STATE OF KANSAS)
WYANDOTTE COUNTY)) SS SPECIAL SESSION, THURSDAY, AUGUST 11, 2016
CITY OF KANSAS CITY, KS)

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, August 11, 2016, with ten members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Holland, Mayor/CEO, presiding. Murguia, Commissioner Third District, was absent. The following officials were also in attendance: Doug Bach, County Administrator; Gordon Criswell and Melissa Mundt, Asst. County Administrators; Carol Godsil, Deputy Unified Government Clerk; Ken Moore, Chief Legal Counsel; Jeremy Rogers, Director of Parks & Recreation; Chief Zeigler, Police Department; Rodney Smith, Deputy Police Chief; Kathleen VonAchen, Chief Financial Officer; Maureen Mahoney, Executive Coordinator to the Mayor; and Officer Chris Blake, Sergeant-at-Arms.

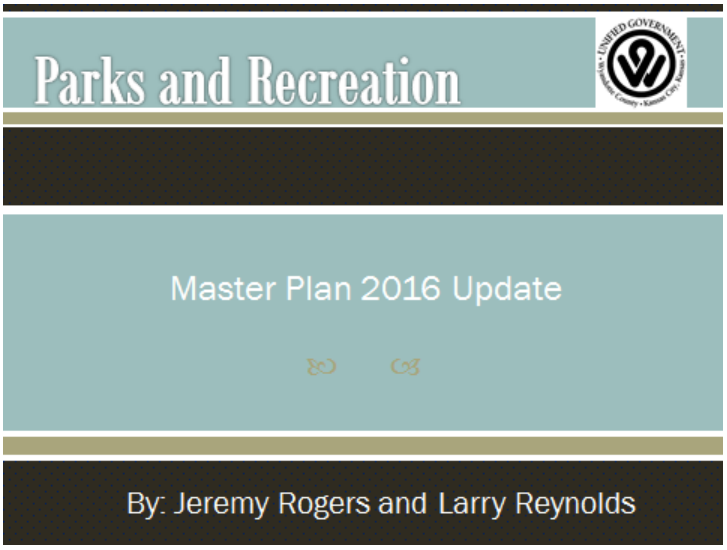
MAYOR HOLLAND called the meeting to order.

ROLL CALL: McKiernan, Johnson, Kane, Markley, Walters, Philbrook, Bynum, Walker, Townsend, Holland.

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, August 11, 2016, at 6:00 p.m. in the 5th floor conference room of the Municipal Office Building for an update on 1) the Parks and Recreation Master Plan and 2) the Police & Sheriff's Operational Efficiency Study.

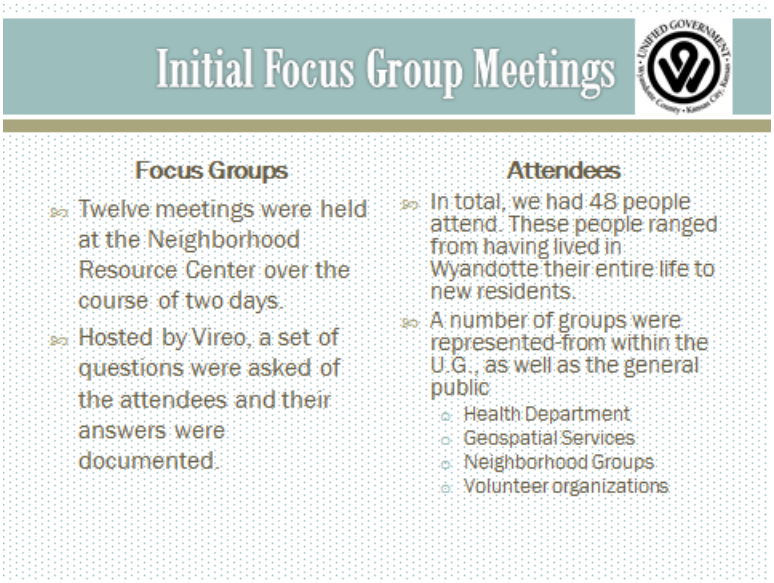
CONSENT TO MEETING of the governing body of Wyandotte County/Kansas City, Kansas, accepting service of the foregoing notice, waiving all and any irregularities in such service and in such notice, and consent and agree that we, the governing body, shall meet at the time and place therein specified and for the purpose therein stated.

