

STATE OF KANSAS)
WYANDOTTE COUNTY)) SS
CITY OF KANSAS CITY, KS)

SPECIAL SESSION, MONDAY, JULY 11, 2016

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in special session, Monday, July 11, 2016, immediately following the NCD/EDF Standing Committee meetings at 6:14 p.m. with eleven members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Murguia, Commissioner Third 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. The following officials were also in attendance: Doug Bach, County Administrator; Bridgette Cobbins, UG Clerk; Ken Moore, Chief Legal Counsel; Melissa Mundt, Asst. County Administrator; Gordon Criswell, Asst. County Administrator; Joe Connor, Asst. County Administrator; Kathleen VonAchen, Chief Financial Officer; Debbie Jonscher, Assistant Finance Director; Reginald Lindsey, Budget Manager; Patrick Waters, Senior Attorney; Emerick Cross, Commission Liaison; Dennis Laughlin, Director for General Services; Chief Zeigler, Police Department; Deputy Chief Gardner, Police Department; Deputy Chief Rodney Smith, Police Department; and Officer Jake Dent, Sergeant-at-Arms.

MAYOR HOLLAND called the meeting to order.

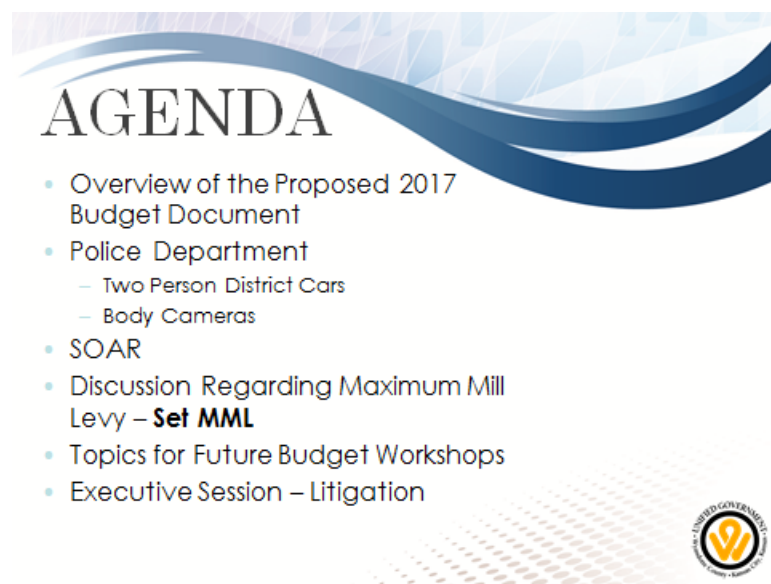
ROLL CALL: Townsend, McKiernan, Murguia, Johnson, Kane, Markley, Walters, Philbrook, Bynum, Walker, Holland.

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Monday, July 11, 2016, immediately following the NCD/EDF Standing Committee meetings in the 5th floor conference room of the Municipal Office Building for a Budget Workshop. Immediately following there will be an executive session in the 9th floor conference room regarding litigation.

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.

Mayor Holland said this is our first budget workshop. We had the presentation last Thursday where we heard from our County Administrator about the budget he has prepared. There has been a lot of work that has gone on this dating back to last October for our Strategic Session and we've gone to really a year-round process for how we work on the budgets. The summer sessions, I have found the last three to be a lot less stressful and a lot more evenly paced because a lot of the heavy lifting has been accomplished ahead of time just in terms of the open meetings we've had prior to this. We've had an exciting announcement today as you know. We announced that Amazon is coming, about a \$300M capital investment in our community bringing more than 1,000 jobs. This is a great step forward for our community and it is a big win for our Economic Development Innovation and Healthy Communities.

Doug Bach, County Administrator, said to that point its successful projects like that will lead to the continued growth of our community. We put some tax abatement in them but eventually that falls off and then they pay will in the community and it provides a lot of jobs.



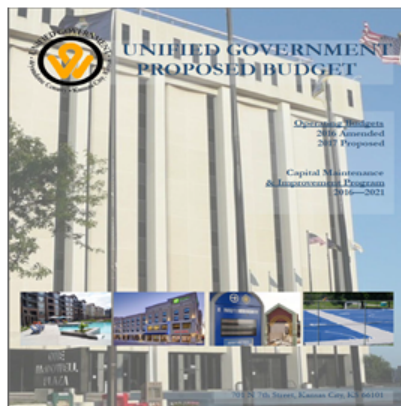
July 11, 2016

Tonight up on the board we're showing the various topics we have set up for tonight's agenda. We're going to do a general overview of the Proposed 2017 Budget and then we have a couple special presentations. One of them is a little off budget, but it does have some budget related items but some activities of last week and changes that Chief Zeigler enacted. I want to have him come forward and talk about that and we want to talk about an item that's not proposed in this years' budget, how we've had a little bit more discussion on this and I wanted to propose this in front of you.

The SOAR Initiative on blight also is a major initiative in this years' budget. I think I had several questions from commissioners about how we were doing with that, more details on it, so we're going to have a pretty good discussion on that this evening. We're going to request that we set the maximum mill levy and then we have a listing of future budget workshop titles that many of you have submitted already and you may have additional ones to go through and those are on your full agenda sheet that's in front of you that's already out there and we will have it up on the board when we go through it. We want to make sure we get all those kind of firmed up so we can get those scheduled next week as we move into our additional workshop sessions. That's kind of the play for the agenda tonight and how we will work through it. Are there any questions?

Commissioner Murguia asked said I have one. I apologize if I missed this. I didn't get the email asking for what I wanted on the list and there is one additional item. I want to discuss with the commissioners the Drug & Alcohol Advisory Board that we appoint. **Mr. Bach** said okay, we're not actually talking about all the future workshop sessions right now, but we will make a note of that. **Commissioner Murguia** said I just want you to know so it gets on the list. Did someone send out asking us for topics? **Mayor Holland** said that was sent out on Friday. **Commissioner Murguia** said I didn't get that. **Mayor Holland** said I mentioned it on Thursday to send them in. You don't need to wait for the email but a follow-up email should have gone out on Friday. **Commissioner Murguia** said I didn't get it. **Mayor Holland** said it did not, I apologize. Many commissioners have sent items to me so feel free to send them in. **Commissioner Murguia** said that's the only other one I have that's not on the current list already. **Mr. Bach** said we will talk about all those a little bit later and then work on scheduling.

OVERVIEW OF THE PROPOSED 2017 BUDGET DOCUMENT



July 11, 2016

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Reginald Lindesay, Budget Manager, said I'm going to go through the layout of the Budget document. The first piece of information we have is the Table of Contents that will show you through the Budget Document.

Commissioner Walker said I'm going to interrupt you. Before you go any further, Doug, could you have Technology see if we have a few spare microphones? One microphone for the four of us, we're going to be passing them back and forth and every time you don't talk into a microphone somebody points one at you. I'm sorry. There is no reason for four commissioners to have just one microphone. **Mr. Bach** said it's on the list of items. Apparently this system is maxed out on the amount of microphones they could take from the wireless side and there is a new system coming in for us to get that we're working on. **Commissioner Kane** said here's one. We will share. **Commissioner Walker** said we now have two. I guess we will make it work. We will make it work tonight.



COUNTY
ADMINISTRATOR'S
MESSAGE



County Administrator's Office
Doug Bach, County Administrator

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Kansas City, Kansas 66101-0044

Phone: (913) 573-2036
Fax: (913) 573-0540

July 7, 2016

2017 Unified Government Proposed Budget
County Administrator's Budget Message

Mayor Mark Holtland and Unified Government Commissioners:
I am honored to present the 2017 Proposed Budget for the Unified Government. The 2017 Proposed Budget is much more than a financial document detailing revenues and expenses. It is a roadmap for accomplishing the goals of the Unified Government Commission and the needs of our citizens. The 2017 Proposed Budget calls for the Unified Government to provide core services as efficiently as possible and for the public to realize a direct benefit from the investment of tax dollars by receiving services they need and desire.

Positive improvements in the overall economy and the diligent efforts of Unified Government employees to find efficiencies and control spending make it possible for the Proposed 2017 Budget to accomplish goals which simply have not been possible in recent years.

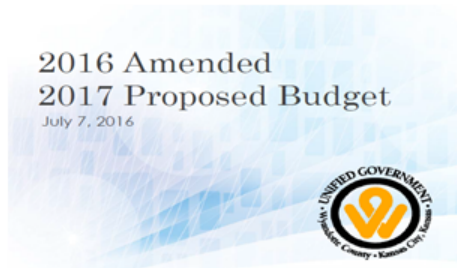
The Unified Government and our citizens will also reap the benefits of STAR Bond financed developments in Village West. The bonds are paying off five years early and the Unified Government expects to see more than \$12 million in new sales tax revenue annually as the result. Those funds will allow the Unified Government to provide new services and enhance existing services identified by citizen engagement efforts such as the Community Survey and the Mayor's Listening Tour. Services which otherwise would not have been possible.

Quality of Life and Economic Performance

Wyandotte County and Kansas City, Kansas have experienced encouraging economic news over this past year that has had a positive effect on the quality of life of our residents. Through the efforts of the Unified Government, Wyandotte Economic Development Council and other partners, Wyandotte County is on course to register more than \$800 million in new economic development projects in 2016.

Mr. Lindesay said the first section of the document is the County Administrator's message. This section includes the budget message and also the presentation.

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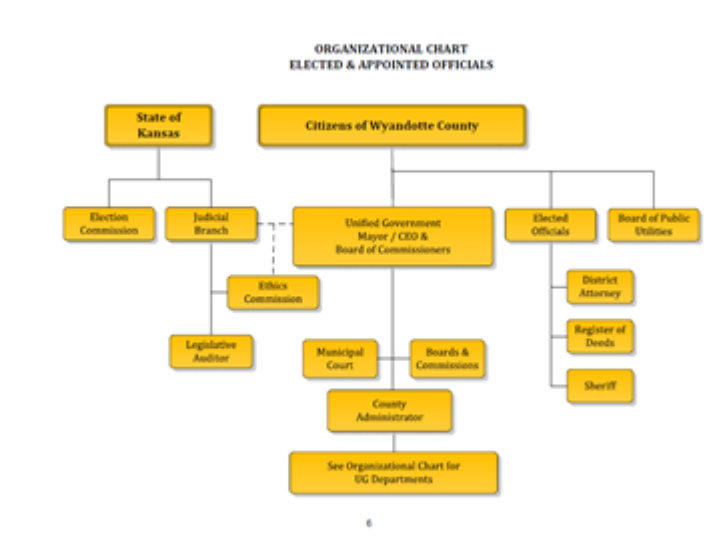


This section includes the budget message and also the presentation that we gave on Thursday night.



The next section is the Commissioner's Values, Goals and Budget Guidance.

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This includes the Organizational Chart for elected officials and it's also an organizational chart for the organization.

COMMUNITY PROFILE
2016 AMENDED AND 2017 PROPOSED BUDGET

HISTORY

Wyandotte County was organized on January 29, 1859. The county contains the cities of Bonner Springs, Edwardsville, Kansas City and Lake Quivira (part), and was named for the Wyandot Indians (various spellings).

The Wyandot Indians arrived in the area from Ohio in 1843. They were responsible for the early cultivation of the land, barn building, planting of orchards, and road building. The Wyandot Convention met on July 5, 1859, remained in session twenty-one days, and at the close gave Kansas a new constitution. This constitution was approved by the people on October 4, 1859. The White Church in Wyandot was supposedly founded in 1832. The first county fair was held in 1863 on the levee in Wyandot. The first school district was organized in 1867 in the city of Wyandot.

Source: Kansas Historical Society



UNIFIED STORY

County citizens set the stage for today's economic development successes in 1997 when they overwhelmingly agreed to consolidate Wyandotte County and City of Kansas City, Kansas governments on April 1, 1997. The community was suffering from years of economic hardships and decline. Citizens were ready for a rebirth. The new form of government was the beginning of the landmark renaissance in the community.

The fresh political dynamic created by consolidation allowed the community to take new, bold approaches to many issues, including economic development. Soon after the Unified Government was launched, the economic development opportunity of a lifetime landed in Wyandotte County. The Kansas Speedway and Village View developments are the most successful economic developments ever built in the State of Kansas, turning mostly undeveloped land into one of the most popular tourist, shopping and entertainment attractions in the Midwest.

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The next section is the Community Profile which includes history, statistics and facts about the Unified Government.



BUDGET OVERVIEW



The next section is the Budget Overview and it includes the budget process overview, budget policies, and also a glossary.



FINANCIAL OVERVIEW



The next section is the Financial Overview and it will include a summary of all funds that we're approving the budget for. It also includes all the mill levy and this will also show you the total amount of all the funds.

UNIFIED GOVERNMENT 2016 Amended 2017 Proposed Budget Expenditure by Fund & Mill Levies					
	2016 AMENDED BUDGET	CERTIFIED MILL LEVY, 2016 BUDGET	2017 PROPOSED BUDGET	PROPOSED MILL LEVY, 2017 BUDGET	CHANGE IN MILL LEVY RATE FROM 2016
Tax Levy Funds					
General Fund - City	152,819,177	27.063	152,898,713	28.563	-1.000
Bond and Interest - City	26,242,373	10.782	32,441,748	18.782	0.000
General Fund - County	87,038,738	31.028	86,174,824	31.028	0.000
General Fund - Consolidated Parks	5,884,824	1.384	5,884,824	1.384	0.000
Bond and Interest - County	3,162,781	2.341	3,447,138	2.341	0.000
CPI Fund - County	478	0.000	0	0.000	0.000
Aging	1,588,595	1.022	1,588,595	1.022	0.000
Developmental Disabilities	524,208	0.344	510,551	0.344	0.000
Electricity	1,440,717	0.899	1,438,200	0.899	0.000
Health	3,284,371	1.851	3,448,474	1.851	0.000
Mental Health	650,000	0.423	655,500	0.423	0.000
Total US Tax Levy Funds	258,754,777	83.688	262,117,364	81.688	-1.000
Other Funds					
Account	821,132		842,008		
County Clerk Technology	25,000		25,000		
Court Trustee	884,942		962,917		
Dedicated Sales Tax	7,685,728		8,878,800		
Emergency Medical Services	10,425,004		10,788,504		
Environmental Trust	1,130,000		1,180,000		
Gas Commodity	40,000		40,000		
Parks and Recreation	686,200		686,200		
Public Library	478,828		481,240		
Register of Deeds Technology	170,170		170,170		
Sewer System	38,142,073		40,387,812		
Senior Assets	4,850,000		3,780,000		
Shedden	881,000		481,000		
Stormwater	4,558,840		4,124,840		
Street and Highway	6,751,488		7,260,800		
Surfwater Vets (Self Course)	788,844		787,244		
Traffic and Tourism	1,148,274		1,623,523		
County Treasurer Technology	28,000		18,000		
Wyandotte Co. 911	324,892		324,892		
Total Other Funds	77,629,441		83,653,898		
TOTAL US OPERATING BUDGET	336,384,218		345,771,262		
County Library Fund*	2,807,284	6.054	2,833,534	6.056	0.002
Total All Funds	339,191,472		348,604,806		

*The County Library Mill Levy is set by the County Library Board and not the Unified Board of Commissioners.

