

Kansas

GOVERNMENT JOURNAL

VOLUME 105 + NUMBER 3

APRIL 2019



Business Reinvention

USDA Rural Development

Neighborhood Revitalization Areas

A Publication of The League of Kansas Municipalities



Make 2019 Your Best Year Ever!

Sign Up Now for League Trainings to Boost Your Professional Knowledge

The League's Municipal Training Institute (MTI) is a great way to expand your knowledge of local government processes, procedures, and best practices. Cost for trainings are reasonable and we try to place classes across the state. See full class descriptions and register online at www.lkm.org/MTI.



MUNICIPAL
TRAINING
INSTITUTE

A Program of The League

May

Advanced Municipal Finance (Elective)
May 3 (Ottawa)

Social Media for Cities (Elective)
May 17 (Vally Center)

June

Valuing Diversity (Elective)
June 13 (Kingman)

Advanced Municipal Finance (Elective)
June 21 (Garden City)

THE **UPDATED** VERSION
— IS AVAILABLE! —
GET YOUR COPY NOW!

Constitutional Home Rule in Kansas

Commemorating the 58th Year of
Constitutional Home Rule in Kansas

NINTH EDITION

League of Kansas Municipalities
300 SW Eighth Street
Topeka, KS 66603

March 2019



Order here → www.lkm.org/publications

CONTENTS



70



76



82



78



This month's edition focuses on how local Kansas businesses and communities are working to redevelop and grow their footprint. On the cover, the Queen's Pantry in downtown Leavenworth is a specialty tea and British goods shop.

FEATURES

- 70 Community Reinvention**
Communities across Kansas are developing their small businesses into destinations through Destination Business BootCamp®.
- 74 Density & Development**
The landscape is changing in Downtown Overland Park. Successful revitalization of a downtown doesn't come from any single action.
- 75 Garden City Fulfilling Their Downtown Vision**
Garden City's downtown welcomes new faces as the community works to fulfill master planning goals.
- 76 Big Happenings in Tiny Tampa**
Find out more about how a city with a population of about 100 people is bringing the services needed to their community, one building at a time.
- 81 Public Service Recognition Week**
In May, celebrate public service with your community and employees with this national campaign.
- 82 Governing Body Profile: Brenda Davis**
The League's newest governing body member is Brenda Davis, City Clerk from Scott City.
- 84 USDA Assists Rural Communities Across Kansas**
The USDA's Rural Development programs are available to cities for a variety of projects.
- 88 Infographic: Kansas 2018 Small Business Profile**
Data and statistics on Kansas' small businesses and their contribution to the economy.

DEPARTMENTS

- 69 Director's Foreword**
- 78 Legal Forum: Neighborhood Revitalization Areas**
Interested in an NRA for your community? Read about how Kansas cities are using NRAs to redevelop areas.
- 86 Best Practices: Big Ideas for Small Business**
National League of Cities reports provide guidance and ideas for local leaders for supporting small businesses and economic development.
- 90 Kansas Government News**
- 92 Professional Services**
- 94 Classified Advertising**

Kansas

GOVERNMENT JOURNAL

The *Kansas Government Journal* is published by:

© League of Kansas Municipalities
 300 S.W. 8th Ave. Suite 100 • 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 \$10 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

Daron Hall, City Manager, Pittsburg

Vice President

John McTaggart, Mayor, Edwardsville

Immediate Past President

Jeff Longwell, Mayor, Wichita

Past Presidents

Mike Boehm, Mayor, Lenexa
 John Deardoff, City Manager, Hutchinson
 Carl Gerlach, Mayor, Overland Park
 Terry Somers, Mayor, Mount Hope
 Kim Thomas, Mayor, Stockton

Directors

Gary Adrian, Mayor, Colby
 David Alvey, Mayor, Unified Government of Wyandotte County/Kansas City
 Sara Caylor, Commissioner, Ottawa
 Brenda Davis, City Clerk, Scott City
 Michelle De La Isla, Mayor, Topeka
 Darrell Dupree, Councilmember, Cimarron
 Mark Govea, Mayor, Osawatomie
 Jason Jones, Councilmember, Hesston
 David McDaniel, Mayor, Ellis
 Scott Moore, City Administrator, Ellsworth
 James Toews, Mayor, Inman
 Joyce Warshaw, Commissioner, Dodge City
 Toni Wheeler, City Attorney, Lawrence
 J. Michael Wilkes, City Manager, Olathe

Executive Director

Erik Sartorius

Kansas Government Journal Staff

Editor in Chief

Megan Gilliland

League Staff

Chardae Caine, Research Associate
 Trey Cocking, Deputy Director
 Kate Cooley, Conference/Marketing Coordinator
 Megan Gilliland, Communications and Education Manager
 John Goodyear, Law Clerk
 Whitlee Greene, Print and Design Intern
 Nikki Harrison, Member Services Coordinator
 Davianna Humble, Management Intern
 Tami Martin, Legal Services Coordinator
 Rynae Redd, Finance and Human Resources Manager
 Erik Sartorius, Executive Director
 Eric B. Smith, Deputy General Counsel
 Amanda Stanley, General Counsel
 Wendi Stark, Census Program Manager
 Kaitlyn Willis, Administrative Assistant

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.

Connect with the League on Social Media



@LeagueKSMunis



@LeagueofKansasMunicipalities



2019 League Events Calendar

MAY

May 3.....MTI: Advanced Municipal Finance (Ottawa)
 May 17.....MTI: Social Media for Cities (Valley Center)
 May 27.....Memorial Day (League Office Closed)

JUNE

June 13.....MTI: Valuing Diversity (Kingman)
 June 21.....MTI: Advanced Municipal Finance (Garden City)

JULY

July 4.....Independence Day (League Office Closed)

AUGUST

August 2.....MTI: KOMA/KORA (Lyons)
 August 9.....MTI: KOMA/KORA (Liberal)
 August 16.....MTI: KOMA/KORA (Burlington)

Visit www.lkm.org/events for event registration.

Obituaries

Steven H. Breneman, 70, of Bonner Springs, passed away on Wednesday February 13. Steven was born on September 26, 1948 in Kansas City, MO. Steven served in the United States Army and retired after 20 years as a Major. After retiring from the Army, he opened Breneman Concrete & Materials. He was also involved in local government serving on the Bonner Springs City Council, and as Mayor. Steven was a member of VFW Post 6401, as well as Sons of the American Revolution. He was also an avid outdoorsman and hunter. He was heavily involved with the Boy Scouts for many years. Steven was preceded in death by his son Michael, his father Joseph, and his brothers Donald and David. He is survived by Joan, his wife of 46 years, his son James, his granddaughter Sienna, his mother Mary Lou, and his brother Robert.

Delmar Ray Crawford, 92, of Hutchinson, formerly of Greenleaf, died March 11. He was born July 9, 1926, in Clifton. He attended Clifton High School but was drafted his junior year of high school into the United States Army where he served from 1944-1950. He worked as a repairman for various companies including Hoovers and the Clifton Coop. He volunteered for Meals on Wheels in Greenleaf and served as the Greenleaf Mayor for many years. He is preceded in death by his wife, Avis Ivne Lillibridge.

Gary L. Poore, 75, of Eastborough, passed away March 11. Gary was born on May 29, 1943 and raised in western Kansas. His father's job took them to Claflin, Kansas where he graduated from high school. Gary went on to attend Kansas State University graduating in 1966 with a degree in Accounting. He practiced with the firm of Poore, Dameron, and Associates until his retirement in 2006. During his professional career, Gary served as a City Council member and Mayor of Eastborough for 10 years, was an active volunteer in the Greater Wichita YMCA, and served as a Trustee of the Dane G. Hansen Trust, and the Dane G. Hansen Foundation. Gary enjoyed attending WSU basketball games, fishing with his sons and traveling to art museums, spring training, and regular visits to Kansas City and Denver to spend time with his children's families. He was preceded in death by his wife of 22 years Patricia (Edminster) Poore. He is survived by an extended family including his companion of 13 years, Rose Mary Davenport.

DIRECTOR'S FOREWORD

by Erik Sartorius



Longer days and warmer weather, and I'm still not prepared to put away the winter coat. I can't seem to shake the feeling that 4th Winter (or is it 6th?) is still going to surprise me.

As this issue of the *Kansas Government Journal* arrives, the legislature has just adjourned for its April break. They will return on May 1 for their wrap up session. This has been a fairly quiet session with a new Governor and several new House

members. League staff has still testified over 50 times, though.

Legislative leadership has not felt compelled to have many bills debated, leaving a limited number of issues to address prior to the legislature adjourning. That said, the issues that remain are the **big** ones: tax cuts, Medicaid expansion, the budget, and K-12 education. The margins to pass legislation in both the House and Senate are tight on controversial issues, meaning everyone is going to need to compromise to bring this legislative session to a close.

Building on the topic of compromise, since I have been at the League, we have taken pride in our willingness to meet with anyone at anytime on any issue. Our reputation previously had gotten to the point where we were referred to by some as the "League of 'No'" – "our way or the highway," and dialogue had to be forced on us.

This session, we have continued our policy of being as open as possible. We have met with legislators one-on-one to address their specific concerns with legislation; we have met with individual lobbyists to try and find common ground on bills – both ones we were supporting and ones we were opposing. For me this session, one of my heaviest lifts was meeting with lobbyists from cable and wireless telecommunications companies, attempting to craft policies attentive to the business models of several companies, but still protect cities of every size and from every region of Kansas.

More broadly when considering negotiations, how should one behave? What behavior should you expect when engaging with others? Voices can get raised; tactics to get bills passed appear questionable at times. To some extent, it comes with the legislative territory; there's plenty of contact in this sport.

This legislative session, however, we have had multiple instances where behavior toward our staff has been unacceptable and gone

well beyond interests arguing vigorously for their positions. In one hearing, a staff member was questioned by a legislator for more than ten minutes on a bill, not to try and understand the League's position, but to try and undercut and embarrass our staff. A perfunctory apology was issued the next day, with the legislator all but saying we should expect this to happen again. Sigh.

During negotiations on a bill this session, we had another party's representative shout down one of our staff and declare that they were to be a "spectator" who did not speak. Veteran lobbyists who witnessed this described it as one of the most over-the-top moments they had ever witnessed in the statehouse. As with the legislator, a half-hearted apology explaining and excusing the behavior was provided to our staff member. How bad was it? Legislators who were not in the room heard about it and offered their own apologies over the incident.

To bring this back to the city level, what responsibilities do you have as leaders for decorum at meetings and treatment of your colleagues and staff? Leading by example is the best place to begin.

So, as the leader of this organization, what do I do in these instances? The behavior was inappropriate and deplorable. On behalf of our staff, your staff, I am not going to ignore these actions. At the same time, I know the "machine" that is the legislative session is going to move forward regardless of objections to the behavior of participants. In each of the instances I have mentioned, I have elevated my concerns beyond the persons involved and spoken to leadership of the organizations. To their credit, people have been responsive and signaled a willingness to counsel individuals about future behavior. The League will hold them to their commitments.

To bring this back to the city level, what responsibilities do you have as leaders for decorum at meetings and treatment of your colleagues and staff? Leading by example is the best place to begin. Keeping your tone even, not interrupting colleagues or staff, and focus on listening to understand (rather than just respond) are good places to begin. When you know a topic is going to be controversial, verbalizing expectations for the behavior of everyone in the room is important. That way, no one will feel singled out if their behavior does not meet those expectations. Finally, be willing to be the buffer between individuals in times of strife. This could range from simply requiring you to be a conversation facilitator, or it may be as extreme as having to ask individuals to leave the room. Facilitating an environment where every voice can be heard and respected should be the goal in the conduct of all city business. Good luck!