Doug Bach, County Administrator, said tonight we have two presentations. These are really updates on a couple of the studies that are going on. The second one we will be doing is really the Law Enforcement Study that we're looking at for Police & Sheriff Department operations. The first presentation we have is our Update on the Master Plan we're working on for Parks and Recreation Services which you've all directed us to move forward with. We have our contractor under service for this and is really getting into it.

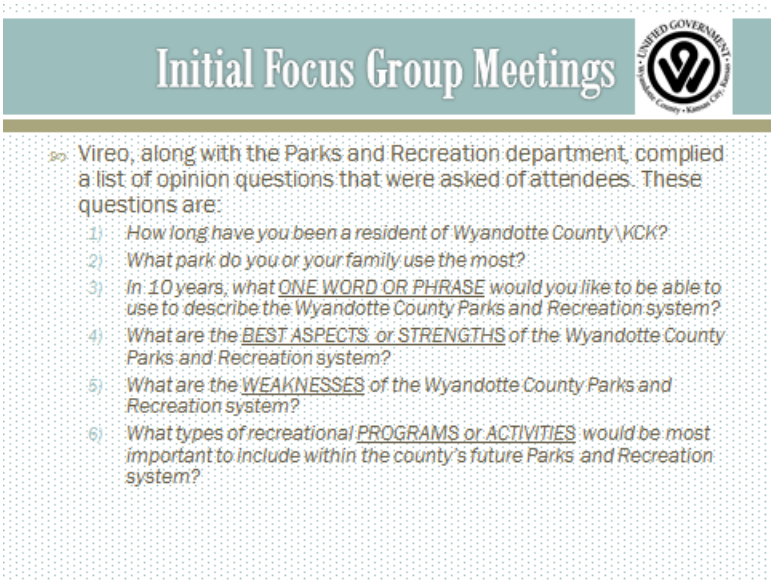


Jeremy Rogers, Director of Parks & Recreation, said I am here to update you on our Master Plan.

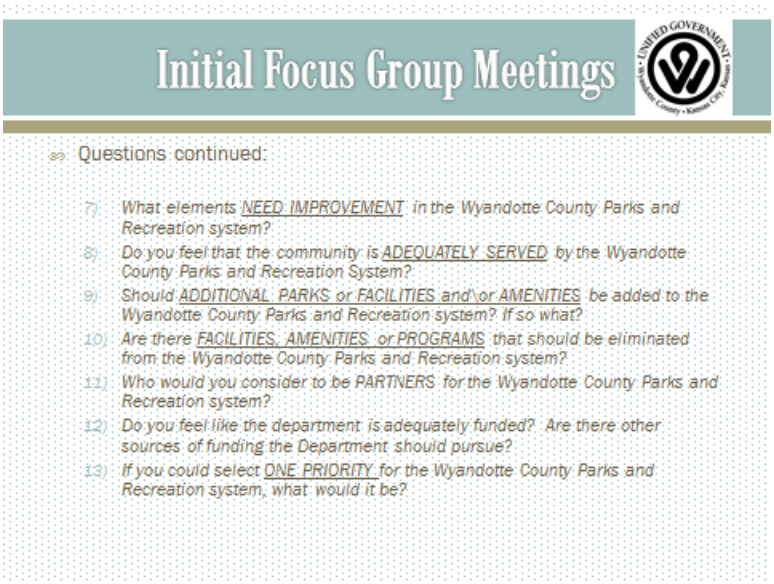
Last year about this time in July 2015, you guys voted to approve the funding for a Comprehensive Master Plan for the Parks & Recreation Department. After the funding was in place, we worked with Purchasing to go through the selection process to hire a firm. There were several firms that applied for that. We did interviews and narrowed it down and finally we selected the company of Vireo. I'm going to turn it over to Larry Reynolds from Vireo to discuss more with you.



Larry Reynolds, Vireo, said I'm happy to talk to you about where we're at on the Parks Master Plan. Right now we're going through our community engagement piece of the project and recently, last Wednesday and Friday, we had 12 meetings over the course of those two days. We had 48 members show up and participate in the process. They represented various organizations throughout the community. There were also a few residents that showed up as well.



These are the questions that we asked and I will go through them briefly. We asked if they were residents. How long they had been a resident. We asked which park they used the most. We asked about the future and in one word or phrase, how they would like to be able to describe the Wyandotte County park system. We asked about the best aspects and strengths of the Wyandotte County parks and we also asked about the weaknesses. We asked what types of recreational program activities would be most important to include in the future.