You can see that amount is right here, this \$345M. Then there is all the Levies associated with the funds.

UNIFIED GOVERNMENT WYANDOTTE COUNTY/KANSAS CITY, KANSAS 2016 AMENDED AND 2017 OPERATING BUDGET FUND SUMMARY					
General Fund - City					
The City General Fund is the principal operating account of Kansas City, KS. Revenue is received from taxes, fees, intergovernmental revenue, charges for services, and other sources. The General Fund is used to support general operations including Police, Fire, Municipal Court, Public Works, general services functions, and administrative programs. General Fund revenues are also used to finance the purchase of capital equipment and capital projects which are not debt financed.					
The revenue increases in 2017 is partially due to the City's share of a sales tax revenue shortfall resulting from the early payoff of STAD Bonds that financed the Village West Shopping Area.					
Note: The increase in debt service in the 2016 amended and 2017 budgets is attributed to the budgeting of revenue annual appropriation (STAD Bond, Speedway Bond, and Transportation Development District debt payments if their projected revenues fall short. This debt expense is offset by a corresponding revenue increase. This appropriation is required by bond covenants and the Government's external auditor.					
	2016 ACTUAL	2016 ACTUAL	2016 BUDGET	2016 AMENDED	2017 BUDGET
Beginning Fund Balance	\$8,583,881	\$4,888,824	\$6,884,881	\$14,785,879	\$8,788,817
REVENUE					
Tax Revenue	190,714,088	136,188,100	137,242,882	115,250,882	119,770,540
STAD Bond/STAD Proceed	0	0	12,411,000	12,503,048	10,500,400
Fees and Licenses	1,142,783	1,188,358	1,147,800	1,147,000	982,300
Intergovernmental Receipts	252,268	783,517	478,800	478,000	478,000
Charges for Services	18,403,051	50,488,035	10,216,300	18,161,088	10,361,000
Fines, Penalties, Fees	4,512,813	8,621,013	4,738,100	5,365,188	4,765,100
Interest Income	38,587	71,158	35,800	71,000	75,000
Miscellaneous Revenues	361,148	1,798,670	1,638,000	1,500,000	1,688,000
Reimbursables	1,355,000	1,445,000	1,752,000	1,752,000	1,782,000
Other Financing Sources	6,857,189	12,133,000	2,356,800	2,356,000	2,356,000
Total Revenues	\$199,885,336	\$181,898,813	\$182,197,882	\$166,833,928	\$159,758,224
EXPENSES					
Personnel	104,506,296	100,282,837	102,261,732	982,238,801	938,844,114
Services	18,817,129	56,352,812	18,178,222	18,973,283	20,773,577
Supplies	3,543,081	2,858,622	4,126,317	4,173,252	4,234,258
Contracts	3,630,129	3,885,198	4,264,313	4,555,195	5,045,195
Transfers - Other	93,054	3,085,072	1,282,485	5,333,000	0
Capital Outlay	1,798,285	3,128,100	4,082,750	3,363,750	5,337,700
Cont. Annual Appropriation	0	0	12,411,852	12,823,948	8,838,480
STAD Bond/STAD	0	1,174,511	1,252,572	949,175	841,913
Other Disbursements	880,671	0	0	119,151	1,238,533
Total Expenses	\$130,818,818	\$131,470,559	\$148,447,489	\$182,918,177	\$182,888,719
Ending Fund Balance	\$6,885,824	\$14,785,872	\$2,354,482	\$8,730,817	\$8,869,828

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Also in this financial summary section each of those funds we just seen there is a financial statement for each one of those that includes the 2014 Actual, the 2016 Actuals and the original budget that we approved in 2016 and then the Amended Budget that we are bringing forward and also the 2017 Proposed Budget. It also includes revenues for all those funds, expenditures for all those funds and then also the Fund Balance.



The next section is the Department Expenditure Budgets that is broken down into service categories.

United Government of Wyandotte County/Kansas City, Kansas
2016 Amended and 2017 Operating Budget
Department Overview

Parks and Recreation Department

Mission Statement:

The mission of the United Government Parks and Recreation Department is to provide clean, safe facilities and well maintained green spaces for the public to enjoy. To make available recreation programming for youth, adults, seniors and our special needs population. To encourage partnerships and collaboration with other entities that will enable us to provide additional programming not otherwise available.

Department Overview:

The Parks and Recreation Department manages a 2,800 acre park system with the goal set to meet the majority of the leisure needs of our community. The Department is divided into three divisions: Recreation Management, Park Maintenance, and Golf Course Management. The Recreation Management Division is responsible for all recreation programming that includes youth and adult sports, recreation programs, and seasonal special events. These programs are conducted at the Department's seven community centers, numerous athletic fields, swimming pool, and parks. The Golf Course Management Division oversees the management of an eighteen-hole championship course with a full-service club house and a six-hole junior golf course. The Park Maintenance Division oversees the daily maintenance, repair, and development of three regional parks, four community parks, forty-seven neighborhood parks, seven recreation/community center buildings, three community center buildings, three spray parks and one pool.

Important Issues:

- Continue our ongoing strategy to address our aging park system and equipment replacement while operating within the budget guidelines.
- Implement a revised CMRF (Capital Maintenance Improvement Project) to address the growing needs for repair of essential components of the Department's parks, buildings and other facilities.
- Continue addressing the major repair and replacement needs such as roofs and HVAC systems for the buildings, shelters, and restrooms.

Highlights:

- Continued to partner with community organizations to provide the following park improvements and services to Wyandotte County residents.
- Installed new ADA playground at Gattard Park.
- Resurfaced the walking trails at Ruby and Sidney Parks that included rebuilding retaining walls at Ruby and overlaying the basketball court.
- Implemented on-line reservation system.
- Oversee the renovations of Providence Medical Center Amphitheater.

Goals/Objectives:

- Increase revenue by 10%.
- Increase meeting turnaround time to 10-12 days.
- Fill vacant, funded positions.
- Increase department visibility through social media and other forms of marketing.

Within these sections we have a narrative for each department to kind of let you know what's going on in all of the departments, what they have accomplished thus far this year and last year and also what they plan on accomplishing in coming years.

United Government of Wyandotte County/Kansas City, Kansas
2016 Amended and 2017 Operating Budget
Department Summary

Parks and Recreation

Department Expenditure Summary				
	2015 Actual	2016 Original	2016 Amended	2017 Budget
Personnel Costs	\$9,216,865	\$9,348,301	\$9,116,458	\$9,145,383
Contractual Services	\$1,018,808	\$1,438,768	\$1,448,768	\$1,728,888
Commodities	\$628,439	\$117,289	\$158,289	\$174,289
Capital Outlay	\$825,722	\$1,022,473	\$1,162,473	\$1,194,473
Grants, Claims, Shared Revenue	\$75,000	\$1,000	\$1,000	\$1,000
Nonrevenue Items	\$3,000	\$161,152	\$161,152	\$161,152
Reserves	\$0	\$25,000	\$25,000	\$50,000
Total	\$11,670,834	\$12,704,881	\$12,865,829	\$13,453,428
Position Inventory Summary				
	2015 Actual	2016 Original	2016 Amended	2017 Budget
Budgeted Positions(FTE)	78.00	79.00	80.00	82.00
Expenditures by Fund				
	2015 Actual	2016 Original	2016 Amended	2017 Budget
City General Fund	\$140,893	\$28,000	\$28,000	\$28,000
Consolidated Parks	\$2,210,420	\$6,267,942	\$5,891,813	\$6,193,071
County General Fund	\$58,679	\$75,000	\$75,000	\$100,000
Sales Tax Fund	\$127,740	\$100,000	\$100,000	\$450,000
Parks and Recreation	\$917,430	\$900,000	\$900,000	\$910,000
City/County Grants	\$0	\$40,177	\$40,177	\$40,177
Southwest Hills Golf Fund	\$988,143	\$625,074	\$770,849	\$762,000
Total	\$11,670,834	\$12,704,881	\$12,865,829	\$13,453,428
Expenditures by Division				
	2015 Actual	2016 Original	2016 Amended	2017 Budget
Park Administration	\$108,676	\$473,272	\$468,686	\$500,000
Parks	\$4,740,000	\$5,268,918	\$5,213,119	\$5,388,419
Recreation	\$481,591	\$1,175,029	\$1,124,523	\$1,168,112
Southwest Hills Golf Course	\$958,146	\$625,074	\$770,849	\$762,000
Total	\$11,670,834	\$12,704,881	\$12,865,829	\$13,453,428

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There is also a financial page for the departments and it breaks it out in categories. You can see Personnel and we can also Contractual Services and how much Capital was spent and gives you a total amount of the budget here. You can also see the amount of employees that are in each department and then also you can see the expenditure by all the funds that we have that fund these particular departments. Here we have the expenditures by each division that roll up to the departments.



We also have the Capital section that will go into how we come up with the Capital spreadsheets and the policies that are behind developing our Capital terminology.

CMIP Policy

The Capital Maintenance Improvement Program (CMIP) is a long-term planning tool intended to assist management in financial forecasting that allows for prioritization, financing, coordination, and technical design of all capital assets.

The CMIP is a 5-year plan of capital project improvements and equipment needs. Each year the document is updated and presented to Commission for approval. Changes may include the addition of new projects or equipment, as well as, the reprioritization or removal of other capital.

Project improvements can include construction, reconstruction, rehabilitation or maintenance of a capital asset. Equipment needs can include replacement, upgrade or purchase of new equipment. Capital assets are usually defined as having a cost estimate greater than \$5,000 and may require engineering support or consulting services to evaluate, design, and prepare documents. The capital program may include maintenance projects that result in new fixed assets.

Process for including an item in the CMIP:

- CMIP requests are submitted to the Finance Department by a:
 - Department request in response to need;
 - Public request identified at a public hearing or from direct contact with the department, or a
 - Commission request for an improvement need within a district.
- Administrative Review – Administration and the assigned department will review all projects/equipment submitted.
- Planning Commission Review – The CMIP is presented to a designated Planning Commission Meeting for project review and comment.
- UG Mayor & Commission Review – Project and equipment committee meetings are held for Commissioners to review and comment on items that have been submitted.

Once finalized the CMIP Project and Equipment lists are submitted to the entire Commission for approval during the budget process.

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Here is a sample of the CMIP Policy.



CMIP EQUIPMENT BY FUND



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UNIFIED GOVERNMENT 2016 - 2021 Proposed Capital Maintenance Improvement Program (CMIP) EQUIPMENT BY FUND											
Funding Instrument		New	CMIP	Amount Code Description	2016	2017	2018	2019	2020	2021	Total
City of General Fund (110)	Buildings & Logistics		1	371 - Security System Replacement	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			2	000 - Other Govt. Sys. Equipment & Upgrade	110-076-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			3	000 - Building Automation	110-078-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Event/Proc/Proj/Agmt	Right of Way & To Develop LID Street Proj.			110-088-0007-0012	-	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Total				-	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Finance	Clients Fund Pay			110-050-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Total				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fire			1	371 - Monitor/Detector Replacement (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			2	371 - Thermal Imaging Camera	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			3	371 - Laser Range Finder Technology	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			4	371 - AED Replacement/Upgrade	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			5	371 - Pumpers (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			6	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			7	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			8	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			9	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			10	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			11	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			12	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			13	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			14	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			15	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			16	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			17	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			18	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			19	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			20	371 - Pumper Truck (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Human Resources	Capitol Upgrade & Implementation of new resources			110-088-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
	Replacement Training/Recruiting Training Needs			110-088-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Municipal Courts	2	Electronic Court/Book Application & (Check-in) System		111-004-0001-0012	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
	3	Cost Recovery for Staff Attorney Fees		111-004-0001-0012	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
NRC			2	Electronic Court/Book Application & (Check-in) System	111-004-0001-0012	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			3	Cost Rec. Attorney Fees	111-004-0001-0012	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			4	Update Courts to 2012 versions	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			5	Upgrade System: Install/Upgrade to 2016 (2016-2019 LF)	110-010-0001-0011	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Total			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		

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Here is a sample spreadsheet for CMIP Equipment and we started with the 2016 Amended Budget and it goes out to 2021 and it breaks it out by department for each fund that we're approving the budget for.



GRANT INVENTORY
(TOTAL - \$16,098,942)



We also have a Grant Inventory that is broken down by Federal, State and Private Grants.

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APPENDIX

- A. FINANCIAL POLICIES
- B. POSITION INVENTORY
- C. EMPLOYER PAID BENEFITS



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Also, there is an Appendix which includes Financial Policies that we have approved and that we run our financial operations off of and also our Economic Development operations off of and a multitude of operations that we have at the Unified Government.



**POSITION
INVENTORY
(TOTAL - 2412.10)**



We also have in here the Position Inventory by department and also by fund.

