locations should also be established with the assistance of the county emergency manager. These are temporary in nature and provide a location in which residents can go to when needed. This could be a school, community building, or a church.

Mutual Aid

Local governments are responsible for their own public works and infrastructure and have the primary responsibility through all phases of emergency management. KDHE requires that all public water systems have an ERP, and guidance on developing that plan can be found at http://www.kdheks.gov/water/download/Emergency_Response_Planning_Guidance_01_11_2005.pdf. There are also some great programs your city can join to help ensure your public works infrastructure is repaired in a timely fashion when a disaster strikes.

The Kansas Mutual Aid Program (KSMAP) is a mutual aid program developed by the Kansas Municipal Utility (KMU) Association and the Kansas Rural Water Association (KRWA). As a member of either of these associations, you can become a member of the KSMAP. There is no cost for being a member, but it can provide invaluable assistance from other cities when emergency recovery capability is needed. For more information, visit <http://www.ksmap.org/general/default.asp>.

Cities that are members of the Kansas Municipal Electric Association (KMEA) can also utilize the KMEA Mutual Aid Program (KMEA MAP). Members of the program offer assistance to each other in the event of an emergency that affects the operation of their electric utility. Membership in this program is open to all Kansas cities that have an electric utility. There is a \$100 charge for KMEA members and a \$150 yearly fee for non-members. You can

learn more about KMEA MAP at <https://kmea.com/mutualaid.aspx>.

For members of Kansas Electric Cooperatives, that organization also offers a Mutual Aid Agreement among its members. During an emergency in any cooperative, the other cooperatives will operate their own systems with a reduced force of personnel and equipment, and release upon request all other personnel and equipment to the system in need. The primary objective during such an emergency is to restore service, not to rebuild the damaged system. Temporary service restoration may be accomplished through temporary repairs, unless it is quicker to rebuild the system to specification. For more information, visit <http://www.kec.org/documents/MutualAid2010-Final.pdf>.

Developing a City ERP

Creating the Plan

Developing an official ERP is one of the best disaster preparedness actions a city can take. Some ERP's may just consist of contact information of the emergency personnel who need to be contacted when disasters occur. However, a formal plan will include the many elements needed to ensure your citizens safety and the continued operation of your local government. Because of the large scope of issues that must be addressed, it's important to bring as many community stakeholders to the table as possible. These stakeholders might include representatives from health care facilities, schools, private industry, non-profits, religious groups, and any other influential organization.

Once the stakeholder group is assembled, the group will also need to determine the risks the community faces. In Kansas, the most common disasters are floods, drought, blizzards, tornadoes, and earthquakes, but the ERP should be an all-hazard mitigation plan that accounts for all conceivable disasters. Once all risks are identified, the capacity of the city and other stakeholders to address those risks should be determined. If there are risks that the community is not able to manage, external resources should be identified and included in the ERP.

Once risks and resources have been assessed, the group should consider reviewing the County ERP. This will provide group members with a basic understanding of the issues involved and educate them about how their community fits within the County ERP. However, the city plan should also recognize its own resources. For example, the plan should include which personnel make up the city's preparedness and response team, and those individuals should be informed of their assignments and responsibilities within the City ERP.

Finally, the stakeholder group should begin developing the comprehensive mitigation plan. This plan forms the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage.

Flooding at Cow Creek and 43rd Avenue, Reno County. Photo by flickr user dragonkid463



*A blizzard in Lawrence, on February, 2013.
Photo by flickr user brent flanders.*

Every county in the state of Kansas recently completed a mitigation plan, which are necessary to have this plan in order to receive FEMA funding in the future. The Kansas Division of Emergency Management has also created a Hazard Mitigation Plan, which can be accessed at http://www.kansastag.gov/AdvHTML_doc_upload/CompleteKSHMP2.5.11.pdf. Either your County or the State's plan are great tools for beginning the city's own hazard mitigation plan.

Communication

The City ERP should also address communication issues. A phone number listing needs to be maintained in order to contact city personnel, elected officials, planning commission members, board of zoning appeals members, county emergency management, state representatives, etc. If city staff have internal hand held radios, ensure they are distributed to different departments, maintained and charged. Cell phones should serve as a backup to hand held radios.

Procedures should be in place to provide a hazardous weather outlook to both the community and workforce prior to a storm event. Information on hazardous conditions for a city can be obtained from the National Weather Service at <http://www.weather.gov>. Go to the web site, put in the zip code and the city will instantly come up. This can be saved to "favorites" and be instantly accessed when needed. Additionally, it is possible to sign up to have weather alerts sent directly from the National Weather Service. A city channel or web site could be updated and this is a great way to inform your community about the potential for adverse and hazardous weather conditions.

The plan should also address how each community member can be reached in the event of a disaster. An innovative program in Fargo, North Dakota, is its Vulnerable Population Registry. This registry allows first responders to use the registry after a disaster to help locate those who may need extra assistance. You can learn more about the program at <http://www.cityoffargo.com/>

[Emergencies/VulnerablePopulationRegistry/](http://www.kansas.gov/emergency/vulnerable-population-registry/). Local governments are also increasingly relying on social media for their emergency communications. For information about some of these initiatives, visit http://transformgov.org/en/knowledge_network/documents/kn/document/302078.

Finally, the ERP should also cover annual times to train for implementing the ERP, and a strategy for including local businesses in those exercises. There should also be a process in place for the continued development of the plan and how often it will be updated. Ensure that a copy is kept in the city clerk's office.

Flood Plain Management

For flood preparation, it's important to establish which routes are most vulnerable to flooding, a route monitoring system, warning signals, evacuation routes, and locations of emergency shelters. Determine the most appropriate method to inform your residents of any flood watches or warnings and how the public should prepare.

If your city is in a floodplain, you should obtain a Flood Map that identifies the flood zones within your borders. This can be obtained from the county emergency manager or floodplain manager. This is especially valuable for cities that participate in the National Flood Insurance Program (NFIP). For your residents and businesses to get flood insurance, the city must participate in the NFIP. three hundred forty Kansas municipalities currently participate in the NFIP. Participating communities agree to adopt and enforce ordinances that meet or exceed FEMA requirements to reduce the risk of flooding. In Kansas, the NFIP is administered by the Division of Water Resources (DWR). DWR reviews and approves floodplain zoning ordinances before their adoption by local governing bodies. It also provides technical assistance to communities to help them develop proper floodplain-related ordinances. The DWR chief engineer uses data from NFIP studies and mapping for permit and approval decisions.

The Community Rating System (CRS) is a program that rewards communities for work they do with flood insurance discounts. Eligible communities that qualify for this voluntary program go above the minimum NFIP requirements and can offer their citizens discounted flood insurance. There are over a dozen CRS cities in Kansas.

Unfortunately, it's usually after a flood that most people discover their homeowners insurance does not cover flood damages. Every building is located within a flood zone - some zones are high risk, some are low risk. Approximately 25% of all insured flood damages occur in low risk zones, commonly described as "outside the mapped floodplain."

For information and advice on permits and managing flood hazards, contact the NFIP State Coordinator at 785-296-5440 or visit the Kansas Department of Agriculture, Division of Water Resources, Floodplain Program website at <http://www.ksda.gov>.

Debris Management Plan

A disaster debris management plan should be put in place before an emergency happens. This plan can help a community identify options for collecting, recycling, and disposing of debris. The benefits of putting a recovery plan in place before a disaster occurs include reducing time needed to identify debris management options after a disaster, cost-savings by avoiding rushed decisions that could result in costly mistakes, and reducing potential hazards by identifying which hazards may exist, who will address them, and how. Debris removal is very expensive, so the plan should include a process to reach out to KDHE for debris management assistance.

City Code/Ordinances

The city clerk, in concert with the administration or mayor, should ensure that the city code, zoning and sub-division regulations, zoning map, building codes, contractual and licensing process and fee structures are in place and updated prior to an event. The CCMFOA, LKM, and other agencies can support the governing body in this effort, but the following are some specific policies the city should consider adopting via ordinance.

K.S.A. 40-3901, *et seq.*, authorizes Kansas cities and counties to create liens on insurance proceeds received for damage or loss caused by fire, explosion or wind to buildings and other structures. The insurance proceeds fund helps to ensure that a city will ultimately be compensated if it must demolish an insured structure if the owner fails to repair or remove the structure. The city must adopt an ordinance to establish the insurance proceeds fund. The maximum amount of the lien is 15% of the proceeds from the insurance policy for the wind, fire or explosion damage, provided that the covered claim payment exceeds 75% of the face value of the policy. There are statutory requirements that the city must follow regarding establishing and using the fund. The insurance proceeds fund must be established before the emergency occurs because it is not retroactive. The insurance proceeds ordinance must be filed with the Kansas Insurance Commissioner at 420 SW 9th, Topeka, KS, 66612, before it becomes effective. If your city has an insurance proceeds fund in place, review it to be sure that it is current with amendments made to state law in 1997 to include coverage for wind damage and the increase in the lien amount to 15%. A model ordinance is available from LKM.

The city should have a procurement policy to ensure that there is a proper method for procuring material, equipment, contracts and supplies. This is necessary in order to obtain FEMA/KDEM/KDOC financial support. The KDOC, CCMFOA, and LKM have sample city procurement policies that can be used to develop a local policy.

It's also valuable to have a city ordinance covering rebuilding on existing lots because the size of existing lots may be smaller than authorized under new regulations. Older cities' original plats were 50 feet or less and in most cases are not allowed for new construction under new city sub-division regulations. To ensure that construction can be done on previous platted lots, you can prepare an ordinance to grandfather these older lots for construction if a disaster occurs. An example can be found within the CCMFOA Disaster Plan.