We asked what elements needed improvement. We asked if they felt the community was adequately served by the Parks Department. We asked if there are additional parks or facilities

and/or amenities that should be added. We also asked if they're any that should be eliminated. We asked who folks felt should be partners of the Parks Department and if they felt the Park Department was adequately funded. Then, if folks could select one priority for the Wyandotte County Parks & Recreation system, we asked what that would be.

We would like to ask you to take the same survey and give us your thoughts, but we've kind of tailored that a little bit differently. We would like to hear specifically about your district, the parks that are in your district, what your thoughts are.

As we collect all this information then we have scheduled a parks tour that I would like to schedule with each of you to go to the parks in your district and talk about each of them. At that time, we will have information that we've heard throughout this process, community engagement.

We learned about a few other folks that we should be talking with through last week's meetings. We're reaching out to them now. As we walk around each park with you all, we will be able to kind of report on what we've been hearing. After that process, we will be able to go to the community with specific questions about various parks.

It is an on-going process that will extend to July of next year. We will be looking at a variety of different aspects of the Parks Department. We will be looking at recreation programs, services, operations and maintenance. We will be looking at the facilities. Gould Evans will be taking a look at our various architectural pieces of the park system. We will have a visioning workshop with Park and Recreation staff. We will finalize implementation, recommendations and budget and finish up the late spring, early summer of next year.

Mayor Holland said alright, so a pretty comprehensive look. We have had—how many years ago was the old study, ten years ago? **Mr. Rogers** said yes, fairly close to that. **Mayor Holland** said we had a study and it did more of an inventory about for a city of this size you need x

number of tennis courts, x number of pools, and x number of fields. I've been assured this will be a little more sophisticated than that; if you want to speak to that. **Mr. Reynolds** said while we're in this community engagement piece, we are also out in the parks. I was out there this morning and most of the day today as well. We're taking inventory of all the amenities that are in the parks. We're looking at the parks themselves from a variety of different aspects and we will have a full report on that to establish a level of service throughout the community.

We will be able to break it down by district too so you will have a level of service number. We can see who is doing better and be able to then establish—in the end, at the level of service, we'll be able to say we want our parks to look like this park. It gives your community something that they can gage that they see and know within the community if we want the rest of our parks to be able to look like this park. Yes, Mayor, it will be more comprehensive in that sense.

Commissioner Kane said I hate to bring this up. **Mayor Holland** said you hate to point out you have the largest park in the whole system in your district. **Commissioner Kane** said if you could walk there, it would be great.

Just a thought here. I don't know if you guys are familiar, but west of 435; and if I say north of Parallel, please don't get mad, we don't have any parks. We have some property down there off of 5 Highway that Doug and I have talked about that I would wish that you guys would take a serious look at because it's big enough to make a small park with very little money.

It's in the floodplain so I don't think we can stick any permanent structures down there, but we could stick a Johnny on the Spot and a small gazebo on wheels or something like that. That's just a suggestion if you would look west of 435. Maybe you could add, as the Mayor would like a bike trail, maybe we could start working on the bike trail from out west going east instead of east going south of 72nd Street where the district starts. **Mayor Holland** said I like it.

Commissioner Markley said you said you created a slightly different survey for, we commissioners. Is there any reason we can't have a survey online with those questions that were asked of the residents that other residents can take? Because 48, although pretty good for a neighborhood turnout, it's kind of a small sampling of our community as a whole. **Mr. Reynolds** said let me clarify that, it's not a citizen survey. They were focus groups with key

stakeholders of the community, various organization groups. We did have some residents show up; we didn't turn anybody away obviously. These questions are broad that we will be focusing them down as we go out in the community with more of a statistically valid survey which RRC, one of our consultants, will be carrying out. When I say that this is different, it's only different in that the specific questions, it's the same questions; they're all the same; however, I reworded one just to say in your district.

