

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

SPECIAL SESSION, THURSDAY, MARCH 30, 2017

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, March 30, 2017, with nine members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Philbrook, Commissioner Eighth District (arrived at 5:35 p.m.); and Holland, Mayor/CEO, presiding. Townsend, Commissioner First District; and Walters, Commissioner Seventh District; were absent. The following officials were also in attendance: Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Wendy Green, Assistant Counsel; Gordon Criswell and Melissa Mundt, Assistant County Administrators; Bridgette Cobbins, Unified Government Clerk; Tib Laughlin, Director of General Services; Jenna Hillyer, Vista Intern; Kathleen VonAchen, Chief Financial Officer; and Detective Steven Smith, Sergeant-at-Arms.

MAYOR HOLLAND called the meeting to order.

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

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, March 30, 2017, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building, for an update on SOAR (Stabilization, Occupation and Revitalization).

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

Doug Bach, County Administrator, said just a couple of points. We do have new microphones for this conference room. As we start each meeting when we turn the system on—as you were all here before, this overall system was not on but your microphones were turned on so at the point that they turned it on then it lights up the whole area. You do have the individual ability to shut it on and off in front of you. You can see the red light means it's off, green light is on and as you can see from where I'm talking now this microphone is picking me up fine so it's better to leave it like it is there, don't bring it up in front of your face. Just so you know you don't have to bring it over right in front of you. If you do leave it in green, they are very sensitive microphones and probably if your neighbor has their microphone on and you are saying something or whispering, it will probably get picked up by our system as well.



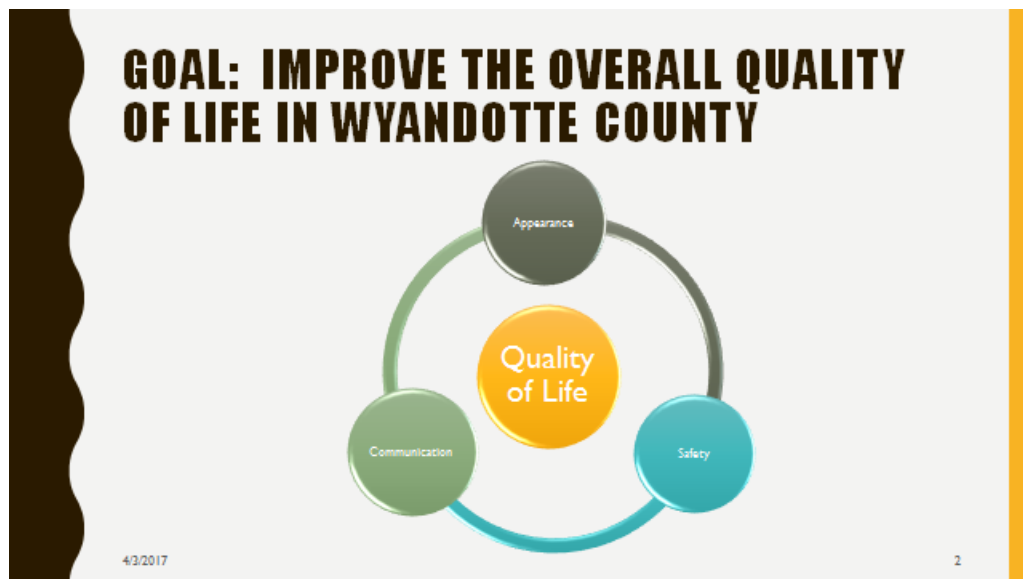
Mr. Bach said tonight the objective and this really comes from our budget initiative from last summer which was put forth which the Commission has funded as a high priority to go after the elimination of blight in our community. That has really been tagged line with our SOAR Initiative that we're going out and doing many different things to combat this issue in our community. Members of our SOAR team are here this evening lead by Melissa Mundt, Asst. County Administrator, so I will turn this over to her and her team who are going to take us through the setup and presentation for this.

March 30, 2017

Melissa Mundt, Assistant County Administrator, said this is our first quarterly update of our first year of five years of our SOAR Plan so pretty big stuff here. Back on January 5th we presented to you about 196 different performance management items that we were going to complete throughout the course of this year so the update tonight will focus on where we have gotten in the first quarter and it will preview what we will be doing in the second quarter. That is the format of the presentation. I will not be reading verbatim from these slides. There is a lot of information on them, but I wanted you to be able to have it to take away to talk about with constituents that have questions or business owners, etc. We will go ahead and dive into this and Tib is going to be talking as well later on.

I also want to acknowledge Jenna Hillyer who is our VISTA Intern who is assigned to Tib and I just to work on SOAR and so invaluable. I've had a little bout of illness and have been out and she has been here helping Tib and I keep things moving. It's just real awesome to have her.

I also want to recognize that Tib and I just got back from the What Works Cities Summit with Mayor Bloomberg out in New York City and they were instrumental in us getting to those 196 items on January 5th. We received a ton of praise for our efforts out there around performance management and they are just really thrilled about what we are doing. I just wanted to let you know that the UG is getting some great reviews by the Bloomberg Foundation.