Your city may also want to adopt a drought/emergency ordinance, which is required to authorize drought response and water conservation measures. The KWO and LKM have model water conservation ordinances available.

Building Permits

When homes and businesses are damaged by a disaster, those affected often hire contractors to repair and renovate. However, the state has several renovation regulations in place to protect public health and prevent consumer fraud. To streamline the recovery phase after a disaster, your city may want to consider incorporating these rules in your building permitting process.

In 2013, the Kansas Legislature passed the Kansas Roofers Registration Act. The Act specifically authorizes cities to require licensing or registration of roofing contractors. This can be done via a standalone ordinance, as part of your city's building permit application process, or a combination of the two. LKM has a model ordinance available, and a list of registered roofers can be viewed at <http://ag.ks.gov/in-your-corner-kansas/your-home-car/roofing>.

Cities may also want to incorporate lead-based paint regulations into their permitting process. In 2010, the KDHE began enforcing EPA regulations that prohibit non-certified contractors from renovating homes built prior to 1978. These rules are applicable to homes and child-occupied premises like daycares and schools. Specifically, the rule requires that contractors performing renovations on these structures be certified and follow lead-safe work practices. For more information, visit http://www.kshealthyhomes.org/contact_lead_professionals.htm.

Tornado Sirens

Tornado sirens should be tested at least monthly. If possible, the city should get sirens that are both AC and DC (battery or electrical) in the event the electrical power goes out. It is recommended the city have an emergency backup system that can activate the sirens if the primary system fails. Ensure that the community understands that "Storm Sirens" are for outside use only and there is no "All Clear Siren." The USDA offers millions of dollars in community facility grant money each year to help small towns (fewer than 20,000 residents) pay for important projects, including new tornado sirens.

Training

The National Incident Management System (NIMS) provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents. Failure to adopt NIMS as the requisite emergency management system may preclude reimbursement to a municipality for costs expended during and after a declared emergency or disaster, or for costs associated with training and preparation for such disasters or emergencies. The city should adopt the NIMS system through a resolution, a sample of which can be obtained from CCMFOA.

Another great training resource that has been expanding nationwide is the Community Emergency Response Team (CERT). CERT is a grassroots effort sponsored by FEMA to help develop and promote more emergency preparedness education programs. Supporting CERT groups in your community can help assure that when disaster strikes, every citizen knows what to do.

Conclusion

There is only so much that can be done to prevent disasters from causing destruction and loss of life. However, there are many resources available to municipalities to manage these risks and mitigate damage to the extent possible. By utilizing these resources and taking steps to prepare for disasters, your city can create an orderly process for recovery and possibly protect the well-being of your residents.

Acknowledgements: This article is based mostly off the CCMFOA Disaster Plan, which the CCMFOA, the Kansas Department of Commerce, and John Sweet, City Administrator of Lyons, worked very hard to develop. I'd like to thank each for their efforts.

 *Michael Koss is Legal Counsel & Membership Services Manager for the League of Kansas Municipalities. He can be reached at mkoss@lkm.org or (785) 354-9565.*

Sources: CCMFOA. (2012). City Clerks and Municipal Finance Officers Association (Kansas) (CCMFOA) Disaster Plan. Retrieved from <http://www.ccmfoa.org/wp-content/uploads/2013/03/City-Clerks-Disaster-Plan-Continuity-of-Operations-FINAL.doc>. Metz, Greg. (2012, November). Emergency Response Plans - Essential for Any City or RWD. The Kansas Lifeline, 50-53.



Message from the Department of Administration on Changes to Municipal Finance Laws

by Roger Basinger

HB 2047

The Kansas Legislature recently passed HB 2047. The bill impacts the annual budget process by amending K.S.A. 79-2925b and allows local units of government to adjust the amount of property taxes levied over the previous year by the Consumer Price Index for all urban consumers as published by the United States Department of Labor for the preceding calendar year.

In addition to allowing the indexing for inflation, the bill also replaces the former requirement of governing bodies to pass a resolution or ordinance when the amount of tax levied for the proposed budget year exceeds the computed limit. Effective this summer, if the governing body of the municipality votes to approve a budget which includes an increase over the computed limit, “notice” of that vote is now required to be published in the official county newspaper of the county where the municipality is located. The published notice need not include the ye or nay votes of individual governing body members.

Finally, the publication of vote is not required for municipalities receiving \$1,000 or less in property taxes in the current year.

As a result of this legislation several pages of each budget workbook, including the computation page, will need to be modified. In addition, suggested “notice” language will need to be drafted concerning the notice of vote publication requirement. Municipalities can use the current forms available on the Municipal Services website, but need to be aware of these changes **and monitor the website for updates concerning this issue.** (<https://admin.ks.gov/offices/chief-financial-officer/municipal-services>). Municipal Service is currently considering updates to the present budget forms to incorporate the changes. We are also considering publication of a separate (new) computation page and publication notice for those municipalities wishing to start the budget process using the existing budget forms.

We will work to update our budget workbooks and to have those available on our website as soon as we are able.

HB 2591

Each year more than 1,000 Kansas municipalities – cities, counties, school districts, library districts, and the like – have their financial statements audited by certified public accountants, an annual independent review required by state law. Once the audit process is complete and the report is issued a municipality is further required to submit its report and audited financial statements to the State’s Department of Administration, accompanied by a filing fee.

Up until a decade ago a municipality’s bound, paper audit report was placed into a large envelope affixed with several dollars’ worth of postage and addressed to a state office building in Topeka. About that time the Department of Administration started accepting scanned audit reports submitted via e-mail, which led several years later to a formalized effort to encourage submission of reports in an electronic format and the posting of those e-audits to the department’s Municipal Services Team website. Today, 90% of the reports submitted arrive via e-mail attachment.

About the time they were starting to encourage submission of e-audits the department’s municipal services staff became aware that municipalities were being asked to send the very same audit reports to the Department of Health and Environment, or the Department for Aging and Disability Services, or the Department of Corrections, or the Department of Transportation, or the Department of Education, or some combination of state agencies. In some cases a Kansas municipality might be sending its audit report to multiple individuals within the same state agency. Research revealed that one Kansas county maintained a spreadsheet listing the names and addresses of 19 state officials to whom the county’s annual audit report was required to be submitted. Some of these state officials wanted the report in paper form and some were okay with an electronic version of the report. Frankly, this seemed like an unintended burden crying out for a solution.

The solution to this unintended burden became House Bill 2591, legislation introduced in the 2014 session of the Kansas legislature at the request of Secretary Jim Clark of the Department of

Administration. The bill went through both houses of the legislature without opposition and without amendment. It was signed into law by Governor Brownback on March 31.

In summary, HB 2591 provides as follows: on and after January 1, 2015, municipalities need only send their annual audit and A-133 reports (federal single audit report, if required) and other audit-related documents to the designee of the Secretary of Administration (municipal services), and that the submission be in an electronic format as designated by the Secretary of Administration (.pdf). That's it. No increased or additional filing fees. Nothing more required. In fact, a municipality clerk may simply attach a .pdf of the audit report/A-133 report to an e-mail and send it off, no message necessary.

Upon submission Municipal Services Team staff will take care of the rest. They will write back to the sender, providing information about the filing fee, etc., and those same staff will take charge of communicating with all of the rest of the state agencies that might expect to receive the municipality's submission, letting other state agency personnel know of reports received and of the website where the reports may be found.

In some cases the efficiencies resulting from HB 2591 will be relatively significant, and in others not so much. But in all cases change leading to improvement in the operation of local and state government will be realized.

 Roger Basinger is a Municipal Accountant for the Kansas Department of Administration. He can be reached at armuni@da.ks.gov or (785) 296-8083.



Bartlett & West

For over 60 years — delivering innovative engineering and technology solutions for our communities and for you.

&you

Public Works Services

- Street and highway design
- Waste water collection and treatment
- Water treatment and distribution
- Right-of-way and legal descriptions
- GIS development and implementation
- Traffic analysis

BARTLETT & WEST



Depot Preservation Work Continues

by Don Steele



*Various views showing the interior and exterior of Dodge City's Santa Fe Depot.
Photos by Jack Powers*

As part of ongoing efforts to preserve Dodge City's oldest commercial building, the Santa Fe Depot, local officials are asking the state transportation agency for Transportation Alternatives funds.

A grant application currently being prepared would help complete what Melissa McCoy, project development coordinator for the city, calls "the final stage in the restoration work at the Depot."

Local citizens recognized as far back as the mid-1970s that the depot was an important historical resource for Dodge City and ought to be restored and preserved.