UNIFIED GOVERNMENT 2016 Amended / 2017 Proposed Budget Position Inventory (in Full Time Equivalents)				
Department	Position Title	2016 Amended	2017 Proposed	
Aging	ADMIN SUPPORT SPECIALIST	1.00	1.00	
	DIRECTOR	1.00	1.00	
	FISCAL OFFICER	1.00	1.00	
	FISCAL SUPPORT SPECIALIST	1.00	1.00	
	PROFESSIONAL PROGRAM ASSISTANT	1.00	1.00	
	PROGRAM AIDE	1.00	1.00	
	PROGRAM COORDINATOR	2.00	2.00	
Aging	PROGRAM SPECIALIST	7.00	7.00	
		<u>15.00</u>	<u>15.00</u>	
	ADMIN SUPPORT SPECIALIST	1.00	1.00	
	ADMINISTRATIVE COORDINATOR	1.00	1.00	
	COMPUTER SUPPORT SPECIALIST	1.00	1.00	
	DIRECTOR	2.00	2.00	
	EXECUTIVE DIRECTOR RUC	1.00	1.00	
	INFORMATION SYSTEMS ANALYST	9.00	9.00	
	INFORMATION SYSTEMS COORD	11.00	11.00	
	INFORMATION SYSTEMS MANAGER	4.00	4.00	
	ISSUES	1.25	1.25	
	ENVIRONMENT ANALYST	1.00	1.00	
	MANAGER	3.00	3.00	
	PROGRAM AIDE	3.00	3.00	
Chief Knowledge Officer	PROGRAM COORDINATOR	<u>1.00</u>	<u>1.00</u>	
		<u>46.25</u>	<u>46.25</u>	
Commissioners	COMMISSIONER	1.00	1.00	
	PROFESSIONAL ASSISTANT	<u>1.00</u>	<u>1.00</u>	
Commitments		<u>5.00</u>	<u>5.00</u>	
	ADMIN SUPPORT SPECIALIST	3.00	3.00	
	ADMIN SUPPORT SUPERVISOR	1.00	1.00	
	DIRECTOR	1.00	1.00	
	INTEN SUPERVISOR SUPERVISOR	7.50	7.50	
	INTENSIVE SUPERVISOR OFFICER	25.00	25.00	
	INTENSIVE SUPERVISOR	1.00	1.00	
	PRE TRAIL COORDINATOR	2.00	2.00	
	PROFESSIONAL PROGRAM ASSISTANT	5.00	5.00	
	PROGRAM AIDE	1.00	1.00	
	PROGRAM COORDINATOR	2.00	2.00	
	PROGRAM DIRECTOR-FWC	1.00	1.00	
	SURVEILLANCE OFFICER	<u>1.00</u>	<u>1.00</u>	
		<u>68.50</u>	<u>68.50</u>	

This particular Position Inventory right here is by department and it breaks down each type of position that is in a department and gives you the count of number of those positions in that department and then also the total count of FTE which is fulltime equivalent in that department.

UNIFIED GOVERNMENT 2016 Amended 2017 Proposed Budget Position Inventory (in Full Time Equivalents by Fund)			
	2016 CURRENT	2016 AMENDED	2017 PROPOSED
TAX LEVY			
110 City General Fund	1115.12	1126.71	1133.77
113 Parks & Recreation General Fund	66.85	68.25	72.00
160 County General Fund	652.48	659.63	619.63
162 County Election Fund	19.25	19.25	19.25
165 County Aging Fund	19.86	21.32	21.32
171 County Developmental Disability Fund	2.40	2.40	2.40
172 County Health Department Fund	41.00	44.75	44.75
TOTAL	1886.96	1882.37	1853.12
SPECIAL REVENUE			
210 Sales Tax Fund	43.25	36.25	36.25
220 Street & Highway Fund	74.00	73.58	73.58
231 Special Parks & Recreation Fund	3.00	3.00	3.00
232 Alcohol Program Grant Fund	3.72	4.50	4.50
TOTAL	123.95	119.33	119.33
ENTERPRISE			
560 Sewer Fund	110.97	111.05	110.05
563 Steam Water Utility Enterprise Fund	2.00	1.00	1.00
564 Emergency Medical Services Fund	56.00	79.00	79.00
565 Sunflower Hills Golf Course Fund	4.00	4.00	4.00
570 Court Trustee Enterprise Fund	10.00	10.00	10.00
580 Debt	0.00	0.00	0.00
TOTAL	182.97	205.05	213.05
TOTAL NON-GRANT POSITIONS	2173.88	2216.75	2285.50
GRANTS			
235 Community Development Block Grant Fund	9.80	9.80	9.80
237 Justice Assistance	2.00	1.00	1.00
240 Adult Community Corrections	0.00	29.00	29.00
241 Juvenile Community Corrections	0.00	28.50	28.50
242 Aging Grant Fund	13.50	13.50	13.50
243 Health Department Grant Fund	62.00	67.75	67.75
244 Community Corrections Grant Fund	49.00	0.00	0.00
248 Other Grant Funds	12.00	40.50	40.50
267 Developmental Disability Grant Fund	4.50	4.50	4.50
290 HOME Grant Fund	0.00	0.00	0.00
TOTAL	156.80	186.05	186.55
American Recovery & Reinvestment Act			
810 Neighborhood Stabilization	1.50	1.50	1.50
860 Free Lunch Rebate	16.00	0.00	0.00
TOTAL	17.50	1.50	1.50
TOTAL GRANT POSITIONS	171.30	186.60	188.05
TOTAL POSITIONS	2344.88	2383.35	2472.55

We also have the position inventory broke down by each of the funds we have. These are the funds right here and these are the fulltime equivalents for each fund. We have the funds broke down by Tax Levy, Special Revenue, Enterprise and Grants.

UNIFIED GOVERNMENT 2016 Amended 2017 Proposed Budget Employer Paid Benefit Assumptions			
Employer Paid Benefits	2016 Approved	2016 Amended	2017 Proposed
Health Insurance (Traditional Plan)			
Single Coverage	\$5,160	\$5,875	\$6,698
Family Coverage	\$12,524	\$13,757	\$15,626
Health Insurance (Health Savings Account)			
Single Coverage	\$4,638	\$5,297	\$6,027
Family Coverage	\$10,822	\$12,337	\$14,064
Dental Insurance			
Single Coverage	\$364	\$364	\$364
Family Coverage	\$856	\$856	\$856
Vision Insurance			
Single Coverage	\$49	\$45	\$45
Family Coverage	\$114	\$103	\$103
Standard Life Insurance			
Single Coverage	\$32	\$32	\$32
Family Coverage	\$32	\$32	\$32
Health Insurance Rider	\$1,800	\$1,800	\$1,800
KPERG Civilian Rates	10.10%	9.46%	9.46%
KPERG Fire & Police Rates	20.42%	19.03%	19.03%
KPERG Sheriff	20.42%	19.03%	19.03%
KPERG Retired From Different Employer	15.18%	13.48%	13.48%
FICA (Social Security)	6.20%	6.20%	6.20%
FICA (Medicare)	1.45%	1.45%	1.45%
Unemployment	0.10%	0.10%	0.10%

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This page breaks down our Employer Paid Benefit Assumptions. You can see what they were in 2015 and what we're going to amend the budget for this year and what we're proposing for 2017.

Mr. Bach said I guess as you have time to look through the budget if there are sections you want us to go back through, that could be a workshop session and we could go back in and spend more time in any specific area. It's really not a lot of any deviation from last year so I know as you've been able to have an opportunity to look at over previous years you're able to build upon and check with as we've talked about many times. As we go through the budget many of the things we highlight are typically those that are different and that is where we spend a lot of the time focusing on. Obviously, the meat and potatoes, the items that we operate on year to year, the item that don't get as much attention and that's what's really built into this document and we try to detail it through. If you want us to spend more time on those, I think we could schedule a time to pull that out and kind of build that in, but if there are any general questions you would like for us to answer tonight, we can certainly do that.

Commissioner McKiernan said if I could just put on a note for future discussion pages 46 and 47, Revenue by Fund, and then Expenditure by Fund to just have further discussion about the numbers and totals on those two pages. **Mr. Bach** said we will do that.

Commissioner Walker said I have mentioned to you my interest in Health Care Benefits, it being self-funded. I spoke to you about what appears to be that subtle changes occur from time to time in the plan meaning maybe not the big issues, but cost items seem to change and I don't get good explanations as to why they have changed. In other words, a drug you're paying \$4 for all of a sudden becomes a \$20 copay. Who is making these decisions and you know it is a little bit in the weeds but when you give employees finally a significant—well a 5% raise over a couple of years and then for those that have ongoing medical issues in their family, it gets eaten up pretty quick. I don't know who is making these decisions. They're certainly not coming before this Commission except in a very generic sense. I would like a satisfactory explanation of who makes these suggestions during the year, who decides what is the price that they will agree to pay? **Mr. Bach** said we can put that down because that has a lot to do with our Health Care

Administrator and the prices they negotiate with the private institutions and the doctors and so we can put that on the list.



I will ask Chief Zeigler and his staff to come forward. Really with the events of last week there were many things happening that had a lot of emotions flying and I know they were with all of you, a lot of people in the community, a lot of concerns about everything that was going on and with that, as he typically does, Chief Zeigler was ready to step in and take action.

Mayor Holland said as you know we try to be very proactive as a community. We have worked with the Department of Justice with our Public Safety for Police, Fire and Sheriff with recruiting, hiring and promoting. We actually began that initiative nine months before Ferguson and when Ferguson happened I think it made it clear to everyone why diverse Public Safety Departments are essential in a community. Out of that came recommendations that this Commission adopted that are incorporated into the various studies we're doing for the Police, Fire and Sheriff. That work with the Department of Justice is ongoing and is an important part of our recruiting, hiring, and promoting within our departments. In addition to that there are a lot of things we can do as a community to make sure that we don't have a gap between our law enforcement and our community. I think our law enforcement has done a great job with Community Policing, Community Outreach and just last Friday in light of the two African-American gentlemen that were killed at the hands of police this last week brought together—I had a chance to sit down with really an extemporaneous meeting. Commissioner Johnson was available, Mr. Bach was

available, the Chief was available and we just sat down and we talked through what kind of things can we do as a community to be proactive. The Chief had already started, as you might expect, and we thought it was important enough that we go ahead and bring him to this meeting tonight so we can stay ahead of this. We should not be naïve that in Kansas City, Kansas we could have some of the same challenges that other communities have had. We need to be as proactive and thoughtful as possible in how we proceed and so, Chief, I appreciate the work you've already put into this and would ask for you to go ahead and make presentation tonight.

Chief Terry Zeigler, Police Department, said I have Deputy Chief Garner with me and Deputy Chief Smith. I prepared a written statement that I would like to read. I think it covers all the bases and outlines of some of the issues we've been dealing with. "Last Thursday, as you all know, in Dallas, Texas five police officers were killed, seven others were wounded along with numerous citizens in an ambush type of attack during a peaceful protest. On Friday the attacks on police officers continued with a Ballwin officer who was shot in the neck and a second officer being shot in Georgia as he exited his police car. He was shot three times, his vest stopped two of the rounds, and the third round entered his stomach. Things could get worse.

This last Saturday there was a post on social media calling people to purge our communities police officers. The purges began on Saturday night at midnight and continue through Sunday at 5:00 a.m. All of these attacks on police officers appear to be over public outrage of two officer involved shootings of African-American males; one in Baton Rouge, Louisiana involving Alton Sterling and one in Minnesota involving Philando Castile. We have not received any information that anyone in our community is targeting our police officers and we appreciate our citizens that they do not rush to judgement when our officers are involved in a critical incident.

Our community has always taken a standby, wait and see how the investigations turn out. I want our community to know that we have made many significant changes to how we train our officers and deliver police services over the last year. For instance, we're in the process of working toward our goal of certifying all of our officers in CIT training so they can better assist individuals in mental crisis. Currently we have 66% of our department trained. Every officer in our department received de-escalation training from Deputy Chief Garner in-service training last year. Last year every officer on the department was trained in community policing

and problem solving. We continue to emphasize our model of safety first, courtesy always and as a result of that we saw a 20% decrease in Internal Affairs complaints involving attitude and conduct against our officers last year compared to 2014. All of our officers receive cultural awareness and fair and impartial policing training last year and during this years' in-service training we will implement a Reality Based Training Program for our police officers that focuses specifically on dealing with individuals with edged weapons and people in mental crisis. We are not perfect but we continue to strive for excellence in all we do.

On Friday we began doubling our officers up in patrol cars. This was not the optimal time for this change. It would have been better for us to wait until the end of the year for our annual bid process, but we felt it was necessary to do it immediately. There are several benefits to doubling up of officers. Our response time to priority one calls should improve. Typically officers have to wait for a backup officer before rolling in on a disturbance, a shooting call, or other types of priority one calls. Now the officers will already have his or her backup with them and they can go right to the call immediately. Two officers in a car also helps lower the anxiety and stress levels of our officers when they are going on priority one calls or conducting traffic stops. Our response time for report calls may go up, but we should be able to handle them in half of the time with two officers on the scene. We will evaluate this deployment strategy through measuring our response times and adjust it as needed.

Last year we declined a federal body-worn camera grant due to the cost of the program and our lack of having fiber connectivity to all of our patrol stations and Communications Unit. At that time the Commission provided the PD with \$500K to pay for fiber networking because we need that infrastructure for the body cameras. We have hit several roadblocks getting the fiber network built. Google has told us that the PD Headquarters building is a no build zone. BPU has not granted us access to fiber networks. We continue to work on this project and are optimistic that we will have a solution by the end of the year.

Tonight I sit before you with a significant financial request. I'm requesting money be set-aside in the 2017 Budget to purchase everything we need to implement a Body-Worn Camera Program. Our world is rapidly evolving and I do not believe we can wait to implement a program. Body-worn cameras may accomplish several things; provide a perspective of officer/citizen contact that we do not currently have, particularly in officer involved shootings. It will validate all the good work being done by our officers on a daily basis. It will provide better

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evidence for court which will help us get successful prosecution. We anticipate it will improve the behavior of our citizens and our police officers and it may help improve any trust issues our community may have with our department. Body-worn cameras are not a cure-all. They merely provide us with a different perspective that we currently do not have. Since we have the \$500K for the fiber, I'm requesting \$1M be set-aside for this program. I apologize for coming before you tonight to make such a large financial request. I know we are in the eleventh hour of the budget process, but I believe this is in the best interest of our community and our department.

I just spoke to Angie Masloski and she contacted the federal government regarding the grant that we declined last year. It's too late to get those monies, however; she is working with the federal government in order to resubmit our application for the 2016 Grant so there is a possibility that we will receive federal funding for our program. It was approved last year, we turned it down, we're going to submit the same package; adjust it a little bit so I'm confident that if there is a federal grant out there we will get funding for our program as well."

Mayor Holland said, Mr. Bach, in terms of the budget options what are your thoughts in terms of the request? **Mr. Bach** said the order of magnitude of the issue that came about really is one that brought this back to the forefront. We felt like we needed to get it out in front of the governing body for consideration and prioritize. I can't say that between the times we had the discussion that the Chief went back through and dusted off of where we would be on a cost to go into this program, that I have a solution setting for you. I would say from an operational standpoint is one I think I would recommend that we would try to find the funding within. What that recommendation is as to how we fund it, I don't have that answer for you tonight, Mayor. It's one that if you give me that direction then we will work on it. I think you all had a pretty long process on it last year as we went through it and you made your direction then and you know the Chief followed as we went through and looked at this to determine this is just the direction that it's probably good to bring out and it's highly unusual to bring an item from Administration to you all, but I didn't prepare the budget a few days before. However, I wanted to at least set it in front of you, discuss it, give you the opportunity to give me the direction that you want to go and then I will work on it from that standpoint.