Commissioner McKiernan said so this is something I've already emailed and asked about. I want to make sure that you're going to engage neighborhood groups in each of the districts, maybe getting the list through Liveable Neighborhoods. I have several neighborhood groups that have expressed explicit interest in giving input into the park that is closest or is in their local area neighborhood. I want to make sure, are you going to engage neighborhood groups as a part of this? **Mr. Reynolds** said we are. **Commissioner McKiernan** said so you've got the list, or do we need to provide contact information for all those groups? **Mr. Reynolds** said I think we have it. **Commissioner McKiernan** said and you're going to engage the NBRs, the Neighborhood Business Revitalization Organizations, as well. A lot of them have already invested quite a bit of time and thought and planning into this. Then you mentioned some other constituent groups like Dot Agency and some of those folks and you're going to engage them as well. There's a lot of grassroots work that has been done by a lot of agencies. I want to make sure that not only you capture it, but that it is requested from them so that they don't feel as if they have been working in vain in our community. So, all of those are on the schedule? **Mr. Reynolds** said yes.

Mr. Bach said I just want to clarify on your procedure. The survey that's designated for the commissioners, and then your timeline in meeting with the commissioners, what's that? Are you going to schedule with them and then give it to them then or are you sending it out to them specifically for the survey and then when are you meeting with them individually? **Mr. Reynolds** said this survey that we're talking about we will email this tomorrow morning. **Mr. Bach** asked when will you start engaging—**Mr. Reynolds** said we will start scheduling as we get through the rest of these groups and discussions, we will be scheduling times to meet out in the parks with the districts. **Mr. Bach** asked is that a couple of weeks, months. **Mr. Reynolds** said probably in September or October.

Commissioner Townsend said I think Commissioner McKiernan has already covered what was in my mind as well as Commissioner Markley touched on it. The 48 seemed like such a small sampling. If you're going to engage the neighborhood groups and all the other groups that Commissioner McKiernan mentioned, then I'm fine with that. There might be one other group. I get calls, questions, people imploring us to do x, y, z at certain parks that they frequent. I would like to pass on the names of those individuals to you also. They may not be affiliated with a particular neighborhood group, but they are active users of the parks. **Mr. Reynolds** said okay.

Commissioner Philbrook said I've been to a couple of their meetings because I wanted to see what it was going to be like. At both meetings they had people that were very, very active in the parks and already they're groups of people that would go in and do a lot of work in our parks because they like to use the trails and that sort of thing. They are already getting those folks engaged. Those folks are reaching out to other groups that they know of that are doing that. I was real excited when I saw those folks there to talk about what they think we need to do and how their groups can help us with our parks.

There is one couple that has done an extensive study of all of our parks as to the attributes and negatives and all that kind of stuff. You've really touched some great people, but as the rest of the commissioners say, we would like to make sure that a lot of other people in the community get to and I know that in District 8, they will be there to talk to you.

Commissioner Walker asked, Jeremy, will this Master Study include the future placement of the park we've been working on for challenged, special children. I'm assuming you are including both, our Park Board; the appointed group that we appoint in the Park Foundation as participates in this dialogue. **Mr. Rogers** said I will answer that question first. Yes. Vireo came and met with our Park Board last night. We had our monthly meeting and so they were able to answer these same 13 questions. We went around the room and they were able to give their input and then expand on a little bit more of what's in their area in the parks that they frequent. Yes, the Park Board and then the Park Foundation will be another group that Vireo will meet with at their next—they meet quarterly so they will be at their next meeting.

Commissioner Walker asked will this take a look at land that we have that has been accepted either by the Unified Government or the predecessor governments over the years.

There was a time if you had a piece of ground you didn't want; you donated it to the city of Kansas City, Kansas, for a park. I've got not far from where I live, actually closer to Commissioner Markley off of Miami, there is a dead-end, the railroad property, and there is a huge area of land that is dedicated for park purposes. I say dedicated, I'm not sure of the status; it's listed as unused park land. It's probably never going to be used as park land. Will this study embrace an examination of how much land we actually have that in some way is encumbered by the idea that someday in the future it's going to be a park, that inventory of park land and what we should do with it now if we should do anything with it?

Mr. Bach asked about accessibility playground. **Mr. Rogers** said yes, I will address that one. This particular plan won't address the location of that playground. Unlimited Play is doing a separate; I'm not involving the two. Yes, they've talked and they know about each other and they're communicating; however, we're leaving that up to the expertise of Unlimited Play.

Commissioner Johnson asked will this study look at all the parks in each district regardless of size and scope. I know in my district I have some rather large ones like City Park, but I also have some very small ones as well. I wanted to know if you will look at all parks regardless of the size and scope. Even in my driving around looking at the parks I realize I have a park in my district that seems to have been forgotten. That leads me to another question.