Contact me at esartorius@lkm.org or (785) 354-9565.



COM-MU-NI-TY RE-IN-VEN-TION

NOUN: a group of people living in the same place or having a particular characteristic in common who complete a process which changes them so much that they appear entirely new.

By Megan Gilliland, Communications & Education Manager, League of Kansas Municipalities

Last fall, I had an opportunity to attend the Destination Business BootCamp® in Longmont, Colorado with my husband for our small business. I was there with eight other businesses from my small community as part of the Community Reinvention Program (CRP). As I listened to Jon Schallert, the business consultant who created the Destination BootCamp Program, and talked with my fellow classmates, the business owners echoed conversations we have at the League with local government leaders in Kansas about creating vitality, encouraging people to support local businesses, and competing in a world of online sales. So, what are Kansas cities doing to impact the business environment on a local scale? Here's a few examples of how communities are re-visioning business development.



Destination Business BootCamp, and specifically the Community Reinvention Program, recognizes that changing the marketplace of a community takes an organized effort that involves a series of incremental changes. By participating in the Community Reinvention Program, community leaders are providing your local business owners with a powerful training experience that can change their businesses and your consumer marketplace.

Over 1,600 business owners in the U.S. have participated in Destination Business BootCamp since 2001. In Kansas, dozens of cities have attended the Destination Business BootCamp program. In communities both small and large, BootCamp graduates are working to change the landscape of their communities through implementing small, incremental changes to be better business owners, increase sales and traffic, and ultimately create more viable businesses.

Destination Business BootCamp is a two-and-a-half-day training with Jon Schallert. Participants meet with experts in the field of marketing and advertising and complete homework assignments each night designed to specifically pinpoint what makes the business unique and set a strategic vision for the future.

“I couldn’t wait to get to my hotel each night because my mind was just swimming with information,” said Laura Martin with Sew Loved Quilt Shop in Elkhart. “It was worth every penny. We wanted to put as much into practice that I could from Jon. The rate-of-return on my efforts and ideas from BootCamp have been off-the-charts.”

Martin attended the BootCamp along with six other businesses and a community coordinator in September 2018.

“Jon had some wonderful ideas for our local businesses when he visited,” said Becki Richardson with the Morton County Chamber of Commerce. “The businesses had to be open minded and open to change. We’ve had three businesses making some pretty big changes after he visited. Some of these changes included big risks they were afraid to take otherwise.”

One of those businesses was Angela’s Wellness Center in Elkhart, a community of approximately 2,000 people in the most southwestern section of Kansas.

“My dream when I first started my business in 2013 was to have 20 massage clients,” said Willey. “Now, I see between 30-35 clients a week and I am booked out three weeks in advance.”



Angie Anderson, co-owner of Cashmere Popcorn in downtown Topeka, fills bags of fresh-popped, specialty popcorn. Anderson said their business has grown as she continually looks for ways to grow her presence both locally and regionally.



Angela’s Wellness Center in Elkhart features health-and-wellness options that aren’t available in most smaller communities. The cryogenic chamber, above, is used for pain management.

Willey has taken Jon Schallert’s advice to heart. In fact, her dream has grown from being a small business with a relatively small clientele to becoming a business offering a variety of health-and-wellness options for the region. Today, she’s drawing in customers from a 200-mile radius around Elkhart.

Willey saw an opportunity to pair her massage business with other services the community didn’t have access to at the time. She has taken over a vacant wing of the Morton County Hospital with expanded services to provide cryotherapy, a hyperbaric chamber, infrared sauna, halotherapy, hydrotherapy, therapeutic massage, and fitness training. In addition to her health-and-wellness options, she has brought other services to the community including a salon, barber shop, a dietitian, facials, and more.

Angela’s successful venture is exactly what Jon Schallert teaches as part of the Destination Business BootCamp.

“What I teach in Destination Business BootCamp is a low-cost way that entrepreneurs are restoring their communities,” said Schallert. “Graduates are making better businesses, keeping people shopping at home, and pulling customers from greater distances. Additionally, destination marketing teaches us that people who come from a greater distance spend more money and outspend local shoppers on a per transaction basis.”

Angela’s Wellness Center was recently named the Business of the Year by the Kansas Small Business Development Center for the southwest region.

The Elkhart businesses attended Destination Business BootCamp as part of the Community Reinvention Program. With the CRP, each business and the coordinator have four months of follow up with Schallert. Schallert travels back to the community to meet each business and see their location, offers ideas on product placement, in-store displays, and design considerations, and other ideas to improve retail sales.

In Topeka, Angie Anderson, owner of Cashmere Popcorn, attended the BootCamp in April 2018.

“It was life-changing for me,” said Anderson. “I took so much away from the BootCamp including the fact to never undervalue yourself or your product. Jon pushed me to stop thinking small. He encouraged me to focus on making our business a destination for



Choco-Pop from the The Sweet Granada

tours, gave us tips for developing a targeted strategy, and take the opportunity to have a strong online presence and use social media effectively.”

One of the lessons you learn in Destination Business BootCamp is to focus on a signature item or service that makes your business unique. At The Sweet Granada in Emporia, owner Kim Redeker has successfully employed many of the strategies outlined in the BootCamp.

“For several years, I have been very mindful of how well my business fit into the concept of a destination business. Once I attended the BootCamp, I created a spreadsheet of ideas from the lessons learned at BootCamp and came back to Emporia and methodically started to work through those ideas,” says Redeker. “First off, Jon said that I needed to work diligently to promote a ‘signature’ product. Our signature is our ‘Pop-Choc,’ a premium buttered popcorn drizzled in milk chocolate and white chocolate. In the first six months of promoting our signature item, sales were up 48%.”

Redeker said her experience at BootCamp resulted in a mindset change about her business and how she manages her small business. Since the BootCamp, she’s put more time and energy into window displays and product placement in the store. She works hard to partner with local organizations and other businesses to promote downtown as a destination for shopping and entertainment. She provides a coupon for a free chocolate bar to each new student at Emporia State University. Redeker tracks the coupon usage rate and said 80% of customers who use the coupons also purchase additional products.

“Using the coupon is a great way to introduce newcomers to our community and The Sweet Granada,” said Redeker. “The students and parents are introduced to downtown and my business early in their college life and they keep coming back. All of the businesses that participated in the Community Reinvention Program are working together as a team to build Emporia as a destination.”

Redeker keeps coming up with ideas that generate traffic, both online and in-person.

“I was very hesitant to enter the world of online sales,” said Redeker. “I have a perishable product that melts so shipping can be tricky. Jon really encouraged me to have a strong online sales presence. So, I made the investment in a new website with e-commerce and it is going well.”

Dr. Lindsay Mitchell, owner of Hoisington Veterinary Clinic, said the Destination Bootcamp helped her define how her business would stand apart from others in the area.

“There are several clinics to chose from in the region,” said Mitchell, “I wanted to position our clinic differently and we are able to do that now. We define ourselves as ‘leaders in minimally invasive surgery, innovators in outreach with our mobile hospital, and are passionate about serving rescue animals and their advocates.”

Schallert has been teaching businesses how to be successful for decades but his passion is to support small businesses.

“My original intent was just to teach individual businesses to make themselves better, increase traffic, and have a viable business,” said Schallert. “For every \$1 spent educating businesses at BootCamp, the communities were seeing an \$8 to \$10 return on investment. I had no idea this training would alter a tax base in a community; but it has been proven time-and-time again. The impact this has on rural communities and those seeking to find answers to their economic problems is what is really exciting for me.”

Emporia, and several other Kansas communities, sent businesses to Destination Business BootCamp through their use of the NetWork Kansas E-Community Partnership. Other communities have used a variety of economic development funding to pay for businesses to attend.

“Destination Business BootCamp is open to everyone,” said Anne Dewvall, Director of Entrepreneurship for the NetWork Kansas E-Community Partnership. “It was a program brought to our attention by communities in northwest Kansas who had done the CRP program. We valued their recommendation and saw real changes in the communities where the CRP program had been implemented.”

Destination Business BootCamp is just one of many programs and initiatives for businesses in Kansas. NetWork Kansas is a good place to start when trying to determine the economic development resources available for your community. Several communities in Kansas have been selected as E-communities which is a competitive process where communities enter into a partnership with NetWork Kansas with the goal of working together to foster the growth of an entrepreneurial ecosystem.

“NetWork Kansas is a connector and convener,” said Dewvall. “We work to create a deep relationship with communities and volunteers who are committed to entrepreneurship as an economic development strategy. We encourage communities to start to forge a relationship with us so we can start to figure out where you are at and what resources are available for your community.”

The City of Leavenworth was established as an E-community in 2011 and expanded the E-Community program to the entire county in 2016. Since 2011, Leavenworth’s E-Community program has loaned \$1.8 million to local businesses for growth, expansion, and retention programs.



Dr. Lindsay Mitchell with the Hoisington Veterinary Hospital looks for ways to distinguish her animal practice. The use of a mobile vet clinic is one way she can reach rural communities in Kansas that did not have access to veterinary care.

“If you drive through any of our commercial areas, I could point out a business that has taken advantage of one of our E-Community programs which has helped businesses improve their stores, hire more employees, or facilitate expansions,” said Taylour Tedder, Assistant City Manager for the City of Leavenworth. “The E-Community loans have brought in businesses we didn’t have in the community before including a pediatric dentist that takes military insurance, a medical prosthesis company for rehabilitation services, and a Jamaican restaurant.”

Like many other Kansas communities, Leavenworth offers a small business grant program and has a portfolio of resources available to the business community.

“NetWork Kansas has been a great asset for downtown to grow and develop their businesses,” said Wendy Scheidt, Director of Leavenworth Main Street. “It’s another funding source we can offer to our businesses and an advantage for our community in recruitment, retention, and expansion.”

Jon Schallert has been teaching small business owners how to stand out and get noticed for decades. Many Kansas communities are benefitting from the lessons learned in Longmont but it has to be a sustained effort when returning home.

“When they put the strategy in place it alters their revenue, their lives, their families, and their communities,” said Schallert. “It is more than a class — it can alter the business’ future and the community.”



The City of Leavenworth uses a variety of small business development tools to spur redevelopment in the downtown. Momo's Knitting Nook is a new business which serves as a community gathering spot and features specialty yarns.

There are many opportunities for local governments to invest in and promote their small businesses. The keys to success seem to be building collaboration amongst local businesses; investing in growth, retention, and expansion programs through economic development partners; and having a community wide strategy for business development. The businesses in your community are an important factor to community strength and vitality and need local support to be successful.

 **Megan Gilliland** is the League's Communications and Education Manager. She can be reached at mgilliland@lkm.org or (785) 354-9565.

SIMPLY THE BEST IN WATER STORAGE!

A GLOBAL LEADER IN LIQUID STORAGE.

ADVANCED DESIGN Our bolted RTP (rolled, tapered panel) tank design is unmatched worldwide. It is the strongest, precision tank design that does not utilize cheap web stiffeners.

UNMATCHED COATINGS Our LIQ Fusion 7000 FBE™ powder coating system and application technology is unmatched in water storage applications. Our AQUA AGT 2020™ glass/porcelain enamel coating system is superior to other glass coatings in its formulation and two-fire process. Both coatings are exclusively provided by one company, Tank Connection.