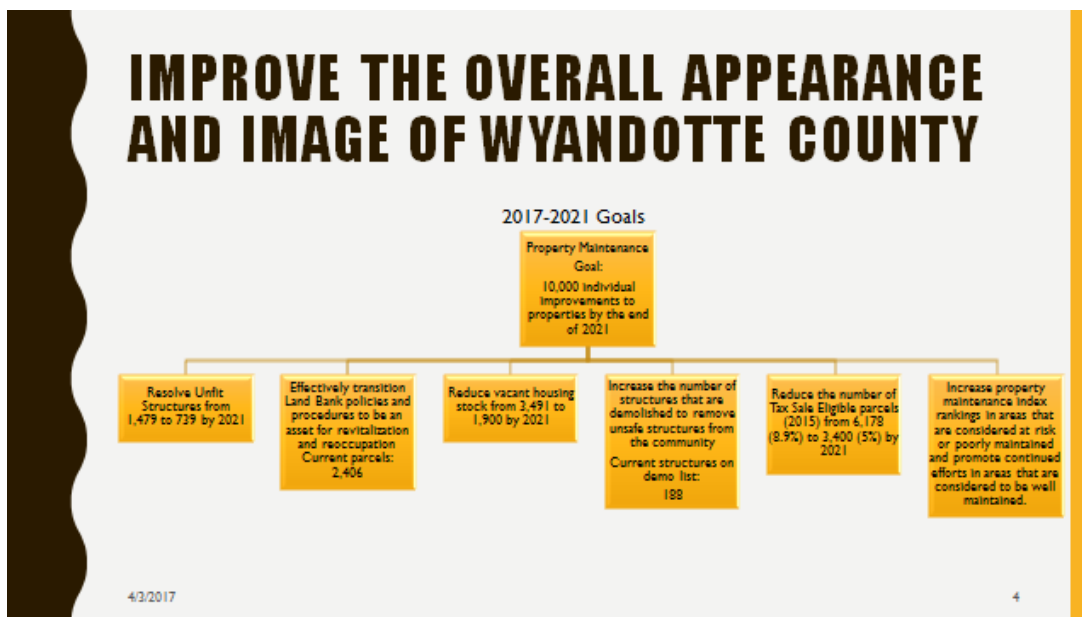


March 30, 2017

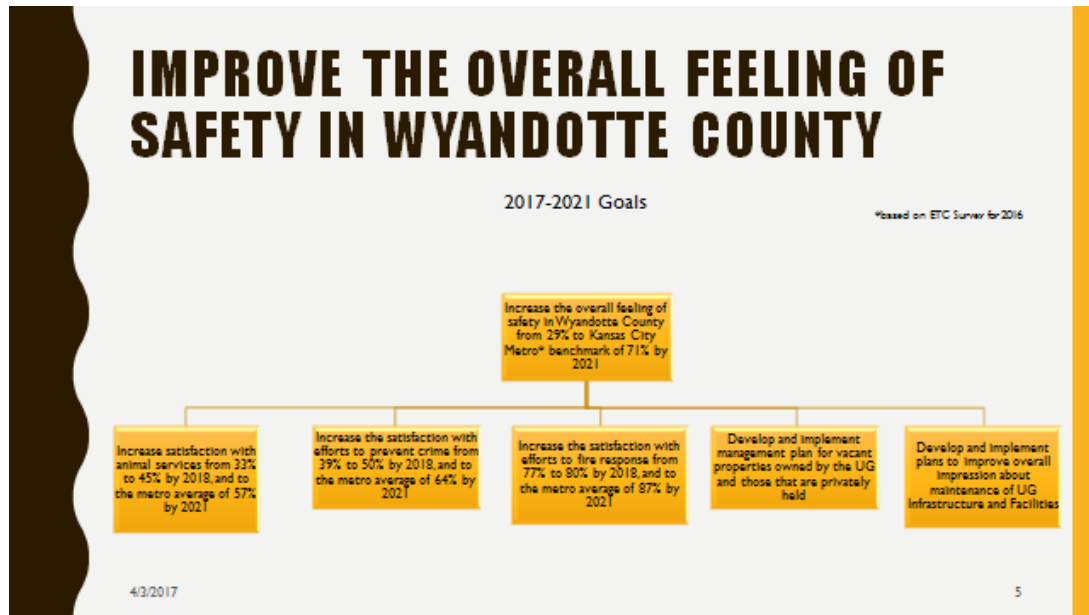
Our overarching themes of everything we're going to be talking about, just as a reminder again is appearance, safety, communication to get to better quality of life in Wyandotte County.



Here's our first quarterly update.



Just as a reminder, our goal is 10,000 individual improvements to properties by the end of 2021.



That we want to increase the feeling of safety among our residents from 29% to the Kansas City Metro benchmark average for 2016 of 71%.



Here is what we've been doing.

March 30, 2017

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

PROPERTY MAINTENANCE AND ZONING

- Amend NRC standard operating procedure for all weed complaints to immediately go into abatement process to reduce the length of time from complaint call to actual abatement for mowing private parcels to 16 days. Currently it can be up to 8 weeks.
 - Due March 31, 2017
 - New program was presented to the Standing Committee on March 20, 2017 and program is being implemented by PublicWorks. NRC is adjusting its procedures to match.
 - An update compliance on will be submitted as part of 2nd quarter update

4/3/2017

7

We told you back on January 5th that we were going to change how we were doing compliance related to mowing. Weeds, as we're calling here, from 8 weeks to 16 days. That was implemented and that was presented as part of the information back on March 20th and we will provide an update on how we're doing with that turnaround time to you at the end of the 2nd quarter.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

PROPERTY MAINTENANCE AND ZONING

- Amend standard operating procedures for all trash/debris/junk complaints to immediately go into abatement process, remove two week notice before beginning process
 - Due February 1, 2017
 - Implemented by NRC on February 1, 2017 and standard operating procedures adjusted for enforcement.

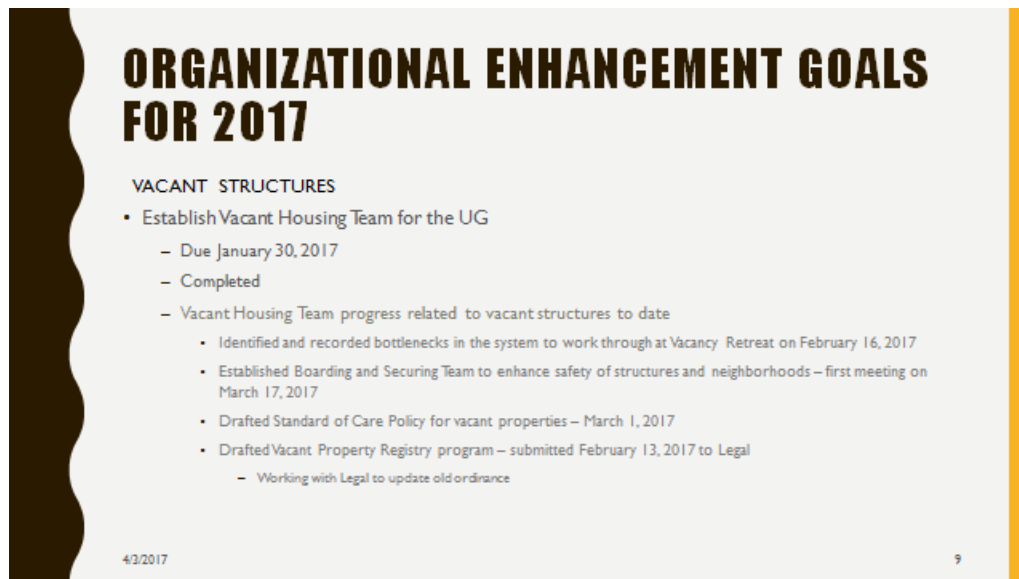
4/3/2017

8

We also amended our internal procedures for how we notice trash, junk and debris. We were giving a two week notice and then giving them another two weeks to comply after they didn't

March 30, 2017

comply with the two weeks' notice. We're down to two weeks and you better get it cleaned up and they've changed their operating standards internally for that.



ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

VACANT STRUCTURES

- Establish Vacant Housing Team for the UG
 - Due January 30, 2017
 - Completed
 - Vacant Housing Team progress related to vacant structures to date
 - Identified and recorded bottlenecks in the system to work through at Vacancy Retreat on February 16, 2017
 - Established Boarding and Securing Team to enhance safety of structures and neighborhoods – first meeting on March 17, 2017
 - Drafted Standard of Care Policy for vacant properties – March 1, 2017
 - Drafted Vacant Property Registry program – submitted February 13, 2017 to Legal
 - Working with Legal to update old ordinance

4/3/2017 9

On the vacant structure side, we had a goal by January 30th to implement a Vacant Housing Team. That was done and underneath there is the list of items that we have been working on since. Our Vacant Housing Team to date has identified and recorded bottlenecks in our system at a retreat on February 16th. We established a Boarding and Securing Team for vacant—they are just starting their work. We drafted a Standard of Care Policy for how we intend to maintain UG controlled vacant properties and we're also in the process of updating an old ordinance that we found that we've had on vacant housing registry. That is progressing nicely as well and so you will be seeing a lot more on that in the coming weeks.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

UNFIT STRUCTURES

- Reaffirm process to "flag" historical landmarks to prevent demolition, prevent building in floodplains, and share commercial code enforcement activities
 - Due March 1, 2017
 - Done

4/3/2017 10

On the unfit structures side we just wanted to make sure that the correct flags were in our system related to historical homes and structures so that we weren't tearing down things that we probably shouldn't.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

RENTERS AND LANDLORDS

- Develop and provide an education brochure to landlords at their annual renew or new sign up for the rental registry
 - Due March 30, 2017
 - Draft is being circulated to local landlords and tenants to receive comments before finalizing the document for distribution.
 - Final version will be ready for distribution on April 6, 2017



4/3/2017 11

On the side of renters and landlords we have completed a draft of our educational brochure and we're having user's review it right now and the final version should be ready by NRC on April 6th.

March 30, 2017

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

COMMUNITY DEVELOPMENT

- Apply for lead based paint grant through HUD to assist in remediation in older neighborhoods
 - Due March 30, 2017
 - Community Development collaborated with Health Department on grant application
 - Requested \$1.5 million dollars in addition to the Healthy Homes supplement funds of \$150,000 for 3 years
 - Request matching funds of 10% (\$150,000) from Standing Committee on March 20, 2017
 - Submitted on March 23, 2014

4/3/2017 12

In the area of Community Development we have quite a bit going on. You've seen quite a few presentations on this. I'm not going to go into any detail but the lead based paint grant was submitted on March 23rd and that was done in coordination between the Health Department and Community Development. If we are lucky enough to receive it, we will start working on remediating lead in our residential properties in the community.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

COMMUNITY DEVELOPMENT

- Work with the University of Kansas Planning Department to analyze data and select an area for the HUD NRSA program in areas deemed in need of intensive intervention to revitalize the neighborhood.
 - Draft report received March 30, 2017 from University of Kansas Urban Planning Graduate Students
 - Staff will review KU data in order to best establish the area
 - Public meetings will be scheduled in the area selected in 2nd quarter
 - Due to HUD August 1, 2017

Analysis of Census Tracts for Inclusion in Neighborhood Revitalization Strategy Area Application in Kansas City, Kansas



4/3/2017 13

Additionally, we talked back in January about developing our first ever NRSA. We have tried to do these in the past and were not successful. Apparently we tried to do five at one time at some point. We are trying to do one and while I was sitting there updating this afternoon a message

March 30, 2017

came through from the University of Kansas Graduate Students who are working on our data to help give us a review of where we should be working and that was just submitted. I have not had a chance to look at it but that is the front of what was said to me so we will be reviewing that over the coming weeks and during the 2nd quarter there will be a series of public meetings held within that area that is chosen. Of course the request to establish that will go with our five year plan that we turn in August 1 so you will be seeing much more about that.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

COMMUNITY DEVELOPMENT

- Implement live application of ENCODE
 - Due on March 30, 2017
 - Application went live before March 3, 2017
- Initiate North East Master Plan
 - Due on March 30, 2017
 - RFP sent out on March 17, 2017
 - RFP due on April 13, 2017
 - Consultant selection on April 27, 2017



4/3/2017
14

Additionally, in the same area, we did get the ENCODE application live before March 30th. I'm not quite sure exactly what date it went live but it was due March 30th so we met that date. We also have an initiated the North East Master Plan for those of you who have been working on that with us. It was sent out on March 17th and it is due back in on April 13th and the consultant will be selected by the end of April.

IMPROVING OVERALL FEELING OF SAFETY IN WYANDOTTE CO.

INCREASE THE OVERALL FEELING OF SAFETY IN WYANDOTTE COUNTY FROM 29% TO KANSAS CITY METRO* BENCHMARK OF 71% BY 2021

4/4/2017 15

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

Mowing and Landscaping

- Develop processes and procedures for efficient and effective mowing practices within the Unified Government; Develop tiered mowing program to allocate resources to the highest priority mowing (such as residential lots with adjacent neighbors, parks and ROW); Fully integrate the mowing process into Lucy; Complete a GIS enabled dataset of all mowing by category (ROW, Parks, Land bank, etc.) and place in the data portal
 - Due March 31, 2017
 - New program presented to Standing Committee on March 20, 2017.
 - Program is being implemented through Lucy
 - Writes work orders
 - Track completion rates
 - Track lot mowing costs and equipment usage
 - System went live with a dashboard for staff on March 30, 2017
 - Training the first week of April 2017 for Parks and Recreation which will be managing the program

4/4/2017 16

In the area of safety, which is our other key focus area, you received a very valuable update is my understanding at Standing Committee for those of you who are on the Public Works & Safety Standing Committee about our mowing program. That is definitely underway and here on this slide is an example of the work order documents that we will have now. Actually today the dashboard went live according to Brandon which is very exciting and next week the Parks & Recreation Department will be trained on the management of that system.