Will this study offer any thoughts regarding consolidation or repurposing of existing parks which tend to make me a little nervous, I will tell you that. I would like to see all of my parks being brought to their best and fullest capacity. I just wanted to get a general sense of the overall direction that you all are going in terms of this scope of this study. **Mr. Rogers** said that came up last night within the Park Board was consolidation of parks. Anytime a park is consolidated or land is moved between entities, that would have to go before this board. This plan will give suggestions as it relates, but its suggestions based on community input.

As the community tells Vireo and the Parks & Recreation Department what is wanted for their particular area, that will be noted within the plan. If in that plan it does suggest for a consolidation of some sort, that would have to be sorted out. It doesn't necessarily mean that's going to be accomplished. That will be something that will be sorted out among this group.

Mayor Holland said I have a question and then two points. Will you also be evaluating operations of our parks? I have two reasons for asking that. One, at consolidation, the Park Department was one of the largest departments that was kind of smerged together during unification. The Parks Board and the legacy, the three big signature parks in our community, and the 49 or 50 city parks plus the recreation program were all kind of pushed together rather unceremoniously. Then we have gone through with the recession. The Parks Department has been cut more than any other department in terms of almost 25% cuts during the recession.

Do you do any evaluation of the operations in terms of staffing levels that would be required to maintain this level of parks? Do you evaluate the kind of annual investment it would take to properly maintain our parks? Do you dig into the operations and suggest staffing levels of our parks? **Mr. Reynolds** said we do and we will.

Mayor Holland said you do that as well. **Mr. Reynolds** said correct. **Mayor Holland** said okay. My two statements are, and one I think Commissioner Townsend talked about other groups that use our parks that aren't necessarily neighborhood groups. I would say there are a couple of baseball groups that use our parks that I think it would be helpful like RBI, and Mr. Tab's organization as well, both use our parks extensively in getting feedback. I would hope that you would get feedback from the organizations that count on our parks as well.

Finally, I want to make sure that you have a conversation with the Drainage Districts. The Drainage Districts in our community hold the keys to dozens of miles of levee trails and we're one of the only communities in the region—Manhattan, Topeka, Lawrence, Parkville, Riverside and Kansas City, Missouri, all allow hike and bike on their levees. Only Kansas City, Kansas, does not. We've been working with our levee boards.

The Kaw Valley Levee District has opened a starter section which has been great in partnership with the Parks & Rec. We're working with Fairfax to try to get that area open, but in terms of already built trail, opening our levees is a high priority of mine. I would hope you would have some conversation with the Levee Districts about how that—not if, but when, those will be open to the public.

I'll just say to repeat my often repeated mantra, these levees were all built with federal tax dollars; they belong to the people. We're not the owners of them; we're stewards of them. We should have the right to hike and bike on our levees and will one day. If you could engage that in your study, I would appreciate that as well. Keep hope alive.

Commissioner Bynum said the timing of the end report, the Master Plan, July of '17; is that in time for budget guidance for us for the 18 year—will there be budget guidance for us as a result of the plan? **Mr. Rogers** said the plan will be adopted, but before the plan is adopted, I'll have a good idea of where we stand and what we're looking at. The formalities of adopting it, hopefully, there won't be too many changes to be made; but I will have a good idea in order to make those requests prior to the actual adoption. I will make those requests assuming its being adopted.

Mayor Holland said the next step, and I will be sending an email out to the Commission shortly asking for your input on topics for our Strategic Planning time. One of them is certainly going to be, how do we take all the studies we're doing, because we're doing all kinds of studies, and making sure we have an implementation strategy for each of them to make sure that as we study it, we also move forward with implementation. Certainly, the Parks one is going to be important even though we're several months out from getting the final product, making sure we have an implementation plan. The last thing I want is a study that sits on a shelf and isn't implemented for the benefit of our community.