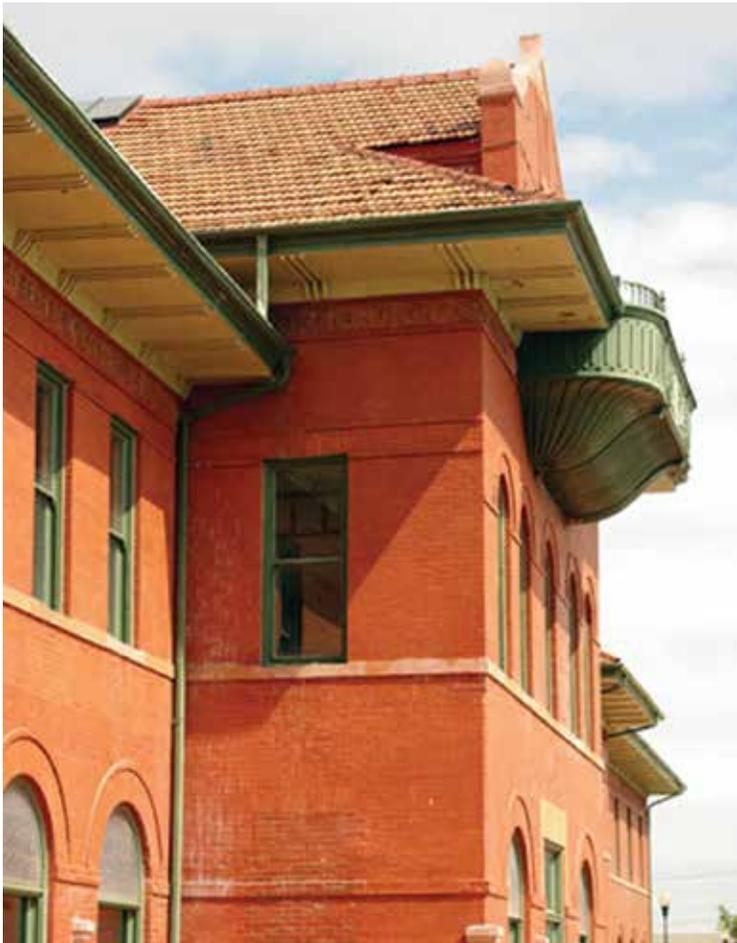
A committee called "Save Our Depot" was formed and various uses for the 40,000 sq. ft. building were proposed. Unable to raise the needed funds, the depot sat largely empty and abandoned – its future in question.

When Santa Fe Railroad announced plans to close their remaining offices in the building in the early 1990s, the building seemed headed for demolition. A combination of funding available from a federal transportation program, along with renewed local interest in saving the building, led to a \$12 million reconstruction project.

The restored AMTRAK station opened in 2003 and the Depot Theater Company premiered their first production in the new theater in 2004. In the ensuing years, routine maintenance on the building has been delayed as funding was sought.

A recent project completed repairs to the exterior of the building, especially the mortar joints in the belt course of pink sandstone that surrounds the structure. This spring, another project will maintain the windows and doors around the building. The final project, for which funding is currently being sought, is the repair of 18 instances of damage to interior walls due to moisture incursion. "We took steps to stop the moisture coming in last year," McCoy said. "We had to wait to determine if those steps had been effective, which they have, and now we can make the repairs."





The current project would also complete the build-out of currently vacant space on the second floor. Originally serving as hotel rooms for Fred Harvey's local operations, the west end of the second floor will be finished as office space for the Convention and Visitors Bureau as well as other possible public entities. "This project is now viable because we have tenants in place," McCoy said.

Jan Stevens, director of the Convention and Visitors Bureau, believes the move makes fiscal sense for her agency. "We've looked at other office space around town but it just makes sense for the CVB to be located in a building that the city is responsible for already. And it will be really good to have the upper floor occupied," Stevens said.

Paul Lewis, Park and Recreation Director for the city, sees similar opportunities for the public transportation agency. "We have recently applied for funding from KDOT to expand our public transportation services with fixed route options in addition to on-demand services," Lewis said.

"We're encouraged about that opportunity and we would be looking at creating a transfer point at the depot, where patrons can switch between buses and routes, as well as moving our public transportation offices to the building," he said.

The total cost of this phase of the restoration has been estimated at \$1,675,170. Officials are submitting a grant application for funding from Kansas Department of Transportation's program called Transportation Alternatives.

Much of the original funding for the depot project came from an earlier iteration of the same program. Funds are allocated to the states via federal transportation funding. Federal regulations allow for funds to be used in three categories: scenic and environmental, bicycle and pedestrian facilities, and preservation of historic transportation structures. "Because we're applying in the historic category, our application will go directly to the Kansas State

Historical Society. They will prioritize all the historic applications and forward them to KDOT,” McCoy said.

When work is complete and the new tenants move in, there will be several benefits to the building. “With the public transportation agency moving into and operating out of the building, it will provide a staff person to welcome people to the building,” said Kent Stehlik, a member of the grant writing team and also a member of the Tourism Task Force. “The agencies that will inhabit the building will be compatible and the resulting partnership will help provide additional revenue for the maintenance of the facility,” he added.

The plan is part of an effort to create a long term vision for the building and its care.

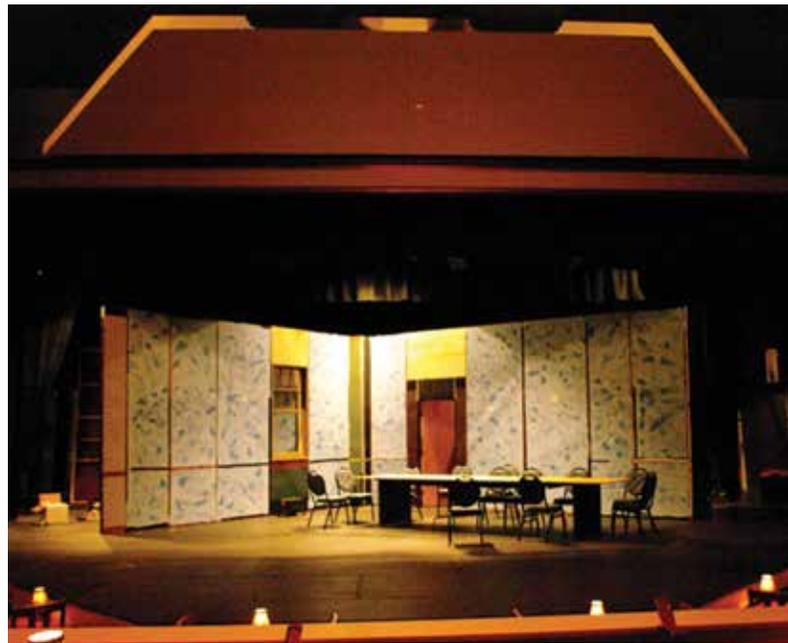
“The Community Facilities Advisory Board has recommended approval of a total of \$300,000 for the depot and their recommendation will now go to a joint meeting of the city and county commissions,” McCoy said.

As various plans continue to fall into place, organizers envision a bright future for the depot.

“Having the public transportation agency in the building will bring more people downtown, which will help efforts there, and the city continues to participate in the Southwest Kansas Coalition to ensure the availability of rail service to our communities into the future,” McCoy said.

The depot will be the site of a number of events this spring, including the dedication of a Fred Harvey medallion in the Trail of Fame and the unveiling of a Harvey Hotel room restored as it might have been when the hotel was operating. The hotel room restoration is a project of the Depot Theater Guild.

 *Don Steele is a Reporter for the Dodge City Daily Globe. He can be reached at (620) 225-4151. Photos by Jack Powers. Reprinted with permission from the Dodge City Daily Globe.*





2014 Annual Conference

Hotel Accommodations & Reservation Procedures

October 11-13 • Hyatt Regency Wichita • Century II Convention Center

Hyatt Regency Wichita**

400 W Waterman

Wichita, KS 67202

888.421.1442

Rate: \$124 + tax per night

Cut-off date: September 9, 2014

Or book online: <https://resweb.passkey.com/go/2014LKM>



**Hyatt Regency Wichita requires a non-refundable deposit equal to one night's stay in order to secure reservations.

*Complimentary self-park included for overnight guests, otherwise \$6 per vehicle per day for drive-in guests.

ADDITIONAL ACCOMMODATIONS

Fairfield Inn & Suites Downtown

525 S Main

Wichita, KS 67202

316.201.1400

\$119 + tax per night

Cut-off date: 9/21/2014

Hotel at WaterWalk

711 S Main

Wichita, KS 67213

316.263.1061

\$124 + tax per night

Cut-off date: 9/11/2014

Drury Plaza Hotel Broadview Wichita

400 W Douglas Ave

Wichita, KS 67213

316.263.1061

\$124 + tax per night

Cut-off date: 9/26/2014

*Hotel parking \$8 per car, per night

RESERVATION PROCEDURES:

- LKM has made special arrangements with the hotels listed to provide accommodations during our Annual Conference.
- Attendees are responsible for making their own reservations. Please contact the hotel directly.
- Reservations may not be made until after 2/1/14.
- Remember to ask for the special LKM conference rate when making reservations.

SPECIAL NOTE:

If you are making hotel reservations for someone else, please confirm with each person that they actually need hotel accommodations before making the reservation.



Prayer at City Meetings: An Overview of *Town of Greece v. Galloway*

On May 5, 2014, the United States Supreme Court issued its long-anticipated opinion on *Town Of Greece v. Galloway*, 572 U.S. ___ (2014), upholding the town of Greece, New York’s prayer practice. This legal forum provides an overview of the Supreme Court’s opinion and offers some practical guidance for cities.

Facts

Since 1999, the town of Greece has invited local clergy to offer an invocation at the beginning of its town board meetings. To find clergy, a town employee called congregations listed in a local directory. Eventually, the town compiled a list of chaplains willing to provide the invocation. While town leaders insisted anyone could provide the invocation, most of the congregations in Greece are Christian, and from 1999 through 2007, only Christian chaplains participated. The town did not establish guidelines for the prayers or review them in advance. The invocations varied widely; some were civic themed, others discussed religious holidays and scriptures. Occasionally, the chaplain would ask the audience members to stand or bow their head. After respondents Susan Galloway and Linda Stephens complained that the prayers were offensive and excluded citizens with differing beliefs, “the town invited a Jewish layman and the chairman of the local Baha’i temple to deliver prayers.” No. 12-696, slip op. at 3. (U.S. May 5, 2014). Upon her request, the town also allowed a Wiccan priestess to give the invocation.