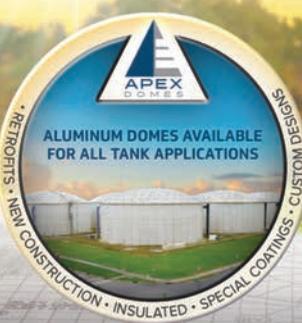
SUPERIOR QUALITY Simply unmatched worldwide. Our facilities are ISO 9001 quality system certified. Tank Connection operates multiple storage tank manufacturing facilities in the U.S. Our storage products and services are requested globally because our quality is recognized as **THE BEST** in the industry!

INDUSTRY EXPERTS We are the leading experts in storage applications with more years of combined industry experience than any other tank company.









ALUMINUM DOMES AVAILABLE FOR ALL TANK APPLICATIONS

RETROFITS • NEW CONSTRUCTION • INSULATED • SPECIAL COATINGS • SKIDDED MOUNTING

REQUEST A QUOTE AND **GET CONNECTED** WITH REAL PERFORMANCE FROM THE MARKET LEADER, **TANK CONNECTION!**

TANK CONNECTION 3609 N. 16th St, Parsons, KS 67357 ♦ +1 620.423.3010 ♦ sales@tankconnection.com ♦ www.tankconnection.com



DENSITY & DEVELOPMENT

Combination of City Efforts Bolster Downtown Overland Park Redevelopment



By Meg Ralph, Digital Communications Supervisor, City of Overland Park

The landscape is changing in downtown Overland Park. There are more than seven, new or coming soon, developments including multi-family residential, commercial, and office space in downtown Overland Park. Currently, five of the seven are under construction. Through the process of change in downtown, the City has learned successful revitalization of a downtown doesn't come from any single action.

"There wasn't just one thing," said Doug Johnson, a planning and development services manager and Downtown Overland Park Partnership board member. "A combination of actions helped downtown turn the corner."

The City of Overland Park has made significant investments in amenities, streetscapes, and the ability for private businesses to develop the area near Santa Fe Drive and 80th Street.

The opening of Matt Ross Community Center in 2007, and acquisition of the Overland Park Farmers' Market in 2011, kick-started the focus on downtown and brought services and attractions to the area that weren't there before.

Those investments continue today, with a \$3.1 million park improvement project expected to attract more people and events to a currently under-utilized Thompson Park. A former Overland Park businessman is donating \$1 million toward reconstruction of the park.

Overland Park also made streetscape improvements designed to enhance the pedestrian experience and will be adding public art to give the area a unique and creative flair.

Another key strategy was to change the code that guides development in the area.

Enter the downtown form-based code, which focuses on the

physical form of buildings and their relationship to the city street in order to create a mix of uses and a walkable environment.

"Density in development changes the atmosphere of a district," said Johnson.

Before the form-based code, buildings were limited to two stories and on-site parking was required. Now, planners recommend to the Overland Park Planning Commission, projects up to five stories, and with less surface parking.

That change doesn't come without its challenges. Creating a pedestrian-friendly environment, while being mindful of parking availability, remains a top concern.

"You have to push back on the idea that a shortage of parking spaces exists." In a downtown area, Johnson said, "just because I have to look for a space, doesn't mean there isn't parking available."

At the same time, developers are required to create parking, both for building tenants and the public. Many are opting for underground or internal parking garages to maintain the aesthetic of the area.

As Overland Park looks to the future, implementation of a new community vision will surely play a role as the area grows.

Highlights of the Forward OP vision include an increased focus on civic services, sustainability, maintaining existing and embracing new forms of transportation, and growing a diverse economy in a welcoming community — all goals that mix well in the atmosphere of a rejuvenated downtown Overland Park.

 **Meg Ralph** is the Digital Content Supervisor for the City of Overland Park. She can be reached at meg.ralph@opkansas.org or (913) 895-6160.



Garden City Fulfilling Their Downtown Vision



In 2009, the Garden City Downtown Vision Master Plan identified a brewery as a desired component for the community. In January 2019, Flat Mountain Brewhouse officially opened to the public in a prime downtown location at 207 Main.

“Our community has been anxiously waiting the arrival of a brewery for many years,” said Sheila Crane, Garden City Downtown Vision Executive Director.

The building itself was renovated to pay homage to the history of downtown, while providing a more modern feel. What began as a plan to transform the first floor, expanded into plans to recreate the building’s basement, once only accessible via a manhole, into a cozy, classy winery. The upstairs will be re-imagined with indoor/outdoor seating, possibly for private parties. The interior renovation utilized local businesses and artists and showcases original architecture elements.

Additional evening foot traffic is likely and there is positive feedback about the brewery from downtown retailers. Retailers

are pleased to see an uptick in customers in the area. Since Garden City now has the only brewery for miles, it will likely bring a good amount of out-of-town traffic, as well.

“The Brewhouse brings excitement and adds another choice in a restaurant,” said Crane. “We hope the Brewhouse spurs more businesses to downtown.”

In addition to the Brewhouse, Garden City had an exciting 2018 with nine other businesses opening downtown.

“All the new businesses add different elements to downtown,” said Crane. “When you mix those with the longtime businesses already in downtown it gives you a tremendous variety.”

Downtown Vision offers an Incentives Without Walls zero-percent loan program which has been popular in 2018 to assist businesses. Finney County Economic Development was also heavily involved in working with the City of Garden City on putting together a Community Improvement District specifically for the brewery.



Klaus Wood Pellets opened in 2018 and is a barbecue specialty store that focuses mainly on selling Traeger Grills, as well as a variety of barbecue spices including products made in Kansas.



A Touch of Serenity Massage Spa opened in Garden City in December 2018. The spa is one of 10 new businesses open in Garden City’s downtown.



BIG HAPPENINGS IN TINY TAMPA

By Megan Gilliland, Communications & Education Manager, League of Kansas Municipalities

In Tampa, Kansas, population 107, there are some big things brewing in this small central Kansas city. The efforts to revitalize Tampa’s downtown were led by local farmer Dave Mueller. Tampa is located 30 miles south of Abilene. If you lived in Tampa and needed a gallon of milk, you’d need to drive an hour, round trip, to get to a store for the basic necessities. Dave Mueller wanted to change that.

In 2008, things were pretty tough in Tampa.

“Tampa looked like many other small towns,” said Mueller. “Our main street had empty buildings, some roofs collapsing, and in dire need of attention.”

Mueller knew he needed to do something for the community he loved.

“As a farmer, I was fortunate I had some pretty good farming years back then,” said Mueller. “I knew that if I didn’t do something, a building would collapse and that would become a bare lot. Then, I knew that bare lot would lead to more empty spaces.”

Mueller bought one building on the main road through Tampa. He gutted the building, saved the front façade and added steel girders for support. The inside, however, is a modern grocery store.

“The grocery store is owned by the community,” said Mueller. “People bought \$100 shares of stock and we sold 200 shares to open the store.”

The money raised for shares was used to purchase inventory and equipment for the grocery store. The store, the Tampa Trail Stop, has been open for six-and-a-half years now and it is run by volunteers with limited hours.

The building that houses the Tampa Trail Stop has three additional 1,500 square-foot spaces for commercial development. Mueller knew there was a need for space and his gut feeling paid off — all four spaces in the renovated building

were occupied within the first year of opening. There’s a beauty shop/salon, a fitness center, and a small gathering space for meetings with wi-fi and a conference table.

“The fitness center has been a real hit,” said Mueller. “I never would have thought it would have worked but it has.”

Then, he turned his attention to another needed service — a café. Mueller took an old building with a collapsed roof and



Mueller’s first building renovation in downtown Tampa was rehabilitated to provide four, 1,500 square-foot spaces for commercial development. All four spaces were filled in one year. ABOVE: The building’s façade was saved and the rest of the building was new construction. BELOW: The finished building.





The Tampa Trail Stop is community-owned and operated by volunteers on limited hours. You can find the necessities in town now without an hour, round-trip drive. Funding for the grocery store was raised through shares purchased by the community.

started on the café. The building was demolished, bricks were salvaged, and the building was rebuilt. Today, it's a modern restaurant with a functional kitchen and dining space.

Mueller purchases the buildings, then hires a contractor to complete the renovations. It is truly a labor of love for him and he's encouraged with the response.

"We have several young families who have moved back to the area to farm," said Mueller. "These types of businesses mean a lot to these families and add to the quality of life in our small community."

Dave's civic investments have caught on with the rest of the community. A new, 600 square-foot library opened in 2018 in a former produce and shoe shop. The library is also volunteer-run with all donated books.

In 2017, the Tampa Community Foundation was formed to build opportunities for these young families. A new community park was built in 2012 using funding from the Kansas PRIDE Program's Small Communities Improvement funding.

Dave noted that none of these projects would be possible

without committed volunteers.

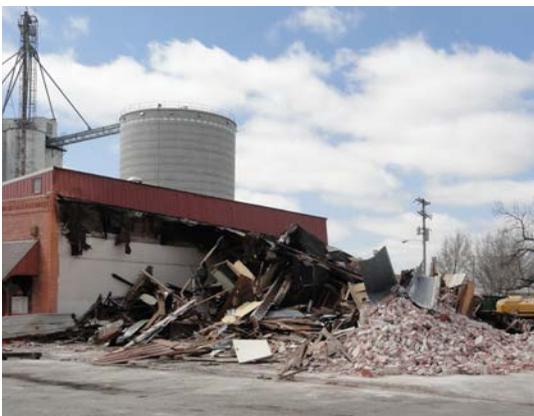
"Our community is approximately 100 people in population, but we have far more than 100 volunteers," said Mueller. "Everybody pitches in. It is amazing how people step forward. It invigorates the town."

Dave was named the Tri-County Area Chamber of Commerce Citizen of the Year, but you can tell it's not recognition that motivates him. For the past three years, he's put his efforts into developing the Diamond Vista Wind Farm near Tampa.

"During the construction of the Diamond Vista Wind Farm, the workers came in and used services in Tampa," said Mueller. "They used the grocery store for necessities and several long-term employees for the project live in and around Tampa."

 **Megan Gilliland** is the League's Communications and Education Manager. She can be reached at mgilliland@lkm.org or (785) 354-9565.

BELOW LEFT: Mueller took a partially collapsed building in Tampa and rebuilt it into the city's café. BELOW RIGHT: Tampa residents used Kansas PRIDE funding for a new community park.



Neighborhood Impact

Using the Neighborhood Revitalization Act to rejuvenate neighborhoods in need of improvement.

By Harry Schwartz, Legal Extern, League of Kansas Municipalities

The Neighborhood Revitalization Act (Act) has impacted cities across Kansas and has given owners the incentive to improve both commercial and residential properties. Property owners who participate are eligible to receive property tax relief through rebates based on the increase in value created by making improvements to the property. This article will explain the procedure for a city to adopt the Act and also provide examples of how some cities have structured a revitalization program using the Act.

In 1994, the Kansas Legislature passed the Neighborhood Revitalization Act to give municipalities in Kansas an incentive to rejuvenate neighborhoods in need of improvement.¹ In 1996, the legislature allowed for a single “dilapidated structure” to qualify for a rebate through the Act. Whether the Act is used for the improvement of whole neighborhoods or specific structures, it creates a partnership between citizens and local governments as they seek to improve the quality of life in Kansas communities.²

In general, an area or structure can be designated for participation in the program if a majority of buildings are outdated or not fit for occupancy, if the area or structure impairs the growth of the municipality itself, or if it includes buildings that should be preserved and restored.³ Before developing a plan for revitalization, the governing body must make sure that the area is in need of improvements to protect the health, safety, or welfare of the residents of the city.⁴

A plan for revitalization, developed and adopted by the governing body, should include:

1. Legal description of proposed area.
2. Existing assessed valuation of the area.
3. List of names and addresses of the owners of the real estate.
4. Existing zoning classifications and boundaries.
5. Proposals for improving or expanding municipal services in the area.
6. Statements specifying what property is eligible for revitalization, specifically whether it applies to existing buildings, new construction or both.
7. Criteria used to determine eligibility.
8. Contents of an application for the tax rebate.
9. Procedure for submitting the application.
10. Criteria to be used when reviewing and approving applications.
11. Maximum amount of years of eligibility.⁵

After this plan has been developed, the governing body should schedule a public hearing to discuss and explain the proposal. Notice for the public hearing must be published in the official newspaper for two consecutive weeks.⁶ The municipality must also create a fund to help finance the project.⁷

Once the plan has been adopted, the municipality can start accepting applications for their rebate program. Eligible property owners can receive a property tax rebate based on the increase in property taxes as a result of improvements made to the property.⁸ The rebate amount is determined by comparing the value of the structure when the applicant applied through the program and the increase in value based on the completed improvements.⁹ The municipality thus is able to create a percentage of property tax through its program that will be returned to the taxpayer over a period of time.