March 30, 2017

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

Mowing and Landscaping – cont.

- Develop processes and procedures for efficient and effective mowing practices within the Unified Government: Develop tiered mowing program to allocate resources to the highest priority mowing (such as residential lots with adjacent neighbors, parks and ROW); Fully integrate the mowing process into Lucity; Complete a GIS enabled dataset of all mowing by category (ROW, Parks, Land bank, etc.) and place in the data portal
 - Due March 31, 2017
 - RFP is being developed for broad leaf control spray on land bank and UG owned lots
 - Spraying will be conducted 2 times in this growing season
 - Land bank spraying and vacant lot spraying is new mowing program

4/4/2017

17

Also, here on this slide, just a few other things related to mowing as well. The RFP is being developed for our broadleaf or weed control program for Land Bank and UG owned lots. This is something that wasn't a part of what we brought you on January 5th, but as we started doing our work we realized it was going to be a lot easier to maintain lots if we didn't have as many weeds and I was glad our staff brought that forward. There will be two times a year they do that during the burn season, and as I said, it's a new program.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

Mowing and Landscaping

- Develop and implement spraying programs for high priority (regional and local) parks in 2017
 - Due March 31, 2017
 - Two to three sprays per growing season
 - Initial spraying of parks to begin on April 3, 2017
 - Median and ROW spraying is underway for 2017
- Reassess watering program to increase beautification of UG Parks and Medians
 - Due March 31, 2017
 - Staff has not been able to work on this item. An updated will be provided 2nd quarter

4/4/2017

18

Additionally, just as a reminder, we do also have our other spraying program we started, I believe, a year ago. The initial spraying of parks will begin Monday and ROW median spraying

March 30, 2017

is underway as of, I believe, today or this week. The other item—we didn't meet some of these in yellow or are things that we are working on or things we didn't get done just as a headline item. Some of your copies I believe are in color. Staff did not get to reassessing how we're watering in medians and parks so we will be providing you an update on that in the 2nd quarter. We had a little bit on our plate I think.



Another area we're looking at, this is kind of caught up in some of the other stuff we're doing, but this is collecting data on rental housing fires just kind of knowing that there is all this stuff that's been going through at the State level and trying to kind of get better documentation to share with Mike Taylor. We will get to this and Fire is aware of it. It's just a lot of systems that's used for extracting data.

ORGANIZATIONAL ENHANCEMENT GOALS FOR 2017

GRAFFITI and VANDALISM

- Formalize process to collect data pertaining costs and incidents of graffiti and vandalism to be able to report for 2017
 - Due February 1, 2017
 - Completed on February 8, 2017
 - Parks staff have been set up into the Lucy system and trained on how to enter data for the Parks.
 - Public Works has tracks this information in MAUWI since 2003
 - Next steps is to examine moving Public Works into Lucy
 - Examine efficiency of internal processes related to graffiti and vandalism abatement
 - Consider public awareness campaign around graffiti and prevention for 2018

	February	2017 Year To Date	Year 2016
Cost Projects	47	111	11,796
Public Area	2	2	1,048
Public Area	26	11	1,048
Public Area	2	2	11
Cost Projects	2	2	111
Cost Projects	11	107	10,675

4/4/2017 20

In the area of graffiti and vandalism we wanted to start to be able to quantify what was going on in this area and we have some more work to do here, but staff has trained up Parks to be able to enter into the Lucy, but then I discovered that Public Works was putting it into MAUWI so I'm seeing some process issues there and I'm seeing some possibilities for double counting or lack of counting. We're going to look through that and then out of this comes the question if we need some kind of public awareness campaign or prevention program that we might look at a 2018 goal. That's kind of how we're thinking of stuff as we go through it.

IMPROVING COMMUNICATION IN WYANDOTTE CO.

4/4/2017 21



Communication, that's the third prong. We want to talk about what we've done so far because we know in our resident survey we have not hit the mark on that in the last couple of years.



One of the things we looked at was big data, open data, that we've been all trying to do well is actually creating a physical map of what we're doing with our mowing operations. It is underdevelopment. I was given a pretty early number on it and I said can I give you in the 2nd quarter and they said yes. They were thankful, but this is a version of what you would be able to see and then click on each of those different parcels and get the status on that property. Actually

I believe it's going to be highlighted by the level of mowing treatment it receives from a color perspective. It's very nice to kind of help you if you need to answer questions for your residents.

COMMUNICATIONS GOALS FOR 2017

COMMUNICATION -

- Develop an article that discuss types of property maintenance abatement violations and the enhanced process to be utilized to bring compliance for the Citizen Newsletter
 - Due January 30, 2017
 - Information received to Administration by January 31, 2017 and drafted for newsletter and sent to Communication Division on or before February 10, 2017
 - Shared in ENews on February 14, 2017
 - Submitted for the Citizen Newsletter on or before February 10, 2017
 - Not been published as of today



24

The other area of communication that we've been working really hard in is trying to let people know about property maintenance. We have a little bit of a hang-up because our newsletter has not gone out yet so we're hoping that gets out on the streets real soon, but we have drafted all the communications and started sharing it in the ENews and of course it's getting read and shared and so on and so forth. This particular one was on the property maintenance side. You know just the changes we were doing about we're not giving you four weeks to get around to this now, you've got to.

COMMUNICATIONS GOALS FOR 2017

COMMUNICATION -

- Provide at least one article for the Citizen Newsletter on rental licensing outlining benefits for tenants
 - Due January 31, 2017
 - Information received to Administration by January 31, 2017 and drafted for newsletter and sent to Communication Division on or before February 10, 2017
 - Shared in Enews on February 14, 2017
 - **Citizen Newsletter has not been sent out**



4/4/2017 25

Also, in the area of trying to communicate more with the *Citizen Newsletter* we have drafted articles on rental licensing the benefits trying to educate our tenants about looking to rent those types of properties that actually are registered rentals as opposed to getting in the ones that aren't and then they have issues and they have nowhere to go. That was out in the ENews, but has not been put in the newsletter.