Doug Bach, County Administrator, said the next item is the Public Safety Study. This was one we were directed to do. It's really been held back somewhat from a timeframe from what we—

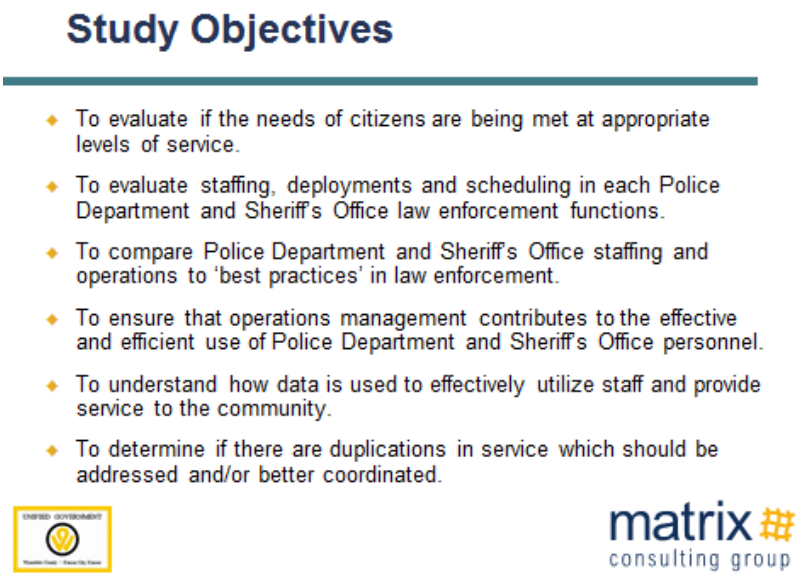
originally we were hoping to get into this last year. However, with all the other studies that were being done and really effectively, as the Mayor said, and for us to be thorough in the studies we were doing and then be able to move into some type of implementation plan with each one, we had to put them in more of a practical order.

This is one that is to study all of law enforcement. It wasn't just Police. It was supposed to study Sheriff and then crossover things that happen between these units.

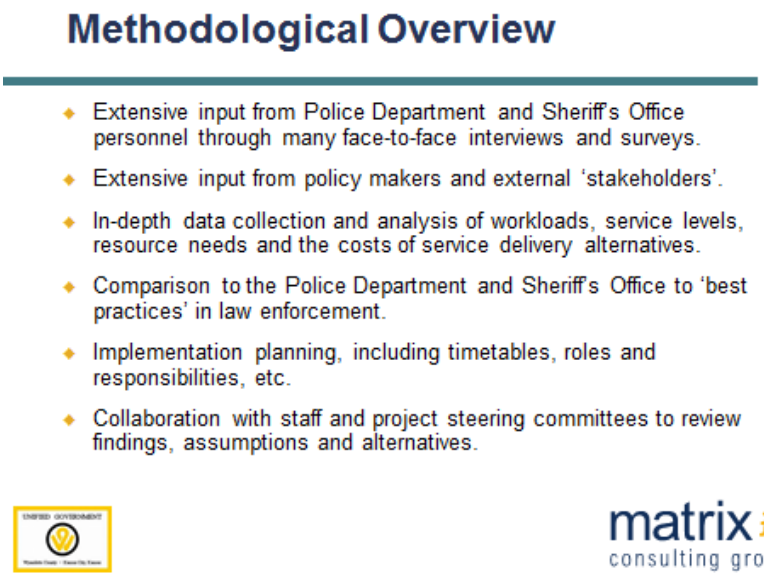
With that I'm going to turn it over to Melissa Mundt and Gordon Criswell who both interact with both of these departments to provide an update as to where we are with this process as we start.

Gordon Criswell, Asst. County Administrator, said the Matrix Consulting Group was the company that was selected by the Review Team. I believe we had more than five RFPs that were reviewed and the Selection Committee selected this group.

A couple of highlights on this slide that I would like to point out, the Matrix's Group has completed over 300 law enforcement studies around the country and internationally. This project team is composed of public safety analysts and former police chiefs. The last highlight on this slide is their approach is fact-based utilizing extensive data collection, which you will all see through the study.



Melissa Mundt, Asst. County Administrator, said the RFP took a lot of time and development to ensure that the study objectives that are following would be able to be sought out by the consultant. We're looking at level of service and how our citizens' feel about that. They will be meeting with folks in the community. They will be looking at how we, staff, deploy and schedule both our Police and Sheriff functions. Looking at best practices and how we're employing them or if we're not employing them, what we might benefit from employing other practices. Ensuring that we have efficient operations management from the Police and Sheriff's personnel, and then also looking how we're using the data that we're collecting in our systems and through this process to best utilize staff to serve the community. The last component is to look at where services are possibly duplicated and how they could be addressed or coordinated better for the community as a whole. That's a big one for us as well.



