

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

SPECIAL SESSION, SATURDAY, NOVEMBER 5, 2016

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Saturday, November 5, 2016, with nine members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Johnson, Commissioner Fourth District (left the meeting at 1:20 p.m.); Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Holland, Mayor/CEO, presiding. Murguia, Commissioner Third District; and Kane, Commissioner Fifth District; were absent. The following officials were also in attendance: Doug Bach, County Administrator; Gordon Criswell, Joe Connor and Melissa Mundt, Asst. County Administrators; Bridgette Cobbins, Unified Government Clerk; Ken Moore, Chief Legal Counsel; Alan Howze, Chief Knowledge Officer; Jeff Fisher, Public Works Director; Kathleen VonAchen, Chief Financial Officer; Debbie Jonscher, Assistant Finance Director; Emerick Cross, Commission Liaison; Maureen Mahoney, Assistant to the Mayor/Chief of Staff; Reginal Lindsey, Budget Manager; Mike Taylor, Public Relations Director; Rocki Mayes, Executive Assistant to County Administrator; and Officer Rausch, Sergeant-at-Arms.

MAYOR HOLLAND called the meeting to order.

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

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Saturday, November 5, 2016, at 8:00 a.m. in the 5th floor conference room of the Municipal Office Building for Strategic Planning Session.

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 for all of you tuning in at home we do two annual retreats. We try to do a spring retreat to really focus on the budget and we try to do the fall retreat really focused on the bigger picture, the 30,000 ft. view of the city and our overall goals and strategies. If a topic comes up today that we really need to get into that's real specific, what we will try to do is get that information down and schedule it for a Special Session so we can stay focused really on the bigger picture. If there is a bigger picture that we need to do today, that's what this whole day is reserved for. Again, if you have a topic that comes up during the course of our conversation, staff will take it down and we will make sure we get it on a Special Session at 5:00 p.m. so we can drill into it. This is good to get ideas out and we will just try to differentiate where it's best to get it done.

I am pleased that everyone made time for this today. Ms. Shockey is going to be leading the meeting and not me and so if you want to talk, ask her. I will just be a participant in the discussion.

Doug Bach, County Administrator, said I will introduce Ms. Shockey who is our consultant who is here with us today who is going to lead us through the process and I will just turn it over to her.

Sheila Shockey, Shockey Consulting Services, said thank you for having us here today and for spending your Saturday with us. I know that Saturday's are precious so we appreciate you spending this time today. Along with my coworker, Lauren Garrott, we're going to be your facilitators today. A facilitator basically just makes sure that we get the issues out on the table that need to be discussed and that everybody gets a chance to participate. I think this is going to be a little bit different. We would like to try to make it so that you're not dealing with those day-to-day kinds of agenda items or you spend so much time responding to citizens' inquiries and trying to help them. We want you to think a little bit more long-term and strategic. Strategic to us really means what are things that we should be doing and what are things we should not be

doing and so kind of keeping that in mind today that we need to put our precious resources toward priority areas and we're going to try to identify those today.

Also, we appreciate that you all filled out a questionnaire ahead of time and that probably cut about four hours of time today so that was very good that you did that because I think we're going to be able to jump ahead a little bit to the particular issues that everyone is interested in and dig a little bit deeper into that as well.

The results of that questionnaire are included in your agenda packet and I kind of just want to talk to you a little bit about what is in your agenda packet. We have a pretty detailed schedule and we have some timeframes that we're going to try to keep to here. We may not make all those but I guarantee you we're going to be out by the 2:00 p.m. timeframe and that's what we're really trying to go for.

Also, in here are just some terminology; the differences between vision, values, mission and goals. Your responsibility today is to really look into the current Vision Statement.



We're going to decide if that's still relevant for a 20-year timeframe. We're looking at a 20-year timeframe for vision and you want to look that far for vision because you want to plan that far ahead for where you're trying to go. Then Value Statements are really how your organization operates. What are the principles behind that? The Mission Statement we're going to work on that a little bit with the staff and then bring that back to you for further consideration at a future time. We're going to have some Goal Statements today and some measures of those goals just kind of general types of measures that we could potentially use to see if you're making progress

toward those 5-year goals in that 20-year vision. That's what we're going to try to accomplish today.

Also in your packet is a list of trends. These are just from research and involvement in city government over the past, I don't know, I think 26 years. My background is in city management, I still belong to ICMA, American Public Work's Association and other agencies and so we took a little time to kind of look at what are some of the major trends and turns of global trends and things that are happening in the US that would potentially impact you in the next 20 years. Not necessarily all of these, but we can group them into five different categories. We did send this out by email so you can click on it and there are some articles that are attached too that if you are interested in kind of learning a little bit more about those items. For example, some of them—just one of the more out there ones is kind of transportation, how technology is changing transportation and making it more of a commodity, making it more valuable to local governments which has been kind of interesting to read about. The increase in population, more urbanization, you're probably going to have more people move to your community over a longer period of time just because folks are moving out of rural areas and that is going to continue to accelerate. Then urbanization and aging population, we're all getting older and that requires different needs. Then kind of the connection between housing, health and equity, social equity; those types of issues and so just kind of be thinking about those types of things. You may have certain things on your agenda that you're dealing with right now in the current but kind of thinking about some of those trends that are happening and things that could impact you in the future.

I don't know that I'm the expert here because I remember telling someone I didn't think the internet was going anywhere back in '89 so I don't know if I've really learned anything from that.

With that what we would like to do is to have each one of you just go around and tell us just in a few words or sentences kind of an issue you have that you think you would like to try to resolve in your term, just one issue. If there weren't any obstacles to that what would be the one issue and so if I think about my term as a mom I have a senior and I just really want him to graduate by the end of the year. That's what I'm focused on right now. We will go around the room and we will start with Brian.

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Commissioner McKiernan said if I could make headway, measureable progress in one area it would be to reduce blight in all the neighborhoods not only in my district but our entire city and county.

Commissioner Johnson said I'll build off of that to develop a successful model for economic development in the urban core.

Commissioner Markley said blight. It's all about blight. Blight times two.

Commissioner Walker said those are also important to me. I will tell you that I'm unhappy with our approach to tax abatement. Essentially the idea that no one should come to this community and from day one not make a contribution financially to the overall good of the community. I would like to see this scorecard on tax abatement.

Mayor Holland said I will probably say just to have a healthy thriving community because I think having a healthy community ties into the economic development ties into the blight reduction and it ties into a lot of the things and it's about quality of life for people. I think that's measured by how healthy people are. I don't know, that's a four-year goal. **Ms. Shockey** said if there weren't any obstacles. **Mayor Holland** said let's say a healthier community.

Commissioner Townsend said I want to say something about blight, economic development, but kind of an umbrella. If there would be one thing, and this would lead to I think progress in those areas, would be to change the perception of who and what my district is about because I think a lot of the impediments that I've seen and heard about stem from perception. Why people won't come to develop, why things are rundown so that would be something I would like to try to continue to work on, perception and what's incorrect about it.

Commissioner Bynum said redevelopment, revitalization in older areas but countywide.

Commissioner Philbrook said very active workforce so we can actually get people here to pay the taxes to do all these things so we need a very viable workforce and to do that we have to have a very viable pipeline to supply those people.

Commissioner Walters said I'm going to say I would like to increase the opportunity for jobs for Wyandotte County specific residents as opposed to non-Wyandotte County residents.

Ms. Shockey said with that we're going to take those issues and we've kind of taken this wall over here and you can see that we have several building blocks. There are five building blocks that are kind of typical in any community and the orange sheets are the ones that you responded to either when we talked with you on the phone or during your questionnaire and so you can kind of start to see some of those issues that are out there. During the break before we go to this I'll stick some of these issues up here too so we have kind of a comprehensive list of various issues that need to be dealt with. You can kind of see how a lot of these are interconnected and that's going to be important I think as we talk through strategy later on today.

With that I'm going to hand it over to Lauren and she is going to go through some ground rules.

Lauren Garrott, Shockey Consulting Services, said like Sheila said we have ground rules. They are posted over here to the right. I'll read them—to my right and your left, I'll read them if you can't see them. These ground rules just help us have a smooth day and everything works out perfectly.

The first one, we strive to keep everybody on time so when we have breaks let's be respectful of that. Get back so we can get you guys out on time.

The next is everyone participates so everybody needs to be heard and that's what you came for so jump in, be present, be here.

The next one, no distractions and that would be small side talks that's a little distracting, also keep your phone on silent. If you have to take a phone call, you can step outside to take it.

Listen. This is listening for understanding; don't just listen to reply to what someone is saying. Let them get their full thought out so we can capture everything. I will be writing things down and let me know if I don't hear you right and I can change what I'm writing.

Speak your mind. Once again don't hold back. We want to hear from you. I don't want to mix stuff up so I want to capture what you're saying.

Next one, this is important. It's okay to disagree. You can disagree but don't be disagreeable. Don't start arguments. I understand you might not agree with what someone is saying but let them get their side out.

Last and not least, enjoy yourself. Have a good time. That's what we're here for.

Next I will go through consensus and that's what we will be working with for our framework today. Here is the definition of consensus. "I have had the opportunity to express my views fully and they have been considered by the group even though the solution may not be my first pick, I believe it will work and I will support it." That's inside of this meeting and outside of this meeting and basically I can live with that. That's what consensus means.

Last, we have a parking lot that I'll post in the back and on that you can write any issues that what we're doing today is the vision, value statement, goals and some outcomes. If you have any other topics that don't relate to that, I'll ask you to put it on the parking lot and we can address that at another time.

Ms. Shockey said how about the ground rules, is there anything else we should add there and of course these are kind of how you operate normally anyway so are there any other ones that you can think of that you would want to add to that? **Ms. Garrott** asked so is everybody in agreement with the ground rules, a show of hands. Perfect, we appreciate it.

Ms. Shockey said the next part is just kind of a session aspiration. We want to make sure that everybody is really onboard with what we're trying to accomplish today and we want to make sure that we understand if you're comfortable with what we're trying to accomplish today, so the 20-year Vision, the 5-year Goals. Do you think five years is the right timeframe and then the other item would be some sort of a target or what you're working towards so you could actually measure that and it would go into the budget process. Does that sound good, is everyone onboard with that?

We asked on our questionnaire some strengths, weaknesses, opportunities and threats of the Unified Government in your community and we got some great responses from everyone and we put together a slide show.

We had some great responses to that and I think some really good thought went into what those strengths, opportunities, weaknesses and threats are.

Strength and a weakness are usually internally to your community and an opportunity and a challenge may be something that's kind of happening that's external to your community. We categorized these by community and by organization and we want to kind of talk through those to see if we've captured all that and if not, we will add to that list of strengths.



What we heard from you in terms of strengths in the community; Village West and the Legends area is a strength. There are small areas of economic growth and development throughout the community; GM, Kaw Point, KU Med, Argentine Walmart, etc. were a lot of places that people felt like we're starting to revitalize and be more of an economic engine for you. Then pockets of new residential and commercial construction are happening in your community so that's a strong thing to build on.

In terms of the organization; staff, they gave you a shout out and said good staff, good governing body, another person said that we have some new leaders with some fresh ideas. They like to see that and then the SOAR Program, I think is kind of your blight program and there was a lot of positive comments about those.

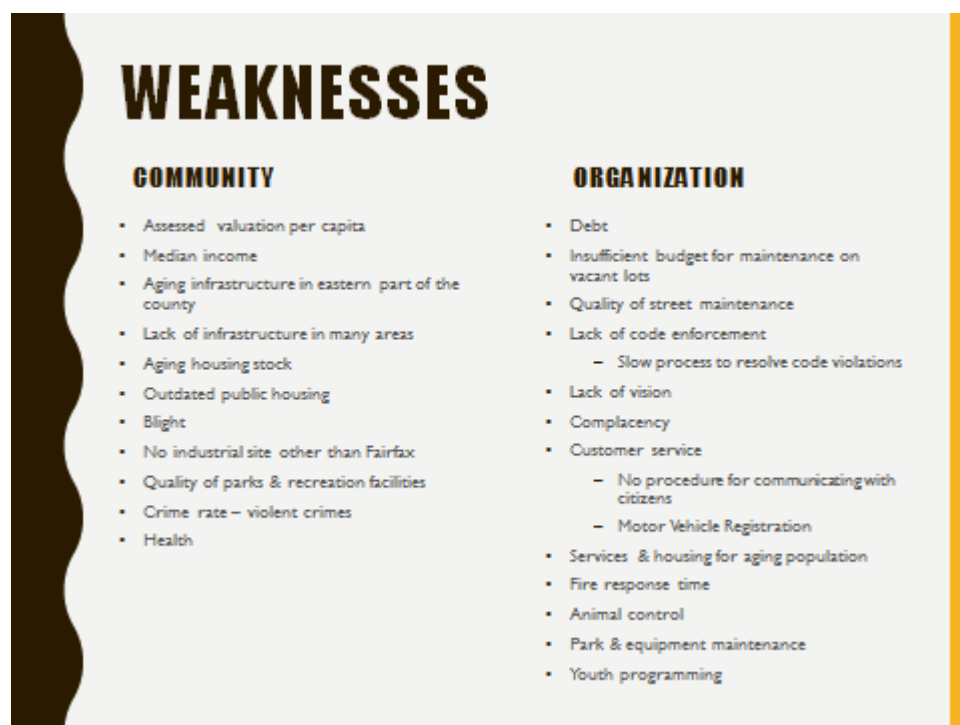
In terms of community strengths, is there anything we're missing here that you think we should add? **Commissioner Philbrook** said neighborhoods. **Ms. Shockey** said you have a great neighborhood program. We work in a lot of different communities and I would agree that's the way to connect to people here, it's awesome.

Mayor Holland said I was also thinking diversity of our community is our greatest strength. **Ms. Shockey** said okay diversity. **Mayor Holland** said not just ethnic and culture, but socioeconomic also.

Commissioner Johnson said I would say public safety.

Ms. Shockey said how about organization? Are there other strengths in your organization that you either as elected officials or staff together, are there any other kind of specific strengths that you can think of there? **Commissioner Philbrook** said it kind of goes along with the new leaders with fresh ideas. It's nice to see that we're trying new and different things to actually reach out into the community and to accomplish what we're after in our goals instead of doing it the same old way and bringing in new IT into our organization trying to work through the whole so everybody is in communication. We're still working on that. **Ms. Shockey** said technology is hard to keep up with.

Commissioner Bynum said I might add technology is helping us to continue to be more transparent. **Ms. Shockey** said transparency through technology. **Mayor Holland** said no. I would say we start in our organization with a baseline of professionalism and confidence that I think we take for granted. I think that creates a baseline for improving things but I think there is a baseline of professionalism, competence, integrity in the organization that without which you can't do anything new.



Ms. Shockey said let's go to some weaknesses. In terms of the community a couple of economic ones, the assessed valuation per capita, the median income, and then infrastructure. Aging infrastructure in the eastern part of the county, lack of infrastructure in many areas, someone said specifically curb and gutters kind of in the central part of the county, aging housing stock, outdated public housing. Public housing is really changing and some of your facilities are older; blight, one person indicated there is no real other industrial sites or complexes other than the Fairfax area, the citizen survey and other commissioners agreed that some of the quality of the parks and recreation facilities could be improved. The crime rate, you've had I think a rise in violent crime, is that right, and so it goes up and down. **Mayor Holland** said well it's a 40-year decline, but an uptick this last year. **Ms. Shockey** said so there were some concerns about that and, as Gayle said, kind of the perception of personal safety and that sort of thing can really be a difficulty and then community health, health of individuals, kind of a healthy community. I think I read you're at the lower end of Kansas health index. Those are definitely areas that there was interest in trying to work through and put emphasis in.

In terms of the organization and services; again, one person felt like debt, that your debt was getting kind of high and didn't want to have that burden for future generations. Insufficient budget for maintenance of vacant lots and quality of street maintenance, code enforcement which kind of goes with the blight. One person in particular put slow process to resolve code violations. I can tell you that every single community I've ever worked for, that's exactly the same issue, so it would be great to figure out how code enforcement could be fixed in all communities. Lack of vision, sometimes being complacent, the community survey talked about customer service that people wanted to have a little bit better customer service. They focused particularly in Motor Vehicle. One of the respondents of the commissioners here said that's a place everybody has to go to. You're going to provide that service to everyone at one time or another and that would be a great place to kind of start with your customer service improvement. No real formal procedure for communicating with citizens. Maybe you're increasing your technology use to kind of create that transparency but also how do you communicate back to a citizen and make sure that you have a formal process for that. We talked earlier about a population here and elsewhere aging and how do you accommodate that. The citizen survey said that services for the aging population and the area aging issues were an issue. Fire response time was another one that was indicated. Animal Control also and every other in the universe animal control is always a big issue. Parks equipment maintenance was an issue and then youth programming.

Those were the ones that were listed either on the questionnaire or through conversations that we've had with individual commissioners.

Anything else you can think of on that in terms of weaknesses we need to think about before we plan our strategy and our goals. Sometimes I think it's easier to put weaknesses down so people tend to have a longer list there.

Commissioners Walters said I would say the lack of vision on the organization I think that could also be in the community. I think kind of like what Gayle was talking about, the image other people have of us and the image we have of our own community I think could be evaluated.



What are the opportunities that we have, a good list of that as well, again from the commissioner conversations and the survey that we did, expanding retail and commercial development at Village West. Someone kind of went into detail about the idea of saving and rehabilitating abandoned houses and commercial buildings. Seeing that as an opportunity to do that I guess you're seeing yourselves and others (inaudible due to laughing). Economic and residential development at Rosedale near KU was seen as another opportunity and then you had some efforts that you're making currently for designing for adults to age in place and so kind of keeping your population here and making sure that you're housing and the way that your health environment is to help people stay in Wyandotte County throughout all life cycle and seeing that as an opportunity. Someone else put a new jail kind of creating some operational efficiencies and that was an opportunity having that new facility to save on resources.