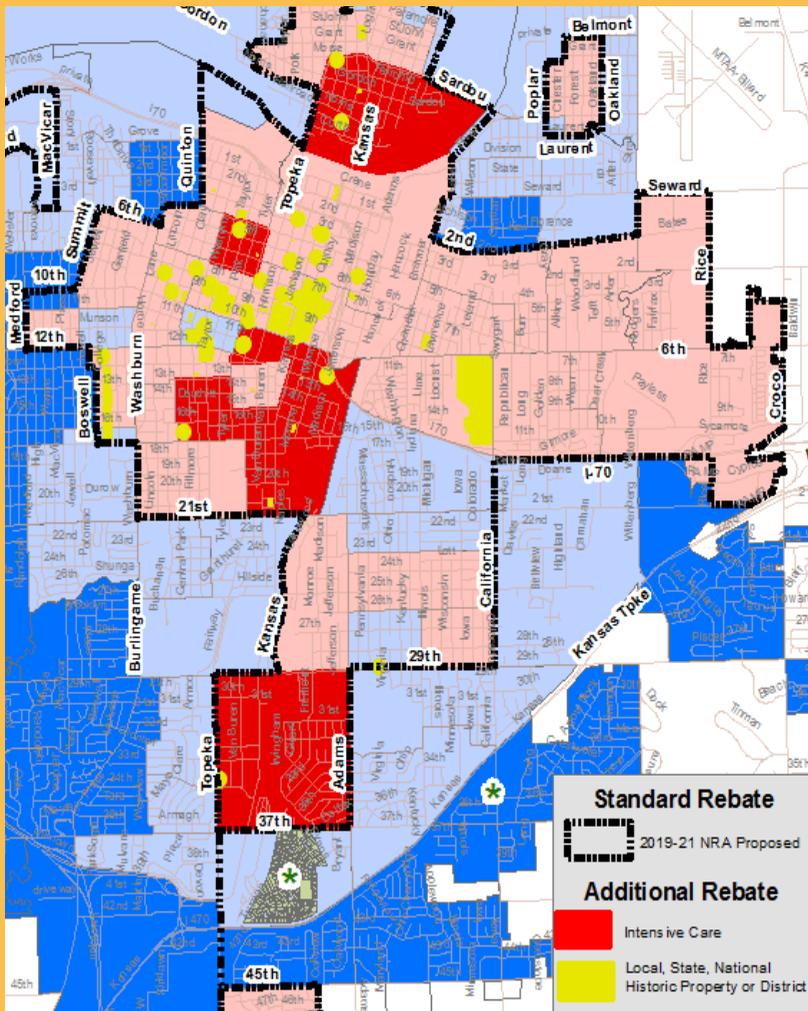
The City of Topeka established its Neighborhood Revitalization Program to encourage improvements within the city.¹⁰ To do so, the City designated certain areas as “high priority.” Topeka has designated improvements to include construction, rehabilitation, or additions that increase the appraised valuation of the property by more than 10% for residential areas and by more than 20% for commercial areas. The rebates will be processed over a 10-year period and will be based on the increased value in the property due to the improvements. The Topeka plan calls for a 95% rebate to the taxpayer for the first five years and a 50% rebate for the final five years.

The City of Andover established its Neighborhood Revitalization Program to target commercial properties within inner parts of the city, but residential homeowners could still benefit through the program.¹¹ Residential projects must be at least \$25,000 and commercial projects must be at least \$50,000 based on building permit values. The rebates for Andover will be 95% for five years and then a 45% rebate for the last five years for the eligible projects.

The City of Newton established its Neighborhood Revitalization Program to help rehabilitate existing housing, commercial and industrial properties and also the community as a whole.¹² To qualify for the program, the appraised value of the property must increase by at least 15% or \$5,000 as a direct result of the improvements. Newton also opted to make its tax rebates transferable; if a homeowner takes advantage of the rebate for two years but then decides to sell the home, the rebates for the remaining three years will be given to the new homeowners.

The City of Osawatomie adopted a Neighborhood Revitalization Program to help rejuvenate the inner urban area of the city.¹³ To be eligible, property must have a minimum increase of \$15,000 in the appraised value. The City spread out the tax rebate over five years, starting with 100% in the first year, 75% in the second year, 50% in years three and four, and then 25% in year five.

Topeka's Neighborhood Revitalization Program Seeing Success



Notable Projects



Echo Ridge
—
21st and California

Jackson St. Lofts
—
8th and Jackson



Dillon House
—
404 SW 9th Street

Property owners are often hesitant to make improvements to their homes in fear of the increase in property taxes based on the increase in value of their property. Each city that adopts the Neighborhood Revitalization Act can encourage these improvements amid the property tax increases. Cities can offset the increase in property taxes through their rebate program and reward homeowners for making improvements to their homes. This is especially needed where cities find that an area is detrimental to the public health, safety or welfare. In addition, these rebates help assist property owners in those areas address the needs within that city.¹⁴

The Neighborhood Revitalization Act has afforded Kansas cities the opportunity to encourage property owners to rebuild areas that have been neglected. This Act will continue to benefit the State of Kansas for many years to come, and cities will continue to grow and improve. The Act is one option available to cities to help encourage property owners to invest in their property which can result in energizing other owners to improve their property as well. As citizens make improvements to their property the quality of life for all citizens can improve and the city will be more inviting to those considering relocating to a city.

Sources:

- ¹ 1994 Kansas Session Laws 242: Kansas 75th Legislative Session
- ² League of Kansas Municipalities, *Economic Development Tools for Kansas Municipalities*, Page 19 (2013).
- ³ K.S.A. § 12-17,115
- ⁴ K.S.A. § 12-17,116
- ⁵ K.S.A. § 12-17,117
- ⁶ Id.
- ⁷ K.S.A. § 12-17,118
- ⁸ Id.
- ⁹ Id.
- ¹⁰ City of Topeka, Neighborhood Revitalization Program Brochure, TOPEKA KANSAS, https://s3.amazonaws.com/cot-wp-uploads/wp-content/uploads/plan-ning/NRP/NRP_Brochure.pdf (last visited Mar. 4, 2019).
- ¹¹ City of Andover, Neighborhood Revitalization Program, ANDOVER KANSAS, <https://www.andoverks.com/284/Neighborhood-Revitalization-Program> (last visited Feb. 13, 2019).
- ¹² City of Newton, Neighborhood Revitalization Program, NEWTON KANSAS, <http://www.newtonkansas.com/home/showdocument?id=638> (last visited Feb. 22, 2019).
- ¹³ City of Osawatomie, Neighborhood Revitalization Program, OSAWATOMIE KANSAS, <http://www.osawatomieks.org/index.aspx?NID=70> (last visited Mar. 1, 2019).
- ¹⁴ K.S.A. § 12-17,116

**THE UPDATED VERSION
IS AVAILABLE!
GET YOUR COPY NOW!**

Print copies for your city at www.lkm.org/citycandidateguide



PUBLIC SERVICE RECOGNITION WEEK

MAY 5-11, 2019

JOIN US IN CELEBRATING PUBLIC SERVICE RECOGNITION WEEK

WHAT IS PUBLIC SERVICE RECOGNITION WEEK?

Celebrated the first full week in May since 1985, Public Service Recognition Week (PSRW) is a time set aside to honor the men and women who serve our nation as federal, state, county and local government employees. Throughout the nation and the world, public servants use this occasion to educate others about the work they do and why they have chosen public service careers, as well as the many ways government services make life better for all of us.

From the steps of the Capitol to the smallest cities, public servants will participate in ceremonies, information fairs, parades and other events in their honor. At the same time, they will work to open new avenues of communication with the public about the essential value of government service in sustaining the quality of American life.

RESOURCES TO HELP YOU

The League will be celebrating Public Service Recognition Week in 2019. We hope you will join us, the Partnership for Public Service, and the Public Employees Roundtable in this year's PSRW celebration. Public agencies have very limited budgets, time, and space to carry out a PSRW celebration. A toolkit is online at www.psrw.org to help you observe in a low cost way Public Service Recognition Week in your communities.

Additional resources, social media ideas, and sample documents are available online at www.psrw.org to help facilitate your participation. Many of the ideas are simple, fun and inexpensive. Others require more coordination, planning, and preparation. Whatever you do, it's a step toward public servants receiving the respect and appreciation they deserve.

NEED IDEAS? Here's a few!

- Celebrate hometown heroes by promoting public service work and projects on social media;
- Engage teachers and students by offering to visit schools and talk about public service work;
- Recognize employees at council meetings;
- Reach out to local media and promote a story idea involving a current city project.

What Do You Think is the Primary Role of Municipal Government?

Working with local citizens to provide services that are needed and wanted in the community. The governing body is elected by the people, to represent the people, and works together to exercise governmental functions, keeping in mind the good of all.

What is Your Position and What are Your Typical Duties?

Serving as City Clerk for nearly 20 years, the duties have been numerous and fall into several categories. I work closely with the Mayor and Governing Body, City Attorney, City Treasurer, and Department Heads to coordinate and facilitate functions of the City. Other typical daily duties include the financial oversight, while working closely with co-workers in the Clerks Department, of accounts receivable and payable, preparing the annual budget, payroll, permitting and licensing, and utility billing. Day-to-day interactions with city employees, local citizens, and others that make contact with the City of Scott City is an important part of my duties also.

What is your Favorite Thing About Kansas?

My favorite thing about Kansas is that it has always been my home state. Many people that I meet, that do not live in Kansas, comment that people from Kansas are friendly, kind, and helpful. I agree & that's why I love to live and work in Kansas!

Please Share a Little Personal Information About Yourself.

My husband and I have been blessed with three children and two grandchildren, so far! We value spending as much family time together as possible, laughing and enjoying each other. I also enjoy sewing, reading, traveling, watching movies, and baking!

What is Your Favorite Thing About Your Community?

Seeing the people of Scott City work together to make good things happen for the community!

What Made You Want to Join City Government?

I was encouraged by a former employee to work for the City and I found the job to be appealing. Not being very familiar with city government made the job initially a bit of a stretch for me. My academic background is in education and my job



Brenda Davis
City Clerk
Scott City

experience was in teaching. I find that I continue to educate others and learn something new myself most every day!

Is This Your First Time on a Statewide Board?

No, I have also served on boards, and as an officer, in the City Clerks and Municipal Finance Officers Association of Kansas (CCMFOA) and the Human Resource Management Association of Kansas (HRMAK).