Mr. Criswell said this is really the meat of the study. This is what I call the how. This is how the consultants will go about conducting their analysis. The RFP basically states that the consultants have 90 days from the time that we initiate the 16 weeks to complete the study. Although we got started a little late, they are on the ground now. They have initiated some of the discussions with both the Police Department and the Sheriff's Office with their face-to-face interviews. They are seeking the input from the external stakeholders.

They have started working on the analysis of the workloads, the service levels; all of that information they have requested from the two departments. They will be putting that together and analyzing it, just moving down the line with their methodology of doing a good analysis of our operations between the two departments.

Project Task Plan

Task	Issues	Products
1 Initial Interviews	What are the principal service and management issues driving the study?	Project kick-off, interviews and data collection.
2 Employee Input	What do employees think are the principal issues in the study?	Summary of the employee survey and staff perceptions of key issues.
3 Descriptive Profile	How are services provided? What are workloads and resource deployments?	Summary profile of services, operations, costs and workload.
4 Best Practices Assessment	How do services compare to best practices in law enforcement?	Comparative assessment of issues based on best practices.
5 Staffing Analysis	What are the police staffing and operational needs in the County?	Analysis of alternative deployment and staffing approaches.
6 Organizational Analysis	Analysis of the current organizational structure and spans of control.	Assessment of the organizational structure and command staffing.
7 Management Systems	How are operations managed? Are there training issues? Policies issues?	Assessment of key department and HR management systems.
8 Final Report	Development of a draft and final report of the project.	Detailed set of recommendations addressing each of the study areas.

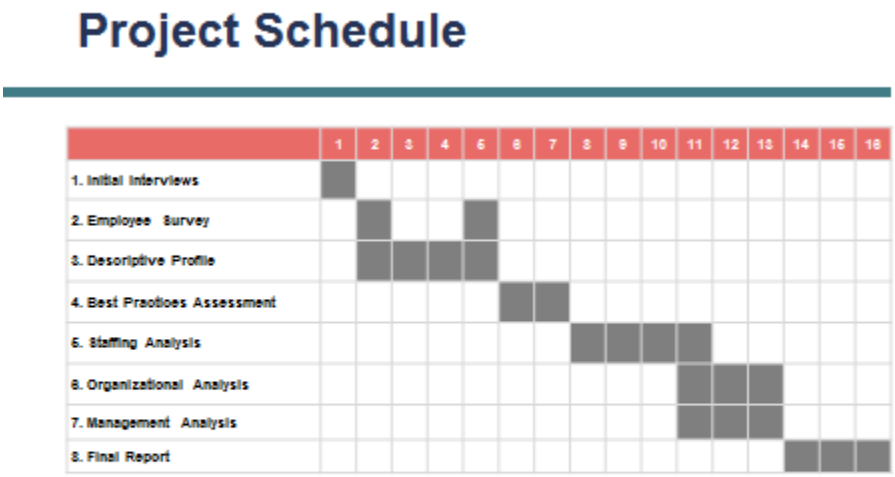
matrix consulting group

Ms. Mundt said the next part is sort of how they intend to move through what Gordon was talking about from a methodological standpoint. They were onsite last week for initial interviews and kind of a project kickoff. They met with our staff in our office, as well as Police and Sheriff staff including Command staff.

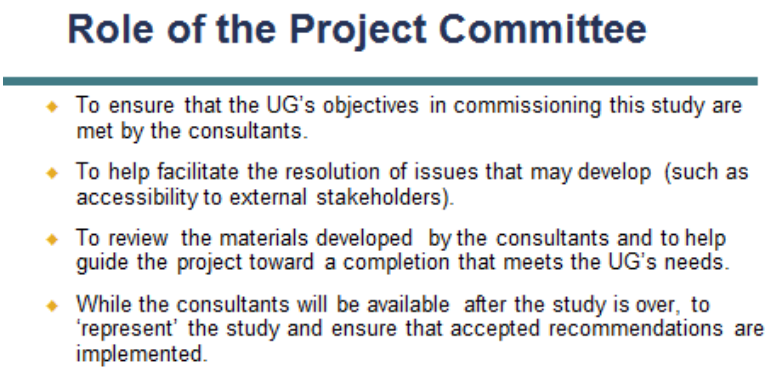
The next phases they will be doing employee input so talking to staff. There is also a survey that will be included that will go out to every employee in both departments. They're also going to basically create a descriptive profile for us, a better kind of written understanding of all of our operations for us to look at and for folks in the future to use.