Mayor Holland said I would say another opportunity is we've done a number of studies that KU, I mean the KU/Rosedale is listed up there and we're looking at a northeast study that we're going to start next year to be funded. We've finished the K-32 study and so I think the opportunities we have a lot of studies, planning area studies, but also internally we've done studies for each of our Public Safety and the Jail Study was one. The Fire Study and Police

Study we haven't seen yet. All three of those offer us huge opportunities for efficiencies, operational efficiencies and cost savings, tax reduction that I think are important.

Commissioner Philbrook said I think we have a lot of opportunities along all of our major east-west corridors with K-32 just being finished and getting some fresh ideas on what to do with that. State Avenue is starting to pop more, Parallel, you know and then of course redoing the most northern corridor is Leavenworth Road and we will have a lot of opportunity with that to kind of recreate little pockets of development. There are a lot of different personalities along that old corridor that I think we can emphasize and build on. **Ms. Shockey** said the east-west corridors and in particular the Leavenworth Road northern corridor.

Commissioner Markley said with regard to the Village West comment, I think obviously Village West is a huge strength for us but I think the real opportunity there and one that we have been talking about for a long time, and maybe not done very well at capitalizing on it. The opportunity is to use that development and the income from it to benefit parts of the county that are not appropriate for that kind of development and we're not going to plop Cabela's down the middle of a residential neighborhood but we can use the income from Village West to benefit those in residential areas. We talk about that a lot. We've been talking about how we're using those funds, but I still don't know that people on the ground are really feeling that the money from Village West is going to pay. That's the real opportunity.

Ms. Shockey said I think, Hal, you brought up earlier the tax abatement policy kind of trying to see a different way to go about doing that and maybe trying to shift some resources towards others. Is that kind of what—**Commissioner Walker** said it's larger than that. It's the general terminology with incentives. CID, TDDs, these various things that we give. We cannot continue to receive nothing for 10 years because I'm living now. Ten years from now I may not be here and the idea that some of these businesses come in here and no obligation to continue this operation beyond the tax abatement for a period of time. There's poacher's and maybe we're poacher's in the sense we're pulling businesses from somewhere else, they're getting these incentives and 10 years or 20 years down the road when the benefits run out and they have to start paying the freight, they pick up there business and move. **Ms. Shockey** said maybe the

opportunity is since you have things kind of on a roll out in Village West maybe you can adjust your tax abatement process. **Commissioner Walker** said I don't know all the story of why Kansas City, Missouri eliminated the idea of 100% tax abatement and I don't know if that's the right answer for us. But, the idea that you come to our community, you use it for 10 years; as Jim pointed out, there is no guarantees in these deals that we've done in Wyandotte County are going to be the ones that gets the jobs. There is no local income tax so the money that people make that don't live here go out and we get you know maybe they buy lunch once in a while or gas or stop at the grocery store or something. Maybe we've got the best policy we can come up with. I just think we have to take a fresh look at it. It doesn't work for me where a developer or a business comes in the community and has very little skin in the game and we give away all these benefits and we don't have them locked in to ever guarantee us they will ever pay us a dime.

Commissioner Johnson said a couple things. One, I do think there is an opportunity for a strategic residential construction in the eastern portion of Wyandotte County. This has already been done and I would say to expand that. I think the opportunity is upon us now. The second thing I think there is an opportunity for is workforce development training so we know that we do have jobs in Wyandotte County. At least what we're being told is many of our residents don't have the specific training to have those jobs but then I think beyond that, not just train to get the job but the opportunity to do training in development in terms of how to continue to keep a job.

Commissioner McKiernan said so kind of playing off what Hal had said, I think it's a long distance opportunity but it's an opportunity to maybe have a deeper, richer conversation with all of the municipalities and communities around us regarding the idea of poaching because if all communities agree not to give the highest level of incentive, then all communities can benefit from not periodically losing a business who is simply seeking the next best opportunity for a tax break. If there is an opportunity that we could have a discussion and maybe as a full metro area, I know it's a stretch, but maybe set some ground rules that would ultimately benefit all of us as these businesses stay beyond their abatement period and contribute to the communities that they have come into.

Mayor Holland said I have been on the Border War Taskforce that the governor put together for this very purpose and I think what I would like to do is have—it's been a while since we've updated or reviewed our—the economic development group has an abatement process. I think we need to deep dive into that and really talk about what our abatement strategy is, how it compares to other communities and update that conversation because it is a hot button issue right now that we need to be thoughtful about.

Commissioner Walters said if we do that I would really like to add a concept to the discussion for local employment as an incentive or as a component of the incentive. I know I've been told oh that's really difficult to do but it may be difficult—**Mayor Holland** said it's in there but we could strengthen that. It's not a strong component. **Commissioner Walters** said but its local contractor. **Mayor Holland** said no, we have residency that's an option they can chose but it is not required. **Commissioner Walters** said okay, I would like to refresh that. **Commissioner Johnson** said I would second that motion.

Commissioner Bynum said I would like to maybe add another parking lot item that I think kind of goes a little bit along with what's being said right now and that is I see an opportunity for the Unified Government to be a leader in convening all of our Wyandotte County elected bodies into one large conversation or strategic planning session; BPU, every school district, KCKCC, Unified Government at the same table talking about where our goals are similar and where they might be different. For example, Workforce Development obviously requires an extremely strong partnership with all of our school districts and our community college so I see an opportunity for us to convene everyone involved in policymaking at the table. **Commissioner Walker** asked Bonner and Edwardsville. **Mayor Holland** said yes. **Commissioner Bynum** said every municipality, every school, community college, us and the Board of Public Utilities.

Commissioner Johnson said I would add to this economic development policy as we're talking about getting together our development agreements how do we leverage the investments that happen out west specifically to make sure there is a portion that is utilized on the eastern portion of town. If there is a \$30M investment out west or particularly out at the Legends, is there a way to strategically require that there will at least be a certain percentage that will be utilized to build

up some portion of our older urban community's. **Commissioner Bynum** said almost like an earmark.

Commissioner Philbrook said good idea Harold. I really like that. It's tough for us to go oh we're definite and that's the only thing we can spend it on. You know how we are. We want to fill the potholes and take care of the snow removal and stuff that eats away at that but you're right, if we don't strategically say that money is heading some way, somehow it doesn't get there. **Commissioner Johnson** said the notion at this particular time just be patient and it will eventually—I will say perhaps it is working its way down east but the persons on the eastern side are saying we've been waiting for a lifetime. I hear what Hal is saying and I tend to agree so we need to incentivize that somehow and I know that's easier said than done and that's why we're putting it on the board. **Commissioner Philbrook** said yes, but I'm glad you said it.

Commissioner McKiernan said I'm going to just play off of this. I think we have an opportunity to continue to do a better job of educating all of our citizens about how the development at Village West and western Wyandotte County has already benefitted those of us who live in the eastern end of the county. Not necessarily that there has been new built environment but that the taxes generated by all that new development have in fact kept us at a place where we have not had to raise taxes to pay additional. There has been a benefit but it has been fairly invisible and I think we have an opportunity to communicate better with our citizens about the benefits visible and invisible that is flowing to us from the developments that come in.

Commissioner Townsend said as I look at these, these are great and I'm getting a sense the focus is about economic basically and in some form or other which is great. The Mayor did mention that a lot of opportunities we're going to have as we review development plans and what was it? **Mayor Holland** said the plans for the northeast plan and the—**Commissioner Townsend** said and some others. For Public Safety we've had taskforce so when I thought about this it doesn't appear to be economically based but it is and one of the taskforce issues that the Mayor spearheaded was getting into the rights of our public service where we spend the vast majority of dollars in the budget to look more like the community that it serves. That's going to have economic impact, it will also increase the chances that our community continues to work

with each other; Public Safety and the citizens that it protects, and that we don't have the horrible incidents that occurred in other parts of the city starting a couple of years ago with the incident in Missouri with the young man being shot. That has a lot of repercussions so we have great opportunities with that and I for one want to continue to hone in on that and look at a report card for how we're doing each year with that.

Mayor Holland said I think we have a huge opportunity. I think one of the biggest opportunities we have is our downtown and downtown really the east of 635 but even specifically downtown from 18th Street east. Talk about a great location in the metro area is right in the heart of the metro area in-between the two airports near the job centers of Kansas City, Missouri, near our Fairfax job center, not far from KU job center, not far from the Amazon job center and that location is ideal. I think that vision of Strawberry Hill and Struggler's Hill and so that area becoming the next crossroads and doing a development in there—it's such a prime location for transit oriented development. It's a challenging area socioeconomically but it gives us a great opportunity and to do it without just generifying and pushing everybody out but to build quality affordable housing that people who live there can stay there and grow the population. I think the downtown is a huge opportunity where we need to really embrace.

Ms. Shockey said on that trend there is one that you can click on that has a case study about how when you generify an area how not to push out people and everybody still has a place. **Mayor Holland** said urban growth is outpacing suburban growth for the first time in the country in 30 years so it's a real opportunity and it's a trend that we just need to capitalize on.

Commissioner Walker said I agree with the Mayor that it is an opportunity. I look at the historical view to have a history of the downtown and it was the apex of retail shopping when I was a child at least probably in the 40's. There was no Johnson County. It was giant retail magnet and then the decline for whatever the reasons were, urban or white flight people, wanting to shop near where they lived in Johnson County and so forth. This idea—you know they've got the downtown as being an opportunity has been the vein of the Mayor's for a number of years before Mayor Holland. We had Joe McDowell and the history of Urban Renewal, that didn't help. We had Jack Reardon with the Bob Cotitta enterprise with the renaissance group that it

was going to be this mega office complex area and you can see some of those buildings are virtually empty or marginally used. There were efforts made with Marinovich to—you know the downtown hotel and the BPU were going to be the anchor of renaissance of new buildings. All I'm saying is those were best efforts. I'm not critical of those but we have to approach this differently than what we were doing in the past. I see residential, I see retail and residential that serve each other. I don't think we're going to be an office center, a big mega office downtown in KCK. I just don't see that happening. There is too much office space available so we need to examine our approach that is different than what has been tried by the best of intended Mayor's that really became an albatross in my opinion. **Ms. Shockey** said so maybe the time is now because of trends toward urban living and the different housing choices.

Mayor Holland said, Hal, I think you're exactly right. There have been some trends nationally—I think there are some national models where it's being done right and its mixed-use development. Its walkability, its transit-oriented development, it's not trying to recreate suburbia in an urban area. The KCADC just had their annual dinner last night and talked about the best of both worlds, suburban and urban, and Kansas City metro has that. They have urban areas, they have suburban areas and these unique neighborhoods that are these corky unique neighborhoods that people get to choose and they talked about choice perspective of offering opportunities for people for different life style choices whether you're young millennials or family-oriented or empty nesters. They really talked about empty nesters as a big market group that our city should be going after. There are a lot of different groups and I think this urban redevelopment opportunity—we have the best of both worlds in Wyandotte County. We even have some rural areas. We have suburban areas, we have urban and we need to build them to their best—we're maximizing our suburban development at Village West. We're winning that development. We need to win our urban developments as well and we're not and so I think that's a great opportunity.

Commissioner Johnson said I would say to build on this notion of one Wyandotte and one KCK; we all represent different districts and often times we get to a point where we're district specific and I get that. I am here to represent my district but I think we need to think about how we develop this city from the perspective that everybody has to feel like they're winning. We

know that out west but whether it's from an educational standpoint, not just educational, even visible. Everybody needs to get the sense that this is one Wyandotte, one KCK and I guarantee you if you go out into the streets and talk to the people in the neighborhoods they're probably going to tell you that is not the case. You can say we're a unified government but whether that translates to a unified community, a unified brotherhood, I think we're a little bit away from that. Just this notion of one KCK, one Wyandotte; I don't know what you call it. **Ms. Shockey** said that kind of speaks back to what Jim was saying, kind of a vision for your community and of yourselves and trying to be cohesive and having a good perception so you can draw more people to that.

Commissioner Philbrook said I'm going to dovetail on him, Harold, and that is I agree with you 200% because after living here longer than Hal Walker and being through a lot of these different transitions and everything that our city has gone through, I think we're in the best time ever right now because I believe that we've all learned off of these errors and the mistakes that have been made in the past. You know we went down the path, well obviously, now we have opportunity to create a whole bunch of new stuff, and sure we're going to make a mistake, but if we don't try something new, how are we going to know. The other part about the whole city being cohesive, I would say probably 85-95% of the time we actually do work very cohesively as a Commission. It only takes—you know how negativity can be, you find one little problem and people wants to build that problem up as we don't get along. Well if you look for trouble, you're going to find it. If that's where your vision is, is trouble, you're going to find it. If your vision is cohesiveness, then you allow everybody to have their own issues and then we work together to try to solve them and that's it.

Commissioner Johnson said I just want to push back on that. I'm going to say let's translate that beyond City Hall. We can translate that out on the street and into the neighborhoods and the reason why I say that is I'm a lifelong resident as well, not as long as some, but longer than some. I'm right in the middle somewhere. Been here all my life and I did not realize until I came to City Hall how many people in Wyandotte County that I did not know, how many pockets there are that did not know me. I have been traveling from east to west from north to south all my life and I'm now realizing there are so many different, I don't want to call them

factions but pockets in our town and we're only 170,000—**Mayor Holland** said 155,000. **Commissioner Johnson** said we're not a big city and it's amazing to me how there are so many I would say competing factions throughout our wonderful city and how do we link those together in this integrate web. It's kind of utopian in concepts but how do we link those together in this cohesive web so that we realize that we're all in this thing together. **Mayor Holland** said I think that you speak to, and it's true of all of us, personally I think it's true of our community, our greatest strengths are our greatest weakness. Our greatest strength is the diversity of our community. The greatest weakness is the stratification of our community by virtue of our diversity sometimes. I don't think it's just socioeconomic but there's neighborhoods, there's community's, there's groups that have different identities and that's a great strength to have that all within one city and it can be very challenging as well if you put it all together for a common vision.

Commissioner Philbrook said, for instance, we all have these streets that have the old style street that doesn't have any kind of curb or whatever and we got our kids walking down those streets to school and parents are going my child is going to be snatched before they ever make it to school. Those are all things that a lot of us are dealing with and when one group sees that everybody else got curbs and sidewalks, and then they hurt because they didn't get the curbs and sidewalks and it's hard not to feel that pain. That's where it's difficult for us is to try to make those decisions but then also to relate it to them that we're doing the best we can with what we have to work with. I would love for them to come down and be involved in these issues and help us out with them. **Ms. Shockey** said Melissa had suggested convening some of the major players in Wyandotte County in some sort of planning session. That would maybe get at what you're talking about here, but maybe more of a broader neighborhood by neighborhood to get people to understand what your strategy is so they don't feel like I pay and I'm not getting curb and gutters or I'm not getting this and they can see the bigger picture.



Ms. Shockey said one of the challenges listed, and this was also on the Citizen Survey as well, high property tax, some sort of property tax relief, shifting resources to priority areas is going to be a challenge and just basically what Jane just talked about; I don't get my curbs and sidewalks and you're giving them to someone else, set a higher priority. Level of investment in repair/replacing built infrastructure. This is an issue every community deals with is the aging infrastructure. You have very old infrastructure in part of your community and then length of time properties are tax delinquent before resolution. That is also one that comes up a lot in other communities as well. Aging housing stock and decrease in rental units. **Commissioner McKiernan** said that should be increase in rental units. It's a two-part thing. It's increase in rental units with too many out-of-town owners. **Ms. Shockey** said so it's all together, got it. **Mayor Holland** said I would just say too many out-of-touch property owners because I found an absentee landlord is a state of mind, not a geographic landlord. **Ms. Shockey** said we've got blight. You guys have been talking about that and kind of the whole challenge; you know the process for stabilizing vacant homes and commercial buildings. That process is a long process and an intensive resource process as well.

Commissioner McKiernan said I will just clarify that first one for me is a three-part challenge. We have a low valuation per capita which drives a higher rate per capita compounded by a low income per capita. It's the intersection of those three I think that really is the big challenge for us to solve but there are opportunities both from a valuation perspective and an income perspective to attack it from two different—there are two different ways that we can get to lower the mill and, therefore, the payment per capita.

Commissioner Walker said every one of these issues seems to me to be related—I mean there are other causes for our revenue level, but we just have too much debt. We're like people who live on credit cards and every year we're paying a little bit on our credit cards and we're bringing them down but then something comes up and we have to issue debt again. If we had half the debt that we do now, that money could be used to address at least in part, not solve all of them, but certainly over a 10-year period make substantial inroads in it to me. We can't continue to live at the level of debt and every year we find, and I'm guilty too, because I come up with ideas that require debt. Everybody does I guess or I think they do, but we cannot continue to issue debt like we do. It's been a strategy of ours for so long I don't even remember when it started. Every year we would issue all these General Obligation Bonds and it looked like everything is going great and you can't live at 20 or 30% of your revenue, maybe that's overstated, maybe it's 15, I'm not sure what it is but whatever it is it's way too high. It diverts revenue that we should be diverting to build sidewalks and curbs if nothing else. **Ms. Shockey** said so you would rather see more cash payment of those. **Commissioner Walker** said I realize some of the things we do we just would not be able to do without issuing debt over an extended period of time.

Mayor Holland said I would like to see—that comes up a lot in our discussions and we talk about debt periodically and I think that's an ongoing conversation, a deep conversation about debt financing versus cash financing, because there is a philosophical issue about when and where you, and they balance between good debt and bad debt; interest rates on debt, I think we need to continue that conversation. It's a valuable policy philosophical issue about how you run your city. **Commissioner Walker** said I'm going to tell you I can remember, you probably get tired of my old stories, but the idea originated with the (inaudible due to coughing) concept which on the surface sounds really good that if I build a bridge and it cost me \$10M, the people that use

that bridge for the next 20 years should be the people that pay for it, not the people that are here now that may or may not continue to use it. That became sort of the underlying mantra of our whole debt financing program as I remember it. Let the people who use it pay for it so a bridge is going to last 30 or 40 years, the people finance it for 20 and those people ought to pay for it. **Mayor Holland** said generational equity. **Commissioner Walker** said generational equity. It shouldn't be all the old-timers that have already paid their debts and I get that but there is a point of which you stop issuing the debt because you just can't meet that and do all these other things you want to do. The same thing with your credit cards, I could run those credit cards really good but at some point I have to pay the piper.