COMMUNICATIONS GOALS FOR 2017

COMMUNICATION -

- Communicate via the Citizen Newsletter about various **pet adoption programs**, registration requirements and options, and the new the Pet Detective program. Newsletter/Enews/Social Media
 - Due **January 31, 2017** and September 30, 2017
 - The following has been published to date:
 - The Pet Adoption article was posted:
 - 4 times in the ENews
 - 1 time on Nextdoor
 - 3 times on Facebook

4/4/2017 26

We are also trying to help with our pet issues that we have in the community and advertising our pet adoption program is one of the first things we did. We also have some other things that we will be doing this year about our licensing requirements and options as well as our new Pet

Detective Program to try to help make people understand about our enhancements in Animal Services.

COMMUNICATIONS GOALS FOR 2017

COMMUNICATION -

- Develop and implement a publicity strategy for ENCODE
 - Due March 30, 2017
 - Published in Enews March 22 and March 29, 2017
- Presented to the following community groups:
 - Downtown Kansas City Rotary – February 7, 2017
 - Dots Agency - February 10, 2017
 - Village West Rotary Club – March 2, 2017
 - Rosedale Development Association – March 15, 2017



4/4/2017 27

I mentioned ENCODE earlier, but we have started our publicity on that and additionally our staff, Tib, myself and Jenna; have been out on road shows talking to different community groups. This is the list where we have been so far and we are happy, happy, happy to go to others so if you've got some ideas, please let us know and we will come with an exciting presentation. I realize we missed one. We were at Commissioner Townsend's District 1 event and we will be upcoming at Commissioner Philbrook's district event.

March 30, 2017



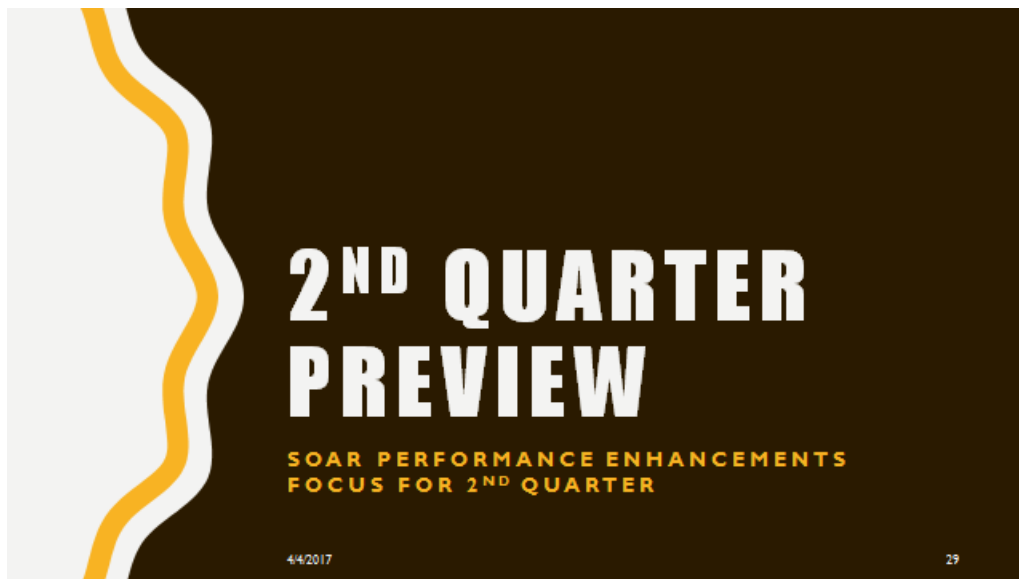
COMMUNICATIONS GOALS FOR 2017

COMMUNICATION -

- Produce two communication pieces annual for distribution through the UG Communications Division that educates property owners about the requirement to pay taxes annually and the consequences
 - Due January 31, 2017
 - Not completed as of 3/30/17
- Communicate success stories against crime with the community through the Citizen Newsletter, Enews and social media.
 - Due January 31, 2017
 - Nothing provided to date

4/4/2017 28

A couple other items that we didn't get to but we will be getting to is we will be talking to folks about kind of their responsibility of paying taxes. We feel like if we're going to work harder on collecting them, we should help them to understand why. Also, some information on what we're doing here fighting crime because we are doing a lot and we feel that it will help people feel safer if they know what we're doing.



2ND QUARTER PREVIEW

SOAR PERFORMANCE ENHANCEMENTS
FOCUS FOR 2ND QUARTER

4/4/2017 29

This is where I'm going to hand this over to Tib. This is our preview of the 2nd Quarter and what is exciting to come.

March 30, 2017

2ND QUARTER WORK

- Effectively transition Land Bank policies and procedures to be an asset for revitalization and reoccupation

4/4/2017 30

Tib Laughlin, Director of General Services, said apparently in the 2nd quarter we're going to successfully transition the Land Bank policies and procedures to be assets for revitalization and reoccupation which is awesome because we have done what we promised.

THE ROAD TO VACANCY AND BEYOND



The UG has doubled the capacity of the Tax Sale from 1,000 to 2,000 parcels a year.

What is the next step to reverse the decades long slide that has lead to:

- 6,500 Tax Sale Eligibles,
- 4,300 Vacant Structures and
- Hundreds of houses in need of Demolition

What do we do to move forward?

Last summer we promised that we were going to double the capacity of the tax sale and we have succeeded in doubling the capacity of the tax sale. By the December sale we had it up by about 50%. By the April sale we will be on target to hit 2,100 parcels through the tax sale by the end of the year and so we have succeeded already and on track to double that. Our issue becomes as

we start digging deeper into these 6,500 tax sale eligibles and as we start targeting these vacants and finding more demo worthy homes, it's what do we do to move forward?



I thought a little discussion on the topic of how a home goes from being a home to a propertunity which may sound great, but that's actually a negative trajectory that we really don't want to see happen. Something happens in that first year and a house starts to fall into neglect, that is really the point we need to be intervening, but we are nowhere close to running a case management type program. That very first time you miss your tax payment something has changed. Maybe your mortgage just got paid off so you're not in the habit. That may be a training issue, maybe your dead, maybe you've retired and gone to Hawaii, maybe Aunt Ethel now owns the house and no one knows, but something has changed and that is where we need to be intervening in finding out what's changed so we can either provide you the assistance that you need or that we can take the house off your hands and get it to someone who will love it. Many of these people are living in Wisconsin, just inherited a house they can't sell. They've talked to realtors who won't touch a house that's less than \$10,000 so they're just stuck with this thing. They don't know they have any options. We, however, have experience that some of these people would just outright give these houses to what they think is the government even if it happens to be a UG employee, not the government itself.