Procedural History

The respondents filed a § 1983 action in the United States District Court for the Western District of New York alleging that the invocations violated the First Amendment’s Establishment Clause, because they were aligned with a single faith. The respondents asked the court to grant an injunction to limit the prayers so that they were nonsectarian in nature. The District Court granted summary judgment to the town of Greece. The District Court determined that: (1) the prayer practice was open to people of all beliefs; (2) the fact that most of the prayer givers were Christian was a reflection of the predominately Christian town – not an indication of a discriminatory policy; (3) the First Amendment does not require the town to seek clergy from outside its borders to achieve religious diversity; and (4) legislative prayer is not required to be nonsectarian.

The Court of Appeals for the Second Circuit reversed the district court’s decision. The Court held that under the totality of the circumstances a reasonable observer could find that the town of Greece endorsed Christianity.

The United States Supreme Court granted certiorari and reversed the Court of Appeals’ decision.

Arguments and Analysis

On certiorari, the respondents argued that the prayers violated the Establishment Clause of the First Amendment because: (1) under

Marsh v. Chambers, 463 U.S. 783 (1983), prayers offered at town meetings must be nonsectarian; and (2) the public was coerced into participating to please board members.

The Court rejected the respondents’ *Marsh* argument. In *Marsh*, the Court upheld the Nebraska Legislature’s prayer practice, which involved paying a chaplain state funds to provide an invocation at the opening of sessions. The Court noted that the *Marsh* opinion did not conclude that legislative prayer must be nonsectarian. Rather, in *Marsh*, the Court determined the prayer practice was appropriate because of the United States’ long-standing history and rich tradition regarding legislative prayer. After clarifying *Marsh*, the Court held that “[a]bsent a pattern of prayers that over time denigrate, proselytize, or betray an impermissible government purpose, a challenge based solely on the content of a prayer will not likely establish a constitutional violation.” No. 12-696, slip op. at 17 (U.S. May 5, 2014). The Court further determined that as long as the town maintained a nondiscriminatory prayer policy and allowed people of all beliefs to provide the invocation, it did not need to seek clergy outside its boundaries to achieve religious diversity.

The Court also rejected the respondents’ argument that the prayer coerced citizens to participate in a religious exercise. Noting the inquiry is fact sensitive, the Court found that the invocations were meant to meet the spiritual needs of the town board members and to connect them to a long-standing tradition. The Court remarked that “[t]he analysis would be different if town board members directed the public to participate in the prayers, singled out dissidents for opprobrium, or indicated that their decisions might be influenced by a person’s acquiescence in the prayer opportunity.” No. 12-696, slip op. at 20 (U.S. May 5, 2014). There was no evidentiary support, however, that this occurred. Moreover, the fact that the prayer occurred at the beginning of a meeting before business began, when any member of the public could choose to step out, supported the conclusion that the prayer practice did not violate the First Amendment.

What Does This Mean for Cities?

Cities can begin their meetings with prayer, if they desire. Cities do not have to review prayers in advance or require that they be nonsectarian. People of all beliefs should be invited and allowed to give the invocation; however, cities do not have to seek clergy from outside their boundaries to achieve religious diversity. Moreover, cities should not direct the public to participate or single out citizens who choose to abstain from the prayer.

☀️ *Nicole Proulx Aiken is Legal Counsel for the League of Kansas Municipalities. She can be reached at naiken@lkm.org or (785) 354-9565.*



Mainstreet News

Baxter Springs Struck by Tornado

Residents in Baxter Springs are grateful they survived a tornado that injured at least 25 people and destroyed dozens of homes and businesses on April 27th.

Cherokee County Sheriff David Groves said that nine of the 25 injured in the storm were hospitalized with injuries that are not considered life-threatening. He said one person died from a medical condition, and the death wasn't attributed to the storm.

An assessment found the storm damaged 100 homes, ranging from minor to total destruction. Twelve businesses were damaged.

Groves said workers are restoring power to about 40% of the community and to 91 residents whose gas was disconnected after the tornado, which was two miles long and two blocks wide.

Sharon Watson, spokeswoman for the Kansas Adjutant General's Office, said Governor Sam Brownback and U.S. Representative Lynn Jenkins would be among officials to view emergency response operations and meet with Baxter Springs residents.

Watson said Governor Brownback approved a state of disaster emergency proclamation. The state's emergency operations center in Topeka was partially activated to coordinate the response of state agencies.

Source: AP, "UPDATE: Baxter Springs Tornado Rated an EF-2," April 29, 2014, <http://www.kake.com/home/headlines/Tornadoes-hit-Kansas-Oklahoma-256916421.html>.

City of Prairie Village Receives Top Budget Award

City of Prairie Village, Kansas - The Government Finance Officers Association of the United States and Canada (GFOA) recently announced that the City of Prairie Village has received the GFOA's Distinguished Budget Presentation Award for its 2014 Budget.

The budget award reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting.

In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well a city's budget serves as a policy document, a financial plan, an operations guide, and a communications device. Budget documents must be rated "proficient" in all four categories, and the 14 mandatory criteria within those categories, to receive the award.

Lawrence Program Doubles Food Stamp Value at Farmers' Markets

The Douglas County Commission and the City of Lawrence are supporting a pilot project to allow food stamp recipients to double their funds while shopping at farmers' markets.

The county commission agreed to invest \$10,600 in the project, one day after Lawrence city commissioners did the same.

The program will give food stamp users more money to spend at the Lawrence Farmers' Market as well as Cottin's Hardware Farmers Market.

For example, if a food stamp recipient spends \$40 at one of the

markets, half the money would be from food stamps and the other half from the program. The project was proposed by LiveWell Lawrence, which is contributing \$3,800.

The program will run from June through September, or until the funds run out.

Source: Elliot Hughes, "County Agrees to Fund Food Stamp-Farmer Market Program / LJWorld.com," April 23, 2014, <http://tinyurl.com/k3ezow3>.

Hutchinson Receives \$400,000 Housing Rehabilitation Grant for East Avenue

Governor Sam Brownback recently informed the City of Hutchinson that it has been awarded a \$400,000 Community Development Block Grant, "contingent upon the state receiving money from the U.S. Department of Housing and Urban Development." Governor Brownback wrote that the Kansas Department of Commerce would contact the city soon about steps to complete the grant award.

The City first applied for the grant in 2012 but was denied. It was encouraged to resubmit an application with additional information last year and had expected to learn if it would receive the grant by mid-January. However, grant awards were delayed as Congress worked on the budget.

Forty-eight property owners along East Avenue A between

Walnut Street and K-61 submitted pre-applications for 100% forgivable loans. However, the City will notify all property owners within the target area that grant money is available and ask them to submit formal applications.

Eligible repairs range from the relatively minor, such as energy conservation/weatherization, painting and accessibility, to substantial rehabilitation to bring houses up to city code.

Five other Kansas cities were awarded CDBG housing grants. Beloit and Emporia will receive \$400,000, Ellsworth \$380,500, Humboldt \$170,000, and Longford \$360,000.

Source: Ken Stephens, "City Gets \$400,000 Housing Rehabilitation Grant for East Avenue A - The Hutchinson News: News," April 11, 2014, <http://tinyurl.com/jvuj7og>.



Turning the

Today's managers have the exciting opportunity to create more effective and highly valued local governments than ever before. To do so will take more than working harder and smarter. In most cases, it will require local governments to generate true organizational culture change.

I know, even the term is scary, and the suggestion of the need for culture change is often met with a mix of cynicism and frustration. That's an honest reaction for many in local government who may feel under attack after years of devoting their best efforts to the toughest issues facing their communities in a generation.

Yet despite these efforts, disconnects persist between residents' negative perceptions of government and the positive things government actually does to improve their daily lives. Thus is a culture war of another kind. Thus far, the culture of local government has proven to be no match for the culture (or set of behaviors and beliefs among people) toward government in general.

Especially in large government organizations, culture change often evokes the "turning of the ship" analogy, which, of course, speaks to the difficulty and the time it takes to turn something so large with such momentum that it is easier to just stay the course.

Most managers are quick to tackle and to fix what they readily identify as performance issues, like absenteeism and missed deadlines. These are often symptoms of much larger problems signaling the need for culture change as lack of cooperation, purpose, and communication, as well as general organizational stagnation.

The latter are both easier to ignore and harder to fix. And like the iceberg, it's hard for managers to understand the dangers of, no less fix, what they do not see, including shared values, beliefs, and commitments that drive organizational effectiveness and performance.

So, instead of turning the ship, managers engage in endless retooling and restructuring efforts or focus on just plain fixing the next biggest problem that arises, in other words, rearranging the deck chairs. The truth in this analogy is that culture change is hard, but the only thing more urgent than the desperate need for organizational culture change in most local governments is the time frame the manager has to make it happen.

Unlike the captain who can simply yell, "Turn to the starboard," the work of the local government manager takes more than a single command. Although specific changes will be unique to each locality.

Managers must rely on six keys to activate organization-wide culture change.

1. Support of the Elected Body.

Managers know the support of the elected body is critical to the success of most anything we do. Notwithstanding important boundaries in the council manager structure of the government, some managers may be too quick to draw a red line between what they see as management and organizational issues versus policy and political issues. If the manager pigeonholes organizational culture change as solely a management or organizational issue, the effort may be doomed from the start.

The elected body must fully understand the reasons for the change and have clear expectations about what it will see as a result of the change (refer to local government management rule No.1: No surprises!). Elected officials must engage in and endorse this effort as it will impact everything: how the organization thinks, acts, communicates, and is perceived.

Specifically, prior to the launch and implementation of culture change, the elected body should adopt specific tenants of the culture

Local Government Ship Starboard

SIX KEYS TO ACTIVATING ORGANIZATIONAL CULTURE CHANGE

by Vince Long

change in its vision statement and goal-setting processes. An ideal time to do this is at an annual commission retreat.

Commissions rarely have time away from the full agenda of a commission meeting to get in the balcony and think about the broader vision. Doing so affords elected officials the opportunity to see how the culture change aligns with their vision.