Commissioner Johnson said I would agree with that and I would love to be a part of that dialogue, something that dictates to us cash versus debt every year, our strategy for that over a course of a period of time as well.

One thing I will also add as a challenge is, I'm trying to figure out a way to articulate this, viable means to combat violence in our community and not just as a kneejerk reaction but looking at means that we can put in place that will help us systemically, that's what systemic means combating violence. I know that ties to other issues. It ties to poverty, which ties to inequities of all natures, but viable means to combat violence in our community. I'll just plant it right there.

Commissioner Walters said I think one of our challenges is just a lack of prosperity in the county and that solves so many of these problems whether it be blight or affordable housing or Housing Authority or the number of rental units versus homeownership. A lot of that goes just to the fact that we need to increase—it would be great if we could increase prosperity across the board. **Mayor Holland** said you just took the words out of my mouth. I was going to say pervasive poverty I think is our greatest challenge and cyclical poverty and it does tie to everything because it ties into violence. People who have prosperous options tend not to choose to sell drugs; only people desperate tend to choose that lifestyle. There is a strong correlation between poverty and drug violence and joblessness, job creation, workforce development. The other challenge we have is we do great workforce development, we create these great jobs in our community and people take their first check and go live somewhere else because we don't have

affordable workforce housing. Our housing is affordable, another soundbite I use regularly, because it's deplorable and so we have housing that draws unemployed people to it so if you have a job you move somewhere else and then another unemployed person moves in. We need to take our residents and get them a job and help them stay in their home, stay in their neighborhood and create—neighborhoods reduce the blight, create sustainable neighborhoods with good quality housing that people want to move to. When you have entire neighborhoods at 95% rental with a constant turnover of people moving in and out—you go to our neighborhood groups, not all, but the majority of people that come to neighborhood groups tend to be homeowners. Then you have a ton of renters who come in and out of neighborhoods on a one, two or three year cycle who aren't invested, aren't taking care of it and you have these deadbeat absentee landlords who are extracting the wealth of our community into their own pocketbook and not reinvesting in our community. The pervasive and the cycle of it is challenging but I think that's our biggest challenge. Jim said it nicer, a lack of prosperity.

Commissioner Markley said we get credit for the fact that we very kindly address many of our challenges in the form of opportunities. I'm thinking about some of the things and I'm like we already kind of talked about that as an opportunity. I give us bonus points for considering all of our challenged opportunities.

VISION

- A vision states what you want to do in idealistic terms.
- It is future-oriented and creates a vivid mental picture of where you are headed.
- It should be an inspirational statement that energizes the community.
- It should be easy to remember and recite.

***Current
UG Vision Statement***

*Wyandotte County is
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*Our people enjoy a healthy
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*Wyandotte County is a place
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hard to leave.*

Ms. Shockey said the next is a visioning exercise and Lauren is going to tell you about that.

Ms. Garrett said now we're switching gears. We're going to think about the next 20 years and in 2036 what would the headline be so if newspapers exist, we're going to have you write down what the headline would be if it's a tweet or if twitter takes off write down a tweet and write down as many as you want. Sheila is passing out a sheet. You can write more than one and be creative.

Commissioner McKiernan said I will just say if you sit stuff on top of the boundary mics it will make a lot of noise. Don't sit stuff on top of the tabletop mics.

Ms. Garrett said we're going to start with Hal so tell us your headline.

Commissioner Walker said I've got eight of them. 1) Fifth straight year of double-digit population growth approaching the one-quarter million mark, it could be 300,000 by then. 2) First explosive nanotechnology to medical/surgical facility built in the United States built at KUMC. 3) Royals move to KCK an unprecedented cross state move, ballpark to be built

downtown. 4) Number one high school in nation according to the *New York Times* in KCK. 5) First Kansas governor elected from Wyandotte County. 6) Kansas goes democratic in presidential race. 7) Medical marijuana legalized in Kansas/Wyandotte County is the first county to exercise the option. 8) Drone reduces the number of police with newest technology for apprehending criminals.

Commissioner Philbrook and Commissioner Walters did theirs jointly on their headlines. **Commissioner Philbrook** said 1) Kansas City, Kansas voted best place to live in the USA because entrepreneurs, lack of homelessness, excellent education, cultural opportunities and economic opportunities.

Commissioner Bynum said 1) 200+ Class of 2036 students receive full ride scholarships to prestigious new Wyandotte County University. 2) WYCO population growth outpaces metro for tenth straight year. 3) Class of 2016 celebrates 20-year reunion at Wyandotte's Urban Entertainment and Convention Center. 4) Wyandotte's Riverfront Park on Kansas River at capacity developers announced. 5) Newest four park facilities booked for the year on January 2, 2036. 6) Local billionaires built Legacy Park in our arboretum in honor of their Wyandotte family and last but not least 7) Bynum scores 20th consecutive perfect game in bowling.

Commissioner Townsend said 1) Prayer and discipline put back in public schools. 2) Crime status dropped 25% in six months. 3) Achievement scores skyrocket. 4) Juniper Towers opens Magic Johnson Theatres in Sky Top Plaza space.

Commissioner Markley said 1) Village East celebrates 10-year anniversary. 2) WYCO tops Kansas health rankings for third straight year. 3) WYCO property values increase for the tenth straight year. 4) WYCO commissioners debate how to spend additional revenues. 5) Graduation rates at all KCK districts top national averages. 6) Amazon expands to second KCK campus. 7) Unemployment in WYCO remains at historic lows. 8) Mill levy reduction puts WYCO taxes below all metro competitors. 9) UG completes decade long infrastructure improvement plan with ribbon cutting on final sidewalk portion. 10) UG training neighboring county's on blight reduction strategies.

Commissioner Johnson said I have one run-on sentence. 1) KCK has become a national beacon of successful socioeconomic development in the urban core and now I'm going to put because the Royals have moved.

Mayor Holland said 1) WYCO tops 250K population growth of 3% over 20 years. 2) Leads metro in dynamic diversity and in sports 3) Calls to break up the Royals after six consecutive World Series victories.

Commissioners McKiernan said mine is short and it may seem like it's a duplicate but because of everything else that has gone on all the other headlines lead to this: 1) Wyandotte County ranks in the top 10 of most desirable places to live in the United States or the world.

Ms. Shockey said later today we will have you stand and hold that and we will take a picture. The next thing we're going to do, you have some dots located at your place and what we're going to do is go back to the back—we're going to try to kind of do this and a break at the same time so it gives you some time to take a break and to all go back and look at those.

Ms. Shockey said we have strengths, weaknesses, opportunities and challenges. What we would like to do is there are three green dots and we would like for you to put the green ones on the most important issues to talk about and to deal with in the next five years. The red dot is the most urgent thing to take action on. You can put them all on one if you want. You can put the green and the red on the same one. We don't have a lot of rules. We're kind of flexible on that but just basically place them next to the topic that's listed on the strengths, weaknesses, opportunities and challenges.

Do that and we're going to take a break and if you would come back at 10:10 a.m. that would be great. Break was from 9:50 a.m. to 10:10 a.m.

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Ms. Shockey said we're now going to the Vision Statement. I think it was five years ago and the Commission at that time came up with a Vision Statement and it's up here on the slide. "Wyandotte County is an urban community with a small town feel where people live in close knit, diverse, safe neighborhoods for life. Our people enjoy a healthy lifestyle, a variety of community amenities, and thriving employment opportunities. Wyandotte County is a place that is easy to stay in and hard to leave." That's what the Vision Statement was at the time. Through your headline exercise Lauren put together some words that kind of pulled out of your various vision statements that perhaps you would want to either edit this one or we can start from scratch. They are listed over here on the yellow sticky notes. I want to ask the group what's your preference. Do you want to start wordsmithing, do we like what's up here and wordsmith it or do you want to start from scratch? **Mayor Holland** said I want to start from scratch but there are nine of us here. **Ms. Shockey** asked what do you guys think. **Commissioner Walker** said I always thought the vision statement was way too long and so I would like to start from scratch. **Ms. Shockey** said okay, great, so a vision statement we're looking for something you want to do in idealistic terms. It needs to be future oriented and create a vivid mental picture of where you're headed.

Commissioner Philbrook asked should this vision statement be something that we could spout off in an elevator. **Ms. Shockey** said yes, your elevator speech. It could be that. It needs to be inspirational, energize the community, that sort of thing. It should be easy to remember and recite. **Commissioner Markley** said I like what this one said but it's just too—**Mayor Holland** said I want to say too I do want to do this work today because I think it's important.

Another thing that I want to work on that we've been talking about with next year's 20th anniversary of the unification of the government and I don't think there is anyone who would say we've not made at least some progress in the last 20 years. Some of us would say we've made terrific progress in the last 20 years. Obviously, we have more to do. We're going to celebrate next year the 20th anniversary and put together kind of a blue ribbon community team of how we celebrate that. The focus I don't want just on the last 20 years but on the next 20 years. One of the things that would be great is if we can do this today and give it to a marketing team that can shape a slogan or a visual or you know something catchy, I really would like to have a community statement or community image like "One Wyandotte" or "One KCK" or something like that. We go around the whole community and that becomes the catchphrase, the vision of our whole community that we can—our aspirational vision of our whole community. I think the work we do now could lead to even a shorter vision statement about who we are so I throw that out there.

Commissioner Johnson asked are we making a difference between a vision statement and a mission statement. **Ms. Shockey** said yes. A mission statement is your role as a government agency in achieving the vision. The vision is how you describe your community in vivid terms. If you close your eyes and think about Wyandotte County 20 years from now how would you describe it.

Commissioner Markley said I think the vision statement is a goal statement, not necessarily what we are today but we aspire to be. **Ms. Shockey** said and not as much about what you're doing but more about how you are.

Commissioner Townsend said the only thing as I hear what this is about—I liked it but, yes, it's a bit long but I think the last part of it, it capsulate even 20 years from now 25 years from now

what we still want to be able to say about it. That part I like. **Ms. Shockey** said I think I was with you guys when you did develop this if I remember right and I think the theme of it really was kind of about the idea of you want to be here, this is where you're at and you're going to be here and you don't leave. I think that was the theme for that.

Commissioner Bynum said that was my comment. I absolutely agree with that last piece of the statement and I also would like us to contemplate capturing something that talks about our kids not leaving. What I really want is I'm staying, that's a given, but my kids have a choice right now and they can go and never come back. What I would really like to capture especially in that 20-year vision and that they feel that way. **Ms. Shockey** said so they make that choice to stay here.

Commissioner Markley said may I just say this is totally not content based comment, but it's always bothered me that the in is sort of hanging out there, the stay in. **Ms. Shockey** said it's not really dramatically correct. **Commissioner Markley** said sorry, but it's bothered me for a long time. Every time I read it I wonder why we left that in hanging out there. **Commissioner Philbrook** said except journalist will tell you most people could care less. It's only us English teachers. **Ms. Shockey** said put your English teacher hat on; we're going to do a new one.

We have some words that are up here. I just want to read through those again and then I am going to have you do something a little hokey. I'm going to have you close your eyes and we're going to go around and you're going to say one word that describes what it's like to be in Wyandotte County in 2036. I know that's a little hokey but we'll try that. **Commissioner Philbrook** asked does it have to be any of those words. **Ms. Shockey** said no, any word that comes to mind but I want it to be a vivid description so something you can see in your mind.

From your vision statements these words were used: entrepreneur, entrepreneurial, good schools, growth; a couple of you said population growth, successful, best place to live, the Royals and sports, high graduation rates even onto a university here, healthy, public health, the idea of kind of a tech center or technology is in your community and jobs are technology-based, desirable, kind of the idea the concept that there's parks, a Legacy Park; redevelopment of the riverfront, diversity; to celebrate diversity, business growth, culture, exclusive, excellent, prosperity, safe or reduced crime, increase wealth, parks and recreation facilities, education; kind

of with schools, discipline and students. I'm going to have you look at those. **Commissioner Walker** asked are you wanting—my writing style would lead me to make Wyandotte County and I'm going to go through this, these would not necessarily be the words but they give you the feel that are descriptive but not with all the sentencings. You can say Wyandotte County, urban, diverse, distinctive neighborhoods, healthy, robust employment, low taxes; that may not be the one you would want to put now but you want it towards the impact is there. It's diluted when you run these sentences out but Wyandotte County: urban, diverse, educated, bang, bang, bang, bang and then you finish it up with a futuristic conclusion. Wyandotte County, the future of the metropolitan area, obviously, we can do better than that, but you want your big bang in the last but you want to say what Wyandotte County is. People start to read this thing and say nay—it gets lost in all the words.

Ms. Shockey said yes, that's what we want to do. What we're going to do is everybody is going to close their eyes for just a minute and I want you to give me some words that you see that vividly describe what you want your community to be in 2036. We're going to generate that list and then we're going to mark through it until we get to the few words that really—**Mayor Holland** asked we only get one each. **Ms. Shockey** said one each. Give me your word Hal.

Commissioner Walker said I'm going to pull a word that's both historical and hopefully futuristic based upon, I'm kind of betting like at a crap table, agricultural, American Royal, maybe the possibility of agricultural industries coming to Wyandotte County to surround it. Our history is agricultural. We still have some agriculture.

Commissioner Markley said proud. I think for me that partially goes to what you were saying. The reason I stay in the community is because I had a pride for this community and I think that's important if you want people to stay here you have to feel that pride.

Commissioner Johnson said one Dotte.

Commissioner McKiernan said desirable. People want to move here, people want to stay here.

Commissioner Walters said fulfilling.

Commissioner Philbrook said bustling.

Commissioner Bynum said engaged.

Commissioner Townsend said I started to go with dynamic but that kind of goes with what Jane said so my v word would be vibrant.

Mayor Holland said I was hoping some of my other six words would make it on. I'm torn between healthy and prosperous so I'm going to go with healthy because I think that's broader.

Ms. Shockey said let's put these up. I don't think we want to try to incorporate all of those words into the vision statement because that's too many words and so I want to go around the table and we're going to eliminate three words that we don't want to maybe bring forth.

Commissioner Philbrook asked why is that. **Ms. Shockey** said we need to narrow it down if you're going to be shorter. We can add it back in—**Commissioner Markley** said when we didn't narrow it down we ended up with that which is lovely but not memorable. **Commissioner Walker** said agricultural. It doesn't fit with the rest of them. I was coming at it from a different—**Ms. Shockey** said that's very selfless, Hal. Well that's something to think about right? **Commissioner Walker** said you said we have to eliminate three. **Commissioner Philbrook** said I can eliminate bustling if we keep vibrant. **Ms. Shockey** said bustling and vibrant, one or the other. **Commissioner Markley** said I would take out, no offense; I would take out One Dotte just because I don't know that at this stage we want to tie ourselves to something so symantec. I like the idea of unity but I don't know that we want to have the phraseology before we have efficient. **Ms. Shockey** asked could we say engaged and united. **Commissioner Philbrook** said yes. **Commissioner Johnson** said you're taking out one and adding another so—**Ms. Shockey** said I was making it compound. **Mayor Holland** said I like united better than engaged. I get the engaged but if they mean different things—**Commissioner Markley** said if we are all the other things we're probably engaged and united. **Mayor Holland** said I agree.

Ms. Shockey said why don't you tell me a little bit more about fulfilling. We need more of a description of that. **Commissioner Markley** said I think desirable and fulfilling are the same purpose. **Ms. Shockey** asked what is your definition. **Commissioner Walters** said I was thinking about exciting and then I thought that's a little narrow and it wasn't exactly what I was thinking. Fulfilling for me means that you have all of the amenities and activities at your

disposal that you think are important and the reason you live in a city. **Commissioner Philbrook** said culture. **Commissioner Walters** said culture, religious. **Ms. Shockey** said maybe where people are fulfilled. You could say people are fulfilled because of the activities and amenities. **Mayor Holland** said or desirable, fulfilling is the same thing. **Ms. Shockey** said yes, that's what I am trying to get at is people want to move here, stay here, it's desirable. Do you think those two things are the same or are they a little bit different?

Commissioner Markley said from looking at the one from last time, I think we all agree we liked it, it's not that it doesn't say what we mean; it's just that it's long. To me like the first paragraph is sort of about the desirability. It's safe and everybody is diverse in close net neighborhoods, but the second part maybe is more about the fulfillment like the amenities side of it, what do you have here and then the other one kind of tied into that. **Ms. Shockey** said so this one kind of talks about the fabric of the community and how it's connected together. This one is what the people feel and why they chose it. **Commissioner Markley** said like Harold said though, the first one could be incumbent either in desirable or in vibrant because really it talks about that vibrancy as well in terms of their being a close net diverse neighborhoods. I think we need to make sure we're still describing the same things but in a shorter way. **Ms. Shockey** said this one is kind of vibrant, this one is kind of fulfilling and this one is kind of the idea of proud, united—**Mayor Holland** said pride, fulfilling. **Ms. Shockey** said these are the kind of words you want to feed from and say—**Mayor Holland** said I don't want a vision statement that could be somewhere else's vision statement. I want something that is uniquely Wyandotte County and that's where—the thing that makes us who we are and when we think about Wyandotte County is our diversity. It's the rural and urban, it's the suburban/urban, and it's the socioeconomic diversity, ethnic diversity, and cultural diversity. I mean that's who we are. That's us at our best. We're not Shawnee, we're not Olathe, we're not Leawood; we are—there is something about us that makes us who we are that we want to embrace and have that pride. It's vibrant. A vibrant diversity that's desirable and the good news is a diverse community in 1960 everyone said no, that's terrible. You talk to young millennials now and they will say that's exactly what we want and so we have a very desirable fulfilling vibrant diversity that I think we need to—that we have pride in.