Commissioner Kane said I'm a little surprised that we're having trouble with BPU. I think that's something that staff can fix. I would also think that staff could fix the Google issue as far as putting it in our building. We were very friendly to them and they should return the favor and be BPU should listen sometimes and not act so much.

As far as the \$1M request, it's kind of like the \$2M radio issue that we had to cross. It's not something that we wanted to do, but in the times that we are in right now, I think it is something that we should do.

Commissioner Philbrook said I would like to say that I totally agree with Commissioner Kane and refresh my memory on how much that federal grant was that we turned down. **Chief Zeigler** said I think it was approximately \$350K. **Commissioner Philbrook** said thank you. That does help and that would be definitely helpful to go towards that. Yes, these times are getting kind of frightening to say the least. It kind of reminds me of way back '69 when people were being shot at from the overpasses going down 70 Highway and people are just getting a little wild and wooly and so we're going to have to take preventive measures. I agree with what you have in mind.

Commissioner Johnson said I recall just a few months ago we were having this conversation and I agreed at the time it was not economically feasible for us to obtain these devices, but I also recall saying something to the nature that God forbid anything would happen in Wyandotte County that would change the trajectory of our decision-making on this issue and certainly all it would take is one civil lawsuit that would more than justify the cost that's being requested right now. With the tensions that are going on in our nation, I'm certainly going to be one of the first to say that I think we should do everything within our power to make sure that we stay proactive in our efforts to continue to maintain good relationships with the community between our Police Department and the community itself. With that said, I do want to also commend Chief Zeigler for the mighty fine work that he's already done in building relationships within the community and, quite frankly, most of the things you probably don't get the credit for but I guess in your line of business no news is good news so to speak sometimes. With that I want to say I fully support the efforts to try to get these and add the body cameras to our overall culture of our law enforcement. They're not the end all, be all, we've heard discussions that are pro and con with

regard to that but I do believe that they do help to curb potential rogue atmospheres and potential rogue behaviors. Now that we have the statistics added to our confines, thank you, Chief, for that as well. The statistics tell me that my district would probably be the one that would benefit the most by these expanded efforts and so I certainly want to encourage that.

I will close with this, the body cameras are a tool. They're simply a tool to be used for our law enforcement officers to continue to carry out the current law, but the real issue is that those laws need to be reviewed from the very top of our criminal justice system particularly those that make it easy for officers to use daily force rather than use opportunities to de-escalate situations. These things are not occurring in Wyandotte County and I'm thankful to hear that, but we understand the way the laws are right now it encourages that type of behavior because they know that this behavior will be tolerated and exonerated in the court of law so we need to make some real changes from the top of our country all the way down to deal with this particular issue. It's for me a very personal issue and one that I'm getting tired of hearing on the news. I'm getting tired of the hashtag so I am certainly very supportive of this effort.

Commissioner Townsend said the tragedy that occurred in Minnesota took place one day after we had made several awards to many of the officers here Thursday night and I remember commenting to the Chief and congratulating those officers because the thing that struck me most is I heard why they were being honored dealt with many occasions with judgement. Their exercise of judgement and no camera will ever replace what an officer in a split second decision does to assess, de-escalate, and act appropriately to prevent having a situation that is irreversible and certain loss of life is irreversible. As we want to see all our officers come home at night we also want to do everything possible to instill in them and instill into our constituents that those they encounter come home to their love ones every night and if there is a legal issue to be dealt with, it will be dealt with in the appropriate venue.

I recall last year that one of the reasons that lead us to forego the grant was so many of the infrastructure decisions that had to be addressed, constitutional issues with the wearing of body cameras, when, where, how; and the fact that we had any number of our police vehicles with cameras that were inoperable or vehicles that needed to have cameras repaired. I would like to know, and I don't want to put the Chief on the spot tonight, but an update on that because as we look to find \$1M, which I support, I don't know where it's going to come from, but I think in

light of what's happened become a request that I think would be wise for us to grant, to do everything we can to support the officers in getting that done. As we look for the body cameras to be added as a device to be used, as Commissioner Johnson said, for an update on where we are on the car cameras and last year I recall that the statement was made that our constituents and the citizens now have an expectation that there will be operable equipment on the cars on the officers themselves. That would be helpful and I think needful in light of what's happened.

Again, I was struck by the award presentation last week that the theme over and over was how the officers involved had used discretion to the betterment of the community and the people they were called to protect and serve. I applaud them and I urge that. That's part of being proactive as we were with Ferguson and we have to continue and support, I believe, the Chief's request for this money and find it somewhere.

Chief Zeigler said the update on where we're at with the funding; we've not spent any of the \$500K. When I spoke to you all last year I said that we needed to first get the fiber infrastructure in place before we could do anything. That's important because before we expand our current in-car camera program we need to be able to wirelessly download in all of our patrol stations. We can't do that until we get the fiber connectivity so we have not spent any of the \$500K that you all set-aside. We have to get the fiber done first and then we will look at expanding the in-car cameras from there.

Mayor Holland said, Chief, I will personally commit tomorrow morning to calling both Google and the BPU to make sure that the fiber access to our headquarters is resolved and I will report back to you when they give me the timeline of when that's going to happen.

Commissioner McKiernan asked, Chief, the request is for the 2016 Amended or 2017 full year? **Chief Zeigler** said it would be for next years' funding. We still have to work on getting the fiber in place this year. **Commissioner McKiernan** said so the 2017 full year and this is for acquisition and implementation; initial acquisition and implementation of the equipment and the infrastructure, that's the \$1M? **Mr. Bach** said yes. **Commissioner McKiernan** said if Ms. Masloski is successful in getting the grant, would that go against the \$1M and potentially reduce the amount that we need to spend in the year or not? **Chief Zeigler** said that would be my

thoughts. **Mr. Bach** said yes sir. **Commissioner McKiernan** said so we have the possibility that even if we allocate it there could be some piece of it held back, wouldn't need to be spent and could be reallocated potentially in the 2017 Amended Budget at this time next year. **Mr. Bach** said that's correct. **Commissioner McKiernan** asked do we have any estimate of what we're committing ourselves to in terms of ongoing upkeep and maintenance expense because although it's expensive to implement, it's also expensive to operate. **Chief Zeigler** said for the presentation we gave last year it's going to cost approximately \$100K per year to sustain the program and then every fifth year it will cost approximately \$1M to update all the servers and any other infrastructure needs that we have. **Commissioner McKiernan** said so this would be something that we would put in the CMIP grid for priority projects and it would be forecast out along with all other CMIP? **Mr. Bach** said yes sir. As you recall, last year it was the commitment to the Five-Year Program that started to make this a little more difficult with everything else we have going.

Commissioner Kane said just an add-on I guess because I'm looking forward to the change, but I guess today in Michigan three people were killed in the Courthouse so I would like us to take a look at the security system at the Courthouse while we're doing all this other stuff. **Mayor Holland** said absolutely.

Commissioner Markley said I appreciate Commissioner Johnson's recollection of our previous conversation because I think it was on point in terms of what we discussed. We also discussed that there is still I think—we're still wondering what the legislative landscape is going to look like and what requirements might be placed on us in the future. I think another thing we talked about when we were looking at that potential grant opportunity was what other communities were doing and if we were going to be in line with what other communities were looking at or if we were going to be doing something different than what other communities were looking at so I'm wondering if you have a better feel for that this time than you did however many months ago that was. I think part of the fear was what if we go out and buy a certain kind of camera and then legislation comes down and says you're supposed to do this kind of camera, you're supposed to handle them this way; we want to make sure we're in a good position for what happens in the future that we might not be able to control. **Chief Zeigler** said we have a policy that is pretty

much complete. We will dust it off and look at it again. It's been vetted through our legal advisor Jenny Myers. We believe we're meeting all the legal requirements. It is in line with the industry standard. We know the State Legislatures came in which took effect July 1st and made some minor changes in body-worn camera videos, but it has to do with the Open Records Act, but that should not be a problem for us. I think we're good with the policy at this point. **Commissioner Markley** asked are there other communities in the metro that are doing this, have done this, do you have a feel for what the status is in our area? **Chief Zeigler** said some of our Sheriff's Departments have body cameras, I believe in Lenexa, Overland Park has body cameras so there are other agencies that have done it in the area.

Commissioner Townsend asked, Chief, will this \$1M enable us to outfit every officer with a body camera while on duty. **Chief Zeigler** said our goal was when we built the program up or when we were thinking about how this would look was we wanted to put a camera on every officer where there is a probability of having a citizen/officer contact so we were looking at all of our district officers, our supervisors, our Special Operations Unit which is our Tag Team, our Traffic Enforcement Unit as well as the Community Policing Unit. That pretty much covers everybody that's out in the field having those contacts with citizens on a daily basis. We didn't build the program to equip the detectives and some of the people that have assignments that's infrequent contacts, but those that have enforcement type duties in our community; we wanted to put a body camera on every one of them and that's the way we built the program.

Commissioner Murguia said, Chief, I have a question for you. I've see a lot of time and thought into proposing \$1M for body cameras. Where do other types of tools, for example, that police officer's would utilize in dealing with people that may have issues with law enforcement, where do they fall on your list of priorities? For example, I don't know how to bring this up in another way than just directly, I know from our past discussions that you have said that our officers don't have enough Taser weapons and I was just curious in the list of priorities where do those Tasers fall as a priority with the Police Department? **Chief Zeigler** said Tasers are a valuable tool. It's an intermediate weapon, the same as our batons. We did not implement a mandatory Taser carry policy because we don't have enough Tasers to ensure that every officer coming to work would have access to one. The dilemma became if an officer does not have a

Taser do we send them home, what do we do with them; so we stepped away from the Taser mandatory carry and went to a voluntary, it's optional. If an officer wants to carry a Taser and they're certified, they can carry a Taser. If they don't carry a Taser, every officer is certified in the use of a baton, which is the same level of a Taser. Yes, Tasers would be nice. We know they reduce injuries to our officers, reduce injuries to our citizens when we do have to use force, but we just don't have the funding for it and I've not put together the dollar amount for a program like that. I would have to come back. I know that the Tasers cost about \$1,200 per unit so they are expensive. **Commissioner Murguia** asked can you kind of guess the number of Tasers that you think you need. **Chief Zeigler** said you know, Commissioner, I don't think I could do that tonight. I really need to sit down and look to see where all the officers are at. I would probably look at it from the perspective of every officer that we put a body camera on should be equipped with a Taser and I just don't know what that looks like. I apologize, but I don't have a clue.

Commissioner Murguia said I think you spent \$100K on training and I think the biggest deterrent to bad situations is making sure that people are appropriately trained and officers are properly trained in how to deal with people. Where does training fall into your priorities as far as Tasers, cameras and training? **Chief Zeigler** said if you were going to—I would place training just below body-worn cameras. If we do not give the most current up-to-date training to our police officers, we open ourselves up to liability. We have not had a huge Training Budget. I think we've already spent our Training Budget for this year I think back in June. We augment the Training Budget with the Special Law Enforcement Trust Fund. Last year we made a commitment to give our officers all the training we felt they needed. When you do that there are a couple of costs there. You have the cost of the actual training and then you have the overtime expenses to be able to cover the shifts to pull the officers out. We can't give them all the training that we feel they need in their 40 hour in-service training. Like last year the Community Policing and Problem Solving when we trained everybody, we had to use some overtime to cover that. When we send officers to some of the training that we've hosted we've had to fill those shifts with overtime when necessary so it's kind of a complicated issue, but I would say that training is just below body cameras in level of importance because we need to make sure that all the officers have the latest training available.

Commissioner Murguia said I understand there isn't a lot of research out right now about body cameras and how affective they are so don't mistake me, I'm very supportive, you

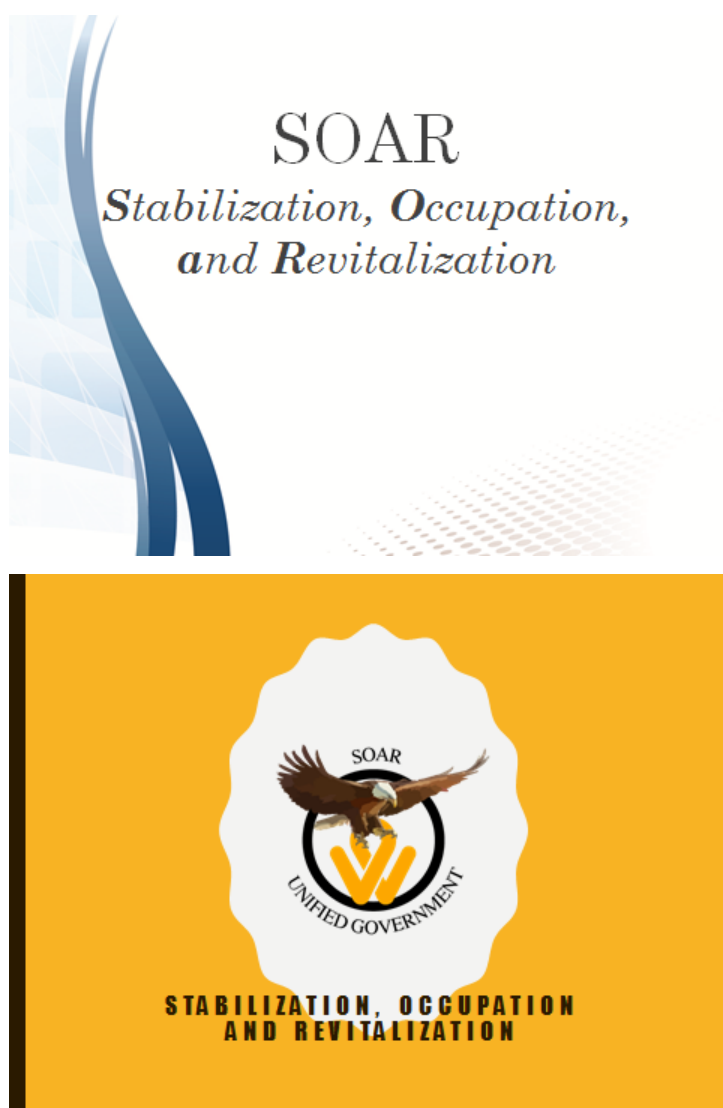
have first-hand knowledge of the day-to-day policing duties and responsibilities and I trust your judgement, but I also would be interested in best science in dealing with these kinds of volatile situations that lead to a situation where an officer feels as though he needs to pullout his weapon which I think from what I've seen in most cases is absolutely warranted. I would like to see or have someone tell me what best science is in not getting to the point where that needs to happen, so what is the best method of that; is it training, is it Tasers, is it body cameras? Again, I know there isn't a lot of research on body cameras but what is out there in the way of data? **Chief Zeigler** said the best preventive measure to help ensure that our officers don't have to use deadly force is training, that's one. We know that the de-escalation training that we put on last year that Deputy Chief Garner gave was a move in the right direction. The Police Executive Research Forum is pushing de-escalation. It' the use of good verbal communication skills and the use of time, distance, space, objects between the officers; those are the things we cover. For years we trained that officers need to come up to you, get close to you, can I see your license, get your ID; the current school of thought is there is nothing wrong with talking to a citizen from me to where Commissioner Walters is at and saying, sir, how are you doing tonight if you think there is an issue. De-escalation involves tactics as well as verbal communication. I think the more training we commit to ensuring that our officers do have good personal communication skills it de-escalates those situations. The other thing that we know from research is that anytime you have two officers on the scene, the quicker you get two officers on the scene, your chances of an officer using force, deadly force, drops exponentially because you have two officers there, it changes the mind of the citizen, helps the officers reduce stress so I think we're doing everything we need to or trying to do to help reduce those incidents from happening. Last year, I believe, we had one officer involved shooting. We did not strike the suspect but it seems that those incidents have declined for our Police Department in our community so I think we're doing, not everything right, but we're moving in the right direction. **Commissioner Murguia** said so based on your response I'm taking that the two priorities for you would be the cameras and then training would fall right underneath that primarily focused on de-escalating situations and how to handle citizens when you approach them. **Chief Zeigler** said yes.