For one to three years at a minimum while a house is becoming tax sale eligible it sits and we rack up code complaints, we rack up neighbor complaints; we rack up complaints from

commissioners now and then. I know it's rare, but it happens. In year four now it has been sitting empty and neglected for at least four years and now its tax sale eligible. Now in a mysterious way it gets selected to be in the tax sale at some point. Maybe it gets in, maybe it doesn't get in. Remember, there are 6,500 of these. There have been less than 1,000 slots a year to get in and now there are 2,000 slots; we still can't get all 6,500 in a year. In the old days it was purely random based on the math of what has the highest sale value compared to the lowest tax value so that there is going to be the biggest spread, it's likely to sell. In our modern world that's driven by requests and we try and make people's requests all the primary requests that needs a property because they've got a developer, that's a primary request. When Codes brings us a parcel because they have endless complaints and they cannot resolve this case and they want this out of the hands of the individual, right at the top of the list. When a commissioner brings us a complaint, when a citizen brings us a complaint, whether the citizen wants to buy it themselves or is just hoping that by pushing it into the sale it will be sold and someone else will take over we take that and we put it on the list. It's now our policy that those complaints, those requests are what drive our first choice, not being math of what's most likely to sell. Then we fall back on picking off the outliers because I get tired of hearing about houses we've had with no taxes paid in 35 years and so I want to block off all those outliers so we don't have to hear that. The outliers have to go because it's always going to be outliers people talk about. Nobody is going to talk about the average; it's always the outlier if we take those away. So, now we finally get houses, these propertunities to the sale and one of two things happens in every case. It sales or it doesn't sale.



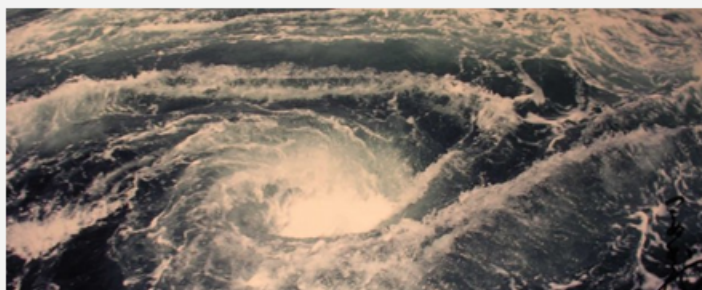
Now on the road to the sale because people are getting the word that we are actually serious about this we are seeing an upswing in the number of people that come in with their check and just gives us a check for the whole thing and redeem their property. We're seeing an upswing in the number of people who get on a payment plan. We will have more details on those numbers after the April tax sale when we have a second point of data to work from. At the actual sale one of two things happens. It sales or it doesn't sale. If it sales, that's great, we recognize some revenue and then we roll the dice and maybe we get a good neighbor and maybe we get a bad actor and it stays just exactly like it was because in the tax sale there is very little in the way of quality control. At the moment the only prerequisite to register for the tax sale is that you not be delinquent on your own taxes. That's our only qualifier so if you happen to be delinquent on your own taxes but your wife isn't or cousin isn't, it's not that hard to get past us. We try but we're going to be bringing forward some suggestions like if you have an excessive number of code complaints outstanding, that you not be allowed to buy at the tax sale either; some quality control but there are limits. Wendy, as wonderful as she is, tells me there are limits to what we can do to quality control who buys at the tax sale. It's always going to be a roll of the dice.

On the other side if it's a no sale, only one of two things can happen. Either we move it to the Land Bank to do something with it or we shove it back and it just sits there in blighted vacancy purgatory forever. **Ms. Mundt** said it was about 1:30 when we picked the icon for the no sale purgatory.

Mayor Holland said I have a question theologically, are there flames in purgatory? **Mr. Laughlin** said not necessarily. In some cultures purgatory is a wet place like a giant whirlpool (inaudible due to laughing). We're willing to work with any end of the spectrum and any religious view on what purgatory might be. Literally, people have come to us; Code Enforcement has come to us, you have come to us; there is a problem. We have put it in the tax sale and now if all we do is push it back, it's just going to continue being the same problem. The same person owns it, nothing has changed. It is an exercise in futility.

Commissioner Bynum asked are we going to try to capture that same kind of data if they redeem and just go right back. **Mr. Laughlin** said yes we are talking about how we track the outcomes for redemptions and payment plans. It's a much harder job because now we're talking about tracking literally thousands of people with only the added feature of they went through the tax sale process. If we can work that out, those people should be on a very short list to make sure that at the end of three years they are right back in the sale, but when they come in and simply write us a check that ties our hands on this front.

**IF WE IGNORE THE NO SALES THEY
JUST KEEP CHURNING**



Today's presentation doesn't address all the possibilities. It is really only addressing those that become tax sale eligible and that do not sale at the tax sale. It takes more nuances on the others because this is the talk about our capacity on what to do. We are moving hundreds and hundreds of more parcels through and if we don't have a plan, we will just be churning them for the fun.

This is a waterworks situation. It is a question of where is the bottleneck. Formally the bottleneck was at Delinquent Real Estate. They simply were not processing enough units.

OR THEY GO TO THE LAND BANK!

TO START ON THE ROAD FROM
VACANT SPACE...



...TO VIBRANT PLACE!



I did say "start the journey"

Now, according to the model, to get these from vacant spaces to vibrant places we need to enhance our capacity. In order to do something with these houses and take them on the one hand it's a relatively neglected house, on the other hand we have a house that's being treated like it's actually a propertunity. I point that out, notice there is a little blue tarp and neat plywood on there.

2028 S 15TH ST



March 30, 2017

Here at 2028 S. 15th St. is where we got you all into the blue tarping business. Congratulations. Two weeks ago you got into the blue tarping business. We put our first tarp on a house. We've dealt with many houses—you see that hole there in the middle of the roof, this is a house that at the tax sale was bid up to \$30,000. The bidder did not come in with our check, but it didn't go from \$4,000 in back taxes to \$30,000 in the sale with just one bidder. There were multiple people. There is market interest. This is a house that is the only house in its block that is in this condition. This is a house that if we intervene, it makes a difference. Ninety days after the sale we had an opportunity because we got a complaint that the backdoor was open, it had been kicked in. This house had been boarded. While that was open we shared that information amongst ourselves instead of the usual way of just addressing it and because we shared the information we coordinated and put off boarding it up for a day so that the Land Bank could go out and Chuck could out and do an assessment on the house while it was open. It saves us the money of going out and having it opened.