Commissioner Johnson said the word that comes to my mind is intersection and I don't know what to do with that. I don't know that you can market that but we are an

intersection of everything; so many different socioeconomic factors whether it's economics, diversity—**Commissioner Philbrook** said it could be a hub or the heart. **Commissioner Johnson** said where all these things converge. **Mayor Holland** said a crossroads. That's probably over used but crossroads. **Commissioner Philbrook** said we don't think its crossroads.

Commissioner Bynum said I did want to defend my word a little bit because obviously we want an engaged community but also I think we can't forget that number one we're perceived sometimes, we, as sort of an insiders club. I think what we want is to say all the voices are welcome. You have to have all the voices or you've miss critical things that can make your community better and the other thing is we made a conscious decision two decades ago to invite the community to engage and it's made all the difference in the world as far as I'm concerned. Engaged is important to me. **Commissioner Walters** said there is a percolating pot right there. **Commissioner Philbrook** said he had mentioned welcoming earlier which seems to be that engaged, united voice, everything and so just welcoming.

Commissioner Johnson said on that one as to what Melissa is talking about inclusive comes to my mind as opposed to exclusive. There is this sense. I mean I've worked—I've lived here all my life. I've worked in Kansas City, Missouri for probably the largest portion of it and just as I was doing business development it was known that if you weren't from the Dotte or if you didn't own land in the Dotte than your opportunity for success was transiently limited. If you do have that sense, I drove home to it every day and it was amazing how you got that sense from around the rest of the metropolitan area. I understand why that is but I don't think we want to continue to have that reputation. **Mayor Holland** said there is a fine line between pride and parochialism and we can be both. I personally can be both, proud and parochial about loving Wyandotte County. **Ms. Shockey** asked is there a different word to use or are we already kind of using through desirable. Is pride already up there, do you want to use that? I'm suggesting maybe pride and take proud off. **Commissioner Johnson** said yes, since she took off my One Dotte.

Ms. Shockey said a vision statement would say something like where people are proud of where they're from or something like that. That's kind of what it would say and so does that tell people that we have pride in our community, is that vivid enough for you or is it just kind of parochial? Angela has one written up. What have you got? Let's propose it if you want to. **Commissioner Markley** said I put Wyandotte County is a vibrant intersection of diverse

cultures fulfilling amenities in desirable neighborhoods. **Commissioner Johnson** said I'm in. **Ms. Shockey** said vibrant intersection. Read it again. **Commissioner Markley** said is a vibrant intersection of diverse cultures fulfilling amenities in desirable neighborhoods. **Mayor Holland** said I think amenities is too weak. I think we're on the right track here. I think amenity—**Commissioner Bynum** said what is it? Is it a park? Is it a donut shop? What is it? **Commissioner Markley** said I didn't know how else to get it in there. **Commissioner Walker** said services and opportunities. **Commissioner Markley** said leave opportunities because that goes into education and employment and the donut shop. **Commissioner Philbrook** said fulfilling services and opportunities. **Commissioner Markley** said opportunities. **Ms. Shockey** said a vibrant intersection of diverse cultures fulfilling opportunities so that could be housing, jobs, education, parks and desirable neighborhoods. **Mayor Holland** said what about healthy neighborhoods. **Ms. Shockey** said desirable, healthy neighborhoods or do you want to talk about people being healthy, healthy desirable neighborhoods.

Commissioner McKiernan said diverse cultures and you mentioned it before, we have a diversity that is beyond culture so diverse people, diverse whatever it might be, but I think stating cultures explicitly limits the potential diversity that we want to exist in the county. **Commissioner Markley** said you actually said it while I was reading it. Does it change to a vibrant—say diverse intersection—**Commissioner Bynum** said diversity, opportunity, and desirability, a vibrant intersection of diversity, opportunity and engagement. **Ms. Shockey** said a vibrant intersection of diversity, fulfilling opportunities in healthy desirable neighborhoods. **Commissioner Johnson** said no. **Commissioner Bynum** said I'm going for shorter. I don't even think fulfilling. **Mayor Holland** said I think the words we are forgetting though—I think we could underline some words; vibrant, intersection, diversity, opportunity. **Ms. Shockey** said I might bring fulfilling and engage back up. You could say our people are fulfilled and engaged. **Mayor Holland** said you could.

Commissioner Townsend said I think that was the point I was going to. To use fulfilling as a result not in the way we're using it there. That's what you want is the end result. We just have to wordsmith it in. We're putting in the wrong place and the wrong form I think. **Ms. Shockey** said maybe our people are engaged and fulfilled. **Commissioner Townsend** said I think more like a soundbite. **Commissioner Bynum** said but I think its opportunity. **Mayor**

Holland said like diversity. **Commissioner Philbrook** said do you want to switch fulfilled and engaged around because you want them engaged so they're fulfilled.

Commissioner Bynum said its need to be broken up. It needs a semicolon or something. **Ms. Shockey** said you can make it two sentences if you want to take the—**Commissioner Markley** said healthy should go with engageable build if it's going to be in there at all because, again, it goes with the people not necessarily the housing they're building. **Commissioner Bynum** said people are healthy, engaged and fulfilled. **Commissioner Markley** said shouldn't it be our people?

Commissioner Johnson said I was thinking about how you have the bullets and whatnot so I just wanted to see how that correlated to how you were thinking.

Ms. Shockey said Wyandotte County is a vibrant intersection of diversity, opportunity and desirable neighborhoods. Our people are healthy, engaged and fulfilled. **Commissioner Bynum** said we don't love our people over here. **Mayor Holland** said how about we the people. **Ms. Shockey** said just start with people. **Commissioner Bynum** said how about we are. **Commissioner Markley** said people generally are kind of broad for a vision. **Commissioner Bynum** said Wyandotte County is a vibrant intersection—**Commissioner Walker** said I do not like the word is. You can avoid using the word is anytime you can. It's like when you write something and you use the word I repetitively. There is always a better way to say it. Wyandotte County, a vibrant intersection da-da-da-da and then you wrap it up as the complete sentence with a futuristic—the city on a—or whatever it is you're going to say. **Commissioner Johnson** said that's why I called on Hal because I was thinking Wyandotte County bullet point a vibrant intersection bullet point diverse bullet point. **Commissioner Markley** said people don't talk in bullet points. **Commissioner Walker** said after you get past fulfilled then you say Wyandotte County all that in the middle, a city or a municipality, a county combined; whatever you want—a community of—**Ms. Shockey** said choice. **Commissioner Walker** said choice, not bad. I wasn't thinking that. I was trying to put a futuristic terminology there.

Ms. Shockey said if you want to put this at the end, we will have to make it into a sentence probably for the English teachers here. Wyandotte County: a vibrant intersection of diversity, opportunity in desirable neighborhoods. We are healthy, engaged and fulfilled and then you could put a dash a community of choice. **Commissioner Johnson** said I would take

that second sentence out personally. I'm sorry. I'm just saying I would take that second sentence out. We are a healthy, engaged and fulfilled. I would just say a community of choice.

Ms. Shockey said here is what you could do to kind of keep those concepts. You could say we are a community of choice, healthy, engaged and fulfilled. It starts out Wyandotte County: a vibrant intersection of diverse opportunity in desirable neighborhoods; that kind of talks about the place and it kind of gives you a sense of that. Then you could say a community of choice; we are healthy, engaged and fulfilled. **Mayor Holland** said I think of choice kind of like amenity. It's too weak. **Commissioner Walker** said I also think desirable neighborhoods should include the word unique and that every neighborhood in the county is either distinctive or unique. They're all different. **Mayor Holland** said I like distinctive neighborhoods instead of desirable. **Ms. Shockey** said so distinctive is proposed instead of desirable. It's much stronger. **Commissioner Philbrook** said you're getting rid of distinct and desirable because distinctive of course would be desirable.

Ms. Shockey said we got the middle sentence kind of down. Let's go back to we are healthy, engaged and fulfilled. **Mayor Holland** said the first is the community, the next are the people and I think we need to speak to both. **Commissioner Markley** said I like the people after the community of choice or community of whatever the word we come up rather than the middle. I'm like Harold, I would personally get rid of it altogether but I like it at the end better. **Ms. Shockey** said we could do this. Let's try it again. Wyandotte County is a vibrant intersection of diversity, opportunity in distinctive neighborhoods. A community of choice, we are healthy, engaged and fulfilled. **Mayor Holland** said I think is and are the same thing. **Commissioner Philbrook** said we got rid of is up there a long time ago. She just accidentally dropped it in. **Commissioner Walker** said they're not strong verbs. They're verbs that people use when they can't think of another one. **Ms. Shockey** said we could just go a community of choice—**Commissioner Markley** said a community of healthy, engaged and fulfilled. **Commissioner Walker** said a community of inspiration. I think that's closer to what the Mayor is wanting. **Mayor Holland** said a community that is—an inspirational community. **Commissioner Philbrook** said how about an inspired community and then the other behind it. **Commissioner Walker** said an inspired community of choice. **Commissioner Townsend** said I like this but I think if we're going to do this a little bit broader we need to add some multiples on some of these words. A community of choices, healthy, engaged, fulfilling so that this is a

vision—**Mayor Holland** said healthy, engaging, fulfilling. **Commissioner Townsend** said yes, that it continues. That it's continuing. It's not just a static thing.

Ms. Shockey said let's go back to a community of choice. Do you want to take out the word choice or do you want to change it to something else? **Commissioner Markley** said I'm not sure we landed on a better replacement. **Commissioner Townsend** said I think it should be multiple, choices. **Mayor Holland** said I do like healthy, engaging, fulfilling. **Commissioner McKiernan** said choices is different than choice. **Commissioner Townsend** said but do we want people to just think you only have one choice. **Commissioner Walters** said we are choosing. We are a community that people chose. **Commissioner Bynum** said I agree with you.

Ms. Shockey said Wyandotte County is a vibrant intersection of diversity, opportunity in distinctive neighborhoods; a community of choice, healthy, engaging, fulfilling.

Commissioner Walker said okay, it occurred to me that there will be some people that will misconstrue the word choice and the context of the bigger pervasive issue of right to life and choice. You have to be halfwit but there are many halfwits out there. **Commissioner Philbrook** said be careful how you say that. **Commissioner Walker** said well maybe you want to avoid the buzz words because that's not what we're talking about and we all know that. **Commissioner Markley** said going back to the One Dotte concept, so instead of community of choice we say One Dotte healthy, engaged and fulfilling. **Commissioner Bynum** said synonyms are words like decisions, selection, option—**Commissioner Philbrook** said alternative. **Commissioner Bynum** said not very exciting. **Ms. Shockey** said what about a unified community: healthy, engaged and something else.

Mayor Holland said using unified would be interesting. **Ms. Shockey** said since you have Unified Government. **Mayor Holland** said I'm just intrigued by it. It would be an interesting choice to say we're unified. **Commissioner Johnson** said I was going to say if in fact you are going to go that direction; it also presents a challenge to us. **Commissioner Markley** said but that is the vision though, right? **Mayor Holland** said a futuristic part. **Commissioner Johnson** said there are going to be persons that are going to engage us on the streets and say well it ain't that way. **Commissioner Markley** said that's when we say it's the vision. **Commissioner Johnson** said I've got that. I'm just saying we need to be ready to step

up to the challenge that happens collectively. **Mayor Holland** said isn't that interesting—**Commissioner Johnson** said it's a provocative thought.

Ms. Shockey said let's start from the beginning. Wyandotte County: the fiber intersection of diversity, opportunity and distinctive neighborhoods. A unified community: healthy, engaged and fulfilled. **Commissioner McKiernan** said I was just going to suggest that while I appreciate the present participle, engaging, fulfilling; I really like the past it is accomplished in our vision. These are accomplished and they are our reality, engaged, fulfilled. **Ms. Shockey** said a unified community because you're basically describing the community; healthy, engaged and fulfilled so that would be the right word. **Commissioner Markley** said we're considering whether fulfilled is the correct word. Harold said we were using another word earlier. **Mayor Holland** said we have a similar question over here. **Ms. Shockey** said inspiration, desirable, proud. **Commissioner Philbrook** said attained, actualized, and satisfied. **Commissioner Markley** said actualized; now that word is what entirety means. **Commissioner Philbrook** said accomplished, executed. **Commissioner Markley** said but does it mean the same thing. **Commissioner Johnson** said no, it may not mean the same thing, but I like the word inspired. **Mayor Holland** said, Jim, talk about fulfilled. I'm trying to get to the route of it. **Commissioner Walters** said I guess it's an environment in which all the elements of city living are present and are working properly and people can have a fulfilling and desirable life. **Commissioner Markley** said we've got everything you need. **Commissioner Walters** said quality of life issue. **Commissioner Bynum** said a quality of life statement. **Commissioner Walters** said fulfilled educationally, spiritually, entertainment.

Mayor Holland said I'm also missing the word growing because I think that's part of it. Maybe we don't need that healthy, growing, engaged because we don't want to put 20 words after that. **Ms. Shockey** said a growing unified community. **Mayor Holland** said or we just have a growing community, but I like unified. **Commissioner Walker** said I like growing in that with the unified. **Ms. Shockey** said growing unified community. **Commissioner Johnson** said I like inspired. I don't know if that's the right word but I do like the word inspired because it looks beyond where we are. Even if we are fulfilled we're still looking beyond to the next horizon. **Commissioner Philbrook** said let's talk about the verb fulfill means to fill a means or want, to fulfill yourself personally means to follow your enter passion. You know like playing the clarinet or something. It's something you really like to do.

Commissioner Townsend said I don't like the word unified there. It's okay we're the Unified Government. What I'm hoping we don't want to come across is we say we're vibrant, we say we're diverse and then we say we're unified. Are those inconsistent? We've already got the Unified Government, I like that, but I would substitute that word for one of the others that we're talking about here because I don't want people to think we wouldn't welcome more diverse, more opportunity or we're giving that up. **Commissioner Markley** said would you just say a growing community. **Ms. Shockey** said or working together. I mean that's kind of what you're saying is unity or kind of working together. **Commissioner Walker** said I like growing, inspired community. **Mayor Holland** said maybe a growing community, healthy, engaged, and inspired. **Commissioner Markley** said if I was going to put another word up there, I would do the engaged or growing or engaged and the other three words are a little more aspirational.

Ms. Shockey said let's try this. A growing engaged community: healthy, fulfilled and inspired. What do you guys think? A growing engaged community: healthy, fulfilled and inspired. **Commissioner Walker** said I like that the best of the ones we've had so far. **Commissioner Markley** said for me though I would actually just go with an engaged community: healthy, fulfilled and inspired and get rid of the growing. Not that we don't want to grow but I think all of this would make us grow. **Ms. Shockey** said so an engaged community: healthy, fulfilled and inspired. **Commissioner Markley** said I like the fact that engagement and unity has similarities. **Mayor Holland** said we're engaged with one another. **Commissioner Bynum** said and I guess that's where I keep coming from because engage means all voices are welcome. **Commissioner Markley** said it's not saying unity.

Ms. Shockey said let's read it from the beginning. Wyandotte County: a vibrant intersection of diversity, opportunity in distinctive neighborhoods. An engaged community: healthy, fulfilled and inspired. **Mayor Holland** said I think we write that up. **Commissioner Bynum** said immediately place it on our letterhead. **Mayor Holland** said let's put it up there on a done sheet. **Commissioner Bynum** said Doug said uniquely Wyandotte and I just think that's really cool and maybe it needs to be captured somehow. You say all that and then you say uniquely Wyandotte. To me you could say we are uniquely Wyandotte.

Ms. Shockey said, Lauren, I'm going to give you the microphone a while. Will you kind of go through the priorities?

Ms. Garrett said I'm going to go through the Strengths first. The priorities under Strengths we have under the Community are diversity, including ethnically, culturally and economically, socioeconomically.

Under Organization is the SOAR Program. Weaknesses: under Community is assessed valuation per capita, lack of infrastructure in many areas, and then urgent need is to address blight and to address crime rate, specifically violent crimes. Under Organization Weakness is debt, lack of code enforcement, no procedure for communicating with citizens.

Under Opportunities; the biggest opportunities are economic and residential development at Rosedale near KU, strategic residential construction at the eastern portion, and workforce development training to get jobs and to keep jobs, continue to invest in Public Services to look like the community.

Then we have Challenges; cyclical poverty, lack of prosperity, high property tax, property tax relief, levels of investment to repair and replace built infrastructure, aging housing stock and blight. Do those sound right to you guys? There are some duplicates too. The lack of poverty and prosperity could be combined and then blight comes here and then crime over there. **Mayor Holland** said those two are directly correlated, blight and crime.

Ms. Shockey said I kind of switched it around to see what you think. A vibrant intersection of diversity, opportunity and distinctive neighborhoods; an engaged community healthy, fulfilled and inspired, we are uniquely Wyandotte. **Commissioner McKiernan** said I love uniquely Wyandotte. (Several commissioners said I do too). **Mayor Holland** said put uniquely Wyandotte at the top. **Ms. Shockey** said with a colon? **Commissioner Markley** said I like that better too and it gets rid of the we are.

Ms. Shockey said we're going to read it again. Uniquely Wyandotte: a vibrant intersection of diversity, opportunity in distinctive neighborhoods. An engaged community: healthy, fulfilled and inspired.

Ms. Shockey said we're going to do one more exercise and then we're going to break for lunch. At your place you should have a sheet in your packet of information that's called Values. This is not something you've had in the past that I'm aware of but we talked with Doug and Joe and the

Mayor and they felt like a set of values would be helpful for the staff people as well as yourselves when you're making decisions and kind of lining up things.

VALUES	
DEFINITION	POTENTIAL VALUES
• Core beliefs or principles that guide the organization and its future.	• Innovative • Customer-Focused • Data-Driven • Fiscally-Responsible - Stewardship
• We always want the community to be describe the way we do our work as ...	
• To achieve our 20-year vision of the future, we need to be ...	