Commissioner Murguia said so I have just one question for you, Doug, and it might involve Legal as well. Is there any rule ethical or legal reason why a commissioner couldn't have communications with foundations or charitable organizations about funding, training or

cameras for our Police Department? **Mr. Bach** said no, I don't think there is any—**Commissioner Murguia** said using their title as Commissioner, I'm here as Commissioner--**Mr. Bach** said because you're doing it on behalf of the Unified Government. **Commissioner Murguia** asked are there any issues with that. **Mr. Bach** said it would be for the Unified Government. **Ken Moore, Chief Legal Counsel**, said that's correct as long as it's within the scope of your role as a Commissioner for the Unified Government. **Commissioner Murguia** said so there is no issue with that? A Commissioner could do that if they wanted to? **Mr. Moore** said that's right.

Mr. Bach said I did want to—as the Chief went through his presentation he kind of rolled into the body camera initiative, but I did want to commend him and kind of step back in his two man car initiative or two person car initiative. This was not one that the Chief just made the decision with his Colonels as they were sitting around Friday morning and said let's do this. They came to me with a lot of information and actually it's discussions he has had previously and was looking at data on this, studying a lot of information for the Police Executive Research Corporation where you study for de-escalation and how that would work. There has been a fair amount of work put into this before as he came forward with this. It just became the time that as he looked at it—I will say the first parts of a lot of the conversation that we had was about the safety of the community and the difference of the impact of the officer of not being just so hyped up and excited because they are by themselves when they enter into a scene and the percentages of less likely activity or physical interaction going on because this was going on so I really commend him for being prepared as he always is but ready to move on something when it was there and then saying okay now it's time to pull a string and let's get after it. I want to thank you very much to you and your Colonels and the rest of your staff in moving forward with this Chief.

Mayor Holland said I do think it would be appropriate considering all the drama and loss in our nation, in communities and among the Police Department's, and our heart goes out to the families of the individuals who were killed in Baton Rouge and Minnesota as well as the families of the Police Officers loss in Dallas. I think it would be fitting if we just had a moment of silence as we close this conversation to think about not only those communities but our community as well.



Mr. Bach said the next item on the agenda is about our Stabilization, Occupation, and Revitalization Initiative. This is really one that I will say has been led by a lot of the efforts by all of you commissioners particularly Commissioner Markley and Commissioner McKiernan have pushed a lot of different issues and a lot and a lot of different data tracking that we've been doing in this area. It has staff coming together and putting together different thoughts and processes to come through with this so this is a major initiative this year to really attack blight in various ways. We felt that it was important to get this in front of you firsthand. We've talked about parts of it, gone through it, but to dig into it in a lot more detail and answer questions. There are still some portions of this that we're seeking funding on but still require to be developed and it will still need to be developed after we complete the budget as we go through

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the year but they're laid out to move forward with that. I've asked Assistant County Administrator Melissa Mundt to come forward. Many of the people and staff members you see in the room tonight are involved in this initiative so they are here to really listen to the feedback and the way we're presenting a move forward with this and that goes to making sure we don't have a ninth floor disconnect, Commissioner, as we go through this and if we get the directives from staff that we make sure we get it out to the field as we move forward.

Melissa Mundt, Asst. County Administrator, said we're very excited to be here tonight. Many of you as noted before last week have heard us talk about SOAR, probably the first time we've gotten the acronym right up on the page for Tib here with me, but I wanted to point out that as Doug noted we have many staff in this room and almost every single one of them, just put your hand up who has been working on SOAR. As you see there is staff at the table and all the folks back there. We have been working hard. We probably started working on this late last fall just after plenty of feedback from almost every commissioner in some way. We are touching on your concerns, your desires through this project. Joe Connor and Gordon Criswell sit down with myself late last fall and we're like okay we have to fix this, what are we going to do and we devised sort of a starting point and then we brought Mr. Laughlin in as the new Manager over Delinquent Tax and so the poor guy is up here with me tonight to do this presentation. We're going to try to go through this quickly. You have all the slides I've seen before you so this is really good.

SOAR – STABILIZATION, OCCUPATION, AND REVITALIZATION

- Internal Summit on Neighborhood Blight was held on Tuesday, January 5th
 - Over 40 employees attended representing the following 14 departments:
 - Community Development
 - County Administration Office
 - DOTs (including GIS)
 - Economic Development
 - General Services (Delinquent Revenues)
 - Health
 - Legal
 - Municipal Court
 - NRC (including Building Inspections, Codes, Rental, Demo, and Livable)
 - Parks and Recreation
 - Public Works
 - Police
 - Registrar of Deeds
 - Urban Planning and Land Use




We did hold our first meeting with all the group of folks, most of them are in the room tonight. Over 40 employees attended a meeting on January 5th out at the lake hall and represented over 14 departments of the Unified Government trying to figure out what we were going to do to SOAR again.

SOAR

- Internal Summit on Neighborhood Blight cont.
 - The meeting focused on the following topics:
 - sharing obstacles to successfully stop blight and blight creep
 - defining what success would look like related to fighting or stopping blight
 - and developing a group understanding of the UG's communication and coordination efforts to date




The topics around the summit that day were three key areas. Obstacles to successfully stopping blight and the creep of blight which we know were seeing blight creep into our community further west and we need to look at where it is appearing in other areas that we hadn't seen it

before. We needed to define what success would look like so we talked about what that would look like if we as staff were actually getting somewhere as it came to fighting blight or stopping blight. We also had to evolve a group understanding of how we were going to communicate going forward and what kind of coordination efforts we had to date so kind of talk about some successes we had had in the past and some opportunities we had to move forward in the future. We had a really great day out there trying to have a good handle on what we were going to be working on in the future.

SOAR



- The Summit prompted multiple follow up meetings that led to:
 - Separating into four teams – with purpose statements and desired outcomes
- Starting in April four working teams began a deep discussions into the following areas of emphasis:
 - Data
 - Process
 - Research
 - Communications
- Now working with over 17 departments



The next couple months we worked on kind of trying to better hone down the task the group set out for us and in April we started working in four core areas that we're going to cover through the rest of these slides on data, process, research and communications and now we're up to 17 departments that are working with us.

I'm now going to turn this over to Tib Laughlin to go through the first area of process.

SOAR – PROCESS

- Team Purpose
 - The process team will study and review the UG workflows touching blighted and vacant property in Kansas City, Kansas. The goal will be to make recommendations to update, alter or improve the processes to maximize the efficiency and effectiveness of the Unified Government's efforts to transform the community. Additionally, the process team will identify impediments and or barriers to the processes that will need to be addressed outside of the regulatory/statutory authority of the Unified Government.
- Team – 11 members



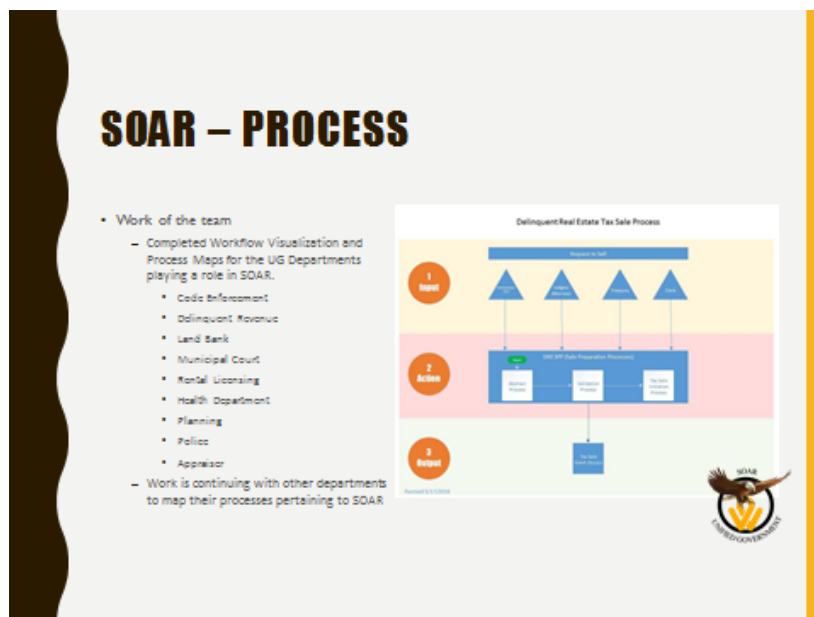
SOAR – PROCESS

- Desired end result
 - A sustainable and effective plan for updating the process and workflows to help the UG and the community improve the tools to combat blight and vacancy in Kansas City, Kansas.



Dennis Laughlin, Director for General Services, said Process; process is the backbone of what we do. It's the actual doing of things. You may find this surprising but with those 17 departments that touch land in some way and blight and vacancy nobody had their arms around exactly how we move things through the process in what we imagine to be a continuum but is really much more like some sort of octopus with epilepsy all tied up in knots. In one extreme case we found a unit of five employees that could not tell you what their team did except for their own piece. Now, that's not a very good solution to our problem.

We tackled that by trying to map out the processes of all 17 departments. We're through nine of them.



For this mapping and visualization process somebody sits down with each employee and watches exactly what they do through the process. We map that. We came up with one page at the end that's a summary of a particular process. The inputs, the actions that happen in the middle and then the outputs that comes from that underlying that one page in delinquent real estate, for example, there are three dozen separate little pages laying out flowcharts of how a thing happens. If you can't map out what you do, you can't find the duplications, you can't find the shortcuts and you can't find the dead-ends; it's essential to moving ahead with what we do.



Ms. Mundt said the reason we're here tonight is talking about what we're trying to incorporate into the 2017 Budget as it pertains to our SOAR process. What we are looking at that will help impact our process after the initial departments we've analyzed and the initial work that we started with in January is that we do have some critical areas where we need a little more staffing and those are requested in the budget. We noted those to you last week. They're again the Zoning Enforcement Officer. The reason for the Zoning Enforcement Officer is there is currently no one designated to enforce our sign code, zoning complaints assistance, new construction inspections or landscape standards. Staff is trying to meet that in-between moving things through to the Planning Commission working on design review and there is just simply no one out there every day just looking to see what's going on in the community when it comes to these areas. It's critical for us to be able to SOAR again.

We are also looking at two Code Enforcement Officers to add to our Code Enforcement staff because we are going to be looking at neighborhood level assessments block by block on how we're going to help improve the filling of safety and the quality in our neighborhoods. Without these two additional staff we are going to further deteriorate the work in our individual districts that Codes currently has laid out. We already adjusted staffing this year. We need to move staffing back in there so we have to get that balance so we don't have creep in areas where we weren't seeing it.

Lastly in this staffing area, two other items; an Animal Service Officer; I think we've had plenty of conversations about that. We're not trying to find lost animals, but rather loose and then an Intern in our office to help Joe, Gordon and I as well as Tib to keep things moving forward and helping us get the communications out and doing research as we need it as we move forward and staff actually starts doing the work at the neighborhood level.

Contractually, we're looking for dollars to help process an additional 1,000 properties into the tax sale knowing that once you have a culture of non-payment you have to reverse that and that also causes people to look at their property differently. Next year we're looking at doubling our through put through the tax sale process. That goes from 1,000 to 2,000. It will take us up to five years to actually get the backlog caught up so that when you roll into being tax delinquent that you are three years in to not paying that you will actually be receiving notice as opposed to five, ten, however many years that some of our properties are out there.

We're also looking to adding, for those of you who are excited about this, a third time per year of mowing land bank lots because that does improve the neighborhoods. I know it's not enough for those of you who have more of them in your districts than others, but it is more than we're currently doing and then also targeted demolition to help with our SOAR performance indicators so we would actually be data driven decision-making.