Greg Talkin had already been out and eyeballed it and said it looked like it might be viable to do something with so we coordinated our efforts between departments and then we got people out there to put a tarp on the roof. Never before have we put a tarp on the roof because now we're treating it like it's actually valuable inventory and that's what we need to do if we're going to work our way out of either version of purgatory. **Mayor Holland** said I do like the talk of redemption. **Mr. Laughlin** said we will try to play that up; we would like to see more of that. **Ms. Mundt** said we don't like code centers either. **Mr. Laughlin** said that is the face of what we need to be fixing and what we have not addressed for years because we're afraid to take in the properties. I recognize that before we're going to be willing to take in structures and do something with them we need to show that we can turn them around. The end result of this process after five years of 10,000 interventions cannot be that we shift the Land Bank from having 2,500 parcels to 12,500 parcels and now we own 10,000 new parcels. They have to move, they have to go, and they have to turnaround.

3023 S 23RD CIRCLE



This is one we picked up, this is our shiny example of our—this is the promise land. This is a house donated to us, it has been sold to generate us revenue, then money put into it and four months later turnaround and sold at \$125,000; \$25,000 more than the \$100,000 average in the neighborhood. That is a success story. We need to keep that up. We need to keep up the momentum on that and build on that. We have been doing auctions and open houses to show people, get them in to look at what we have, but what we need is an army of rehabbers. What we have right now is six sets of rehabbers who come out and look at things and they all know we have this tiny little pool because they are who responded to our RFP. We are out recruiting. At the tax sale, a place where we know there are a lot of rehabbers, we will do an infomercial partway through the day and pitch to them that they come in and they're rolling the dice too; buy a house at the tax sale and you don't know what's in there. You are buying a sealed unit. Until you get out there and open it you don't know. If you're flipping and investing that may not be a big deal, but we don't have a policy on what happens when you open that and the foundation is destroyed. These people just walked away and let that one sit there. If they open it and find that out, we need a plan to get that back or to demo it instead of just leaving it sit there, but we would be far better off, and they would be far better off, if these went to the Land Bank and then we could do open houses and they knew exactly what they were investing their money in.

For the personal investor who has just decided this is how we're going to buy a home they've just sunk much of their available capital into this and find out that it's completely not viable and they don't have the money left to fix it or to demo it and they just walk away

discouraged. That's not what we want them to have. For those people who are willing to fix it themselves we want them to know exactly what they were getting into so that they are getting the result they want and we are getting a good neighbor and not a disgruntled person with crushed dreams.

Commissioner Walker asked what percentage of these houses do you believe are a promise land variety that we have in these various neighborhoods. **Mr. Laughlin** said for the most part, Commissioner, the promise land variety are going to be those zombie mortgages that we're going to have to get away from banks where they have been sitting out there and they have been taking care of them, but they cannot find a market for it that will not lower their book value. They don't want the hit on their inventory. They would rather give it away and write it off than sell it for less than it's worth to them so they don't take the hit. That's where these prime ones will come from. The subprime ones will look more like this but still have good bones still can be restored, can still come back. Knowing that we have over 4,000 vacant structures out there we don't have anything like enough data collected so far to predict. One estimate is if even a third of them are salvageable—**Commissioner Walker** asked is part of your mission going to be to reach out to these mortgage servicers, forge a relationship so that when they get one like this we have—**Mr. Laughlin** said absolutely and that's part of the function of the vacancy registry is one that we know that the inventory is out there, but two, that we're establishing the relationship. People don't know what their options are. For many of these people a house like this has been sitting around in their family since grandma died and they don't know what to do and they struggle to pay the taxes and it's just an albatross around their neck and they have no idea they could donate it. If they don't want to donate it to us directly, they could donate it to a not-for-profit that would rehab it and flip it. They just don't know their options. **Ms. Mundt** said or they don't live here. **Mr. Laughlin** said right.

Commissioner Bynum said in terms of data collection on that does the appraiser's property record help? Is there any cross-reference? **Ms. Mundt** asked what are you trying to get at. **Commissioner Bynum** said well he was saying do we know how many of those potential glorious moments are out there. **Mr. Laughlin** said we don't because what the appraiser is doing is just looking at the outside of the house; it's immaterial of whether it's occupied.

They're not making contact with the owner except in very rare cases so they're assessing the look of it, but they are just really running a tape down two sides to see if the dimensions are still the same to verify the numbers and loosely assessing the condition. What we would really like is an actual assessment of there are broken windows and things so we know and the Appraiser's Office is very open to sharing that and having their people collect that data. Everyone we've talked to is willing to share that data when they come across what looks like a vacant or abandoned home so that we can act on that before it deteriorates.

Ms. Mundt said there are really two tracks here and maybe more than that, but two tracks that I want to talk about tonight. The first track is the purgatory issue. The other track that we're working on is just on vacants in general so vacants are a safety issue in our neighborhoods and they're obviously an image issue in our neighborhoods. We have an entire track of stuff we're doing. We showed you a slide earlier that you might look back to, but we've actually developed a Standard of Care Policy for how we want to treat those as the Unified Government that we will be bringing before you the 2nd quarter stuff and actually telling you this is what we intend to do. These are also those opportunities where we can get a better look at what's going on with this house before we board it up. We will do everything we can to get as much information as we can so that we're armed with more than just it's a house.

Mr. Laughlin said we don't want to belabor this. Later we will have some specific recommendations on how we handle it. I'm particularly passionate about this because the outcome of that tax sale is wasted if we do not then go on to do something more.

2ND QUARTER WORK, CONT.

- Implement a weekly review of data related to parks safety incidents, including criminal activity and vandalism by June 1, 2017
- Fully implement online registration system and advertise new feature
- Develop and implement sharing of data between NRC and Aging Services
- Share Zoning Enforcement duties with Commission at a session of the governing body
- Develop a proactive sign compliance letter to precede enforcement activities
- Develop an article that discusses junked vehicles violations and the enhanced process to be utilized to bring compliance for Citizen Newsletter

4/4/2017

28

Ms. Mundt said back to me, that's the real meaty 2nd quarter work and I just want to highlight that there are a series of pages here between now and the end of it that are all the other items we're working on. Some of these overlay on this but I'm not going to sit and go through these but we are bringing on our Zoning Enforcement Officer shortly so you will start to see stuff churning in that area relating to sign compliance and other things like that and more correspondence and communication that we will be doing. Also, more work on making sure data is being shared by internal coordination and communication.