What are values? Values are core beliefs or principles that guide the organization in the future. I looked at some of the goal statements that you had in the past and I pulled out a few of them of the words were kind of talking about that you had in your goal statements as well. Innovation, customer-focused, data driven, fiscally responsible or steward so those are the kinds of words we're looking for. Words that kind of describe how you operate and how others would say this is how their organization operates. **Mayor Holland** said the only difference I would say just semantically, we have values. We don't have stated values. **Ms. Shockey** said right. **Mayor Holland** said I think it's important for us to state our values because there is a level of transparency about that. Sometimes we can help each other identify the values that we're trying to express and so I think that's a stated value. **Ms. Shockey** said I think you're right. **Commissioner Philbrook** said so this is how we want it to be. **Ms. Shockey** said yes, how you would like to make decisions. We had two questions on the sheet and we just want you to list at least three words that would complete that statement. We always want the community to be described the way we do our work as and you could put innovative. **Mayor Holland** said this is

a different question. Are these community values or Unified Government values? **Ms. Shockey** said this will be Unified Government, for your agency. **Mayor Holland** said organizational values. **Ms. Shockey** said yes, organizational values.

The other question is to achieve our 20-year vision in the future we need to be—**Mayor Holland** said we being the Unified Government. **Ms. Shockey** said yes. We'll give you a few minutes for this.

Ms. Shockey said we're going to go and just list off—give me one of them and we're going to go rapid around the table. We're going to start with Brian. **Commissioner McKiernan** said so these are the ones we want the community to describe the way we do our work. **Ms. Shockey** said just give me one word that you wrote down on your worksheet. **Commissioner McKiernan** said supportive. **Commissioner Johnson** said caring. **Commissioner Markley** said solution-driven. **Commissioner Walker** said well I don't know what the word is, fair, equal as in all areas of our community. **Ms. Shockey** said fair. **Mayor Holland** said I have integrity, transparency, innovation, diversity and so I have to pick one of those. **Ms. Shockey** said just one. **Mayor Holland** said diversity. **Commissioner Townsend** said responsive. **Commissioner Bynum** said service leaders. **Commissioner Philbrook** said timely. **Commissioner Walters** said elevating.

Ms. Shockey said we're going to go back around. Give me another word Brian. **Commissioner McKiernan** said innovative. **Commissioner Johnson** said collaborative. **Commissioner Markley** said flexible. **Commissioner Walker** said honest. **Mayor Holland** said in keeping with that theme I had integrity. **Ms. Shockey** said let's put honest and integrity together and so I'm going to give you another one because honest and integrity are the same thing. **Mayor Holland** said transparent. **Commissioner Townsend** said thorough. **Commissioner Bynum** said empowering. **Commissioner Philbrook** said respectful. **Commissioner Walters** said non-parochial.

Ms. Shockey said now we're going to do the third one. **Commissioner McKiernan** said I don't know how to phrase it so a value is that we value our people. **Ms. Shockey** said people focused. **Commissioner Johnson** said I don't like my word but I'm going to put it out there; cohesive. **Commissioner Markley** said opportunistic. If we're going to get where we want to be in 20 years, we have to take advantage of what opportunities come along.

Commissioner Walker said I had fiscally conservative but I guess one word would be austere. **Mayor Holland** said visionary. It goes to non-parochial and maybe those are similar. **Commissioner Townsend** said I guess this goes to tight-fisted and the money being focused. **Commissioner Bynum** said sustainable. **Ms. Shockey** asked, Commissioner Philbrook, do you have another one. **Commissioner Philbrook** said no. **Ms. Shockey** said you like the ones that are up there. **Commissioner Philbrook** said right now I do. **Commissioner Walters** said inspiring.

Ms. Shockey said now what we're going to do is we're going to take these and group them like if they are kind of similar concepts and then we will come up with a word we like and then we will describe that a little bit more. Do you see two of those on there that are similar? **Commissioner Walker** said honest and integrity. Fair would go with that one. **Ms. Shockey** said anything else that goes with honest, integrity and fair? **Commissioner Walters** said respectful. **Mayor Holland** said fair and respectful go together but honesty and integrity—I think respect and fairness flow out of honesty and integrity. **Commissioner Markley** said I was even thinking respect can kind of go with diversity in the sense that—**Commissioner Philbrook** said you're respecting differences. **Commissioner Markley** said I guess it would depend on how you're using it. **Commissioner Philbrook** said I think respect applies to all of it. **Ms. Shockey** said this is probably how you treat people a little bit different. **Commissioner Markley** said innovative and inspiring maybe. **Commissioner Walters** said visionary. **Commissioner Markley** said if we're saying that fair and respectful go together, should caring be part of that? **Commissioner Philbrook** said yes. **Ms. Shockey** said how about supportive? Are there other groupings, people-focused? **Commissioner Philbrook** said I guess all that goes under there. **Mayor Holland** said does non-parochial go with the visionary, innovation, inspiring? **Commissioner Philbrook** said how about diversity with non-parochial. **Ms. Shockey** said I wondered if transparent was also—**Mayor Holland** said transparency should go with honesty and integrity. **Commissioner Bynum** said does austere and sustainable go together. **Commissioner Markley** said yes, I think so. **Commissioner Johnson** said I would include thorough. **Mayor Holland** said I also like the one on the screen, fiscally responsible and good stewardship. **Commissioner Markley** said we're supposed to come up with the one word that describes a family. **Mayor Holland** asked can we use the ones on the screen. **Ms. Shockey** said you can use the ones on the screen if you want. **Commissioner Markley** said we're

supposed to come up with one word that meets all of those. **Commissioner Markley** said stewards or stewardship? **Mayor Holland** said stewardship. I think it goes with austere, sustainable, and thorough. **Commissioner Bynum** said yes, because it's about how we treat resources. **Mayor Holland** asked is opportunistic and visionary the same? Not really. **Commissioner Philbrook** said obviously cohesive and collaborative go together. **Ms. Shockey** said on visionary, innovative, elevating and inspiring; I thought one was over here that would go with that. **Commissioner Walters** said empowering would be focused. **Mayor Holland** said empowering would go with caring and fair. **Commissioner Bynum** said to me empowering goes with the steward leadership. **Commissioner Johnson** said the first statement we always want the community to describe the way we work, is that what we're dealing with right now? **Ms. Shockey** said no, actually we're just trying to group them together. Those were just kind of the things to help you think about your statement. **Commissioner Townsend** said I would like to see thorough moved from over there to responsive and timely.

Ms. Shockey said so this is how people do their work. They're responsive, they're timely, they're thorough, and they're solution driven. **Commissioner Bynum** said focused would go in there too. **Commissioner Markley** said solution driven, some of the things we were talking about are values of the UG and how we want to get to our 20 years and those are two very different things. Being solution driven in terms of meeting our 20-year vision is different than one person being solution driven. **Mayor Holland** said say that again because I think that's valuable. **Commissioner Markley** said I think we're all feeling like the words that describe our internal values are very different than the words that describe what we as a government have to do to meet our 20-year vision. **Commissioner Johnson** said I agree. **Ms. Shockey** said so you want two different settings of those. **Commissioner Johnson** said I thought that was what we were doing. That's why I brought up the question. **Commissioner Philbrook** said that's why we're confused. **Commissioner Townsend** said they can be but they don't have to be. I would just use the same three for both sets; responsive, timely and thorough regardless of what the setting is. **Commissioner Markley** said I wouldn't say that I—I mean it's good if our employees are opportunistic but it's not necessarily the word I would describe as a general value. It might be one of our top five but as a government if we're not opportunistic we're not going to meet our 20-year goal so it's pretty important to meeting the 20-year goal maybe not to describe the everyday how we want our employees to see us.

Ms. Shockey said so kind of when we were talking about organizational values, those apply to elected officials as well as staff people and so how would you want people to describe how you operate so that you can get to that 20-year vision? **Mayor Holland** asked we're just doing the top portion. **Ms. Shockey** said no. I just put two questions down to kind of help you. If you think they are really different—do you have something that's on one list or the other—**Commissioner Johnson** said I want to take off cohesive and I want to put down bold. **Mayor Holland** said I like bold maybe better than opportunistic. **Commissioner Markley** said I think opportunist sometimes people see (inaudible, too many people talking.) **Commissioner Townsend** said seizing an opportunity. Sometimes opportunity can have a negative kind of taste to it. **Commissioner Markley** said I like negative opportunity when it applies just to us getting to our 20-year goal. I am fine with being opportunistic even in the negative sense.

Commissioner Bynum said to me I like bold. It makes me think about courage and bravery. I definitely would agree those are words that would describe how to achieve a 20-year vision. **Commissioner Markley** said but I like how that applies for our employees too because I want them to bring forward their ideas and be bold in trying to move their departments forward and sometimes I think our staff feels like oh I have this great idea but nobody asked me for it so I'm just going to sit here quietly. We want them to be bold and say I have this great idea, let's do it so I think it's good in both senses.

Ms. Shockey asked does anyone else have a word that applies to one question or the other that they think should be up here. **Commissioner Johnson** said it goes with diversity, I think inclusive. **Commissioner Markley** said I was thinking that too. **Commissioner Johnson** said we clearly have the right answers. **Commissioner Bynum** asked did we say focus. **Ms. Shockey** said yes. We have flexible. I'm trying to figure out where that fits in, cohesive/flexible. **Commissioner Markley** said that flexible came out of that second question too because we need to be ready to seize the moment when it comes if something comes along that's going to move us toward our goal. Sometimes I think governments are not very good—**Ms. Shockey** asked do you want it over here or on the bold. **Commissioner Markley** said for me it goes with opportunistic and bold. **Commissioner Johnson** said I think bold should go over to opportunistic. **Commissioner Philbrook** said adaptable. **Ms. Shockey** said would that be kind of flexible? Can we put it on with flexible?

Ms. Shockey said we have them kind of grouped. We're going to decide what we're talking about here. Lauren is stuck on the top there like kind of how we use our resources, those three words. The next one is maybe bold, opportunistic, nimble, and flexible; is that kind of how you get your decision-making, how you operate? **Commissioner Markley** said that's how you've got to be to achieve the goal. **Ms. Shockey** said that's kind of how you operate, that could be decision-making category there. **Commissioner Philbrook** said along with the courage and bravery. **Ms. Shockey** said you have to be bold, brave, make decisions, move on the dime, be nimble, flexible, adapt to new situations.

Cohesive and collaborate, that talks about how you work together, how you work, how you operate; they work together. I guess how you work together would be the category there.

Honesty, integrity, transparent; that talks about decision-making—**Mayor Holland** said transparent obviously is kind of a buzz word. It means something about government, about how we share what we're doing. You can be honest but not telling one that you're being honest or what you're doing. If you're not honest, you don't want to be transparent. **Commissioner Walker** said transparent doesn't make me honest either. **Mayor Holland** said that's true. **Ms. Shockey** said those are kind of separate but still decision-making in a way.

Visionary, innovative, elevating, and inspiring; are those how we operate? Do those fit with bold, opportunistic, and nimble; are they kind of in that category over there. **Commissioner Philbrook** said yes, I think so.

Ms. Shockey said this is how we treat people; fair, respectful, supportive, caring, people-focused, steward leaders and empowering. Those are all kind of how you treat people internal and external to the organization. **Mayor Holland** said I would probably put inclusive in that group. **Ms. Shockey** asked to we have inclusive. **Mayor Holland** said we do, it's under diversity, but I think they are different. **Commissioner Markley** said diversity is like what we look for but it's how we get there. **Ms. Shockey** said okay so those are all how we treat people. Thorough, focused, solution-driven, responsive and entitling. This is probably how you deliver services.

The last category that we have is kind of this idea of non-parochial or diversity or openness. Tell me a little bit more about what you're trying to say there. **Commissioner Walters** said I think thinking of the whole rather than each second. **Ms. Shockey** said making it holistic. When you describe diversity, what are you thinking there? **Mayor Holland** said it's a

core value that our government is supposed to be of the people, by the people, for the people and is reflect the people. That diversity—I have value. If we're diverse, we're going to make better decisions. Diverse opinions rather than a monolithic thinking and you need diversity to make better decisions and so it's—but it's not diversity for diversity sake but it's diversity because you're a better organization. **Ms. Shockey** said so you include people in decision-making. Is that the right spot for it or not. **Mayor Holland** said it's one of the many spots—**Ms. Shockey** said does it have its own category? **Commissioner Bynum** said when you allow for all the voices you get a much broader array of possible solutions or paths forward. **Mayor Holland** said it comes to integrity too. If we're not diverse, it lacks integrity.

Ms. Shockey said do we like all these that are up there? Do we think we have them categorized correctly? I think there are probably too many and some duplication and so what we're going to do now we're on our way to lunch. We're going to give you more dots and we're going to ask that you dot the ones that you think are the most important for each category. I have six dots for you and you can pick where you like the best for each category. It's not necessarily we're going to drop off the ones that don't get the most bullet votes but when we write them up and present them back we want to make sure we have a little bit less than that.

Ms. Shockey said we're going to break for lunch. During lunch we're probably going to talk so we can get out a little bit early so we will probably give you about 30 minutes to sit and eat for a little bit and then we will get back going on goals.

Lunch break was from 11:35 a.m. to 12:13 p.m.

Ms. Shockey said we're going to go ahead and get started back up and as you can see over here we've gone through and developed our 20-year vision statement which I have listed up here and we've come up with some value statement categories and we will work on those and work on those with the staff a little bit and then bring those back to you all because we don't have time in this session to wordsmith all of those. We included the ones that are a higher priority and we will try to work some of those words into each guiding statement.

GOALS 5-YEARS

DEFINITION	POTENTIAL GOAL AREAS
• Goals are statements that describe the 5-year outcomes desired in order to achieve the longer-range vision. • They are generally measureable.	• Built Environment • Health, Safety & Welfare • Economy & Jobs • Education • Arts, Culture & Leisure

Our next item on the agenda is to develop a 5-year goal statement. The purpose of going through your strengths, weaknesses, opportunities and challenges is to really have a good sense that you have currently in your community and kind of where the trends or challenges and potentials are in the future for you. I'm going to help you to develop a goal statement. A goal statement describes 5-year outcomes to achieve this vision. As we're talking through the goals we want to make sure that we go back and look at the vision statement.

There are generally measurables and so one of the other things that we're going to do today is to come up with some key measures that you would have come back to you to see if you're making progress towards those measurable goals.

A desired outcome is another way that I put that. Since we had you dot those items in the back, what I wanted to do first was talk with you about some of those issues and see since they are prior priorities and were urgent to you, see if we could come up with some goal statements for those particular issues. I know you will have to turnaround a little bit and I apologize for that but over here what I've done is kind of put together five building blocks of any good community so the Built Environment is one of the building blocks; Economy & Jobs; Education; Health, Safety and Welfare; Arts, Culture & Leisure and although cities are not usually in charge of education, it's such a critical component to those other items that we usually

include that as well. Cities can either provide services or make decisions about particular places in their community or they can facilitate and support those things so you may be thinking of your role a little bit different in terms of your goal there.

The orange sticky notes up there are a lot of the items that you talked about in the back of the room there, the strengths, weaknesses, opportunities and challenges, the things we heard from you either on a phone call or the questionnaire so that's how we came up with these topics. You can see I kind of grouped these together so that the Built Environment had things like infrastructure, housing. Economy & Jobs: kind of what your fiscal aspects of that are and then more about jobs and locations for businesses. Education: there were kind of two things that we heard on that; graduation rates and workforce ready, people in your community. Health, Safety & Welfare: kind of a big block: Healthy community, crime rate, violent crime, fire response times and animal control. Arts, Culture and Leisure: Parks equipment, maintenance, youth programming, quality of parks and facilities.

What we want to do is to talk about some of the issues that were the most important to you and the two that were the most urgent were really blight and crime and so I want to talk through and ask you a series of questions about that that will kind of guide you through the process of coming up with a goal statement.

Let's start out with crime. Let's generate a list that is frustrating you about this issue. Obviously, you've probably been trying to address crime and violent crime had gone down over the years, a 40-year trend. What is frustrating you about trying to reduce crime and in particular violent crimes in your community? **Mayor Holland** said I think it's a persistent nature of it and for me I view crime as outgrowth of inequity. As you look at the red dots there is one on lack of prosperity and the other is on blight. If you think about the root causes of crime, inequity and blight; the underlying piece is poverty. Poor areas have much higher crime than wealthier areas do and I think it's that persistent pervasive area of poverty that we have that leads to crime.

Commissioner Markley said talking about frustration and you see the national news impacts that we felt most recently. You know we had the decline in crime and then this year stuff happened that was far from our control in other parts of the country that kind of impacted what we experienced here or the perception of what we're experiencing here. I think it's frustrating because here we've done all this hard work to lower our crime rate and we were doing so well and these exterior forces sort of counted upon us.

Commissioner Townsend said there has been certainly within the last six months seems to be uptick in violent crime, but I look at it as something that is not random. There are so many things that are going on now and I will talk about our northeast community because I grew up there. I've seen more police officers within the last six months than I ever saw in the northeast community that I grew up in. I think there are some core values that were in place then in the schools, in the homes that are lashing down. How do you get that reversed where people spend more time with other, say in a school sitting, or as much as they would—of course with family members; what we're we doing then that is different now. I'm laughing about it, but there were some core values and there was no distinction between what was at home and then what was reinforced in the schools. A lot of things we're seeing now are not where people would just walk down the street and become shot. There is a correlation between who is shooting, who is being shot; but it gives the perception again that this was just Wild West here and that's not true. That's frustrating to me and how can reverse it, how can we control it and I have to give kudos again to our police and to those who went door-to-door several months ago to break some of these cases. Like I said if it's not random, a lot of the people know and this last time people began to talk and tell. They are tired of it, but again, it goes to how do we address so many problems and break that deception. That's frustrating to me.

Commissioner Johnson said a couple of things. One, I see a correlation between the sanctity of life and the quality of life and so as the quality of life decreases the sanctity of life increases. There are other things that are tied to that. We were talking about development—in the urban core and I think we were even talking about it at Indian Springs or somewhere. There are certain qualifying factors that I can intellectualize such as median household incomes such as the number of houses within a vicinity. I can intellectualize but then one of the deterrents to development and it's hard to articulate that is the perception and the reality of crime. We already have challenges as it relates to development and those things I've identified, but when they say well there is crime there, you can't just say well no there's not, there's not any crime. You have to deal with the reality that yes there is and that's where I share the frustration. It's not just about how do we—it's far beyond just how do we deal with it but what the implication of that, what's at stakes. It's enough to say we shouldn't have people taking other persons lives. Then we think

about the fact that our very prosperity that we're talking about is at stake if we don't address this. That's the thing I find challenging.