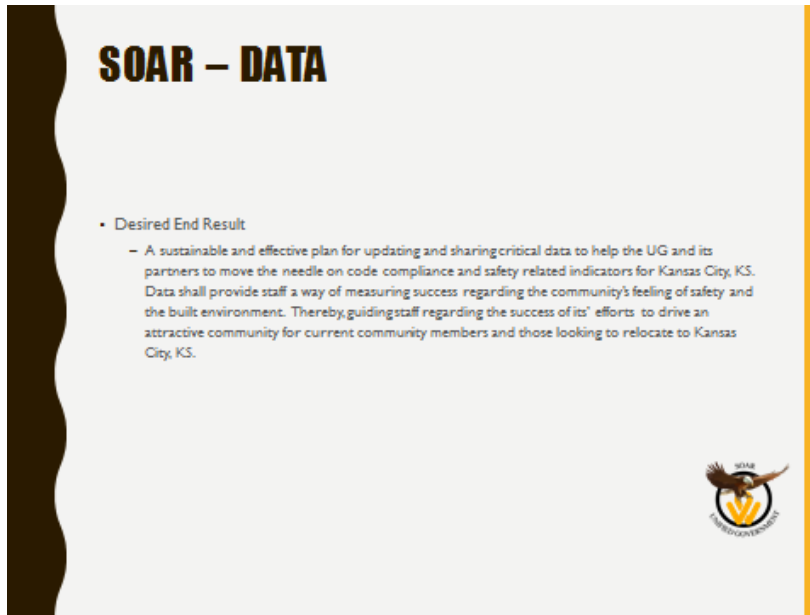


SOAR – DATA

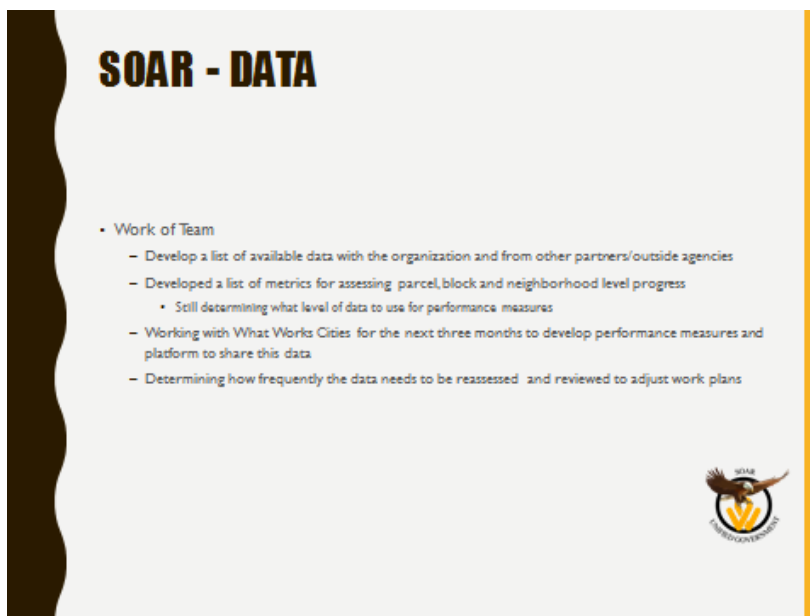
- Team Purpose
 - The data team will develop core metrics and measurements that will establish a baseline and ensure the ability to track progress related to improving the appearance, safety and health of Kansas City, KS. The goal will be to use the data to focus the Unified Government's efforts to transform the community. The metrics and or measurements should guide understanding by UG staff and other concerned parties as to the progress that is being made in transforming the built environment and safety of the community.
- Team – 16 members including representation for BPU, Finance, and Appraisers



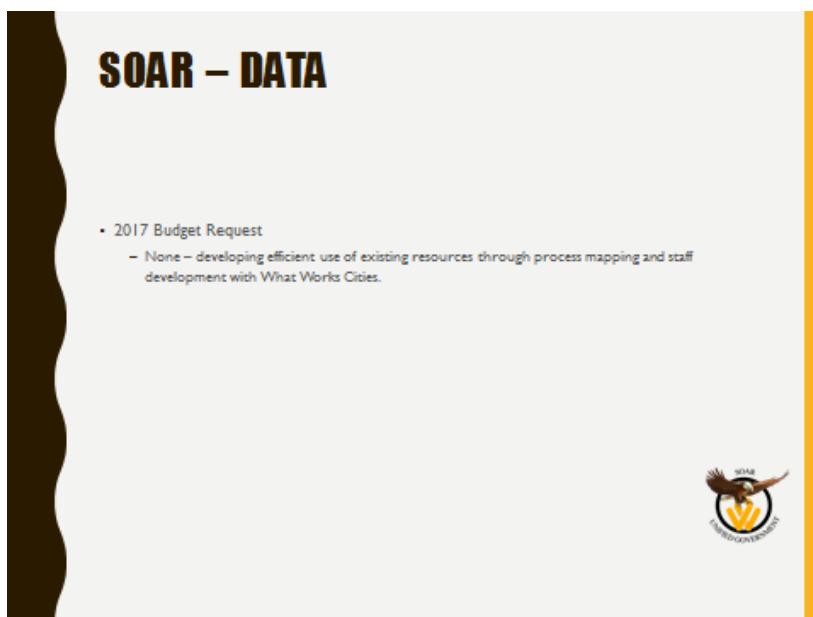
The next team we're going to talk about is our Data Team and this team has spent a significant amount of time—there are 16 members on this which also includes BPU, members of our Finance Department and our Appraisers.



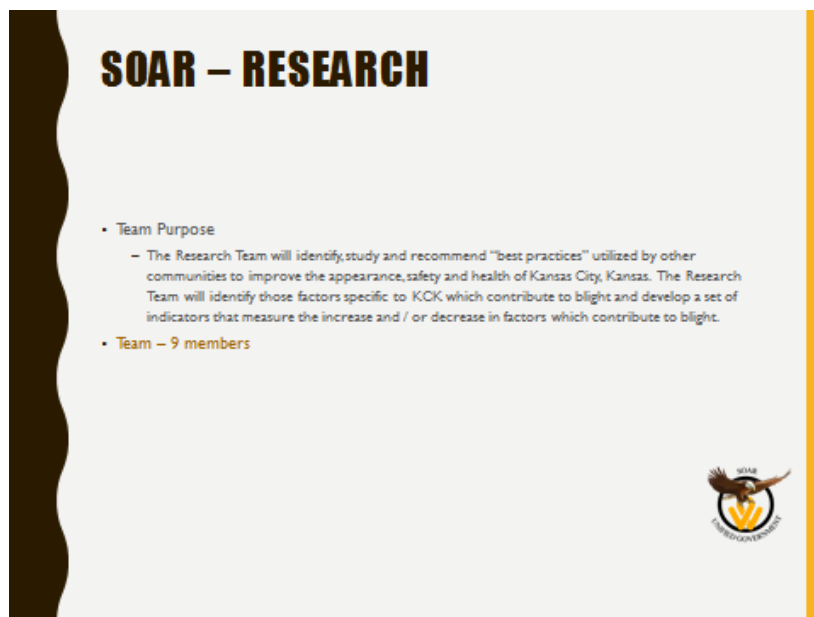
We are looking to develop a metrics at the end of this and we will talk more about this as we move through.



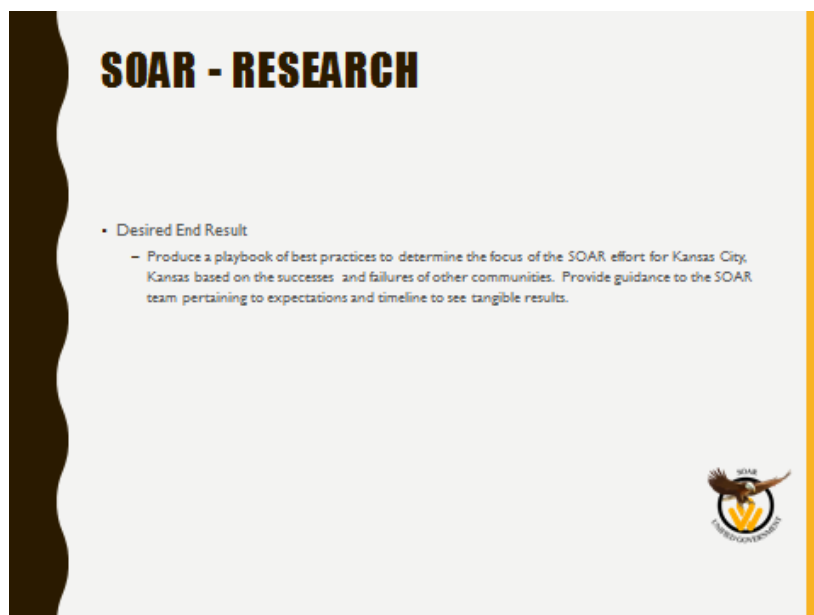
So far we have developed a list of available data. It's amazing when you're sitting around a table with 17 other departments what other people have that you didn't know they had and how they have it. It's also interesting to find out how they might be cataloging that data which is, as Tib and I are now referring to as data hygiene, it may not be in a way that's useable across departments and so we're talking about how we can change that as part of the process that we're going through. We've already put together which metrics we feel would be best for our community to look at when it comes to determining performance of a neighborhood. Now we're also starting our work with What Works Cities where we will actually develop the performance measurements we will use over a number of years to determine community health.



Mr. Laughlin said not surprising data doesn't cost us much money. We have data now. We collect it, we do things with it and possibly not the things we need to do. What we need to do is improve our processes and how we share it. There is no budget request tied to the data piece right now.

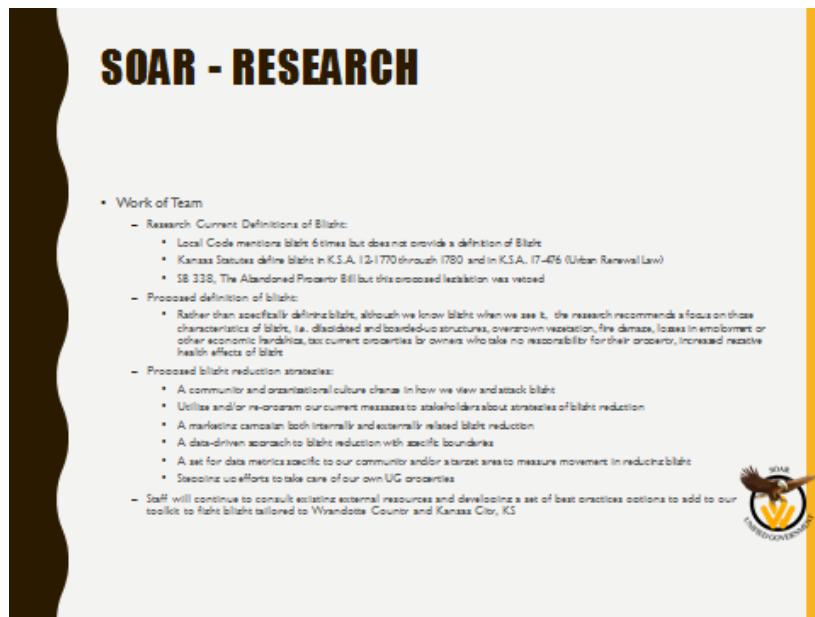


We move on to the Research Team. We used a lot of creativity in how we named these. The Research Team as it sounds we read. If there is somebody out there who does something that is successful in blight and vacancy, we are studying up on it, we are reading it, we are looking at how we bring that here and replicate it if it's viable to use here.



Our goal is to come up with a toolbox that's available to us to fix problems. Our blight and vacancy issues are not one size fits all problems. Each one may take handholding; others may

fall into a cookie cutter mold. We have to have a whole selection of options on what we do. We can't do just one thing to fix everything.

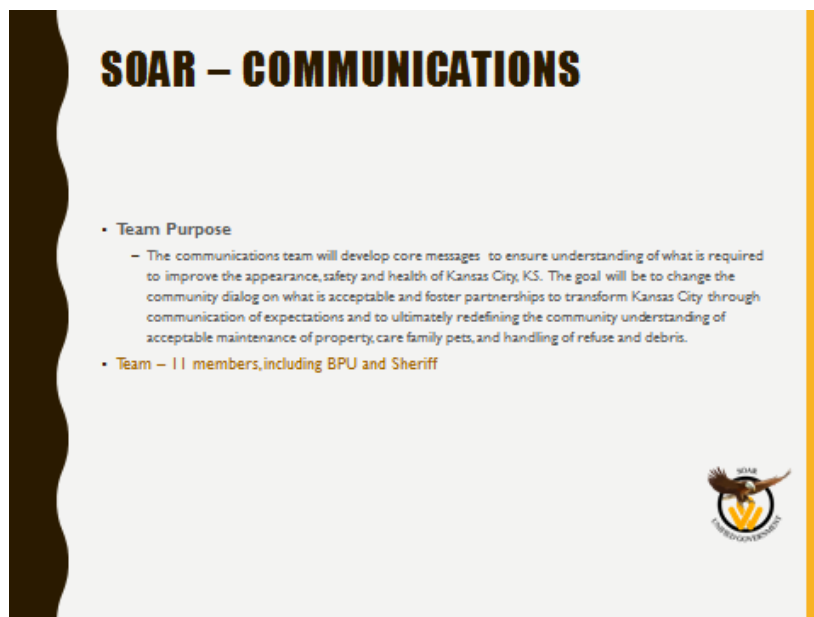


Two things we've learned is it's very hard to define blight. We spent a lot of time arguing about it and then we found a nice article that says for 150 years people have been arguing on how you define blight so we gave that up and decided we would try and define and see what it looks like and use it that way. Also, we came up with the fact that we need data. We need to use our data; we can't make decisions just based on what we think works. There is data out there, we have a ton of it, we just need to get better at using it and drive our decision-making and our rationing of our resources with data.



Ms. Mundt said and that goes into the budget requests for 2017. We're actually looking at our Animal Shelter not only have we been adding staff, but we also need to look at the size of the facility, what we need to do for the community in the future instead of just going in and adding on piecemeal to it and so we're wanting to look at that comprehensively and be able to bring back to you at this time next year the plan moving forward. What that looks like and what we need for money. We would like to just fix it but we think we need to look at it more comprehensively.

Commissioner Walker said I realize it was not a comprehensive statement but on your definition of blight, the characteristics, I would include something to the effect; and maybe it was there and I missed it, of crumbling and deteriorated infrastructure; sidewalks, broken curbs, sidewalks that have significant pieces missing for some reason. **Ms. Mundt** said okay, absolutely. That is the neighborhood health indicator so we will be looking at that as we go forward.



The last area we're going to discuss as far as our four groups tonight is our Communications area and this one has been a little difficult because the other three groups will inform our work and the other three groups have had the same struggle because the other three groups will inform their work, but the nice part is we're asking questions and we're all talking about this across all four of these groups with well more than 40 people now participating. What we're trying to do with the communication is our goal is to change the community dialog on what is acceptable and to foster partnerships to transform the city's communication so that we can actually work on getting our expectations in line with how we maintain our property. Our overall image of our community in our Citizens Survey was very low and if you looked at it compared to the metro and nationally it is even lower so we really feel like this part is going to be something that helps us SOAR because folks out there clearly have a desire to have a different feeling about where they live. Hopefully, this will be the critical component on the public facing side as we move forward. We have 11 team members again with the BPU and this time we pick up the Sheriff's Department.