When elected officials see the benefits of influencing the organization at this level, they will also see less of a need to dive deeper into the organization to try to fix problems when they arise.

While some elected officials may not want to embrace the term culture change when they first hear it, they will become champions of the change when they realize you have armed them with something much more powerful: Confidence in the organization they represent and the ability to easily convey that to their constituents.

2. The Power of Employee Buy-in.

Make no mistake about it, employees make culture change happen, so employee buy-in is essential. For employees, buying in to culture change is not like the passive acceptance of a new idea or even the faithful execution of a new direction. These are easy for most employees.

Buying in to culture change requires a commitment to do things differently than employees have perhaps ever done them before. That's a tall order, especially for something that can seem intangible or unproven like culture change.

It is imperative that employees believe the culture change is not an exercise or process improvement that they are subject to, but a transformational proves that they drive. For public employees who have had plenty of justification to feel like an easy target for too

long, it is important that the culture change be empowering.

In fact, much of the positive culture change that can occur in local government acknowledges the larger economic and political factors that we do not control but focuses on that which we have complete control over. This is what powerful organizations do.

Employees must also understand that culture change is not only critical for the organization in adapting to new realities, but also that it will help them and their fellow employees perform their jobs better and derive greater job satisfaction.

3. Creating and Supporting Culture Change.

Part of my reason for writing this article was my own failed attempts to find a step-by-step process for creating and sustaining the culture change my organization needed. Despite the abundance of literature available on organizational culture, I could find little with a strong nexus of much practical application to local government organizations.

I ultimately came to realize, however, that the lack of a single best process for effectuating organizational culture change is not as important as developing a process you believe will work best for your organization, and then using it. The process of stimulating culture change generally involves identifying what the current culture is and what the preferred culture needs to be.

This effort takes willingness to dig deep and identify what collective behavior changes need to occur for employees and residents to derive continuously improving meaning for the organization, to the benefit of the organization. This requires the ability to take an honest look in the mirror and recognize what the organization does well, what it does not do well, and where it

must improve. Your evaluation must consider perceptions of the organization as facts.

This sounds easy, but it is extremely hard to do. It opens the door, however, to an enormous opportunity for the manager to explore with employees the reasons these perceptions exist, to empower employees to fix problems and to challenge them to actively convey the importance of what they do.

Once you have identified the most important culture changes to make, it will be important to identify subsequent steps to integrate the preferred culture in all of the organization's strategic processes. In human resource processes alone, for example, the organization's culture should be reflected in everything from considering the cultural fit during employee selection, to telling the story of the culture change to retired employees.

The same emphasis on culture must be reflected on how the organization sets priorities and budgets, delivers services, measures performance, communicates, and so forth. Ensuring that all of this actually happens, however, is perhaps the most critical element to change.

This requires creating a structure to support and sustain the organizational culture. This structure clearly articulates the organization's culture and how it is aligned with and reflected in everything the organization does. Leon County does this through what we call Leon LEADS: A Structure for Success (www.LeonCountyFL.gov/LeonLEADS). In spirit, this structure ensures that no detail is too small to escape the culture in all that we do.

4. The Importance of One Culture.

One of the unique characteristics of local governments is that they do not provide one type of product or service, but many. As such, there are numerous divisions and departments from Airports to Zoos that do many different things.

Without a well-articulated organizational culture and structure to sustain it, all of these separate functional areas have their own cultures. That's the way organizational cultures work. Some cultures happen by accident, others happen by design, but all organizations have them.

As a result, all of the individual organizational cultures may be conveying entirely different and even conflicting things to residents about the larger local government. Here's a signal: You know you have an organizational culture problem when residents say, "I love city parks and recreation, but I hate city government," or "I am a strong advocate of the county library system, but I am not a fan of county government." Huh?

Multiple and competing cultures in one organization create confusion, inconsistency, and loss of immense opportunity local governments have to convey and reinforce their organizational culture, given the aggregation of ways that managers touch the lives of the people they serve every day. Some departments or divisions will have good, scalable cultural traits that you may adopt in setting the overall culture change.

Managers, however, should know from the start that these individual cultures act as a brake on the innovation and change associated with their efforts to create the one preferred organizational culture for the whole.

5. Living Your Culture Through Core Practices.

Given all of the vastly different functions local governments provide and the importance of creating one organizational culture, core practices are an important way to ensure a distinct and consistent

culture throughout the organization. Core practices are not core values. Most organizations have core values; fewer organizations have core practices, which put value statements in action.

The development of core practices is a key element in organizational culture change. Core practices are not ideals that the organization aspires to, but what the people of the organization believe in and what they actually do in living their culture.

As such, core practices should facilitate, carry out, or reinforce specific areas that you identify for the culture change you seek to realize. Core practices define the organization's culture because we are what we repeatedly do.

An important detail to consider is to incorporate core practices in employee performance evaluations. Most organizations evaluate employees on the extent to which they "meet expectations" in the performance of technical, professional, and routine aspects of their jobs. Evaluating employees on the extent to which they exemplify the organization's core practices is a key to effectuating and sustaining your culture.

6. Manager as Culture Cheerleader-in-Chief.

As I stated earlier, the manager's work in "turning the ship around" is more difficult than that captain who can simply yell a single command. In fact, at the risk of mixing metaphors, the skills and abilities the manager needs in organizational culture change are more like that of a cheerleader.

Like cheerleading, it will require enormous energy, excitement, and repetition by the manager in articulating the preferred culture and the core practices to sustain it. All eyes will be on the manager throughout this cultural transformation.

The expectation should be that the crowd (your employees) will adopt a level of acceptance and enthusiasm for the new culture that's slightly lower than the manager and management team (middle management in particular).

This requires the understanding going into it that local government employees are a particularly tough crowd; a bunker mentality commonly exists. The sense of that "this too shall pass" is pervasive and understandable given election cycles and high turnover at the top manager position.

Managers should anticipate resistance, especially in siloed departments. This can depend on the organization, but it could be a highly technical department like management information services, or it could be a department with perhaps a long-tenured manager with a high degree of expertise.

Ultimately, it takes more than continuous encouragement. It requires the regular sight of the manager from the most dangerous point at the top of the local government pyramid in order to inspire others to follow.

If managers are willing to embrace this time of great adversity as an exciting opportunity to effectuate organizational culture change, their organizations will be poised to enjoy the far-reaching impact of that transformation.

 *Vince Long, ICMA-CM, is County Administrator for Leon County, Florida. He can be reached at longv@leoncountyfl.gov. Reprinted with permission from the January/February 2014 issue Public Management (PM) magazine published and copyrighted by ICMA (International City and County Management Association), Washington, D.C.*



A historic plaque being presented by the Downtown Action Team to local city officials. Left to right are Larry Tucker, Vada Aikins, Wayne Smith, Jerry Stephens, Peg Smith, Eileen Robertson, Jan Coykendall, and her granddaughter.

HUMBOLDT CELEBRATES HISTORIC BANDSTAND

by Larry Tucker

Built in 1905 to host local band concerts, the City Square Park bandstand was recognized recently in Humboldt for its placement on the State and National Historic Register. Home now to the annual Biblesta celebration, weddings, concerts, and other local events, the town's founding fathers purposely set aside the park in the downtown Humboldt square as a permanent gathering place for citizens to enjoy for years to come.

The event held this April was no exception. A celebration and concert were held by proud citizens to record the placement, with local dignitaries, a High School band concert, local church, and entertainers present to mark the occasion. A historic plaque was presented by the Downtown Action Team to local officials, who will place it on the newly renovated bandstand for visitors to view for generations to come.

Special thanks were shared recognizing the efforts of the Kansas Historical Society for nominating the bandstand to the State of Kansas and the US Department of the Interior as Humboldt's first historic landmark. Recognition and heartfelt thanks went out to the family of the late State Representative Ed Bideau for his efforts in changing the state's historic preservation laws. Without his effort, the City Square Park bandstand would have remained a local town secret instead of a new national treasure.

Larry Tucker is the City Administrator for the City of Humboldt. He can be reached at larry.tucker@kwikom.net or (620) 473-3232.



State Scene

Governor Brownback Helps Launch Kansas Tourism Campaign

Governor Sam Brownback kicked off the state's 2014 marketing campaign in Wichita to promote Kansas tourism, telling a crowd of about 200 people, "There's no place like Kansas."

The "There's No Place Like Kansas" campaign includes print ads in *Family Circle*, *Good Housekeeping*, *Midwest Living* and *O Magazine* showing scenic places and events in the state. Television spots with aerial and ground-based video will promote places in Kansas, such as Wilson Lake, Monument Rocks, downtown Fort Scott, the Wichita skyline, Massachusetts Street in Lawrence, and a rodeo in Dodge City.

Brownback highlighted the Symphony in the Flint Hills, which regularly sells out each year, Strataca-Kansas Underground Salt Museum in Hutchinson, the Bleeding Kansas corridor of eastern Kansas that highlights the territorial period of the state, and the Eisenhower Presidential Library in Abilene.

"Kansas is a special place and we know it," he said. "Now we have to tell the rest of the world about it."

Source: Beccy Tanner, "Brownback Helps Launch Kansas Tourism Campaign at Exploration Place | Wichita Eagle," April 9, 2014, <http://tinyurl.com/q5jx3uv>.

"Gateway" Project Begins

City of Overland Park - Work on the Johnson County Gateway, the largest highway construction project in the history of Kansas, is beginning its next phase.

This \$288 million phase includes work in Lenexa, Olathe, and Overland Park. Its primary focus is I-435 and K-10. However, to accommodate the 230,000 daily vehicles that use the I-435/I-35/K-10, work areas will include city streets and interchanges.