Ms. Shockey said so what do you think is getting in the way of people feeling safe and actually being safe? What are some of the barriers or things getting in the way of that? **Commissioner Bynum** said I think social media gets in the way. **Ms. Shockey** said give me a little bit more about that.

Commissioner Markley said so even if your neighborhood hasn't had any criminal activity in say the past month and you see something on social media that something happened in KCK, you feel like it was right next door even though your neighborhood itself is 20 minutes from where the event occurred. Everything is very immediate when you're looking at it on Facebook.

Commissioner Bynum said I think this device that allows you to be an instantaneous judge and jury with or without facts can be a real detriment. You know this is kind of a blessing and a curse, because it's this miraculous way to exponentially reach anyone in the world and yet it's also a really easy way to spread your own agenda or mislead people. It's a factor.

Commissioner Marley said it's kind of two-sided because we're fighting some things. We're fighting the actual crime that is occurring and then we're fighting the perception that there is even more crime occurring than there really is. I think the reality is that people feel like there are all these crimes occurring because they look at their Facebook and they see the same stories 20 times and even though your mind knows it's the same story 20 times somehow the internal feeling is still loud that there is a lot of crime even though it was just one event that you're seeing reported 20 times. I think we have a two-part goal here in handling the crime that is actual and then handling the perception of what's occurring and what's not occurring. **Ms. Shockey** said and that people feel safe.

Commissioner McKiernan said this is something that I hear from various parts of the community, a perception that there are no consequences or perpetrating crime. Not necessarily getting off to the violent crime of murder but any person or non-person crime, there is this

perception on the part of some that we don't apprehend, that we don't prosecute, that we don't impose some sort of sanctions or consequences on those who perpetrate the crimes and that leaves the perpetrators available to do it over and over and over again. Whether true or not that is the perception of quite a few people that I talk to.

Commissioner Townsend said I wonder does that go to that we don't spend as much time publicizing the apprehensions of people who were brought to justice and just repetitively repeat and it's magnified by social media the fact that it happened and then there is kind of a trail off because people go back to June or July that in the space of a week we had four murders and they were all interrelated and people were apprehended. You don't hear about that as much, again, going back to the perception.

The other thing I want to say too, I want to get away from people equating whose inhabiting a certain area as equivalent or synonymous with violence. Again, growing up you had people who may be in certain northeast areas, which were more mixed, you had the lower income and you have a teacher or the doctor living together in a general area; but there was pride there. There were homeowners, there was peace there and so poverty was not anonymous with violence or something negative.

Ms. Shockey said so how are some of these things connected to each other? The Mayor already talked a little bit about—kind of starting to draw some of those things; how they are connected to each other. **Commissioner Markley** said we all know in the broken widow theory that somebody did the broken widow and it just begins with the perception that crime is acceptable there because nobody fixed the window and that's part of the blight issue. We need to be fixing our broken widows as quickly as possible so that criminals don't get the sense that this neighborhood is one you can do whatever you want. They're not going to fix their problems. **Ms. Shockey** said so making sure the built environment gives the feel of its safety and wellbeing.

Mayor Holland said I think you would look at—Chief Forte over in Kansas City, Missouri, he said we don't need more police officers; we need this blight cleaned up. We've got blighted areas that attract crime and overrun yards, dilapidated housing and I think there is a way to

address that. I think the parks and sidewalks and trails, getting people out, eyes on the neighborhood and giving the people a reason to be out changes the feel of a community. If it's an active outdoor focused community, more people are out and it feels—there is also something to be said for density that way; the more density, more eyes, the more quality of life.

Commissioner McKiernan said I'm going to agree with everything you said but I'm going to say that's necessary but not sufficient. If we clean up today's blight but don't change the factors that led to today's blight, which is something that you have clearly said multiple times earlier today, that those factors that drive the accumulation of blight in a region or in a neighborhood have to be addressed as well as the existing blight which complicates it exponentially. **Mayor Holland** said if it were easy, we would have all done it and taken credit for it.

Commissioner Johnson said just to tie into the discussion about blight; we have to care more about the aesthetic of our city. I have made this statement internally and I've asked the question of different ones, you know if we were in Johnson County, our parks wouldn't look like this. In other words, we wouldn't have grass growing over curbs, we wouldn't have weeds growing, and we wouldn't have weeds growing up on fences and things of that nature. It's got to come from both the constituents but also from the UG as well. I know we only have so much in terms of resources but sometimes I feel like the squeaky wheel gets the grease and my thing is why is that the case, why is that we have to hear complaints before we do the right thing in certain areas where it should be intrinsic upon us to do the right thing. **Commissioner Markley** said should get the grease before it starts to deteriorate.

Commissioner Johnson said I'm hoping I'm not just going down a rabbit trail here. It seems to me that—I'll say as someone that lives just east of 635 when I drive down the street I look at things such as are our public areas being taken care of because in many cases that sets the tone for businesses and the residents of that area by what we do as the government. It is disheartening to be able to drive further west and begin to see more manicured public areas than what you see on the eastern side and that's a systemic thing that I think that we need to address as we talk about how to make our community better. What's good for one is good for all. I know there may be more money in certain areas but we have to be mindful that if we want to see the entirety of our city to be vibrant, all the things we've talked about, that we've got to start

looking at the small things that make a difference. The people that are impoverished, the people that have a lack, they still need to fill like the city cares about them as well.

Commissioner Bynum said but that's good—a lot of what you're saying is kind of why I chose servant leaders in our earlier exercise. It's leading with the key component of being a servant first and leading with other people in mind and that's what I mean when I talk about that and that's why I also use words like empowering because when we empower—as a Unified Government if we empower all the folks that works here and interact with the folks that work here to do the right thing for the right reason, then I think we begin to mediate that perception.

Commissioner McKiernan said to piggyback on that, I totally agree and I think that one of the things that we have to realize is that until we fix the give a darn factor across all sectors or segments of the county we may need to assess more resources to take care of those things to set the example to be the change we want to see in the world. None of our public spaces should ever—we should never be able to write a code violation on anything that we own because that generates the broken window but now we're perpetuating that broken window. Again, we may not be doing it because of a resource issue but I think it starts just strategically point us toward a direction we may want to go.

Mayor Holland said we were talking about 435/635; I think this governing body has an excellent distribution of where we live. Four of this Commission live inside 635 or live between 635 and 435 or five do and two live west of 435 and so we have the county covered which is the good thing about districts, you have the county covered. I would say instead of educational on those big blocks, I would put workforce over on economy and jobs and I would put housing. I think housing has to be a strategic focus area for us as a governing body more than education. I'm not going to say education isn't super important, we've got a whole school board. We have four school districts, five with the Catholic schools, we have five school districts doing great stuff for our kids and I think we need to trust them to keep doing their good work and from a workforce development I think we convene the collaboration with the schools and the community college. I don't think we focus on education—housing is so important to us and it is different from our infrastructure. When I think of built environment I think more of streets,

sidewalks, trails and things the government—the government, with a few exceptions, doesn't build housing. We need to foster an environment where housing gets built, quality workforce housing gets built. **Ms. Shockey** said we will add another block to kind of differentiate those two.

Commissioner Walker said I don't disagree that the education component is not under really our purview, but I have to tell you that a number of people that were some years ago my kids age, frankly told me that one reason they didn't consider coming to Wyandotte County was the perception they had of the schools. It wasn't the housing, it wasn't the diversity, it was not the taxes or so they claim, but they had heard negative things about various school districts and none were really up to the snuff of Johnson County. We have to either change that perception or we have to jointly, in whatever way we can, work with the existing school districts to demonstrate that they are of a quality that young people who want to move here will move here.

Commissioner Philbrook said the workforce folks, workforce development, workforce period are very tightly joined in with the education because without them, without the education role, we're not going to have the workforce. I will tell you they have probably, all the school districts and community college along with Metropolitan Community College and Johnson County have come together and they are working as a team to try to supply and figure out exactly what they need to be doing to get this workforce done because all of us are in the same boat. This is a big ship. This isn't just a little boat Wyandotte County. It's a big ship and they're working very hard and so we can't ignore education. They are an integral part of what we do and bringing them into our workforce development stuff with Wyandotte Economic Development and across the city has made a big difference. They have been making leaps and bounds but we haven't heard about all of it yet because doggone it how do we get that information out there which is one of our problems of getting that information out to everybody. I would say they've worked on it, District 500 has worked on it like crazy, community colleges are trying to do it across the metro but it's changing old perceptions that are really hard. Working in conjunction with these other groups I think will help perceptions of Wyandotte County.

Ms. Shockey said other thoughts about the issue of crime.

Commissioner Bynum said I may or may not incur the wrath of many but I'm troubled by the almost nonexistence of laws around weapons. I have to wonder if there is a correlation. If the data would prove to us that there is a correlation between no rules and what we're experiencing. **Ms. Shockey** said so kind of the idea behind if there is access to weapons it's easier to commit a crime because of the access. **Commissioner Johnson** said I will just tag on as it relates to crime. I do think this is the time for us to really evaluate our local criminal justice system and laws, ordinances that we have as we are trying to be proactive in dealing with crimes of all sorts. Certainly violent crimes and just that in general, I think we need to be proactive in taking a look at our local criminal justice system, our laws, just to make sure we are being relevant relative to the things that are occurring around the nation. We are all at risk of having those types of issues in our own city and that ties into race, it ties into poverty, it ties to justice; I mean there are a lot of things it ties into and I think we need to make sure we're looking at that as well.

Mayor Holland said to continue on that theme you know one of the big things they uncovered in Ferguson after the explosion was they were aggressively using their Municipal Court as a revenue stream for the city which is inexcusable. I think not criminalizing poverty which has been done, not criminalizing mental health, and I think those creative pieces around evaluating what laws we're setting and how we allow people to address issues—I bet if you looked at the number of people that got tickets for having expired tags, I'll bet it's much more heavily concentrated in the core areas than it is in the wealthy areas of our city because if people had the money to register their car they did it versus just forgetting to do it. I think being tough on crime and not criminalizing poverty, mental health and other issues that—and if someone is urinating in public, that should not be okay. If you have a mental health issue we should treat that. Giving you a \$60 ticket is not addressing the problem.

Commissioner Townsend said I disagree with that. It goes to not everybody can enact laws and that kind of thing, but everybody can participate in making an impact on crime. If they see it, tell it. If you know something about it, tell it. That's real base level participation and that's what's going to help lead to people being held accountable as Commissioner Brian said and that there will be consequences. **Mayor Holland** said and having a trust in that relationship. **Commissioner Townsend** said and they have a trust in that relationship, that's participatory at

their basic level, again, not criminalizing those things which are not criminal. Like the CIT Programs so you can separate those people who need a different type of help from those who do need to be segregated from law-abiding citizens.

Commissioner Walker said I'm kind of the outlier in this group in this regard. When my home is violated by a burglar I don't expect him to be someone who lives in Mission Hills. I expect him to probably be someone that would fit the nature of poverty, have other characteristics. Frankly, the fact that he's poor should not be a voidance of the consequences. **Mayor Holland** said I agree with that. **Commissioner Walker** said we in this present day have this aversion to building more jails and more prisons because of the cost and yet what we do is we believe we can program these people through some kind of a treatment program. Now if someone is truly mentally ill, our standard of justice isn't are you mentally ill, it's do you know right from wrong? Many people who have a mental illness still know right from wrong and yes, if you don't even know what right and wrong is, then jail is not the place for you. I've always said if the state raised money, taxes, in order to build more prisons and it was absolutely guaranteed I would approve that because I think the consequences are not going—if you're a victim of crime it matters not to you that the individual is poor and because he has been poor that led him down a life where he chose to do these things, it still has to have consequences.

Ms. Shockey said earlier today you talked about on your vision statement the decolonization of drugs. Do you feel like there are some laws that may be targeted enforcement towards or shouldn't be done? **Commissioner Walker** said certainly. I think our prisons are overloaded with drug related offenses. In terms of some drugs probably not legalized but certainly marijuana seems like a no-brainer to me. **Ms. Shockey** said so I think that's what you were kind of saying is target more on things—**Mayor Holland** said that's right.

To your point, Hal, if my house is broken into I want consequences but more than that I want my house not broken into again. So I want the most effective means to keep my house from being broken into again and so there are two routes. If someone is breaking into my house because they have drug addiction and they're desperate for a fix and they're going to find some junk that they can sell so they can get some money for their next fix, getting them into a drug and alcohol treatment program, yes they do need to be served consequences for breaking into

someone homes because that's unacceptable but once they serve their term and they get back out and they've not had the drug and alcohol treatment and they've not had the mental issue that the drug and alcohol issues is masking and they don't have any job skills, there are headed right back into the cycle. I think that we've got to help people not be criminals and I think you do that through a variety of ways. I think jail is just a temporary way of helping someone not to be a criminal.

Commissioner Townsend said I just don't feel comfortable leaving this in the air as I understood what Commissioner Walker said. Yes, if somebody commits a crime, I want them brought to justice but what I'm uncomfortable with leaving out in the air is the expectation that who did it was going to be poor. That goes again to what I was saying about perception. When I grew up poor did not equate, was not synonymous with you being a high risk for being a criminal. I just had to say that. There could be someone out there who you don't expect who is just there for a thrill. We've got plenty of criminals on the upper economic scale but they're doing big time—**Mayor Holland** said they're still in the laptop...**Commissioner Townsend** said exactly. Again, going back to that perception, I just wanted to get that out there that poor did not equate and should not equate to criminals. Whoever is guilty should be brought to justice.

Commissioner Johnson said I don't disagree with that, but there are systemic things are ever present in our society as it relates to inequities that are present in Wyandotte County. They're present everywhere but we're talking about our home, the place we're trying to make better. When you are born into inequities, like it or not; it creates, it establishes, fortifies; it does not justify but it creates a mindset where the potential for someone to commit crime because they don't have any other option. They haven't been presented with other options growing up even to the extent of violent crimes and fatalities and things of that nature where jail is more of a reality than college. You have to address that. Yes, I do want the perpetrator's brought to justice but we need to look at the systemic long-wearing thing. I can say I'm thankful I had a mother and father that was in my life that gave me an establishment but the further along and the older I get I'm coming into a realization that that's not a reality for a lot of people. I know this is kind of going down to another rabbit trail, well there are certain things we just cannot assume as it

relates to how we deal with these issues as it relates to crime. There are mindsets that there are narratives, there are stories that we need to deal with what happened to you that caused you to have this kind of mindset to think that you have the right, the wherewithal to go into another person's home and take something that does not belong to them. I think we need to look at a broader, more critical gander into that issue.

Ms. Shockey said Lauren has kind of been writing down more of the details of what everybody is talking about and I've just kind of filled out four or five themes of what I hear you saying and are components or pieces of the puzzle that sound like you might want to try to address and so the idea of the broken window, the blight removal, getting people outside and connected to each other. You know you're safer if you're with a crowd actually than if you are walking alone on a dark street, that sort of thing.

Also, being tough on crime but maybe looking at the laws and enforcement and maybe more looking at the underlying reasons why people are committing crimes so you can kind of address those issues and get them out of the cycle.

Then addressing poverty through workforce development, better education system, that type of thing and then just overall communication with the community and building relationships so they can have a repore so they would report and have that sense to come back and talk with a police officer or speak up; that type of thing.

I also had set example in your own public space. A broken window is not just on private property; it's also evil as well and so making sure the built environment looks vibrant and has that well-kept appearance. Did I capture all that?

Thinking about these things, these are kind of all strategies that you would use then to come up to your goals. We want to come up with what our goal statement would be and so the goal statement would be; answer the question; can you describe to me what success looks like? Maybe it's a very simple statement. **Commissioner Markley** said reduce violent crime year over year for next five years.

Commissioner McKiernan said I would suggest that—I appreciate that. Yes, violent crime absolutely, but even the non-violent and even the non-personal crimes. The crimes of death and

vandalism, those are also things that I believe we should and could target to reduce because they impact on quality of life.

Mayor Holland said I would say reduce crime as a goal. I don't disagree with that at all. I would say that's right. **Commissioner Philbrook** said it's just the amounts and percentages. **Mayor Holland** said no, it's the how. You could build more jails, that's one way of accomplishing that goal is that more people are convicted for longer terms, we have a higher prosecution rate, a higher incarceration rate and the more people in jail the less people outside doing crimes. I think addressing the underlying issues that lead to crime like blight reduction, quality housing, workforce development, education; you look at the things we know as a peephole reduces crime. I want goals for those things that are going to lead to a reduction in crime.

Ms. Shockey said that's what I hear you saying, there is kind of like four or five factors that really come into that and we want to make sure that we include all those goals for those kind of getting us back to this vibrant intersection of diversity opportunities, getting us back to our vision statement.

Commissioner Markley asked are you saying that—I love what you're saying; are you saying you want to do a play goal and have the crime be one of the—**Commissioner Philbrook** said outcomes. **Ms. Shockey** said absolutely. **Commissioner McKiernan** said it will be a positive unintended consequence. **Mayor Holland** said I think that's a very innovative way of looking at crime because there are, I would say not old school—and I got access on a radio station recently, do you need more cops, you need to just hire more cops; well maybe but you can't put a police officer on every street corner. We don't want a police state and lockdown the neighborhood. We want a place where you don't need that. You can travel to third world countries and the wealthy all have a fence around their house, barbwire and a security guard. That's one way to do it to protect your stuff. I want to address the reasons why and I want to be aggressive about it.

Ms. Shockey asked how would you describe how that looks. How would you describe success for blight? We could say blight removal, but what would be the goal? **Commissioner Markley** said reduce the number of vacant houses by I don't know what percent because—(inaudible due

to someone speaking over.) **Ms. Shockey** said we will come up with the targets later but we just want to know what the measures are. **Commissioner Markley** said reduce the number of vacant houses, shorten the amount of time it takes to get code violations closed and resolved. **Commissioner Bynum** said we do those things through an active, engaged community. **Commissioner Markley** said that is not really measurable. How do we measure an active community? **Commissioner Bynum** said we can measure what supports we are providing to our residents such that they can be active and engaged.