Kansas Government Insurance Specialist



Offering Insurance Protection for:

- Property
- Equipment
- Crime
- Workers' Comp
- General Liability
- Automobile
- Public Officials
- E&O, EPLI
- Police Professional



Contact your local independent insurance agent or contact us directly!
Mike Johnson • mjohnson@bhhc.com • 800.488.2930

Insurance written through the Berkshire Hathaway Homestate Companies:
Berkshire Hathaway Homestate Insurance Company (Omaha, NE) • Brookwood Insurance Company (Coralville, IA)
Continental Divide Insurance Company (Englewood, CO) • Cypress Insurance Company (San Francisco, CA)
Oak River Insurance Company (Omaha, NE) • Redwood Fire and Casualty Insurance Company (Omaha, NE)
Not all coverages, products, or features of products are available in all states or through all companies.



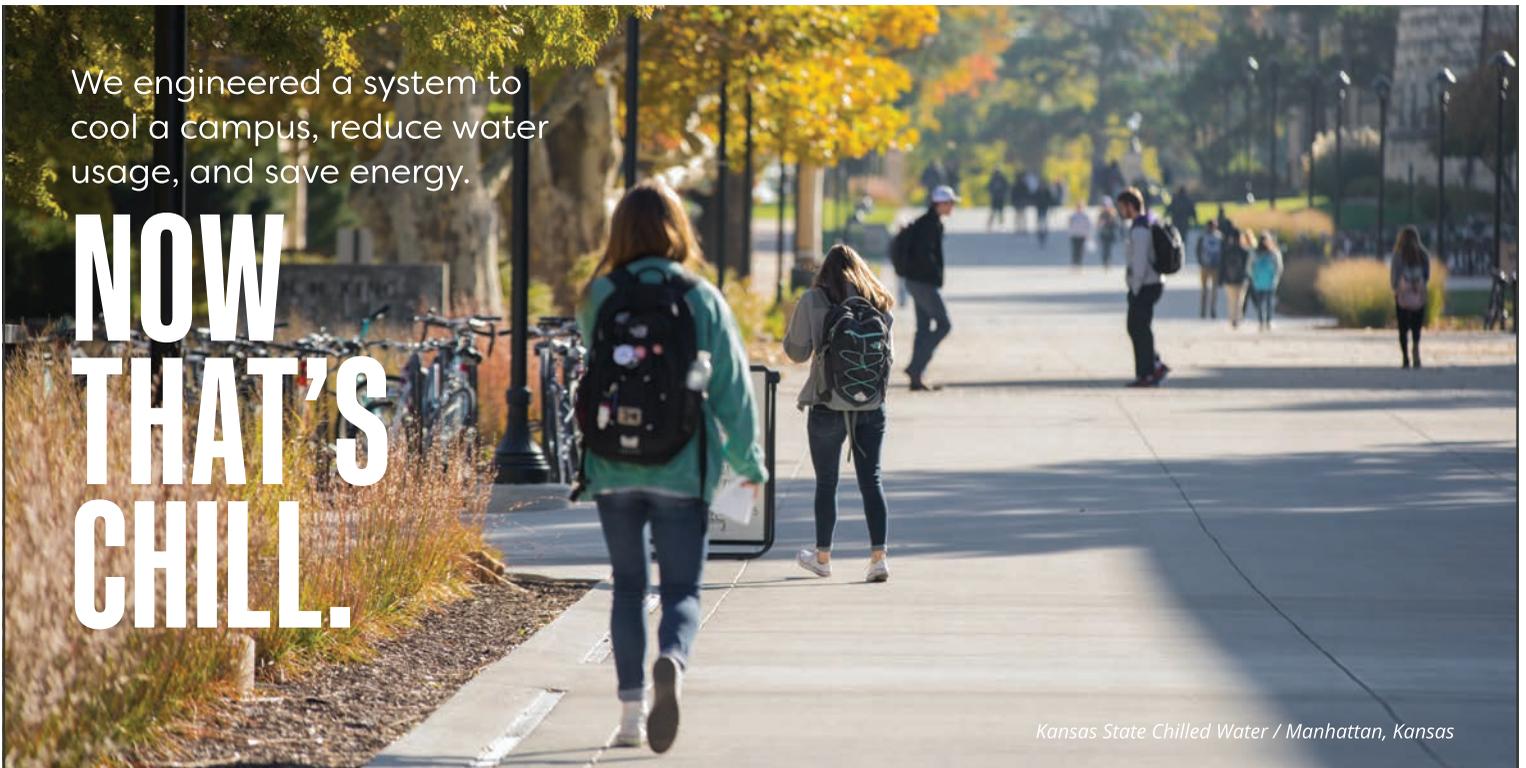
Each year, the League sends sets of the *Kansas Government Journal* off to a bindery that preserves the issues into a hardbound cover. To have your city's *Kansas Government Journal's* bound, contact us by July 11.

All 10 copies of the 2018 *Kansas Government Journal* will be bound in book form with the name of the magazine, the year, and the volume stamped on the cover and spine for just \$45 per volume, plus shipping. Missing copies of the magazine? The League will supply any copy of the *Kansas Government Journal* for \$5 per issue, except for March, which is \$10.

Please have all your magazines sent in no later than July 11, 2019. *Questions?* Please contact Megan Gilliland, Communications and Education Manager, for the League at (785) 354-9565.

We engineered a system to cool a campus, reduce water usage, and save energy.

NOW THAT'S CHILL.



Kansas State Chilled Water / Manhattan, Kansas



We're Olsson, engineers who understand that where there's a project, there's a purpose. Discover why students at Kansas State University are happier than ever at olsson.com.

USDA Assists Rural Communities Across Kansas



By Jessica Bowser, Public Information Officer, USDA Rural Development Program

The United States Department of Agriculture's (USDA) Rural Development Agency provides financial resources through more than 40 programs to help improve the economy and quality of life in rural communities. USDA Rural Development is the only federal agency that focuses solely on the needs of rural residents, businesses, and communities.

In 2018, USDA Rural Development provided more than \$416 million in financing to projects throughout Kansas. The agency works with communities to build and improve: housing, business start-up or expansions, cooperatives, job access, renewable energy systems, health clinics, essential community facilities, schools, water and wastewater systems, electric and telecommunications services, local foods systems, and more.

For rural communities, infrastructure is a lifeline. One of the agency's top priorities is investing in rural infrastructure. Long-term fixed-rate financing is available for projects to improve infrastructure, support public health and safety, or promote economic development. In this article, only two of the major infrastructure programs will be covered: Community Facilities and Water and Waste Disposal. Last year through these two programs, investments were made in 71 rural Kansas projects.

Community Facilities Loan and Grant Program

People who live and work in rural areas should be able to enjoy the same basic quality of life and services as those in urban and metropolitan areas. USDA's Community Facilities Program provides direct loans, grants, and loan guarantees for essential community infrastructure.

Financing can be used to construct, expand or improve facilities that provide health care, education, public safety, and public services. Grants are for very small, lower income rural communities based on need. USDA Rural Development offers technical assistance throughout the application process, with up to 100% financing at a fixed-interest rate.

Rural communities with populations under 20,000 are eligible for the program. Eligible applicants include public bodies, community-based non-profit corporations, and federally-recognized tribes.



In 2018, Smith County opened a new hospital and clinic in Smith Center. The facility utilized financing through USDA's Community Facilities Loan Program.

Last year, the Smith County Memorial Hospital opened its doors to a new hospital and clinic in Smith Center. Smith Center is a community of 3,853 residents that is in the north central region of the state. The community's hospital opened in 1951, as a Critical Access Hospital with 25 beds, an attached 28 bed long-term care unit, and a rural health clinic. The aging facility lacked adequate accessibility for patients, didn't meet the current guidelines of hospital design, and lacked staff and energy efficiencies.

The community decided to build a new 62,000 square-foot replacement hospital and clinic. The Smith County Public Building Commission utilized \$27.725 million in financing through USDA's Community Facilities Loan Program. The hospital will provide immediate access to healthcare for remote and rural areas of the state that do not otherwise have access to full hospital care. It also provides both ambulance and air transfer to full hospital care for patients requiring care for more than 96 hours.

The new hospital has all the hospital services in one building including: Inpatient Care, Labor and Delivery, Emergency Department, Surgery, Laboratory, Radiology, Physical and Occupational Therapy, Cardiopulmonary Rehab, a Therapy Pool, Physician Clinic, and Outpatient Specialty Clinics. The hospital has 16 inpatient beds, which is fewer than the old hospital, but reflects current and anticipated future needs for the facility. This consolidation of services provides more efficient operations and less expensive construction of the replacement facility.

Water & Waste Disposal Loan and Grant Program

Safe, modern and reliable water systems are critical for the health, safety, and economic vitality of our rural communities. USDA's Water & Waste Disposal Loan and Grant Program provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas. Rural areas and towns with populations of 10,000 or less are eligible to apply, and applicants include most state and federal government entities, private nonprofits, and federally-recognized tribes.

Since 2014, the community of Hiawatha, in northeast Kansas, had been dealing with elevated nitrate levels in its drinking water. High nitrate levels in drinking water can pose health risks to pregnant women, nursing mothers, and infants less than six months old.

The City's water system needed repair. Five of the City's ground water wells that provide drinking water were experiencing high nitrate levels that were at or above state standards. The City entered into a consent agreement with the Kansas Department of Health & Environment to construct improvements to the water system to achieve nitrate compliance.

Funding for a new water treatment plant was secured through USDA Rural Development. The \$3.5 million project consisted of installing 7,000 feet of new water transmission lines, a new ion exchange water treatment plant, clearwell, high service pump, and two non-discharging lagoons.



Hiawatha used USDA Rural Development funding for numerous water treatment projects.

On October 5, 2018, the City's new water treatment plant came online, providing the community's 3,100 residents with drinking water that is safe for all residents to drink.

Partnerships

Beyond infrastructure, partnerships are critical – from non-profit organizations to state and local leaders. Partnerships combine capital, allowing us to achieve more together. They allow us to build relationships and work collaboratively. USDA Rural Development is a partner in creating opportunities for rural communities, and we want to work with your community.

Throughout Kansas, there are four USDA Rural Development offices, located in: Topeka (State Office), Hays, Iola, and Newton. USDA Rural Development staff members can provide technical assistance to help communities undertake projects.

USDA Rural Development provides loans and grants to help expand economic opportunities and create jobs in rural areas. This assistance supports infrastructure improvements; business development; housing;

community services such as schools, public safety and health care; and high-speed internet access in rural areas. For more information, visit www.rd.usda.gov/ks or by calling (785) 271-2701.

 **Jessica Bowser** is the Public Information Officer for the USDA Rural Development Program. She can be reached at [Jessica.bowser@usda.gov](mailto:jessica.bowser@usda.gov) or (785) 271-2701.



How Can USDA Rural Development Funds Be Used in Your Community?

Kansas communities can build or renovate the following types of facilities, or purchase equipment for an essential service through USDA's Community Facilities Program:

- Health care center, nursing home, dental clinic, mental health facility, community center, or fire station;
- Library, child/adult care facility, or food pantry;
- Streets, sidewalks, bridges, storm shelter, or storm sirens;
- Education buildings and/or equipment;
- Fire trucks, ambulances, police vehicles, rescue and safety equipment, or emergency communication systems; and
- Municipal offices and buildings.



BEST PRACTICES

Big Ideas for Small Business

An Excerpt from the National League of Cities Reports for Supporting Small Business Development & Economic Development

Small businesses are an essential component of a strong local economy. Our nation's small businesses not only create well-paying jobs, but also deliver vital goods and services, generate sales tax revenue, and contribute to the unique character and livability of neighborhoods.