SOAR – COMMUNICATIONS

- Desired End Result
 - A sustainable and effective plan for marketing and messaging to help educate and promote a community that is code compliant, safe to recreate in outdoors and is helping neighbors that cannot help themselves to achieve proper maintenance of their properties. There by creating a feeling of safety and a pleasing community environment that attracts current community members to stay and those looking to relocate to Kansas City, KS to come live, work and play with us.



SOAR – COMMUNICATIONS

- Work of the team
 - Document communications methods that are already established with SOAR related departments and divisions
 - Including frequency
 - Reviewed Citizen Survey to understand where residents felt emphasis was needed to improve their overall impressions of their community and safety concerns
 - Develop list of external partners in sharing the messaging around SOAR
 - Developed SharePoint Site for SOAR collaborations
 - Developing of Playbook/Marketing Plan concept that has a schedule for year 1 and years 2-5



So far to date this group has been working on documenting the communications that we have throughout our organization already that reach out to the public and also reach internally and looking at the frequency so believe it or not none of us knew how much everyone else was doing. I guess that's probably not shocking but we now know and it's documented.

We also reviewed our Citizen Survey to understand how we might best communicate with folks. What were they thinking, how could we help them help themselves and help their neighbors.

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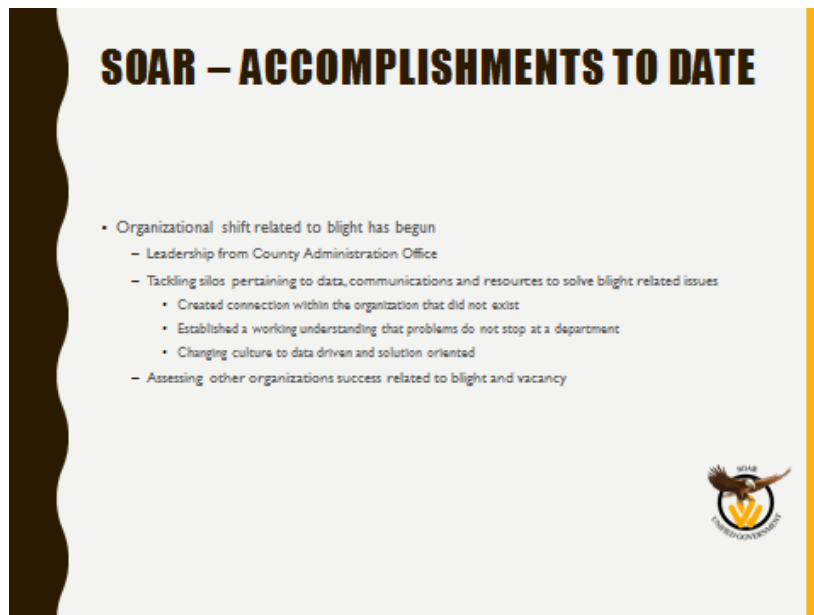
We are also vetting a list of external partners that we would share our messaging with. This is not, as Doug indicated, yet an external function, this is an internal function. We aren't ready to move outside of our organization on this. We did bring in BPU because they are a part of our organization and to help all of us be successful when we do reach out to the community for help.

We've developed an internal site for sharing information and we have started an outline of what a Playbook or Marketing Plan would look like for this communications part.



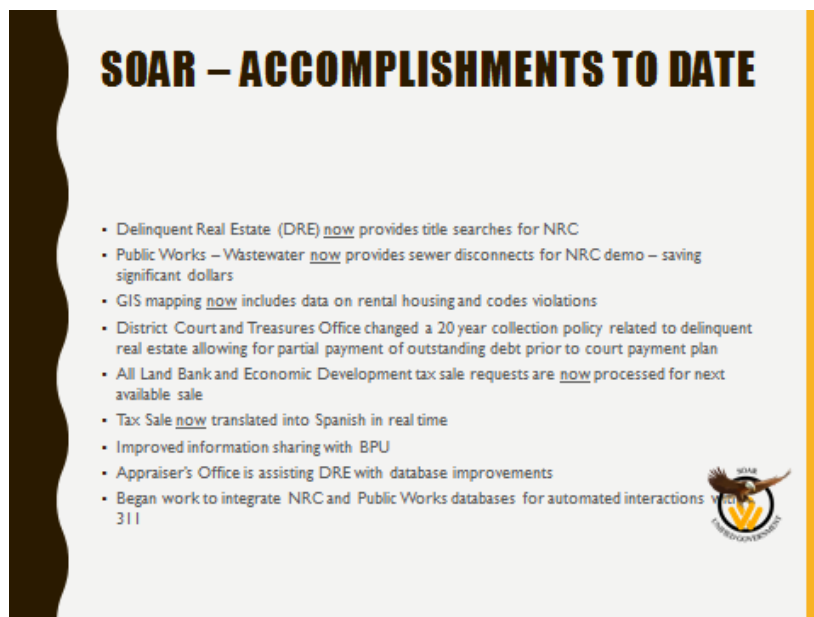
The critical part here is we are going to need some outside marketing help. We want to make sure that our messaging hits the public where they are able to see the information, that they understand what we're trying to communicate and that it is able to be customized by the areas that we're working in.

Internally, with staff, we don't feel like we have the tools or the skill set that we need and we're hoping that by working with this outside partner that we would be able to develop ourselves to be successful moving forward so the dollars wouldn't continue on in a cultural shift.



Really kind of like overarching objectives that we've been working on to date is actually shift, as I was saying in the organization, and the leadership is coming from the Administration Office. We are working to engage our staff and our coworkers across the organization to make a change in how we do our work related to blight. We're definitely breaking down silos and it's been exciting to see things that we've accomplished so far and Tib is going to talk about some more of those next and also very rewarding to know that we can actually make impacts to things that for years maybe plagued us, that we would start working on and we never knew what happened.

The other thing we're trying to do is also assess what other organizations are doing. We always looked at ourselves before and now we're starting to look at others to see what we can do that they are already doing to help us.



Mr. Laughlin said as Melissa said this is an entirely internal process so far. Before we can go out and ask the community to help us in this process, and we understand very clearly, the government cannot fix blight and vacancy. This has to be a communitywide effort. Those places that are successful do it as a community, as a team, but before we can go out and ask people to roll up their sleeves and help us, we have to be not the worse neighbor you have. We need to get our own house in order. Remember, we have not spent a single new dollar on the SOAR process yet. All we have invested is staff time but even though all we have invested is staff time we've already made improvements in the process. We already have Delinquent Real Estate willing to share information and research things for departments. We used to do that when you move something to a tax sale and now we're willing to do it just because you asked because you need to contact somebody and we have the means to find that.

Wastewater has offered to help the demolition people do sewer cutoffs. We pay a lot of money for that. It has been suggested we can do that more cheaply with in-house resources thanks to Kevin sitting behind me.

GIS has worked on mapping, rental information and codes violations so we can see where we have problems and cross reference the data we have.

The District Court and the Treasurer's Office discovered a 20 year old flaw in their process where if you brought us money but didn't have your full half to go on a payment plan, we sent you home with that check. Now we'll take your check and tell you to come back with

the rest of it and we will put you on a payment plan. You need \$2,400 to pay half of your back taxes and get on a payment plan we would look at you with your \$2,000 check and say come back when you have \$2,400; made a couple of phone calls and now we say thanks for the \$2,000 and \$400 from now we will put you on a payment plan. We didn't used to do that.

The Land Bank and Economic Development would send over things they wanted to go into a tax sale and Delinquent Real Estate would say thank you and then maybe it shows up in a tax sale later. Maybe it makes its way to a tax sale. Now if the Land Bank submits a request, a development submits a request it's going into the next available tax sale. You don't have to ask if it's going, it is going, that's the policy. There is no debate, there is no maybe.

The tax sale where more than half our buyers speak Spanish is now available in Spanish in real time.

Information coming from BPU that we had trouble getting before, now we're getting information.

The Appraiser's Office is assisting Delinquent Real Estate in working on their access database. It turns out there are some people out there who are really good in access. There is nobody in Delinquent Real Estate really good in access. We have a broken database. They have people that can fix it. They sent those people over to help. It doesn't sound revolutionary but it is.

We've began to integrate the Neighborhood Resource Center and Public Works databases for automated interactions with 311. These are tools we had that we didn't know we had and didn't know we could do. No dollars changed hands. We're still making those improvements processing improvements because we mapped things. **Ms. Mundt** said and because we're talking.

SOAR – WHAT WORKS CITIES

- SOAR Partners with What Works Cities – July 2016
 - Launched by Bloomberg Philanthropies in April 2015, What Works Cities is a national initiative to help 100 mid-sized American cities enhance their use of data and evidence to improve services, inform local decision-making and engage residents. WWC is the nation's most comprehensive philanthropic initiative helping local leaders identify and invest in what works.




Mr. Laughlin said after six months of talking and lots of talking and these people back here doing a lot of talking with each other we were notified by the Bloomberg Philanthropies that we were invited to be a part of their What Works Cities process. This gives us a once in a lifetime access opportunity to world-class academics and practitioners in the area of open government of data driven decision-making. We have them here working with us for the next 120 days.

SOAR – WHAT WORKS CITIES

- OPEN DATA: The Unified Government of Wyandotte County and Kansas City, Kansas will establish and improve open data practices in order to make the City's data more accessible to the city managers and the public. They will engage residents by increasing transparency and accountability around housing and blight data. The goal is to make this data more consumable and readily available for residents and departmental stakeholders by developing the policies and processes to inventory, prioritize, release and maintain data publicly.
- PERFORMANCE MANAGEMENT: The Unified Government of Wyandotte County and Kansas City, Kansas will develop a performance management framework focused on improving the Unified Government's understanding of the housing issue, and improve the use of data and evidence in decision making to address the housing rehabilitation and demolition issue.

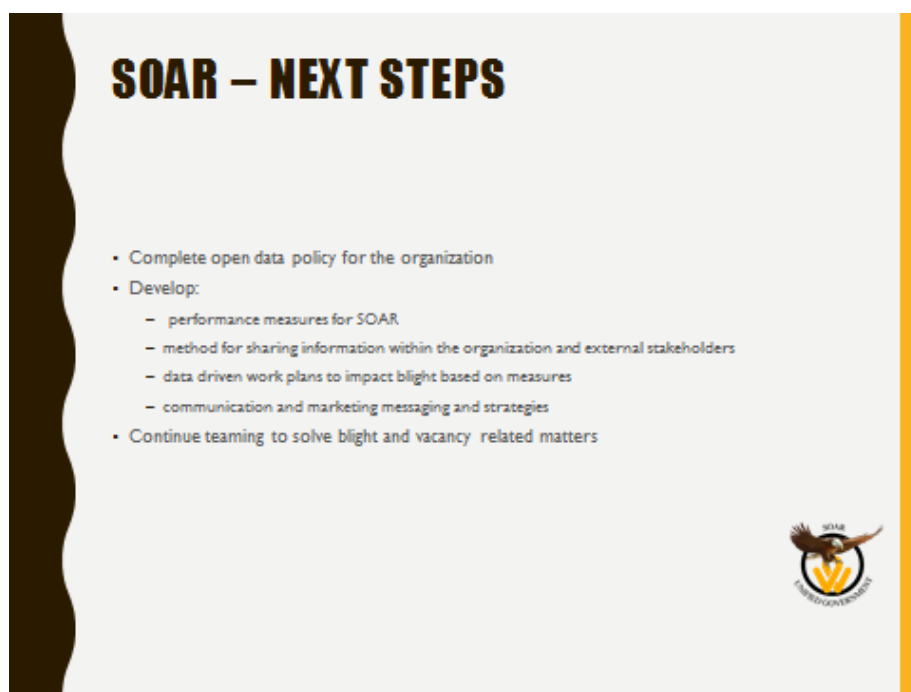


We're working with them on two pilot projects in SOAR. In one we're working on just open data. It's not enough to just open up our data, it has to be useable and before we can make that data useable we have to have some standards. The open data group is working policies,

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procedures, standards that data has to come up to, the data hygiene thing that Melissa mentioned. It's no good if you have six different ways to spell Walters in your database. You need to have one, you need to have the same information, it needs to be machine readable, you need to be able to look things up or it's no good if we open it to the public.

On the performance measurement side we're doing a project that makes things measureable. As the kids say no pictures or it didn't happen. Unless we can show something happened it didn't happen. Unless we can tell the story that it happened, it may as well not have happened. **Ms. Mundt** said and this is why we're excited and that's why you have so many staff here tonight.



Ms. Mundt said our next steps to bring the Commission up to speed to where we're at and where we're headed. We're going to complete the Open Data policy for the organization which Tib and his group are working on and we will be working with our new Chief Knowledge Officer as that individual comes in as well.

We are going to be developing performance measurements for SOAR so we will have the ability to tell you where we started and where we've moved to as we go through time. We are going to have methods to share information within our organization and with our external stakeholders as we move forward. We will have data driven work plans to impact our

neighborhoods and to help our community and we will start communicating and sharing our message with others more effectively.

Beyond that we will continue to resolve issues as they are presented to us by the Commission. Commissioner McKiernan shares a new one with me about once a week and I love to learn what you're struggling with as does everyone else here and we will continue to be reporting to the governing body as we move forward. We haven't been before you until today because we were still getting our house in order, but I hope you can see we have a thoughtful process for what we're doing and we will continue to be reinventing and reformulating as we move forward to meet each critical step as we move ahead. Eventually we will be coming back talking to you about how we're going to be communicating with the public and with external stakeholders that we are not currently doing.

Commissioner Markley said I am so happy I don't know whether to laugh or cry but this is so exciting. I just have a tiny bit of history just for context. I think it's been almost three years since Brian McKiernan and I realized we were meeting separately with some of you out there in the audience and we started meeting together with those four people. As we were going along more and more people kept being invited to our meetings and then Melissa was dumped into the middle of this mess where there were all these people meeting with us and nobody knew what was going on and we said, Melissa, we just don't know what to do. It seems like every department in the UG is involved in this and we can't get any traction to figure this out and so I want to say special kudos to her not thinking we were crazy and for realizing that was a real concern and bringing this group together. You guys are doing amazing things, you are doing everything we were trying to do and we just couldn't get our arms around how huge the issue was so thank you, thank you and thank you, Tib, for all your work. I'm just very appreciative and I feel like all of our work might finally payoff.