The westbound lanes of I-435, west of U.S. 69 in Overland Park, will be redone as part of the project later this spring.

A website, Johnson County Gateway, has the latest information about the project and lets visitors sign up for social media updates, and traffic alerts.

The Kansas Department of Transportation is the administrator of the project.

POStPlan Implementation: 9,000 Post Offices Downgraded; 4,000 To Go

savethepostoffice.com - The Postal Service is continuing to implement POStPlan, its initiative to reduce hours at 13,000 post offices and replace their postmasters with part-time workers. At this point, POStPlan has been or will be implemented at almost 9,000 post offices. Hours at the remaining 4,000 will be reduced over the coming months.

There will be around 3,300 post offices where the postmaster will still be on the job as of September 30, 2014. On that date, these postmasters will lose their full-time jobs as part of a Reduction in Force (RIF). Approximately 100 Kansas post offices will be affected by the changes.

All POStPlan post offices will have their work hours reviewed every year, so if the revenue and work hours decline, the hours can be changed again.

If a post office is going to change to a two- or four-hour office, the new job will be staffed by a non-career postmaster relief, so postmasters won't be able to remain in those positions. There will be approximately 2,100 post offices in this category. These postmasters will be issued a Specific RIF Notice in June 2014, informing them that they will be separated by RIF effective September 30, 2014. Postmasters who have 20 years of service and are 50 years old, or have 25 years of service regardless of age, may be eligible for Discontinued Service Retirement (DSR) effective on the RIF effective date, as long as they meet other requirements.

5,000 other post offices are also having their work hours reviewed, and if they fall below the thresholds, they will have their hours reduced as well. These offices won't be downgraded until fiscal year 2016.

KU Study Helps Counties Assess Deficient Bridges

University of Kansas - A new report from researchers at the University of Kansas School of Engineering provides county leaders with a tool to help them decide the future of bridges on rural roads with extremely low vehicle traffic counts. The Kansas Department of Transportation provided \$20,000 to fund the study.

Seventy-eight of the state's 105 counties have bridges on low-volume rural roads in dire need of repair, replacement or removal.

The estimated cost to repair each bridge will be \$150,000, and nearly a thousand bridges across the state are structurally deficient or functionally obsolete categories. The study provides a cost-benefit analysis for replacing a bridge compared to the cost of traveling extra miles to detour if a bridge is closed and removed.

Sharing a Chief Administrative Officer

Few employees want to admit it, but bosses are important. They give direction to workers, resolve office conflicts, provide guidance during crises, and create accountability within an organization. There is even research showing that high-quality supervisors boost productivity of companies and decrease staff turnover.¹

Bosses seem to have the same positive impacts within local governments. A 2011 study by IBM found that local governments with a professional manager are nearly 10% more efficient than those with strong mayoral forms of government.² Kansas municipalities with a city manager or city administrator (hereafter, chief administrative officer or CAO) also may be benefiting from these positions. 86% of the 125 largest Kansas cities have a CAO, and those cities have an average assessed valuation per capita of \$6,901. The other 14% that lack a city manager or administrator average only \$5,367.³ Whether that discrepancy indicates causation is unknown, but having a CAO definitely brings benefits to a community.

Unfortunately, many small cities in Kansas cannot afford to hire CAO's to lead their organizations. Only 29% of the next 125 largest Kansas communities, which range in population from 680 to 1,958, have a city manager or administrator. The typical total budget for these municipalities is around \$2 million, and most don't spend more than \$200,000 on administrative personnel.⁴ Hiring a CAO, whose starting salaries typically range from \$50,000 to \$60,000 for cities of those sizes, would be a substantial investment. Many of these communities simply do not have the resources to avail themselves to the benefits of a full-time city manager or administrator.

Several cities across the country have found a way to realize the benefits of a CAO without having to assume all of the associated costs. They accomplish this by sharing the position with another city. One example is the Cities of Onaway and Rogers City, Michigan. Earlier this year, each municipality's governing body entered a contract to share the time of City Manager Joe Hefe. Hefe spends about 15 hours a week in Onaway and 25 hours a week in Rogers City. According to Hefe's calculations, the agreement saved each municipality over \$30,000. Rogers City Mayor Tom Sobek said, "I'm excited to see how it unfolds, and I'm looking forward to working with Joe to move forward, as well as the city of Onaway, to see what kind of positive things we can accomplish." Councilmember Scott McLennan said that while the main focus is savings to the city, he views the move as a synergistic effort. "I think that this is a very forward-thinking move and I think that this is a very positive move for the citizens of Onaway and Rogers City."⁵

Recently, the Towns of Rumford and Mexico, Maine, also began sharing a CAO. The idea for the partnership arose because of two events. First, a private auditing firm studied the possibility of consolidating some services between the two local governments. Second, when Rumford's manager resigned in 2013, John Madigan, Town Manager of Mexico, said he'd be willing to serve as interim manager. Both governing bodies worked together and came up with an agreement to share Madigan's time, split his salary and benefit costs, and allow for flexibility if he needs to handle priorities or emergencies in either town. The interim arrangement went well, and later that year he was hired as Town Manager of both communities. Madigan said he was surprised by how well the move was received by each city's staff and residents. There have been a few challenges, though. Madigan said that both governing bodies had important meetings one night,

and he had to be creative to make it to both. He also said that trying to allocate his time amongst both towns during their budget development process would be difficult. However, the resulting cost-savings have been appreciated by both communities, and Madigan is looking for additional ways to share resources.⁷

Though Kansas doesn't currently have any municipalities that share a city administrator or city manager, there is precedent for such an arrangement. For five years, Jim Heinicke worked simultaneously as the CAO for both North Newton and Maize. Additionally, there are currently several cities that share non-managerial positions. Larry Neville has been the city treasurer for both Bronson and Uniontown for the last seven years, Susan McKenzie is the city clerk for Parkerville and White City, and numerous communities share a city attorney. Grayson Path, City Administrator for Jetmore, thinks the success of a shared CAO arrangement would depend on a couple of factors. First, each city needs department heads with experience and at least some ability to handle day-to-day issues within their department. This is necessary so city operations don't come to a complete stop every time a minor problem arises. Second, both governing bodies must respect the CAO's time and the agreement. If their expectation is a 40-hour per week employee at a 20-hour per week price, they'll be disappointed and the agreement will likely fail. Mr. Path thinks a better option may be to have an assistant CAO from a larger city also serve as a smaller city's CAO. This would allow the assistant manager to receive mentoring from a seasoned CAO, provide the larger community with an extra staff member to assist with administrative projects, and contribute to the quality of life of a community that can't afford a full-time city executive.

Sharing a CAO may not be a good option for most medium and large-sized cities because their local governments generally require their city executive's full attention. However, for the vast majority of small municipalities that lack a CAO,⁸ sharing one with another city may be a great way increase property values, improve their local government's efficiency, and create long-term direction for their communities.

Acknowledgment: I'd like to thank Joe Hefe and Grayson Path for their contributions to the article.

 Michael Koss is Legal Counsel & Membership Services Manager for the League of Kansas Municipalities. He can be reached at mkoss@lkm.org or (785) 354-9565.

1. Edward P. Lazear, Kathryn L. Shaw, & Christopher T. Stanton. (August 2012). The Value of Bosses. National Bureau of Economic Research. Retrieved from <http://www.thenapiergroup.com/assets/publications/The%20Value%20of%20Bosses%20NUMBER%5B1%5D.pdf>.
2. David Edwards. (2011). Smarter, Faster, Cheaper: An Operations Efficiency Benchmarking Study of 100 American Cities. IBM.
3. Directory of Kansas Public Officials, 2013-2014; 2014 Kansas Tax Rate and Fiscal Data Book.
4. Municipal Budgets - FY 2014 - Cities. Kansas Department of Administration. Retrieved from <http://admin.ks.gov/offices/chief-financial-officer/municipal-services/municipal-budgets/municipal-budgets---fy-2014---cities>.
5. Jordan Travis. (2014, March 25). RC approves sharing city manager position. The Alpena News. Retrieved from <http://www.thealpenanews.com/page/content.detail/id/529010/RC-approves-sharing-city-manager-position.html?nav=5004>.
6. Jordan Travis. (2014, March 25). RC approves sharing city manager position. The Alpena News. Retrieved from <http://www.thealpenanews.com/page/content.detail/id/529010/RC-approves-sharing-city-manager-position.html?nav=5004>.
7. Liz Chapman Mockler. (2014, March). Madigan: Advantages Managing Two Towns. Maine Townsman, 13-14.
8. 34 of the 479 smallest Kansas cities have a city manager or administrator according to the Directory of Kansas Public Officials, 2013-2014.

Airport Manager

The City of Hays, Kansas is accepting resumes for the position of Airport Manager. The Hays Regional Airport is an Essential Air Service airport offering 12 weekly flights to Denver on CRJ 200 with 10,000 plus annual boardings. Candidates considered will have similar experience. The Airport recently completed a rebuild of the main runway and has bid a terminal remodel project for 2014 construction. Hays is a community of approximately 20,000 and is located along Interstate 70 midway between Kansas City and Denver. It is home to Fort Hays State University and prides itself on being the regional trade, health, and educational center for North Central Kansas. For more information about Hays, please visit www.haysusa.net. Appointed by the City Manager, this is an exempt position that fills a wide spectrum of duties from management of an airport which serves most of northwest Kansas, to oversight of grounds maintenance and facilities. A college degree or equivalent experience in a related field, valid driver's license, and good organizational, supervisory, and communication skills are required. The person holding this position is responsible for preparing the departmental annual budget, leases, reports, and maintaining records. Salary range: \$49,248 - \$80,280 annually plus excellent benefits including free family health insurance. Residency within the three-mile planning boundary of the City is required within 180 days of employment. Resumes must include a minimum of 3 references, 5-year salary history, and cover letter. Incomplete resumes will not be reviewed. Resumes can be emailed to jsalter@haysusa.com or mailed to the Human Resources Office, P.O. Box 490, Hays, KS 67601. Phone: 785-628-7320 Fax: 785-628-7323 Position opened until filled. EOE

City Administrator City of Canby, Oregon

\$120,000 - \$145,000

For complete job description and to apply online, visit Prothman at <http://www.prothman.com/>.