The United States's 2018 Small Business Profile shows that small businesses added 1.9 million net new jobs during the latest year studied. There are 30.2 million small businesses in the United States, which employ 47.5% of the state's private workforce. The top three industries for small business employment in the United States are (1) health care and social assistance, (2) accommodation and food services, and (3) retail trade. (Source: www.sba.gov/advocacy)

Unfortunately, the high failure rate of small businesses — especially early-stage start-ups — demonstrates a need for more investment in their long-term success. Local leaders are in a unique position to help support and develop small businesses. Business owners must work with their local governments to acquire permits and licenses, and to schedule inspections.

But more and more, cities are taking this relationship one step further by providing additional tools and resources to empower business owners and help foster a strong small business community. The "Big Ideas for Small Business" toolkit discusses important strategies for how local leaders can be better advocates

for small businesses. The report provides guidance on creating ecosystems that support small business growth; reorganizing city resources to better meet the needs of small businesses; and providing business owners with access to new sources of capital.

The specific strategies highlighted in this report explain how to:

- Connect small businesses to information and resources;
- Establish a small business resource center;
- Advocate for small businesses via community-led councils or committees;
- Proactively engage the local business community;
- Provide platforms for networking;
- Create incubator spaces;
- Celebrate successful businesses;
- Develop one-stop-shops and express lanes at city hall;
- Streamline city Regulations and the inspection process; and
- Help small businesses.

Effective economic development demands informed leadership from local elected leaders. Economic development is the process of building strong, adaptive and equitable local economies. What constitutes success in economic development and the

specific strategies to accomplish it will undoubtedly look different from place to place. Yet despite these differences, leadership is consistently identified as a critical factor in advancing local economic development.

Dedicated leadership from local elected officials helps develop a common vision, motivate stakeholders into action, and move vital projects forward. Although leadership can come from many places within the community, local elected officials are particularly well positioned to take on this role. The political influence of elected leadership is critical to helping communities stay the course toward a vibrant economic future.

Perhaps now, more than ever, it's imperative for cities to take the reins and grow a strong local economy from within, especially in the context of rapidly evolving business and workforce demands, growing inequity within cities, and a new era of federalism shifting more responsibility for growth to local governments. Therefore, it's important for city leaders to understand the practice of economic development and their roles within it.

Local leaders are in a unique position to support and develop a city's small business community. City officials can use their leadership roles, cross-departmental resources, and community partnerships to build an "ecosystem" that proactively supports the development of new and existing small businesses. A supportive small business ecosystem is created by connecting entrepreneurs to technical assistance, streamlined regulations, industry-related resources, mentorship, funding opportunities, and other tools that will help small businesses thrive. Proactively engaging with small business owners and acknowledging their contributions to a city's unique character are also important methods for building a supportive small business ecosystem.

"What You Should Know 2.0: Elected Leaders and Economic Development" was published in partnership with International Economic Development Council (IEDC). This report discusses the context and key functions of local economic development, and also provides foundational information about funding sources, measuring outcomes, and achieving greater economic equity in cities. Additionally, this report identifies specific roles elected officials can take to become well-informed leaders and strategic decision-makers for effective local economic development.

View the "Big Ideas for Small Business Report" and "Elected Leaders and Economic Development" reports online, as well as other NLC publications for local government leaders at www.nlc.org.

Read the Full Reports

Find the full report from the National League of Cities online, along with other economic development tools, reports, and blog topics.

Visit www.nlc.org/topics/economic-development.



2018 SMALL BUSINESS PROFILE

OFFICE OF ADVOCACY

REGULATION • RESEARCH • OUTREACH

KANSAS



251,985 Small Businesses
99.1% of Kansas Businesses

606,966 Small Business Employees
51.0% of Kansas Employees

EMPLOYMENT
15,474
net new jobs

DIVERSITY
26,104
minority-owned
businesses

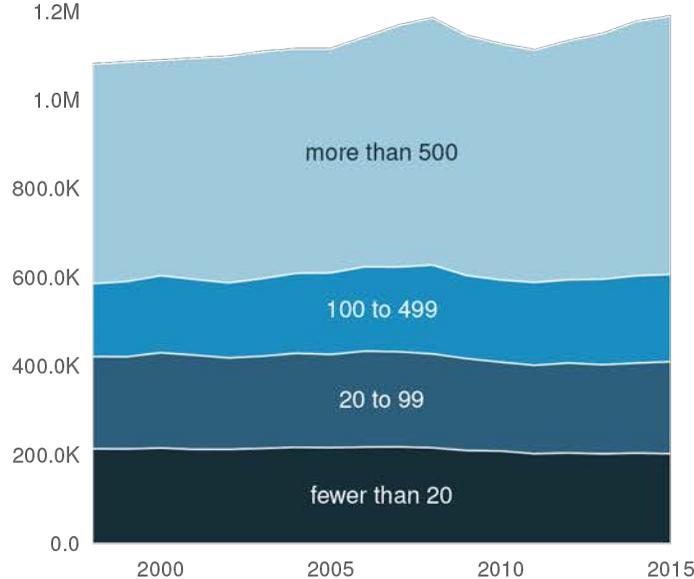
TRADE
2,682
small business
exporters

OVERALL KANSAS ECONOMY

- In the third quarter of 2017, Kansas grew at an annual rate of 2.1%, which was slower than the overall US growth rate of 3.4%. Kansas's 2016 growth rate of -0.9% was down from the 2015 rate of 1.1%. (Source: BEA)
- In January 2018, the unemployment rate was 3.5%, down from 3.9% in January 2017. This was below the January 2018 national unemployment rate of 4.1%. (Source: CPS)

EMPLOYMENT

Figure 1: Kansas Employment by Business Size (Employees)



- Kansas small businesses employed 606,966 people, or 51.0% of the private workforce, in 2015. (Source: SUSB)
- Firms with fewer than 100 employees have the largest share of small business employment. Figure 1 provides further details on firms with employees. (Source: SUSB)
- Private-sector employment increased 0.2% during the 12-month period ending in January 2018. This was above the decrease of 0.6% during the prior 12-month period. (Source: CPS)
- The number of proprietors increased in 2016 by 1.6% relative to the previous year. (Source: BEA)
- Small businesses created 15,474 net jobs in 2015. Firms employing fewer than 20 employees experienced the largest gains, adding 6,757 net jobs. The smallest gains were in firms employing 100 to 499 employees, which added 3,737 net jobs. (Source: SUSB)

The Small Business Profiles are produced by the US Small Business Administration's Office of Advocacy. Each report incorporates the most up-to-date government data to present a unique snapshot of small businesses. Small businesses are defined for this profile as firms employing fewer than 500 employees. Net small business job change, minority small business ownership, and exporter share statistics are based on the 2015 Statistics of US Businesses (SUSB), 2012 Survey of Business Owners (SBO), and 2015 International Trade Administration (ITA) data, respectively.

INCOME AND FINANCE

- The number of banks decreased by 17 between June 2016 and June 2017 to 252 banks. (Source: FDIC)
- In 2016, 35,355 loans under \$100,000 (valued at \$487.3 million) were issued by Kansas lending institutions reporting under the Community Reinvestment Act. (Source: FFIEC)
- The median income for individuals self-employed at their own incorporated businesses was \$49,950 in 2016. For individuals self-employed at their own unincorporated firms, this figure was \$24,514. (Source: ACS)

Median income represents earnings from all sources. Unincorporated self-employment income includes unpaid family workers, a very small percent of the unincorporated self-employed.

EMPLOYER BUSINESS OWNER DEMOGRAPHICS

Figure 2: Kansas Employees per Business by Owner's Demographic, 2015

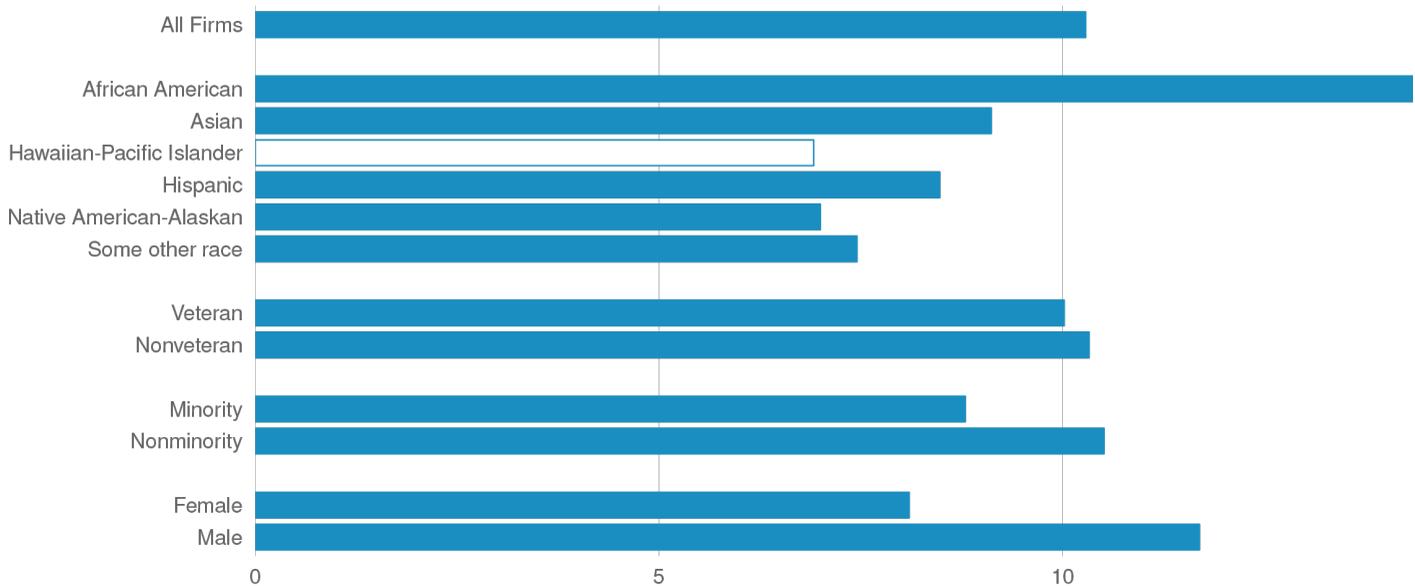
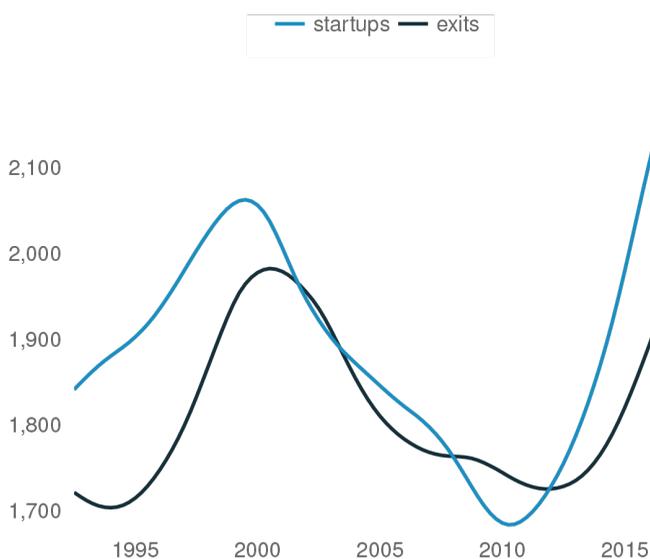


Figure 2 shows the average number of employees per employer business by owner's demographic group according to the Annual Survey of Entrepreneurs (ASE). Unshaded bars display US values; data were withheld because they do not meet Census Bureau publication standards or could disclose information regarding individual businesses.