Commissioner McKiernan said I cannot thank enough all of the leadership and all of the staff who are here. I cannot thank you enough for what you are doing and what you are going to accomplish because I've said it so many times, if we don't stop the creep of blight, we're going to lose tax base faster than we can ever possibly build new tax base and we will continue to go backwards and you are going to help us. We can identify blight right now. What we have had a

problem with is how do we address it, how do we fix it, how do we turn it around and as you said every case is completely different from every other case or so it seems. I thank you for putting the processes in place that will ultimately get us into a system where we can in real time evaluate what system of factors has gone into this particular case and have a way to address and reverse that. I cannot thank you enough for what you're doing because now we're going to save tax base and grow on top of it rather than watch it erode away from us.

Commissioner Philbrook said definitely yes to both of the Commissioners, all of the above. I would say it has been a breath of fresh air since Melissa has joined us here at City Hall and she's not afraid of much. She bites off big chunks and she can handle it and I appreciate your hard work Melissa. I also appreciate our supreme commander here on my left but his leadership is what allowed Melissa to do this. If it hadn't come from the top down to tell everybody this is fine, open up, share and work together; it wouldn't have happened no matter how hard Melissa worked so thank you, I appreciate it Administrator Bach.

Mayor Holland said I want to add on just a little bit, this is an issue everyone has identified from forever ago. The blight in our community is a downward drag on our community and it's hard to describe but we know it when we see it. The work that we're doing here it's hard to describe how much damage a blighted house in the middle of the block does to the real estate values of all the houses on that block and that it's very difficult to sell a house when the house next-door is boarded up. It's very hard to sell a house when you have vacant lots, three of them on the street that have not been cut that we own, that the Unified Government owns. It's very hard to explain to a taxpayer why they got ticketed for not mowing their grass and they're next-door to a lot that we did not mow. We have a responsibility to address it and it's not simple and I think this is one of the things that this talks about. You said 17 departments touch blight in some way. **Ms. Mundt** said that's just the ones that we're currently working with. **Mayor Holland** said that's right. We are growing our tax base when we address blight and it gives us an opportunity to get in and invest in our community.

The other piece too, in Kansas City, MO. the Police Chief said I don't need more money for officers, just fix the blight. The crack houses that are blighted properties, vacant properties that people are using for ill means have to be addressed and I think when you look at

Public Safety, we improve the safety of our community when we address blight. Property values, safety; these are core values that this Commission has and it's taking this multifaceted approach to address it so we can move forward and I think this is absolutely the right direction and I very much appreciate it. You will also note that there is a commitment in the Administrator's budget to fund SOAR. It's not a single program though. As you saw it's a multifaceted program to address it from all different sides to put a little bit of funding in this department, one more position in this department, and two more positions in this department to do a comprehensive look because that's what it's going to take and just to mow the grass more. That's very important. Excellent work and I think having it integrated, the work that you all have done and integrating it into this year's budget is essential and it's one of the areas that the Listening Tour and the Community Survey said, without question, we have to reduce blight in our community and we have to lower taxes and we're going to do that through this project.

Ms. Mundt said I want to thank everybody again that has helped us over the year and our Executive Committee Joe, Gordon, Tib and myself really couldn't have gotten where we've gotten today without them and we're going to need them as we push into the deeper more weighty stuff moving forward.

Mr. Bach said good job to all of you that are working on this project. I want to say that as well. Everybody has done an excellent job digging into it and I guess one of the things that I would say is being able to look back within our own departments and identify maybe where we're not doing things right and change that and then connect it with the others is really some of the big keys that they have identified already as Melissa pointed out.



<u>2017 Tax Rate (Maximum Mill Levy)</u>			
	2016 Mill Levy	Administrator's 2017 Proposed Mill Levy	Recommendation for Adoption 2017 Maximum Mill Levy
Kansas City, Kansas	43.875	42.875	43.875
Wyandotte County	38.813	38.813	38.813
Self-Supporting Municipal Improvement District	12.500	12.500	12.500

Motions to set the Maximum Mill Levy:

1. Motion to set the Maximum mill levy for the City of Kansas City, Kansas at: 43.875 mills
2. Motion to set the Maximum mill levy for Wyandotte County at: 38.813 mills
3. Motion to set the Maximum mill levy for the Self-Supporting Municipal Improvement District at: 12.500 mills

Mr. Bach said the next item on our agenda is the discussion on the Maximum Mill Levy and a request to set the Maximum Mill Levy which was published and noted that we would make a decision on this tonight. You have in your packet tonight—the slide up here shows the 2016 mill levy set out. We're talking about the City of Kansas City, Kansas, for Wyandotte County and then the Self-Supporting Municipal Improvement District is also part of this discussion because that district is impacted by this. My Administrators Proposed Mill Levy showed a reduction for

the City of Kansas City, Kansas; however, at this time I'm recommending that we move forward and adopt a Maximum Mill Levy that is at our current mill rate which is the 43.875, keep Wyandotte County at 38.8 and then the SSMID at 12.5. That gives you maximum flexibility as you're moving forward through the course of the month. You can always lower it but you can't raise it from this point so we can go back if you want to lower it to where I propose or we want to lower it more so, that's available to do so but you can set it and then we can be done with this issue and move forward. **Mayor Holland** said this is a State Law requirement that we do set our Maximum Mill Levy in advance of the adoption of the budget.

Debbie Jonscher, Asst. Finance Director, said I just want to remind everyone there are three components to each motion that gets made. Doug touched on it a little bit. Setting the date of the public hearing is one, setting the Maximum Mill Rate as well as setting the maximum level of expenditures and those are shown in the document—I did include a packet that does have the pages that will be published for Kansas City, Kansas, Wyandotte County and for the SSMID and I did just want to note that on those publications it does note the date which is July 25th at 5:00 p.m. and it's going to be held in the Commission Chambers. It also does show the level of expenditures for each fund within the City and the County as well as the Ad Valorem Tax requirement for those expenditures and the tax rate as it's recommended for adoption. Action taken tonight would be published on Thursday, July 15th in the *Wyandotte County Echo* and that does conform to the ten day notice requirement setting the date and location of the public hearing.

Mayor Holland asked how many motions will we need. **Ms. Jonscher** said we will need three motions; one for Kansas City, Kansas, Wyandotte County, and the Self-Supporting Improvement District. **Mayor Holland** said those motions will include the date of the public hearing for each as well, is that correct? **Ms. Jonscher** said that's correct.

Action: Commissioner Kane made a motion, seconded by Commissioner McKiernan, to set the Maximum Mill Levy for Kansas City, Kansas at 43.875 mills.

Commissioner Walker said you know I realize that we're just setting this and we can come down. I hope that the public that watches this understands that, but I will tell you that I am personally disappointed that we don't set the Maximum Mill Levy lower if for no other reason than it guarantees to the people that we're going to make every effort to reduce taxes. I didn't say anything when the Chief was here with his new proposal. I was not against the proposal at the time it came up. He was very persuasive in convincing me that we could not afford it and was unnecessary and now here we are tonight after a catastrophic event taking action that really the catalyst for what has occurred over this week is not something new. It has happened and has been happening for a number of years and I understand the frustration in certain parts of our community with the killing of people. I'm going to be very clear here tonight with all of my colleagues. A one mill levy reduction which was apparently what was proposed before tonight is not acceptable to me and I will not support that and I may be the only no vote on the budget if that's what it ends up but I am convinced, maybe because I've been around this building too long, maybe because I was here when none of you were here; you didn't make the commitments but your predecessors in government made commitments to the taxpayers of this community that when this money came in from Village West their payoff was going to be reduce taxes. I can spend every dime of this \$12M and every one of you can and probably in your own mind has already done so and so be advised I am not supporting holding the mill levy concept no matter what. I understand the Topeka thing, I understand Tax Lid, I know what we're doing, but if we don't put ropes on ourselves and people in the future we're never going to reduce these taxes in this town. Having ranted and given my little speech I'll leave it at that but we should be reducing our Maximum Mill Levy tonight and to moving it even further on down the road.

Roll call was taken on the motion and there were nine "Ayes," Townsend, McKiernan, Murguia, Johnson, Kane, Markley, Walters, Philbrook, Bynum; and one "No," Walker.

Action: Commissioner Kane made a motion, seconded by Commissioner Philbrook, to set the Maximum Mill Levy for Wyandotte County at 38.813 mills. Roll call was taken on the motion and there were nine "Ayes," Townsend, McKiernan, Murguia, Johnson, Kane, Markley, Walters, Philbrook, Bynum; and one "No," Walker.

Action: Commissioner Kane made a motion, seconded by Commissioner Johnson, to set the Maximum Mill Levy for the Self-Supporting Municipal Improvement District at 12.500 mills. Roll call was taken on the motion and there were ten “Ayes,” Townsend, McKiernan, Murguia, Johnson, Kane, Markley, Walters, Philbrook, Bynum, Walker.



Mr. Bach said the next item on our agenda tonight is the topics for future budget workshops which you have already gone through and given a list of additional items. This list includes those that have already been submitted or some that we are considering. In previous years we have always reached out to the elected officials to ask them if they wanted to come over. In this years’ budget I don’t know that I have a specific need but I have made that available to them—some of the comments back, not a specific need to come forward, but if you would like them to come they certainly would come over. If there is a specific request of any of the elected officials to come forward, let us know or maybe we would want to discuss it tonight. **Mayor Holland** said I want to point out that Commissioner Johnson submitted a request this morning and so I need to get that to as well and we will add that to this list. **Commissioner Johnson** said I think that’s the same as the JFK discussion.

Mr. Bach said on the appointed officials we do have the \$1.3M Election Project that is coming forward. I know the Election Commissioner came last year, talked about his up and coming project needs. He has talked about it and that may be an area you have more interest in. If you want him to come forward, I have not reached out to Mr. Newby yet, but I certainly can do so if we have an interest in him coming over. I know he has talked about the project previously but if we want it for the budget process, we can do that as well.

Commissioner Murguia said sorry, I have a special request; just to let you all know I will not be here on the 25th and 28th. Every year I go to the National Council of La Raza Conference that they have and unfortunately it always falls the last week in July and so the 25th and 28th I won't be here and I've asked for two items to be placed on the agenda and actually neither of those require a lot of discussion so I don't know if this is okay or not but I would be glad to tell you what I want with both of those things, to run it by all of you and then I don't even know—if people think it needs further discussion, that can be up to them. I don't think it's anything earth shattering. As long as there is no law against saying what my issues are with those two then you don't have to worry about those two items and I won't have to worry about being out-of-town when they're on the agenda. **Mayor Holland** said I think we will plan for the 18th or the 21st. We can certainly plan on that. **Commissioner Murguia** said that's fine.

Mr. Bach said I think we've captured several items that were coming in through today and we have to add to that list the Drug & Alcohol, specifically pages 46 and 47 for revenues and expenditures and by fund, Health Care rates, Courthouse Security was another one and I'm not sure if that was a topic or more of just how that could be added in. **Commissioner Kane** said we need to add it in. **Mayor Holland** said I think one of the places we could add it in; we're doing major Capital Expenditures at the Court right now with the Juvenile Court and with some upgrades to the jail. We might be able to look at that as a part of that project if there is a significant cost since we're bonding that project.

Commissioner Bynum said I had brought forward an idea that I think would fit in with the work of the SOAR group and that was to utilize a small portion of potentially monies that we make as a result of a tax sale and allocate it to home repairs for older adults, lower income older adults, or

disabled individuals that have situations in their homes that fall outside of the confines of allowed CDBG use and I think it fits in with the blight reduction project that this team is going to bring forward and work on. I would like to add it to the discussion at some point in this budget.

Commissioner McKiernan said there was one thing that I had thought that I had started the process to get it considered this year and that was you and I talked about increasing transit services especially as it relates to getting people to and from employment. Whether or not we have any capacity to do anything about that in this budget, which we may not have, I think it might be a helpful discussion to start now to frame what could be action in the future.

Commissioner Walters said I think it would be helpful, sort of following up on Commissioner Walker's comments, to have a discussion specifically on tax reduction. Based on the information we have here and based on the information from the Consolidated Financial Report we have booked millions of dollars into our General Fund in the year of 2015 and I'm picking up from your comments that you think 2016 will be similarly successful, I guess, in adding to our General Fund Balances. I think it would be a good discussion to have kind of an overview of where you think we are financially and whether we could consider tax reduction.

Commissioner Walker said I obviously agree with that, Doug, because you know we live and die by surveys and the number one item on every survey I've ever seen is tax reduction so the idea of the concept of tax reduction, not where we do it at, not whose ox gets gored, but the idea that we're going to do tax reductions is a significant issue in this community and it is a significant issue everywhere. **Mayor Holland** said I think it would behoove us to lead off with that next Monday night on the 18th for our first one because I think coming to a consensus on how much we're going to reduce taxes over what timeframe. If we establish that first then it will shape the rest of our conversations. If we wait until the last meeting to talk about tax reduction after we've come up with a lot of other good ideas to spend money on, it might not work as well so I would recommend that our first conversation next week when we do our next budget session is to address the tax issue and then we can work on coming to a consensus or as close of a consensus that we can.

Commissioner Townsend said I would just like to ask that we do as we did last year now that we have a list of suggestions to publish as early as possible the dates on which these topics are going to be up so we can give our constituents a heads up and give them the opportunity to attend, particularly focus on these issues as we did last and so I would appreciate that. **Mayor Holland** said we will work to calendar these early this week so we can get it out this week so that folks will have time over the weekend, end of the week and over the weekend so they can start planning to attend next Monday. That's an excellent point.

Executive Session:

Commissioner Bynum made a motion to go into executive session until 8:22 p.m. to discuss confidential matters related to pending litigation under the attorney/client privilege, which is an exception to the Kansas Open Meetings Act; and that staff designated by the County Administrator be present to participate in the discussion.

Mayor Holland said can I just ask a friendly amendment that we make it 8:30 p.m. so we have the seven minutes to walk up and maybe take a break on the way. **Commissioner Bynum** said until 8:30 p.m. absolutely. **Commissioner Markley seconded the motion. Motion carried.**

Ken Moore, Chief Legal Counsel, said, Mayor, can we get also put on the record that if there is no further business to conduct that the Commission will adjourn at 8:30 p.m. If not, they will reconvene here at 8:30 p.m. **Mayor Holland** said that's right. We will adjourn from upstairs at 8:30 p.m. If we need to continue, we will come back down to this room to reconvene.

Mayor Holland adjourned the Special Session at 7:50 p.m.

Present for the Executive Session: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Murguia, Commissioner Third 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. **Staff present:** Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel, Maureen Mahoney, Asst. to Mayor/Chief of Staff; and Ryan Denk.

**MAYOR HOLLAND ADJOURNED THE
EXECUTIVE SESSION AT 8:28 p.m.**

dt

Bridgette D. Cobbins
Unified Government Clerk

July 11, 2016