Located just 20 minutes south of Portland and nestled in the heart of the Willamette

Valley, Canby, Oregon, (pop. approx. 16,000), offers all the amenities of a larger city while maintaining its small town charm.

The City of Canby operates as a mayor-council form of government. Appointed by the City Council, the City Administrator oversees all city departments. The total 2013-2014 adopted budget is \$26,073,100 with 90 FTEs.

First review: June 22, 2014 (open until filled).

City Clerk City of Gardner, KS

The City of Gardner is accepting applications for City Clerk to be responsible for all aspects of the Kansas Open Records Act (KORA), Kansas Open Meetings Act (KOMA), Records Management, Code Book accuracy, agenda preparation and maintenance of all official documents of the City. Bachelor's degree in public or business administration or related field with courses in accounting, office management and business communications or additional equivalent experience. Certification as Municipal Clerk. Notary in the State of Kansas. Minimum of three (3) years of office experience including records management and supervision, or an equivalent level of experience. Experience within a municipal setting is preferred. Hours: M - F; 8:00 AM - 5:00 PM; minimum 2 evenings per month for City Council meetings. Starting Salary: \$52,000/yr. Application Deadline: Open Until Filled with First Review Date: 5/30/14

Application and job description available at City Hall or on-line at www.gardnerkansas.gov Submit completed application to City of Gardner, HR Department, 120 E. Main, Gardner, KS, 66030. All offers of employment are conditional upon the successful completion of a post offer physical exam, drug screen, and background check including driving record. EOE

Electric Journeyman Lineman

The City of Washington, Kansas, is accepting applications for Electric Journeyman Lineman. The applicant must possess a valid Kansas Class B CDL license; HS Diploma/GED and line apprentice program certification. Knowledge in overhead and underground distribution and transmission lines including construction,

metering and sub-station maintenance and operations is required for this position. This position is required to be on call on a rotating basis and residency within a five mile radius of the City required.

Contact the City Clerk at (785) 325-2284 or visit our website at www.washingtonks.net/Publicnotices.html for a full job description. Compensation dependent upon qualifications and includes an excellent benefits package. Interested candidates should submit a resume, cover letter and at least three work-related references to City of Washington, Attn: City Clerk, P.O. Box 296, Washington, Kansas 66968. If confidentiality is requested, please state in application materials. Position open until filled. EOE

Executive Director

With offices in Wichita, Kansas, SCKEDD is Certified Development Company providing SBA loan service, community and economic development grants to a 14-county region. SCKEDD serves a population of 800,000 that is economically-diverse, robust region abounding in exceptional quality of life. Mainstay of economy are aircraft manufacturing, energy production, health care and agriculture.

Board seeks Director with vision, leadership and business savvy to grow the agency. Position has responsibilities for hiring/termination of employees, \$4 million budget, management of all services, planning, budget management, marketing, research and recommendations to Board. Letter with resume, salary history in one e-file, in confidence to recruitment advisor: mflentje@austinpeters.com. Preference to resumes received before June 10. Finalists subject to disclosure. Position qualifications listed in recruitment profile: www.sckedd.org

Finance Director

City of Raytown - \$67,750-98,237. Plans, directs, manages and oversees the activities, programs, and operations of the Finance Department. Requires knowledge of the principles and practices of municipal finance and accounting, budget preparation and administration, financial reporting, and supervision.

Must have eight years of responsible experience in public sector fiscal services or a closely related field with four years of supervisory experience. A Bachelor's degree with major coursework in public administration, business administration, economics, accounting or a closely related field is required. Master's degree preferred. Background check and drug screen required. Possession of or ability to obtain a valid driver's license is required.

Please send application, cover letter and resume to 10000 E. 59th Street, Attn: Human Resources, Raytown MO 64133; fax (816) 737-6097; or email hr@raytown.mo.us. View job description and download application at www.raytown.mo.us. Closing date June 23, 2014. EEO/ADA

Police Officer I

Requires High School Diploma/GED, valid Kansas Driver's License. Requires K.L.E.T.C. Certification within one year of employment and 40 hours continuing education training annually. Successful candidate required to complete physical exam to include drug screen, psychological assessment, and background investigation. Salary based on experience. Applications Lyons HR 620-257-232

Public Works Director City of Ottawa, Kansas

Looking for a forward-thinker possessing strong leadership, communication, budget and management skills. Creative team leader that will motivate and collaborate with employees, executive team, elected officials and the public.

Must have 5-7 years of supervisory experience with public works in public sector or closely related field. Bachelor's degree in Business, Engineering or related field. Engineering background, experience with public works grants, special assessment districts, stormwater management and sustainable infrastructure desirable.

Apply to www.hrepartners.com and also submit cover letter, resume, three professional and three personal references to City of Ottawa Human Resources PO Box 60 Ottawa, KS 66067. Position closes June 15, 2014.

Solid Waste Manager

Barton County, Kansas, accepting applications for Solid Waste Manager. Seven full-time employees, approx. 1.2 million dollar budget. Under direction of County Administrator, manages Landfill budget, staff, daily operations. Develops

policies, procedures for current, long range plans. Makes investigations as needed, assists cities with recycling, works with Solid Waste Planning Committee. Assures compliance with all local, state and federal regulations. Prefer associates or bachelor's degree in environmental science or related or Manager of Landfill Operations Certification (SWANA certification) or ability to obtain within one year. Salary - \$50 - \$60,000 DOQ. Residency, valid Kansas driver's license and passing drug screen required. Application and job description - Barton County Administrator's Office, 1400 Main, Room 107, Great Bend, Kansas, 67530. Job description and application available at www.bartoncounty.org. (620) 793-1800. EOE.

Stormwater Specialist

The City of Hays, KS is accepting resumes for the position of Stormwater Specialist. This position performs administrative duties and assists in overseeing the administration of the City's Stormwater Management Program with emphasis on implantation of the City's NPDES Phase II Municipal Stormwater Permit. This employee will conduct public education and outreach programs, facilitate public participation and involvement in stormwater issues, develop and implement an illicit discharge detection and elimination program, a construction site runoff control program, a post-construction runoff control program, and a stormwater operation and maintenance program that includes employee training. A college degree or equivalent training and experience are preferred. This employee must possess a valid driver's license. Prior experience with erosion and sediment control, pollution prevention, or watershed management strongly preferred. Salary range: \$44,700 - \$72,828 annually plus excellent benefits including free family health insurance. Residency within Ellis County is required within 180 days of employment. Resumes must include a minimum of 3 references, 5-year salary history, and cover letter. Incomplete resumes will not be reviewed. Resumes can be emailed to jsalter@haysusa.com or mailed to the Human Resources Office, P.O. Box 490, Hays, KS 67601. Phone: 785-628-7320 Fax: 785-628-7323 Position opened until filled. EOE

Traffic Control Technician

The City of Newton is recruiting for a Traffic Control Technician position. This is a highly skilled and technical position involving the installation, maintenance, and

repair of traffic signals, signs and pavement markings. The successful candidate will have 3 years of traffic signal installation, repair and maintenance experience; 3 years of pavement marking design/layout. Possession of a valid driver's license with the ability to obtain a CDL.

High school diploma or GED. Advanced technical training in the principles of traffic control, traffic signal applications and related hardware; technical training in the use of Adobe Illustrator graphic design software and related sign-making equipment; IMSA certification preferred.

Please make application at www.hrepartners.com

For a copy of the complete job description please go to www.newtonkansas.com and click on the employment link.

The City of Newton is an EEO/ADAA employer.

Water Foreman

Under supervision of Utility Superintendent this positions requires three years of water and wastewater facility treatment experience, high school diploma/GED, certifications Water Operator II and plastic pipe fusion. Salary based on experience. Applications call the Lyons HR 620-257-2320.

Water Distribution Superintendent

The City of Pittsburg, Kansas is accepting applications for Water Distribution Superintendent with the Public Utilities Department. This is an exempt full-time regular position requiring at least 4-6 years of water distribution system experience, including supervisory experience. This position also requires a high school diploma or equivalent, some college education would be preferred. A valid driver's license, with a CDL license required. Three (3) to five (5) years of heavy equipment operation experience is also required. The primary function is to manage and direct the functions and operations of the water distribution system to assure clean water is provided for drinking, sanitation and fire-fighting. This position is a grade 13E.

Applications for this position will be accepted until 5:00pm on Friday, June 20, 2014. The job description and application can be viewed by visiting our website at www.pittks.org. The City of Pittsburg is an Equal Opportunity Employer.



Professional Services

AOS
Expect the Best!

Your LOCAL technology partner

Networking	Physical Security
Security	Virtualization
Data Center	Microsoft
Unified Communications	Video
Wireless	Cloud Computing

Visit us online: www.aos5.com / E-mail: info@aos5.com

Natural gas system design, construction, maintenance & operations services for cities.