TURNOVER AMONG ESTABLISHMENTS WITH EMPLOYEES

Figure 3: Kansas Quarterly Startups and Exits



- In the third quarter of 2016, 2,054 establishments started up, generating 7,439 new jobs in Kansas. Startups are counted when business establishments hire at least one employee for the first time. (Source: BDM)
- In the same period, 1,840 establishments exited resulting in 6,328 jobs lost. Exits occur when establishments go from having at least one employee to having none, and then remain closed for at least one year. (Source: BDM)
- Figure 3 displays quarterly startups and exits from 1992 to 2016. Each series is smoothed across multiple quarters to highlight long-run trends. (Source: BDM)

The BLS data covers only business establishments with employees. BLS refers to startups as births and exits as deaths. These terms are distinct from the BLS openings and closings categories. Openings include seasonal re-openings and closings include seasonal shutterings. Quarterly startup and exit values may not align with Figure 3 due to smoothing.

KANSAS GOVERN

Cheyenne ★



We are always seeking content ideas for stories and briefs. Please send your ideas and thoughts for content or story ideas to Megan Gilliland at mgilliland@lkm.org.

Denver ★

Dodge City

Dodge City Manager Offers Blueprint for Dealing with Rural Kansas Housing Shortage

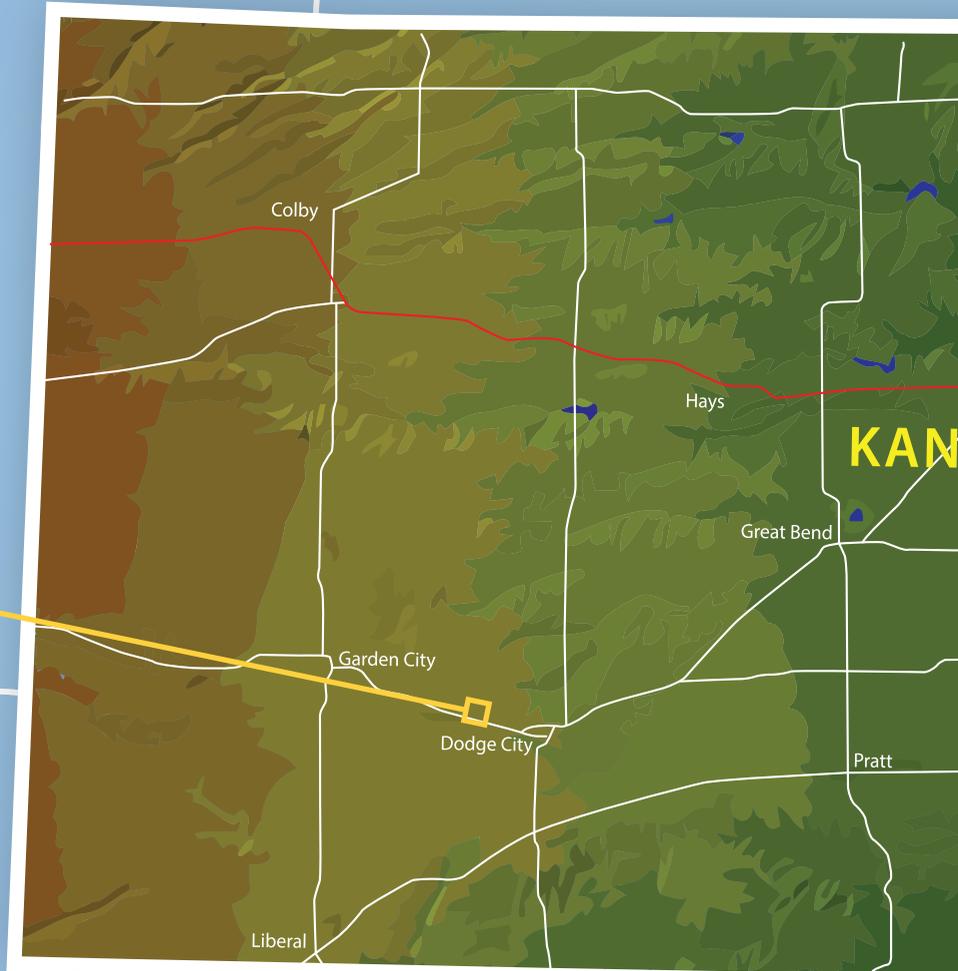
City Manager Cherise Tieben testified in front of the Kansas Legislature in March to discuss the City's efforts to provide housing in the southwestern Kansas city. At the hearing, Tieben said housing in the community was inadequate and not keeping pace with demand. Teachers were residing in colleagues' basements. Employers placed hires in hotels for up to six months. Families paid a premium for deplorable rentals. Bank financing was scarce. Most homes on the market were overpriced.

A study showed the City would require 950 housing units by 2013, but banks were prohibited from offering rural development loans through the U.S. Department of Agriculture because Dodge City no longer met the definition of rural.

The City pushed ahead with housing incentives through the Neighborhood Revitalization Program (NRP), Rural Housing Incentive Districts (RHIDS) and Moderate Income Housing Program (MIH). They formed Community Housing Association of Dodge City (CHAD) to tackle blight projects and abandoned homes. City-owned surplus property was provided to developers.

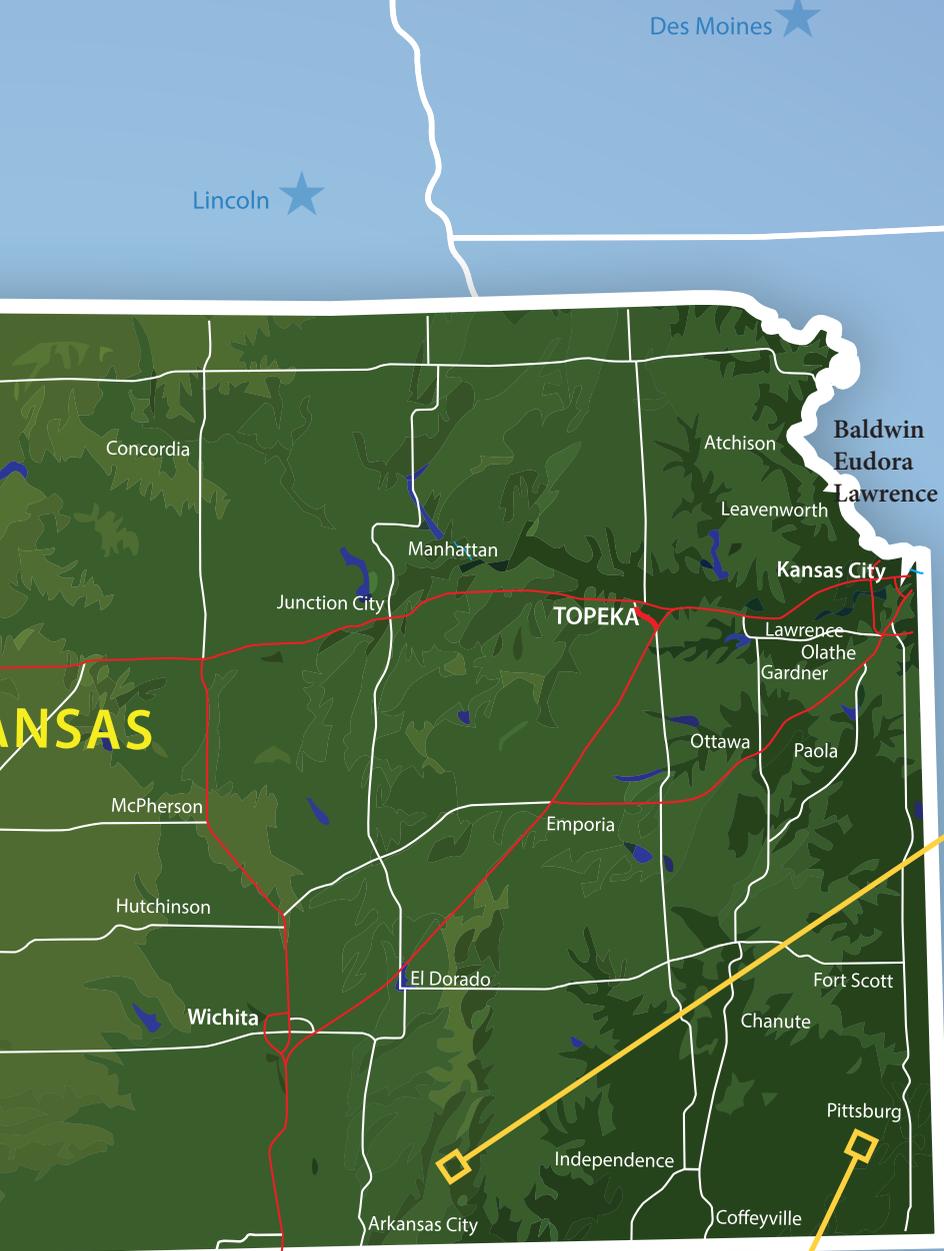
Tieben said the result has been the addition of 340 housing units serving Dodge City residents. Twenty units are under construction and 160 more are being planned.

(Source: The Hutchinson News)



Oklahom

GOVERNMENT NEWS



Arkansas City & Winfield

With Local Recycling Programs in Jeopardy All Over the Nation, Arkansas City and Winfield Work Together to Try to Save Theirs

The cities of Arkansas City and Winfield are working together to save their cooperative recycling program after notification of a large rate increase.

Currently, the cities are paid \$21 per ton of recyclable materials. This is part of a 60% rebate program. However, the cities were notified they will be charged \$120 per ton of recyclable materials — an effective increase of \$141 per ton with the loss of rebate. Additionally, the hauling rate would increase.

Both cities are committed to working together to find a solution to maintain their popular recycling programs, but this will include having to look into a rate increase to cover the cost of recycling services.

(Source: The Cowley Courier Traveler)

Pittsburg

City of Pittsburg Engages Team to Continue Public Power Initiative

The City of Pittsburg has been given approval by City Commissioners to continue to move forward with creating a public power utility for Pittsburg. The City Commission wants to continue to explore the economic viability, benefits, and risks of public power and outline the steps that will be necessary if a public power utility is to be established. As such, the City has engaged a qualified, experienced team to conduct negotiations and a detailed analysis of the technical, legal and financial aspects of creating a public power utility for Pittsburg.

(Source: The City of Pittsburg)

PROFESSIONAL SERVICES

AMERICAN LEGAL
Publishing Corporation

League's Ordinance Codification Program
Code Updates • New Codes • Legal Reviews
Model Ordinances • Codes on Internet

Call Ray Bollauer at (800).445.5588
rbollhauer@amlegal.com

OH
Black Hills Energy
Improving life with energy

BURNS & MCDONNELL™
9400 Ward Parkway
Kansas City, MO 64114

Brian Meier
800 E. First St.
Suite 400
Wichita, KS 67202
316-616-0520

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

burnsmcd.com

BOB WESTMORELAND
AMR/AMI Systems Sales & Service

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

Tran Systems

EXPERIENCE | Transportation
Engineering Architecture Planning
www.transtystems.com

Mike Eichten
Dir. External Sales
Topeka • 785.291.7000

Blue Cross Blue Shield of Kansas
Serving Kansans Since 1942®
bcbsks.com

M.1604 An independent licensee of the Blue Cross Blue Shield Association

PATRICK

www.patrickco.com
800.799.7050

**BOND COUNSEL
PUBLIC LAW SERVICES**

EXPERIENCE • RESULTS
J.T. Klaus • Andrew Kovar • Mary Carson

TWG TRIPLETT WOOLF GARRETSON, LLC
LAW FIRM
316-630-8100 • TWGfirm.com

BUILDING AMERICA®
(816) 399-1625 www.up.com

AMERICAN FIDELITY
a different opinion

Charles Angel
Public Sector Director
800-654-8489, ext. 2502
americanfidelity.com American Fidelity Assurance Company

BLACK & VEATCH

Visit bv.com/you.