Commissioner McKiernan said I think we've got both here. I think we're talking about both outcome goals and process goals and so we've got both but really when you look at our Citizen Survey it breaks it out pretty well that blight is a combination of weeds and grass, trash and debris and then the structural things. Both structural dilapidation and structural vacancy and we could set, and I know that SOAR is working on blight indexes, and I know that other communities are trying to create some sort of metrics that describe the level of blight in grass, weeds, trash, debris and structure. Maybe they could provide us with some metrics—I think one of the process goals that we set is that we set baselines for what our current state of blight index is as the foundation for future outcome goals, measurable goals, because in many cases we may not have an objective baseline that we work off of. I think we've got two sets of goals both related to blight. Outcomes in terms of reducing the number of possible complaints, reducing the speed of resolution of generated complaints, preventing complaints on anything we own. Then we have the process goals of the resources that we utilize both UG and non UG to help people then prevent, avoid or remediate.

Commissioner Markley said, Sheila, everybody uses different terminology in terms of the goals versus the sub-goals or whatever the terminology; we're all kind of using the same words when we're talking about the overarching goal versus the stuff that goes underneath. **Ms. Shockey** said this would be an overarching goal. It starts with an active verb and it gives you what is the best you're acting on, the problem or the issue. Same with reduced vacant houses and so you have to have a baseline and so then I would say probably code violations, a shorter timeframe and active community, that kind of thing. Those are strategies to get you there. Those are kind

of the things of how we're going to go about that end result. A goal is a desired outcome and it's more of—you have an active verb and the action that is being put on.

Commissioner Walters said a few minutes ago I think, Brian, you said that you believe blight was the result of other social forces not something that happens in isolation so why wouldn't we start talking about some of those social forces that result in blight such as poverty or prosperity and how we can increase the level of income throughout our county by providing or creating more jobs, working with skilled development; that's something that's certainly measurable. Increase the household income throughout the county by 10% in five years or something.

Mayor Holland said I agree 100% with that and I would probably say persons currently in our community, and that phrase simply because another way to increase, and I know you're not saying this; but another way to increase your median household income is simply bulldoze all the poor houses and the poor people are out and then your median household income goes up. I know that's not what you mean, but to make sure we're saying increase the prosperity of the people who live here. **Commissioner Philbrook** said and bring more people in. **Mayor Holland** said and bring more people in and grow the population.

Commissioner McKiernan said while I completely agree with what you said and I think that is our long-term, I do believe that we can make gains in the short-term even before we get to the long-term building the foundation that supports removal of the—or prevents the broken windows in the first place. I do think that there are steps that we can take, goals that we can achieve in terms of existing blight and reducing the existing blight even as we set the stage for the reduction of blight in the future. That we could set a goal for both current, long-term and I think reducing the level of our existing blight is something that is achievable because there are many people frankly who have the resources to reduce blight that they are associated with and for whatever reason they don't or chose not to or whatever use those resources. **Mayor Holland** said one way to do that because some of the people creating the greatest blight in our community are very wealthy people who live elsewhere. I think we need to have a repeat offender, we need to have a chronic offender category that when you have X numbers of properties—we have people that own 25 blighted properties. When you have five or more properties that are all blighted, yes 50,

we're talking about massive absentee landlords who live in half million, million dollar houses in Johnson County who owns all these crummy properties in Wyandotte County and don't care a bit about it. We need to have some laws that say that if you have five properties that are blighted, the fines double. If you have 10 properties that are blighted, the fines triple. **Commissioner Markley** said and for God's sake you're not going to get to buy anything at our tax sales. **Mayor Holland** said that's right. **Commissioner McKiernan** said I've gotten four postcards in the door hanger. They all want to buy my house for cash. **Mayor Holland** said and run it into the ground while we take—(inaudible due to speaking over the Mayor.) **Commissioner McKiernan** said it's kind of chemistry out there because these all come from the same address. It's like an incubator for we buy ugly houses. **Mayor Holland** said we create houses and we create ugly neighborhoods ridden with crime. **Commissioner McKiernan** said and we allow.

Ms. Shockey said another thing on the blight reduction and then we will get back over to the poverty—the longer term. I see kind of what you're trying to do is create this vibrant community, you're working short-term on fix the broken windows, you've got several strategies to do that. I've heard you say also make sure that our public stuff looks good as well and we're maintaining that and then we would be working on the underlying causes of poverty long-term.

Commissioner Bynum said in terms of law enforcement and deployment of law enforcement and relationship building with law enforcement, I guess there are a whole lot of bullet points that could go in those broad categories but we want to encourage again with the engaged community to build or rebuild relationships with law enforcement. We know we've seen great success because of the introduction of community-based policing in Wyandotte County two decades ago. I think it's worth looking at again in terms of—and I think our Chief is doing this, but I think it's worth looking at again in terms of has certain pieces of that policing philosophy changed and have certain relationships that used to be strong crumbled. If so, then what can we do to rebuild them? I think that's just such an integral piece of the success that we've seen that we want to continue. I just don't think we can leave the police and law enforcement out of this conversation.

Commissioner Philbrook said police are already involved in District 500 and I know that Cynthia Lane it's very important to her when she brought them in that it become even more diverse to just have a presence, but to be around kids of all ages and do programs with them so they feel more comfortable and think oh police officers aren't so bad people. They're people just like anybody else and I think that's going to make a big, big difference because you know if all you hear is bad things from the people in your neighborhood about police, then you're going to believe the other kids in the neighborhood. If you know a police officer in your school and you've gotten closer to him, oh, no, they're not that and I think that our school system is really starting to move forward on a lot of progressive things and I know that's a long ways down the line but that line will be here to us sooner than we want it to be and so we've got to go somewhere. **Commissioner Markley** said I think in our SOAR group they probably can fill in a whole group of strategies in regard to these vacant houses.

Ms. Shockey said that's the big picture. It seems like these two are kind of the short-term, the big picture emphasis. Again, these are like kind of really basically services that you provide that you can invest resources in in terms of all the services you provide. **Mayor Holland** said one of things I want to do as we do these, I want to think about positive statements rather than negative statements so increase safety, community safety; beautify our community. **Commissioner Markley** said those aren't measureable. **Mayor Holland** said no, but they're the same thing. Instead of blight reduction, beautify the city. **Commissioner Markley** said blight reduction you're going to say reduce vacant houses by X percent. **Mayor Holland** said I would still put the same thing. **Commissioner Markley** said how are you going to beautify—**Mayor Holland** said over here instead of reduce poverty I like increase prosperity better as a goal because I think that has a positive connotation. I like goals that have a positive connotation. **Commissioner Markley** said I'm okay with that but it still has to be—(inaudible too many people talking). **Mayor Holland** said all I want to do is change the title. I don't want to change the outcomes. **Commissioner Markley** said it has to be a number.

Ms. Shockey said what we will do today we will come up with kind of these main emphasis areas and then we're going to work with Doug and his staff on putting together a document that we would bring back to you that would say this is how we would go about doing that.

Commissioner Townsend said I would like to marry those two concepts. I like what the Mayor is saying about having a positive but my sister counselor up there says if you don't specify what it is it's too easy to lose track of your target. If you're going to say improve community safety by reducing crime, by reducing vacant houses, then you don't lose that focus.

Ms. Shockey said the other thing I heard was the perception of safety and that's something you can measure is people's perception. Should I put that one down too? **Mayor Holland** said I think it comes back to what you talked about the perception of our community about how people talk about our community. If we're talking about community safety and beautification and prosperity, those are words that affect people differently than crime, blight and poverty. It's putting that positive aspirational goal, it's putting the aspiration to it so when our staff and our community talks about our goals we're talking about positive aspirations. I say it at every meeting every time I go to speak, we've got to reduce blight but I need to actually change that to say we need to beautify our community, but number one we need to reduce blight. We need to improve our built infrastructure.

Ms. Shockey said maybe your speaking point, you know beautify kind of sounds like maybe you're planting flowers but maybe it's more vibrant. We need a vibrant community. Something that is more encompassing. **Mayor Holland** said I don't know the answer to this. I just think I want positive, aspirational statements as our goals. **Commissioner Johnson** said more aspiring statements.

Commissioner McKiernan said I was going to piggyback on that. Sometimes it's grass and weeds and sometimes structures and sometimes it's just actions. I had forgotten that. On my way over here this morning I had one car parked on a public sidewalk and one car parked in a front yard both of which are violations of our municipal code and so part of it is behavior and communicating our expectations for behavior. **Commissioner Walker** said people know we don't do anything on Saturday and Sunday.

Commissioner Bynum said I would like to throw this out there. It's something I've been thinking about for a very long time so I guess now is a good time; Community-based Code

Enforcement, Community-based Neighborhood Resource Center. It seems to me a logical extension of, again, all of the two decades of work we've done with Community Policing, working hand-in-hand with Code Enforcement, and creating a Neighborhood Resource Center, etc. etc. is taking the concepts that we use in Community Policing, sorry Doug, and overlaying them into other departments so that people don't know whether we have code inspectors working on Saturday. What would be so wrong with someone's shift being Tuesday through Sunday? I mean to me I just throw that out there and I will call it Community Code Enforcement for lack of a better word but it's the same concept of I can flex my schedule, I can interface directly with the community, I can do all the things that we empowered our Police Department to do through Community Policing. We take that kind of concept and we overlay it onto other departments. **Commissioner Markley** said I love that idea and we had other prior presentations and discussions about even hiring part-time people that would have flex schedules and it didn't go anywhere but I like the idea.

Commissioner Walker said in my neighborhood the guy that parks his 18-wheeler, not every weekend, but Friday evening to Monday morning and then he's gone. If I call it in and Codes come up, they don't see anything so they must think I'm crazy. Next Friday he will be there again. I suppose I could call a police officer and they could write a code violation. **Commissioner Markley** asked can we park that. **Commissioner Bynum** said I think that could be a parking lot item. **Commissioner Walker** said that's a really good idea of Community Policing concept in Codes. **Commissioner Bynum** said lots of different department could lend themselves to the flexibility really was the starting place for Community Policing. The flexibility of a whole variety of ways they did their job, that was the whole empowerment piece of it so that concepts blends itself to other departments that speak specifically to blight and crime.

Ms. Shockey said so anything else on the blight and crime issue? **Mayor Holland** said I have a question for our legal staff to put a pin in. I would like to know can we pass a law that if you have so many properties in violation, you're not even eligible to purchase property in our community. **Commissioner McKiernan** said we can't block a private transaction. **Commissioner Bynum** asked is it a private transaction when it's us. **Commissioner Walker**

said we could probably prevent them from participating in the tax sale. **Commissioner Markley** said but if Bob wants to sell his house to Joe, we can't stop Joe from buying it. **Mayor Holland** said even though Joe has 50 blighted properties. **Commissioner Bynum** said but it's interesting to explore things like that. That's a problem solving mechanism.

Ms. Shockey asked anything else on blight and crime. A couple of things I think are somewhat related to that in terms of like when you go through your community that we really didn't talk about, we did talk a little bit about public. You know you can see parks aren't mowed and that sort of thing that's an issue in which should be here as park maintenance. I'm taking off the ones you've dealt with.

What about this idea of street maintenance, lack of curbs and gutters; how does that relate—**Commissioner Walker** said that's blight. **Ms. Shockey** said it all relates to blight. **Mayor Holland** said I think the goals for that need to be strategic and investment. I mean that was the conservation—at root last Thursday the conversation was about what was the right strategic way to do it. That was the root discussion. Now we couldn't get there in agreement but that was the root discussion that we need to continue to have.

Commissioner Markley said I will say I would like us to talk about what our long-term plan is and some of you have spent more time with Bill Heatherman than others; I spend a lot of time with Bill. I think it was Overland Park that he worked in for a while but they had like a 20-year plan where they went in and put sidewalks in all their neighborhoods over a 20-year period. Maybe that's not the right option for us, but they clearly as a government sat down and said in 20-years this is what's going to be done. We have a list of what we would like to be done in 20 years but I would like us to be more committed and say these are the major projects we're going to tackle in the next 20 years and we're going to commit whatever resources it takes to make that happen and not be like well we have this list of 100 things but what ends up happening is every year we push 20 more of those things off and we're not making progress on our 20-year list.

Mayor Holland said that's right and I think that strategic plan when you think about, take Turner, you know the whole middle third of our county was built after World War II under township and county rules which means no curb and sidewalks, no stormwater, no underground lines and so we have these whole swath of our city that doesn't have it. Where do we start and I

think that's the strategic piece. We start with the main arterials. We do those right first and then we branch out and that's how Overland Park did it. **Commissioner Markley** said I think the other important thing about having that committed goal is, maybe not everybody in Overland Park, but a huge chunk of their citizenry knew what was going on and they would say oh my sidewalks just went in as part of that plan like they knew this was a 20-year plan. Within 20 years dangit I'm going to have sidewalks in front of my house and people knew that and for us to be able to send that message not just Shawnee Drive is on the rebuild list for some time in the next two decades, but to say this is what is going to happen in the 20 years and be committed to that. That's a great message for us to be able to send toward the street maintenance concerns on our strategic plan to be able to say people we can't replace all our streets in one year but over 20 years these are the major ones we're going to do and these are the major projects we're going to do in addition to our annual overlay. **Mayor Holland** said when you did your CNIP Project, targeting a school. Things strategic about being arterials, the schools; the key assets in our community of how we do it I think we could—and then we're going to have another situation where our road washes out that jumps up the priority list but that should be the exception, not the rule.

Commissioner Johnson said we should also consider that everything does not start in the west and work in the east. **Commissioner Bynum** said I think that's a good strategy piece. I agree with you 100%. **Mayor Holland** said it needs to be equitable. **Ms. Shockey** said I think that kind of ties back to what Hal was saying earlier what's your debt financing policy? If you have this 20-year plan you can really have a good idea of how does that get repaid in generations or cash. Earlier Jane talked about corridors were a strength so kind of starting with your corridors and doing that beautification and infrastructure investment. **Commissioner Markley** said I think one of the great things about having that committed long-term plan is the fairness aspect of being able to say look we got this out in advance. We're not just going to do streets as they come along. We're going to make sure every area of our county gets hit and this is how we're doing that over the long-term. We're going to deal with it as it comes and it always seems to come out west. **Commissioner McKiernan** said on the east they shouldn't hear oh yes, you're going to get yours in the year 19 or 20. We need to know we're going to get some in year one.

Commissioner Bynum said I think we even should flip it. You and I have had this conversation before in terms—I still think the Unified Government has the ability in redevelopment and revitalization to say that we'll go first mentally. We will go first and through our data and all of the work that's being done we're going to know this is the priority right here and everybody here is going to agree because this is the priority and the data tells us that. **Commissioner Johnson** said what I'm also suggesting is not that we say that everything starts in the east. We know that the tax base is stronger out west and we understand that, but I just think incrementally we need to look at a fair and balanced approach to how we go about doing this over time.

Ms. Shockey said I'm going to take down the ideas over here. The aging infrastructure, street maintenance, lack of curbs, gutters because that's over here now on this list now strategic investment. On strategic investment and infrastructure, a statement, what does that look like? That's a strategy said okay so we're going to strategically invest in our infrastructure but how do you say you've been successful there? What's the measure? **Commissioner McKiernan** said there are many. The one I mentioned the other night was if we say the accepted standard—if the accepted standard is that once every 30 years our asphalt streets are ground and reoverlaid then we measure are we on that schedule. We're not now. We can set a goal that we will get on that schedule, something like that. **Ms. Shockey** said there is usually a time that you can invest and it still makes sense and it doesn't cost you more and so you're kind of looking at that next of can we get caught up so that we're not spending our money trying to catch up.

Commissioner McKiernan said I know something that SOAR is looking at is establishing the base for strategic decision-making. I'm doing just block by block in my district but looking at the streets, the curbs, the sidewalks, the lots, the structures and the alley's and kind of mapping out where there are small pockets that could be strategically repaired/replaced versus large areas that are going to take a much bigger investment. There are sometimes that I feel we don't have that baseline that gives us the ability to be strategic about where we go with our stuff. The third thing is I know that already even though I say not strategic, I know already Public Works is being strategic because I've mapped the last six years of Neighborhood Street Resurfacing Programs. If you look at it over time they're adjacent. You can tell there is actually a systematic approach from Public Works because last years—and then they leapfrog a year, but then the next piece goes right next to it and next year's NSRP in my district actually is

immediately adjacent to stuff that has been done within the last few years. Part of that is the communication piece. Yes Commissioner, yes citizen, there is a plan and here is that plan and then we go oh I get it.

Commissioner Philbrook said my comment is I'm glad you finally admitted that there was a plan but we just didn't know it because poor Bill Heatherman I drove about crazy when I first came on the Commission. Look, I want to know what's going on, I want to know what's happening and he sent out maps and he showed me what the plans were for my district and how they determined what was going to get fixed next and where they set out how many years out, the whole nine yards. It was very helpful. **Commissioner McKiernan** said there is a plan for streets. I think I'm pretty safe when I say there is no plan for alleys. **Melissa Mundt, Asst. County Administrator**, said there is no plan for alleys, but we are looking at options for sidewalks that are in areas that are not curbed and guttered because there has to be other options because of the feasibility of actually installing all that infrastructure. We're not there but there are options to make it wonderful. **Commissioner McKiernan** said that's fantastic.