For information contact lezli.root@blackhillscorp.com or call **785-832-3925**

Black Hills Energy
Improving life with energy

Burns & McDonnell
SINCE 1898

www.burnsmcd.com

9400 Ward Parkway
Kansas City, MO 64114
816-333-9400

800 E. First St., Suite 400
Wichita, KS 67202
316-941-3921

- Air pollution control
- Airport facilities
- Electric power
- Hazardous and solid waste
- Resource recovery
- Roads and bridges
- Stormwater
- Water and wastewater

Central States Capital Markets

245 N. Waco, Ste. 545
Wichita, KS 67202
(316) 265-9411
1-800-444-9411
(316) 265-9415 (fax)

Contact: Mark Dettler and Dave Malone
Mark Dettler: mdettler@centralstatescapital.com
Dave Malone: dmalone@centralstatescapital.com

- Full Service Financial Advisors
- Full Service Broker / Dealers
- Municipal Bond Underwriting
- Financial and Capital Planning Services

Member FINRA / MSRB / SIPC
MSRB & SEC Registered Municipal Financial Advisors

CFS ENGINEERS
One Vision. One Team. One Call.

2930 SW Woodside Drive
Topeka, KS 66614
785.272.4706 | 785.272.4736 fax

Manhattan | Wichita | Kansas City
www.cfse.com | facebook

EEI www.EarlesEngineering.com
Earles Engineering & Inspection, Inc.

Salina, KS Liberal, KS
785-309-1060 620-626-8912
Fax 785-309-1061 620-626-5408
Email: earlesinc@earleseng.com

Design of water, sewer, drainage, streets, bridges, wells, pump stations, wastewater treatment and surveying, construction inspection and testing, including QA/QC

Place a new ad in the
Kansas Government Journal

RATES START AT ONLY \$275.
CONTACT KATE COOLEY AT
KCOOLEY@LKM.ORG OR
(785) 354-9565.

Kansas
Comprehensive Construction

NO MORE DEFERRED MAINTENANCE!

NO RFPs. ONE CONTRACT.
FACILITY CONSERVATION IMPROVEMENT PROGRAM
785-271-3352

BOB WESTMORELAND
AMR/AMI Systems Sales & Service

11510 Strang Line Rd
Olathe, KS. 66062
T 913.469.5820
F 913.469.5825
bob.westmoreland@hdsupply.com
CELL: 913.660.8800

HD SUPPLY WATERWORKS

SENSUS

RANSON Financial Consultants L.L.C.

200 W. Douglas, Ste. 600
Wichita, KS 67202
Voice: 316.264.3400
Fax: 316.265.5403

TOLL FREE: 866.436.1100
www.ransonfinancial.com

Jim Heinicke, LLC
Pathways to Realistic Solutions
www.jimheinicke.com

(316) 573-9903 • 501 Mead • Newton, KS 67114 • jim@jimheinicke.com

Municipal Consulting • Economic Development • Planning • Finance



TRAFFIC SIGNS

877.383.8814 | PHONE
800.846.4466 | FAX
WWW.LOWENSIGN.COM/TRAFFICSIGNS



Turn what you have into what it's worth.

Sell equipment
- vehicles
- surplus

1.866.608.9283 www.purplewave.com



LOCHNER

Enhancing People's Lives through Sustainable Infrastructure

Salina 785.827.3603 • Kansas City 816.363.2696 • www.hwlochner.com

GRM
IS NOW
THOMSON REUTERS
AUMENTUM™

We invite you to learn more at ExperienceAumentum.com




COLLECTION AGENCY EFFORTS

NEWMAN, REYNOLDS & RIFFEL, P.A.

A powerful combination of collection agency strategies and proven legal tactics

Collect your accounts!
1-866-954-6800

in partnership with LML Payment Systems Corp.

LEGAL PROCESSES

RIGGS ASSOCIATES
PLANNERS • LAND PLANNERS • LANDSCAPE ARCHITECTS

- ▶ Comprehensive Planning
- ▶ Land Use Regulations
- ▶ Annexation Studies
- ▶ Subdivision Design
- ▶ Resource Evaluation
- ▶ Landscape Design
- ▶ Corridor Analysis
- ▶ Park Planning

P.O. Box 147 Lindsborg, Kansas 67456
Phone/Fax: (785) 227-3787

Tran Systems

EXPERIENCE | Transportation

Engineering Architecture Planning

www.transtystems.com

Stillwater Technical Solutions

Disaster Recovery

- Utility Restoration Management
- Construction Program Oversight
- FEMA Appeals
- Regulatory Support

6505 South Highway 83
PO Box 93
Garden City, KS 67846
(620) 260-8767
Complex Problems Solved Well

Environment

- Wastewater NPDES Permitting
- Landfill Operating and Design Plans
- Groundwater Studies & Remediation
- ESA, Wetlands & 404 Permits
- Noncompliance Support



Personnel Services

LEAPS

The League Executive/Administrative Position Search (LEAPS) assists cities in filling vacant executive positions and creating new ones.

Model Personnel Policies

Comprehensive personnel policies and guidelines are not only necessary for setting expectations and encouraging employee productivity, but they also help protect organizations from potential lawsuits.

Employment Descriptions

The League maintains a model-job-descriptions database that is available to all member cities. The League also offers individualized descriptions as part of a fee-based service.

Compensation Analysis

Fair and competitive compensation attracts and retains top talent, while helping you assess your organization's financial commitments.

Salary Survey

The League's salary survey is a tool that may be used to determine a variety of statistical data including median and average compensation paid to city employees.

(785) 354-9565 www.lkm.org/services/personnel



Kansas Government Journal Classifieds

Employment • For Sale • Bid Requests • Wanted Ads

Place your next classified in the *Kansas Government Journal* and online at www.lkm.org

- 50 words or less • \$40
- 51-100 words • \$65
- 101-150 words • \$90
- 151-200 words • \$115
- 201-250 words • \$140



KGJ: A Look Back

KANSAS GOVERNMENT JOURNAL

VOL. XLV

APRIL, 1959

No. 4

Home Rule Moves Ahead

Editorial by Allen E. Pritchard, Jr.

Kansas cleared a major hurdle toward a better government with the approval of the legislature of the Home Rule amendment to the Kansas constitution.

Since the state's founding, cities have been compelled to meet each new urban problem within the rigid framework of almost static state enactments. Progress, and with it cities bursting with governmental, economic and social headaches, has found successive state legislatures, of whatever complexion, slow to adjust state laws to provide the tools, or the answers, to city needs.

At the same time the complexity of state government has increased to the point where legislators have come to frown upon local legislative requests because of their interference in the conduct of broader state matters. Issues of serious local concern have often been treated with humor and ridicule and frequency used as trading stock at the state legislative level.

The 1959 legislature's recognition of the need for a clean break with this outdated approach to solving local needs and its fresh approach to the problem is to be commended.

Kansans will have before them for the next 20 months a proposition worthy of study before their votes are cast on it in November of 1960.

The Constitutional Home Rule amendment is a Kansas product. While it is similar in some respects to the Wisconsin form of Home Rule, it is designed to meet Kansas' requirements in particular.

Special credit for the study, drafting, and legislative handling of this proposition is due to Senator John Murray, Leavenworth county, who chaired the judiciary committee of the Legislative Council which prepared the proposal. Senator Murray was co-sponsor of the concurrent resolution in the legislature and nursed it through its tedious legislative path.

Governor George Docking's strong endorsement of this same proposition during his campaign and in his message to the 1959 legislature added materially to the proposal's chances of success. Many others likewise contributed to the study and support of this program, not the least of which was the Kansas League of Women Voters.

A major step toward better Kansas government has cleared its first major hurdle. Now the people of Kansas must study and inform themselves so that they will be prepared to return city government to the level of their own community interest and assume the responsibilities which accompany the authority granted by Home Rule.

Allen E. Pritchard, Jr. was the Editor for the Kansas Government Journal. The City Home Rule Constitutional Amendment was approved by voters in the November 1960 general election, and became effective on July 1, 1961.

Correctional Kansas Industries

Serving the State of Kansas

SPECIALIZING IN:

- ◆ **TRAFFIC PAINTS, INDUSTRIAL PAINTS & HOUSE PAINTS**
- ◆ **TRAFFIC SIGNAGE**
 - ◇ Construction Signs
 - ◇ Highway Regulatory Signs
 - ◇ Warning Signs
 - ◇ School Zone & Crossing Signs
 - ◇ Structural Panel Signs
 - ◇ Parks & Recreation Signs
 - ◇ Custom Signs
- ◆ **CUSTOM METAL PRODUCTS**
 - ◇ Detention Furniture
 - ◇ Outdoor Furnishings
 - ◇ Metal Furniture
- ◆ **CHEMICAL PRODUCTS**
 - ◇ General Cleaning & Disinfecting Products
 - ◇ Floor Wax & Strippers
 - ◇ Laundry & Dish Soaps
- ◆ **FURNITURE**
 - ◇ Desks & Credenzas
 - ◇ Bookcases
 - ◇ Dormitory Furniture
 - ◇ Multi-Use Tables
 - ◇ Office Chairs
- ◆ **CLOTHING & BEDDING**
 - ◇ Inmate Clothing
 - ◇ Mattresses, Pillows & Toweling
- ◆ **DOCUMENT IMAGING**
 - ◇ Computer Logging
 - ◇ Contract Data Entry
 - ◇ 16mm & 35mm Large Document
- ◆ **BLM SPONSORED WILD MUSTANG ADOPTION PROGRAM**



Contact Us:

Phone: (913) 727-3254

Fax: (913) 727-2331

Email: kci_sales@doc.ks.gov

Web: kancorind.com

Kansas Correctional Industries
4th & Kansas

P.O. Box 2
Lansing, KS 66048

“WHY STUDY
THE STARS?
they all look
THE SAME TO ME.”

{ *Apprentice to
Galileo Galilei, 1636* }

It matters who you listen to.


GILMORE BELL

GILMORE & BELL, PC

BOND COUNSEL



The choice of a lawyer is an important decision and should not be based solely on advertisements.