EBH
EBHengineering.com

Full Service, NELAC Accredited
Over 30 years' Experience
Environmental Testing
2 Locations in Kansas

MERIDIAN
Analytical Labs, LLC

A Relationship with Quality Results
800-722-8378

CTS GROUP Design-Build Performance Based Improvements

- / Custom approach to fit specific client needs with lowest life-cycle cost
- / Guaranteed price, savings, and performance

Curtis Wondra, Account Manager
cwondra@ctsgroup.com / 785-760-6549

Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™

8110 E. 32nd St. N, Suite 100
Wichita, Kansas 67226
(316) 977-9779

PROFESSIONAL SERVICES



Work Comp for Kansas Public Entities Since 1994
316-259-3847

Kansas-Born. Kansas-Bred. Kansas-Based.



TANK CONNECTION
AFFILIATE GROUP

**SIMPLY THE BEST
IN WATER STORAGE!**

3609 N 16th St • Parsons, KS • 620.423.3010
sales@tankconnection.com • www.tankconnection.com



Midwest Energy, Inc.

Bob Muirhead
785-650-2502
bmuirhead@mwenergy.com
www.mwenergy.com

SIEMENS
Ingenuity for life

Empowering you to create your perfect place
by enabling your community to invest in innovative infrastructure

Save on tolls. Save on time.



Get your FREE* K-TAG
at myktag.com



Earles Engineering & Inspection, Inc.
Civil, Structural & Environmental Engineers
Surveyors • Construction Inspectors
Email: earlesinc@earleseng.com
www.earlesengineering.com

Woman Owned Minority Firm • DBE Certified

Liberal 620.626.8912	Pittsburg 620.308.5577	Salina 785.309.1060
-------------------------	---------------------------	------------------------



Advertise in the
Kansas Government Journal.
Contact Kate Cooley at
kcooley@lkm.org or (785) 354-9565.

olsson
olsson.com



George K. Baum & Company
INVESTMENT BANKERS SINCE 1928

www.gkbaum.com

Connect with the League online to see our latest news, updates, and events.



www.LKM.org



@LeagueKSMunis



www.facebook.com/LeagueofKansasMunicipalities



CLASSIFIED ADVERTISING

Deputy Finance Director, Pittsburg

The City of Pittsburg is seeking experienced, professional candidates for its Deputy Finance Director position. The ideal candidate will be responsible for guiding the finance team as it continues and improves its award-winning financial reporting and support of City departments. Starting salary range is \$48,391 to \$84,186 annually depending on qualifications.

The City operating budget for the 2019 fiscal year totals \$54,078,803. Our City staff of approximately 300 employees provides a variety of services to nearly 25,000 residents including utilities, recreation, library, entertainment, fire and public safety.

Ideally, the Deputy Director must be well organized, results driven and possess a strong understanding of the fundamentals and trends of both budget, accounting and auditing within a municipal setting. Candidates must have recent experience in fiscal and policy analysis, strategic planning, budget development and forecasting, citizen engagement, and working in a collaborative environment. A thorough background in utilities, rate setting, and cost allocation is preferred.

Graduation from an accredited four year college or university with a Bachelor's degree in finance, accounting, public administration, or related field. (Preferred: MPA and/or CPA)

Two years of increasingly responsible experience in municipal government budget development, or three years of budget development experience with an outside entity. Three to five years prior supervisory and management experience.

How to Apply / Contact

Upload your cover letter and resume, plus complete the full application online at www.pittks.org/jobs/deputy-finance-director.

City Administrator, Valley Falls

The City of Valley Falls is seeking motivated and qualified applicants to lead our team of dedicated, long term employees as the City Administrator. The City Administrator is responsible for the day to day operation of the City, supervising the various departments which include seven full time employees. This position works closely with the public, provides input to the City Council, and attends meeting conferences as necessary representing the City on all levels.

The City of Valley Falls, KS is a city of the third class with a population of 1,154 located approximately 25 miles north of Topeka Kansas on K-4 Hwy. Valley Falls is in close proximity to Perry Lake and Wildlife area. It is part of the USD #338 School

District which has been recognized at the national level for their academic performance.

The City Administrator is a full time position, appointed by the Mayor and confirmed by the Council. The residency requirement by ordinance is negotiable.

Starting salary is dependent upon experience & qualifications. Benefits include vacation & sick time, holiday pay, KPERS retirement, paid single BCBS medical & dental coverage.

Four year (or higher) college degree required; Public Administration degree is strongly preferred.

How to Apply / Contact

If you are interested in joining our team, please send a resume and application to Valley Falls City Hall, 417 Broadway St., Valley Falls, KS 66088. An application and job description can be printed from our website at www.valleyfalls.org. Applications will be accepted until the position is filled. Any questions or concerns contact Denise Streeter at (785) 945-6612 between the hours of 8 a.m. and 5 p.m., Monday through Friday.

Police Officer, Osborne

The City of Osborne, Kansas is accepting applications for a full time Police Officer. The position will include enforcing local, state and federal laws, as well as investigating crimes, enforcing traffic regulations, investigating traffic collisions, report writing, testifying in court and assisting the public. The shifts include working nights, holidays and weekends. There is mandatory on call and overtime as needed.

Benefits include sick leave, paid vacation and paid holidays. Health and dental insurance for the employee and family members available. KPERS retirement, uniforms and equipment are provided along with a take home patrol vehicle. Salary is based on certification and experience.

Must be a United States Citizen, 21 years of age or older, High school diploma or GED required. Applicant must have above average written and verbal communication skills. Valid driver's license, must pass a background check, interview board, psychological test, physical exam and drug test. Applicant must not have any conviction or diversion of domestic battery, DUI, felony's or serious misdemeanors.

Must live within the city due to on call time.

How to Apply / Contact

Applications are available at the City Office located at 128 N 1st Street, Osborne, KS 67473 or call (785) 346-5611. Please include resume with application.

Street Superintendent, Lenexa

Under general policy guidance from the Mayor and City Council, plans, organizes, integrates, fiscally controls, directs, reviews and evaluates the activities, operations, programs and services of the City of Valley Center. Serves as the administrator for the City, responsible for carrying out the policies and programs determined by the elected City Council. Ensures development and execution of budget; ensures City government operations and functions effectively serve the needs of Valley Center residents and other stakeholders, while complying with applicable laws and regulations; and performs related duties as assigned by the City Council. This employee is required to reside within the city limits.

Desired Minimum Qualifications

- Principle and practices of organization design and development, long range planning, public administration, public financing, municipal budgeting, financial administration, program and policy formulation, purchasing and maintenance of public records;
- Applicable state and federal laws and regulations governing the administration and operation of a municipal agency;

- City functions and associated management, financial and public policy issued; organization and functions of an elected City Council;
- Practices of sound business communications; techniques of effective public relations.

Experience

- local, state municipality: 5 years (Preferred)
- progressive management or administrative: 10 years (Required)
- economic development, city/county infrastructure, grant develop: (Preferred)Residency: Must reside within City of Valley Center following employment
- Education: Bachelor's (Required)
- ICMA Manager Certificate (Preferred)

How to Apply / Contact

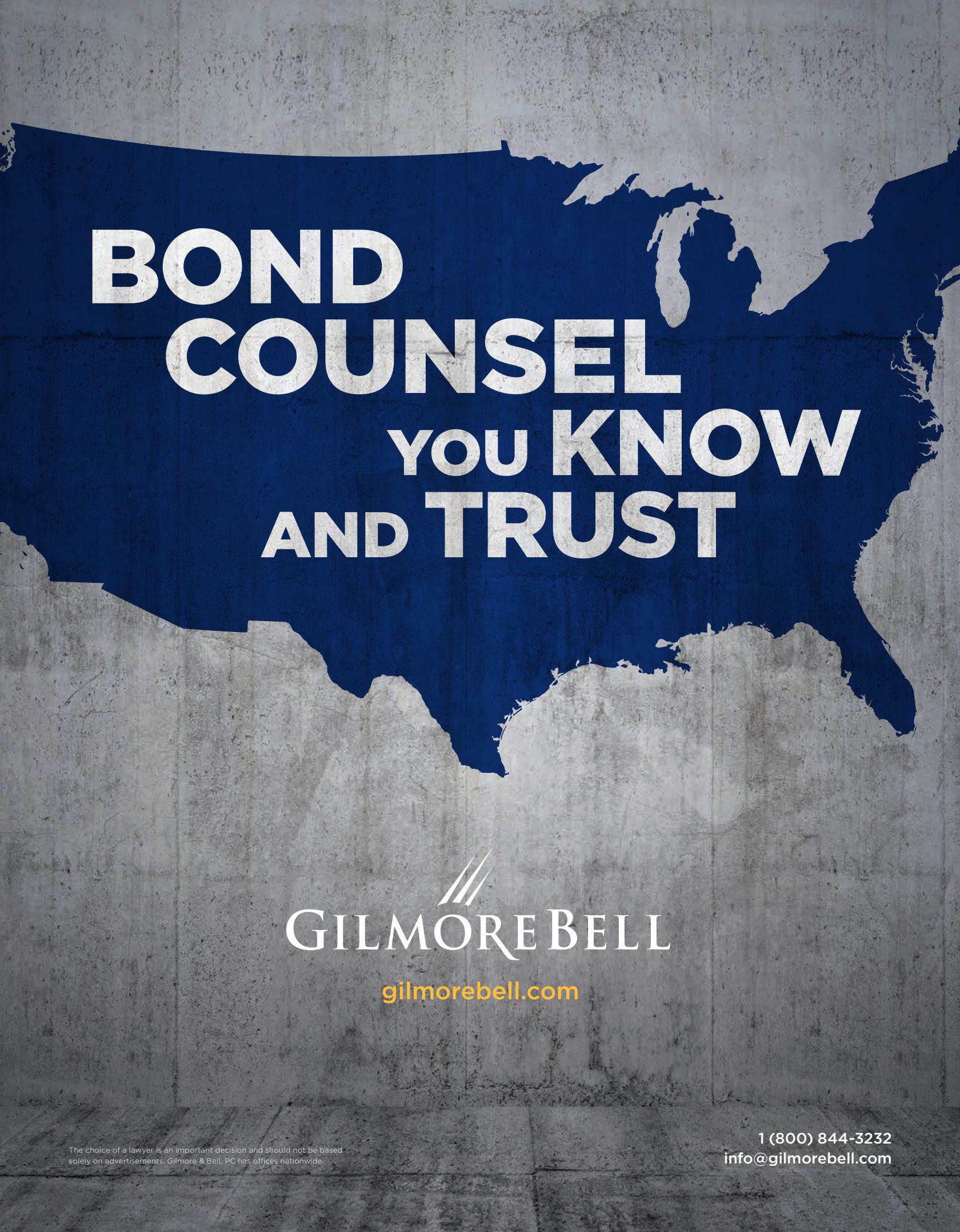
To see a full job description and how to apply, visit at www.valleycenterks.org/Jobs.aspx. Be sure to attach your resume reflecting any work history you may have during the past 10 years. For best consideration apply immediately as applications are accepted until filled.

View current job postings online.

LOOKING
FOR A JOB?



lkm.org/networking



**BOND
COUNSEL
YOU KNOW
AND TRUST**


GILMORE BELL

gilmorebell.com

The choice of a lawyer is an important decision and should not be based solely on advertisements. Gilmore & Bell, PC has offices nationwide.

1 (800) 844-3232
info@gilmorebell.com