Of course, we mentioned the best practice assessments and also the organizational analysis. So looking at how we're structured and our spans of control, just as a couple of ways, they will be trying to provide us a better understanding of how we're doing.

This is going to take 16 weeks and you can see that some of these steps will take longer than others. They don't have that broken out for us, but that's where we're at right now as we're starting into Step 2.



Mr. Criswell said the project schedule sort of takes the 16 weeks and plots out what will happen in each of the phases that Melissa just articulated. I would call your attention to actually week 11. Week 11, the consultants will provide you all with their draft study, findings and recommendations. You will get a chance then to see the study, review it, and ask them questions when they are here then make any changes or recommendations before they offer up the final study and the final recommendations.



Ms. Mundt said the last area we want to cover is the role of the Project Committee that's being developed as part of this. Right now I believe the Mayor's Office has asked for folks that would be interested in serving on this, and if they haven't, they will be. This will include staff as well as community representatives. It will help us work through probably some of the sticking points as we look at our organization, structures and how they're functioning to develop solutions for the community. While they're doing that, they will also help us establish a process to check in with them to move forward with implementation after, much like we did with the Fire Study.

That is all we have on this. If you have any questions, we will be happy to answer them and I believe we have representatives here from the Police Department.

Commissioner Johnson said I just want to repeat what I've said even in times with the Fire Department. It is my hope, and my opinion, that as it relates to staffing and management, that we would incorporate diversity measures into those elements. I really took to our policies and our best practices. I think we, again, are such a diverse community that all of our important departments such as Public Safety, in particular, need to reflect the community. Not only just in staffing, but also as we look at procedures for management and things in place of that nature as well.

I'm going to continue to harp on this. This is vitally important. I don't think we need to overlook this.

Ms. Mundt said, Commissioner Johnson, just to speak to what you just stated, we have actually provided them with a copy of the DOJ Joint Taskforce recommendations. They are aware of those. Of course, as we get out and meet with the different community groups, they have been made aware that is something we are really keenly focusing on this community, to make sure that we move forward with a bright and vibrant community.

Commissioner Walker said I agree with Commissioner Johnson. I have a different, not a different, a supplemental take on this. I would tell you to get the Human Relations Commission involved in the process of this study, but we don't have a Human Relations Commission which I find deplorable. In fact, I find it beyond deplorable. It hasn't met in what—the last time I talked to you, Gordon, it hadn't met in eight months. **Mr. Criswell** said that's correct. **Commissioner Walker** said I'm assuming since then, it hasn't met. **Mr. Criswell** said that is also correct.

Commissioner Walker said this is disgraceful. In a city our size, as diverse as we are, there should be an active citizen participation already available to be involved in this kind of study and every other study. In the end, I don't care how many—the fingers are all going to point back at us and they are going to say, why didn't you do something about it. Why aren't we doing something about it? They have a role to play in almost every city in this country. Sometimes positive, sometimes neutral; but at least there is a source of community input involvement. I think we're to blame. We're responsible.

There are plenty of people out there willing to serve on a committee. I know we have this dialogue going on about what committees are useful and which ones we should keep and which ones we shouldn't. A Human Relations Commission, in a city our size, is one that has a viable purpose and could be viable in being an asset to this. I will just say it, and keep saying it, until somebody listens. It's disgraceful that nobody is doing anything about getting this commission reignited.

Mayor Holland asked any other comments or feedback at this time. This study is just getting underway. Sixteen weeks, when is that completion time? **Ms. Mundt** said we are looking at the middle of November that this will wrap up.

Mayor Holland said that will be timely in that we start our budgeting right after that. We will have plenty of time to incorporate into our budget what to do with the savings we find and how to spend it. Right, Chief?

Let me just point out, so far we have not done a study that has shown savings. They have shown us how to spend additional money. The Jail Study is at about $20M. The Fire Study is a lot. At the same time we're also finding that we spend about 60% of the taxpayers' dollars on Public Safety. They are our most important priority and making sure we do them right is key. I appreciate this study being underway and we will keep the Commission posted.

That concludes our Special Session for tonight. We will reconvene downstairs at 7:00 p.m. in the Commission Chambers.

MAYOR HOLLAND ADJOURNED
THE MEETING AT 6:41 P.M.

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Carol Godsil
dt Deputy Unified Government Clerk