Commissioner Markley said I want to differentiate quickly, I guess what I'm talking about in terms of the 20-year strategy is not grind and overlay because we know we're doing that every year. That's going to happen every year regardless. The 20-year strategy is the bigger projects. What roads are we doing Complete Streets on, where are we going to put in sidewalks where there wasn't a sidewalk before and we are not going to meet our citizen objective of having better infrastructure by doing the same grind and overlay every year that we have been doing for the last 30 years. Clearly they want more than that and that's what the 20-year strategy is, what are we doing to get ahead on the survey results in our street—**Commissioner McKiernan** said it has to be a combination of new combined with repair and replacement. **Commissioner Philbrook** said my comment to you is I was also bugging him on that and we had started mapping out that because we were talking about feeder streets. You know the main north and south ones and which ones the community's would want done first and having those community meetings so they could help pick which streets they thought they wanted first and which ones we could do and what we could start with and so that's part of that.

Ms. Shockey said let's move over to housing real quick. There are a couple of items that are listed here still that aren't really the broken window issue. One is housing for all ages, the other one is aging housing stock so just older housing stock how does it convert to new market demands. I'm ready for a granny pad when I retire in the back of my son or daughters' house, granny houses; all these different modifications that the housing stock is having in most communities and then the outdated public housing. What do you see in terms of any sort of goal for just really kind of keeping your housing stock up? **Mayor Holland** said I will admit it's similar to education because it's not a primarily delivery of service that we provide as a Unified Government. We need to be clear that we're fostering an environment of housing rehabilitation versus we're not going to have a housing department that goes out and builds houses. That's not going to be our role. **Ms. Shockey** said your role then could be—a lot of communities what they're doing is going neighborhood by neighborhood with that infrastructure investment and then that is first, housing, redevelopment and that sort of thing. Is your role really infrastructure would you say foster the environment for—**Mayor Holland** said it includes the infrastructure because we know when we put in new quality roads people either improve their home around it or they built homes around it so I think that's part of it, the infrastructure we do but I also think it's about how we leverage CDBG money. How we incentivize, you know we do have tax abatement for people that will build inside the urban core. Either those abatements aren't sufficient—you know it's almost not economical. If you build a new house in this community there has got to be a non-profit—depending on where you build there has to be non-profit willing to raise the philanthropic gap for what you can build it for and what you can sell it for or it's upside down the day it opens. I don't know how we foster that and obviously we don't because if we had those answers we would have already done it.

Commissioner Bynum said I think another piece of it is the whole master planning process you know through northeast master planning. For example, we might be identifying areas where we think age restricted or other adult housing would be most appropriate. I think through our policymaking certainly we impact that and then I've always hoped and dreamed that housing would be another of the three-legged stool piece that Wyandotte EDC takes on. I've kind of long wished that in addition to industrial and commercial that housing was one of the components that—**Mayor Holland** said that's an interesting question. We won't solve that today.

Commissioner Bynum said I just throw that it out if not Wyandotte EDC, then is there a—
Mayor Holland said there is a housing taskforce internally, but is there a housing group like WYEDC that's addressing the housing needs in our community. **Commissioner McKiernan** said there are many, but not necessarily one coordinated body that I'm aware of unless you would take LISC as a coordinated body. **Ms. Mundt** said right now LISC, HUD, Kansas City, Missouri and ourselves are at the table right now trying to figure out how we as a region would report on this and basically taking our SOAR data and again where our healthy fabric is around the barriers that are in a lot of stress and starting to target to improve the values and then looking for gap fillers the Mayor talked about. There will be more to follow on that, we've been meeting every week.

Commissioner Walters said if these kind of infrastructure improvements are as beneficial as we are talking about them being, it seems like we could create a benefit district and that would be the far more expeditious way to achieve these things rather than having a neighborhood being on a 20-year plan in maybe year 17. **Mayor Holland** said we need to think outside the box on our benefit districts because theoretically if the homes that were built around 51st & Parallel had been built under city code, the developers would have been required to put in stormwater, curb and sidewalk and underground lines when they did it and they weren't required to do it and so it's not there. They sold the house, the house cost less money because that infrastructure wasn't there, the developers made more money because they didn't put that in there and so going back to the homeowners and saying will you support a benefit district. The challenge is going to be a homeowner occupied neighborhood is more likely to agree to a benefit district than some absentee landlords from around the metro, but yes, I think we should do it.

Ms. Shockey said maybe relook at some of the strategic investment and infrastructure, we look at different tools or mechanisms to pay for it not just general fund. It could be benefit district and what's the right mix for that.

Anything else on housing, what you're trying to do is foster the environment for quality housing that meets market needs. I don't know if your codes are up-to-date. Are your codes up-to-date when someone comes in and wants to do a remodel or are they pretty flexible? **Commissioner McKiernan** said assuming they pull a permit. **Ms. Shockey** said then you have

area plans, you're working regionally perhaps trying to find someone to spearhead an overall housing strategy with all the non-profits that work in that arena and then maybe CDBG trying to think more strategically on your CDBG funds on how to do that. **Mayor Holland** said some of that work has already been done.

Ms. Shockey said how about economy and jobs. **Commissioner Markley** said I guess I would say, and I don't want to sound like a stick in the mud, but I would be happy with just the crime and blight related goals we first discussed. I think sometimes we make too many goals and then we have trouble remembering as an organization what our focus should be for the upcoming years. Not that we're not going to keep doing the work that we're doing related to housing and workforce development but when you have 20 goals in the end everybody is like what was our goal again. **Ms. Shockey** said this will be a 5-year but we will ask for the one thing that you will emphasize next year so these are 5-year goals so you've got kind of the whole idea behind reducing blight, crime, going into that area. You've got the strategic investment and infrastructure, you've got kind of fostering environment of housing and kind of helping with that, and then this would probably be one of the last pieces because we almost have everything off the list over there.

Commissioner Bynum said I don't think we can overemphasize how important it is to have a workforce that's ready for work. It's such a big part of everything else we've talked about. I don't see how we can turn away from it right now. **Ms. Shockey** said you did say relook at your economic development and finished policies so that's an action. What is your involvement in workforce development? **Commissioner Philbrook** said Wyandotte Economic Development has a spinoff called Workforce Solutions that started up about 2 ½ years ago and they have been actively engaged and they've engaged a lot of the community including Workforce Partnership which is federal funds for this area and all around the area. They are hot on this trail and they're not going to slow down because we don't make them want one of our job goals but I will tell you they would be very, very disappointed in us if we didn't.

Mayor Holland said I think we have a big enough organization that we need goals in a lot of areas. **Commissioner Markley** said sorry to interrupt you; I'm not saying that there aren't goals

in the organization and every department should still be bringing us goals. I guess what I'm saying is the organization as a whole can't have 20 goals. They need to have two because— **Mayor Holland** said I think we can have one thing that we're going to focus on 2017 is going to be the year of and I think it should be blight or beautification I think should be our one big thing. **Commissioner Markley** said yes. **Mayor Holland** said I agree with that. I think that should be a big focus area. **Commissioner Markley** said what she just said is what scares me. We want everybody to know that we're working on their business, but we don't want to get into a situation where anytime we don't list something as one of our 20 goals, everybody thinks we're not going to do that. The idea of your annual goals should be that's your focus point and not that we're not going to do any of the other stuff because clearly that's not it.

Ms. Shockey said so if the goal is just to increase prosperity—instead of it being real specific like workforce or jobs but it's about how do we increase prosperity, have we covered how to do that in other discussions we've had already about those items or are there certain big picture kind of things that you want to try to do to accomplish that in the next five years? That's a little bit different than like department goals. I hear what you're saying but I want to make sure we have the big picture.

Commissioner Philbrook said tell me exactly what this is going to look like because I think I might have gotten lost in the weeds. So we're going to pick a goal for next year. Is that the deal? **Ms. Shockey** said no, actually I think—**Commissioner Philbrook** said that's what that sounded like. **Ms. Shockey** said what we talked about over here is that we're going to have these 5-year goal statements and they may not be specific to each department because a lot of the things we're talking about are very connected and so there might be four or five kind of big picture long-range things that you're trying to do like increasing prosperity of your community as one, improving public safety, beautifying the community and so those are kind of the big picture ones. There are a lot of different departments that we will be working on that and they will have their goals and objectives under that. Then this next year we want to try to pick one thing like if you're in the elevator and what are you guys working on this year, this is the year of the blank. That's kind of the structure of it that we were thinking originally and so the idea behind increase prosperity what you all talked about and the way you would measure that is

household income and the number of persons in poverty. We don't have to come up with all the strategies today. I just kind of wanted to say increase prosperity, tell me a little bit about what does that look like, what is the end goal there? **Mayor Holland** said growing jobs in the community and I think doing an evaluation of our incentive package to focus on residency of people that get those jobs I think is one key area because we don't just want jobs for job seek, we want our folks to have jobs.

Economy and jobs you can look at transportation at large, not just public transportation, but transportation generally, how we get people to jobs. One of the ways we're going to grow our economy here is by additional industrial sites and we have a pretty aggressive program of growing a new industrial corridor and revitalizing industrial areas because the reality is industrial is a much stronger more resilient tax base even than residential housing. **Ms. Shockey** said so new industrial corridor. Where is the corridor? **Mayor Holland** said we're looking along I-70.

Commissioner McKiernan said I totally agree with that but if you look at us in terms of unemployment and workforce participation, we're lagging a little behind the metro but not really that far in terms of those two factors. Jane Redding over at WYEDC has talked about in comparison or that the gap between wages paid per job in Wyandotte County versus wages earned by residents of Wyandotte County. Maybe some metric that closes that gap somehow and certainly the only way we're really going to close that gap in the short run is increasing wages earned by residents of Wyandotte County. **Mayor Holland** said I don't want to close the gap this way; I want to close the gap this way.

Ms. Shockey said that's an important indicator that we can bring back and look at to track. Have we covered increase prosperity? What does that mean? Wages earned, household income, number of persons in poverty, number of well-paying jobs for citizens. **Several commissioners** said sounds good. **Ms. Shockey** said then the strategies that would come back would be those things under each department like how do you about it, how do you feed into this with EDC and other activities. Then I did indicate that we talked about one major role that the Council can play to look at the Economic Development policies and looking at incentives to see how that works. Are there any other items over there that you can think of that you want to create a goal statement for the next five years?

Mayor Holland said I do think from the economic economy and jobs we need to continue to address our tax rate and creating a competitive tax rate. I don't think we need to have the lowest taxes in the area, but we certainly don't need to have the highest and having a competitive tax rate. **Ms. Shockey** said look at ways to do that and part of that strategically investing your resources and we did ask that question on your questionnaire and every person pretty much said let's strategically invest our resources rather than like a across-the-board cut.

Commissioner McKiernan said something to consider as an overlay is just not the rate but, and maybe I'm wrong in understanding this, but my understanding is that dollars of property tax paid per dollar of income earned because of the relatively lower median income in Wyandotte County and the relatively higher mill rate and tax bill that we get the intersection of a relatively high rate and bill with a relatively low across-the-board. So, to somehow change that, dollars of property tax paid per dollar of income earned or whatever the metric might be. **Mayor Holland** said I agree with that. It's a more sophisticated way to look at it.

Ms. Shockey said anything else on goals? We have housing, infrastructure, we had something for the whole blight and crime issue which we would probably kind of put together and then we have something for prosperity, economy and jobs.

As the Mayor said, 20 years ago the Unified Government was formed and so kind of trying to come up with being unified for 20 years, what are the things for the next 20 years, and this year our Step 1 is this. **Mayor Holland** said Unified Wyandotte. **Commissioner Markley** said I like—it says 2017 is the year we soar. **Ms. Shockey** said we have soar and that's your black ribbon goal. You said unity. **Mayor Holland** said I like unified or soar. I think this should be the year of blight reduction. Blight reduction is negative and it just creates the image of blightedness. **Commissioner Markley** said but soaring is a nice—**Mayor Holland** said soaring is nice but—I like beautified. I want a beautiful community. **Commissioner Markley** said I think so too, but that gives that we're going to plant a pretty flower image which we could do that too but it's more than that. I'm fine with the idea. I'm just not sure beautified is the right word.

Ms. Shockey said I'm going to give you like 30 seconds to just sit there and think about this and then I'm going to go around the table and just ask you what you think this should be the year of and see if we can get a consensus. Jim, what do you think? **Commissioner Walters** said I can't come up with a better word than beautification. I'm trying, but I can't. **Commissioner Philbrook** said I don't know why I keep coming back to a park like vivid vision. It looks like everything is where it belongs and there is beauty all around. It's not just beautification, it's well organized. **Commissioner Bynum** said the year of the neighborhoods. How about gussy up. **Ms. Shockey** said so you like the concept of like investing in the visual appearance and well-kept, manicured type neighborhood approach. **Commissioner Bynum** said revitalization, revitalized. **Ms. Shockey** said you do have the word vibrant over there. I don't know if you could work that in. Gayle, what do you have? **Commissioner Townsend** said nothing right now but I'm thinking along that line. I wanted to go back to what were the words we used; I just can't see them under our Uniquely Wyandotte focus. **Ms. Shockey** said your 20 year is Uniquely Wyandotte: a vibrant intersection of diversity, opportunity in distinctive neighborhoods. An engaged community neighborhood: healthy, fulfilled and inspired. **Commissioner Townsend** said I'm going to take a pass right now because that language 2017 is the year we—it's going to be some type of verb. **Ms. Shockey** said you like the year of. **Commissioner Walters** said to make Wyandotte great again. **Commissioner Walker** said how about makeover the neighborhoods. **Ms. Shockey** said makeover. **Commissioner Bynum** said it's like a facelift. **Commissioner Markley** said there are some other words for revitalized; reinvigorate, rejuvenate, renewed, replenish, restore, and revive. **Commissioner McKiernan** said I had revitalized and reinvigorate for my two. **Ms. Shockey** said revitalize. **Commissioner Bynum** said then our symbol can be an AED machine. **Ms. Shockey** said then you could say 2017 is the year we revitalize. Does that sound inspiring to you? **Several commissioners** said nope. **Mayor Holland** said restoration is a similar theme of revitalize. **Commissioner Bynum** said renaissance.

Mayor Holland said what I like about beautified is it's somewhat antithetical to what people think about when they think about Wyandotte. They don't think beautiful, they don't think manicured, they don't think vital and so I think by claiming that name and saying something beautiful; that's just not how—when I talk to people around the community in the metro area,

that's not how they think about Wyandotte. They don't think about it as beautiful and I think it's claiming a reality and creating a reality that we want to make happen. I don't know revitalize, revive, reinvigorate, makeover; all of those start with they're not there. It's not vital so we're going to revitalize. **Commissioner Walker** said year of clean up your own backyard. **Commissioner McKiernan** said give a darn. **Commissioner Bynum** said I would push back because I truly believe we have 20 years under our belt of us and our people who live here giving a big darn and two decades of work to show it.

Ms. Shockey said one of the things I think about when you're talking about what you're actually going to do is maybe there has been some maybe disinvestment and maybe you're going to more reinvest. You're going to target, you're reinvesting. **Commissioner Walker** said wouldn't you want neighborhood? 2017 is the year of the neighborhood. I mean it's simple and then you can explain it but it doesn't convey the message of beautify.

Commissioner Townsend said I think Angela had it; this is the year—we need something in there that says we're going to take action so that we soar to beautify. That takes one of our themes is and we're actively working it and beautification is the goal. **Commissioner Markley** said in conversation with Hal over here and in the company that I work for in my normal job they're very goal oriented and they're very good at it because if you got on the elevator at the RR and you said what's the goal for the year, people would know and they would know—we have a beginning of the year meeting and the goals are announced and an end of the year meeting and everybody knows whether we met the goal or not. I would love for us to get to that point where that big annual goal if you got on the elevator here and here it says what's the annual goal and people would say blight reduction or it's to soar here. Then at the end of the year where we would be able to tell employees we reduced blight by this amount so when they are on the elevator you could say what's the annual goal and they would know it. Did we meet it last year, yes? I would love to see us have that and what I love about that in addition to obviously having goals and meeting them is a great thing is that organization wide it's difficult for us because we have so many employees for them to feel like they're putting up a united front toward one goal. Everyone's department has departmental goals and nobody knows what each other departmental goals are and we're just a very big organization to be able to find a goal that everybody can get

behind and know what the goal is and know whether we met it is a great unifying factor for our staff.

Mayor Holland said I think if you thought about our folks who are out doing the work—it's one of the things about Water Pollution Control, you can't just answer the phone Water Pollution; you have to say Water Pollution Control because you're trying to improve it. Until we hear a better word, but I can see our men and women who are out cutting grass and work in the streets for us cleaning up stuff, instead of being the blight reduction team being the Beautify Wyandotte team and they can have that slogan on their back; Beautify Wyandotte.

Commissioner Philbrook said how about integrating both of those things; beautify through SOAR. **Commissioner Walker** said 1 out of 100 people out in the community know what the word SOAR means. **Commissioner Walters** said right. **Commissioner Bynum** said you could always put the little words under the letters.

Ms. Shockey said I have a thought to kind of help you come up with this big idea. Neighborhoods are in your vision statement, neighborhoods you listed here. 2017 is the year of you're doing something in the neighborhoods. What is that adjective about the neighborhoods; the year of the something neighborhoods. **Mayor Holland** said beautifying the neighborhoods.

Commissioner Bynum said I'm going to say something entirely different, but again, to me it's about empowering the 2,200 people that work for the Unified Government into service. Everybody who works here is working here to provide some level of service. Service to soar, I don't know.

Ms. Shockey asked how would you describe the neighborhood, what it is that you're doing in the neighborhood. Do you have a descriptor of that? **Mayor Holland** said I don't know why not just beautify the neighborhoods. We need to beautify our streets, our industrial areas, our riverfronts, we need to beautify the parks, whole thing; I think the community, beautifying the community. Maybe we can just park this. **Ms. Shockey** said you don't need it today but I think what we will do is keep the concept of you are trying to focus on blight reduction and we will try

to maybe come up with a word. Get these smart people back here to come up with a word. We get the gist of what you're trying to do and what your focus is going to be for the next year and so I think that's super helpful to the staff.

We're going to let you out early unless anybody has anything else they want to talk about. Good work and we will be getting with Doug and Joe and come up with some stuff to bring back to you.

MAYOR HOLLAND ADJOURNED
THE MEETING AT 1:54 p.m.

dt

Bridgette D. Cobbins
Unified Government Clerk

November 5, 2016