2ND QUARTER WORK, CONT.

- Transition NRC webpages to new UG website and enhance information by providing examples to help residents and business understand their responsibilities for the overall appearance of Wyandotte County. Provide 24 hour a day online reporting of violations to NRC. Provide a prominent link to information on code violations so that the community can see what is happening in their neighborhood.
- Formalize the vacant structure reporting process.
- Develop and implement management plan for vacant properties owned by the UG and those that are privately held.
- Design and implement a vacancy registry to assist in tracking and management of vacant properties
- Develop structure security standards for vacant structures
- Look at developing a vacant house signage program for people to report issues with the structure. Develop a brochure for neighbors to help them manage the property

4/4/2017

29

March 30, 2017

We're going to be doing a lot of work around the website. We're launching a new UG website. We made this a part of this to make sure that the work that we do with SOAR helps folks be able to fight blight in our community or to know what they're required to do to be a resident in Kansas City, Kansas. A lot of the stuff is around security standards for vacant structures and how we're going to handle vacant structures as an organization.

2ND QUARTER WORK, CONT.

- Develop a plan to remove previously burnt structures, both commercial and residential and recommend budget for 2018.
- Develop a legal means for boarding houses immediately after a fire
- Transition Land Bank website listings to an automated ETL for the properties in June 1, 2017.
- Develop a rental rights brochure and or materials to be distributed to renters
- Transition Planning webpages to new UG website and enhance website presence by adding ENCODE, integrate maps to help customers, and a request feature that will help to report zoning code violations.
- Transition Community Development webpages to new UG website and enhance website and integrate features to help customers interact online with programs

4/4/2017 40

Additionally, just more work with our Fire Department who is engaging with us quite a bit and trying to figure out how to help them as well as the Police Department when it comes to vacants.

2ND QUARTER WORK, CONT.

- Develop a program to address large tree limbs and other related tree issues
- Strengthen parks beautification program through hiring of 2 new horticulturist to have a total of 4 FTEs in 2017
- Communicate new UG mowing program to community through the Enews, Facebook and other methods as determined appropriate by the UG Communications Division
- Transition Parks and Recreation webpages to new UG website and enhance website presence by adding pictures of facilities, integrate maps to help customers, providing integrated online registration link, and a maintenance request feature that will help to report tall grass and/or vandalism.
- Implement a weekly review of data related to parks safety incidents, including criminal activity and vandalism by June 1, 2017

4/4/2017

41

A few more things on property maintenance related to the landscape work on trees and things of that nature and also trying to codify how we're doing our beautification of our public spaces.

2ND QUARTER WORK, CONT.

- Share all of the programs to fight crime that Police Department provides on the new UG website. Additionally, share annual Police Department report with the public with coordination of the UG Communications Division
- Transition Police webpages to new UG website and enhance website presence, integrate maps to help customers, and a request feature that will help to report neighborhood crime issues
- Transition Fire webpages to new UG website and enhance website presence, integrate maps to help customers, and a request feature that will help to report fire safety issues
- *Complete the animal shelter study and investigate the needs of an expanded animal shelter facility*
- Fully implement a volunteer program to assist at the animal services facility by June 1, 2017 with two volunteers serving each day to socialize animals

4/4/2017

42

Also, crime fighting some opportunities within our parks to make them safer, I know we're hiring an individual or something of that nature through this budget process for parks and we've also just completed our law enforcement sites so we're going to be wrapping that stuff into here of how we make our parks safer, what do we need to do to combat violence in our parks or vandalism in our parks.

March 30, 2017

2ND QUARTER WORK, CONT.

- Implement new animal services policies
- Research how other municipalities address packs of wild dogs and develop a comprehensive strategy to address the problem for the community.
- Coordinate resources with other UG departments to help identify and track wild dogs
- Enhance Animal Services webpage to include numbers about adoption rates and programs provide by the UG Animal Services division. Coordinate links to Animal Services with UG Communications Division to ensure visibility on the UG website. (website)
- Develop information for webpage on new UG website that addresses how to apply for Neighborhood Revitalization Areas, qualifications for Homestead Exemption, as well as information on the impact of code violations on appraisal values to a property and neighborhood. Link to NRC, Treasury, and Delinquent Tax webpages
- Provide market value analysis on the UG website

4/4/2017 43

As I said, there is so much stuff we're doing. More work in the area of Animal Services and providing more data on market value analysis on our website.

That is the end of our presentation this evening. We stand for questions and certainly look forward to being back here in a few months to give you more information.

Mayor Holland said I have a couple questions. Well, one is just kind of a data piece; it's what 4,500 vacant structures? **Mr. Laughlin** said 4,300. **Mayor Holland** said so if we have about 4,300 vacant structures and you figure an average of 2.5 or 3 people per home we're looking at—it would take a population increase of about 12,000 people to fill those homes. I'm looking at since 2010 we've had the first net gain in population in 50 years in Wyandotte County, which is very exciting, and since that time we've grown about 4.5% and it would take a 9% growth to absorb these properties. In fact if we continue to grow at the same rate we have the last seven years, it would take about 12 to 14 years to fill all these homes just in terms of growth. My hope is as we improve neighborhoods and we have fewer of these homes there would be more reasons to move here so that we can accelerate that growth. But just in terms of the scale and scope of 4,300 vacant properties or structures it's a lot so that's the layman's term, it's a lot and it's going to take years to overcome this but stopping the—doing something now is going to keep us from having this many more down the road and so I'm very excited about this. I think for people to understand the scope of the undertaking is important.

I think we've talked about this, has there been a discussion about moving to quarterly payments for tax payments instead of just twice a year? **Ms. Mundt** said there has been a conversation in Treasury that we've been talking about as part of this. I can defer to Kathleen on that. **Kathleen VonAchen, Chief Financial Officer**, said yes, we've had a recent study come out. **Mayor Holland** said you could have quarterly payments on your taxes instead of paying twice a year, paying four times a year so you pay half as much four times a year. **Commissioner Murguia** said so you're asking if people have that option. **Mayor Holland** said people do have that option I think. **Commissioner Kane** said two times a year, not four. **Ms. VonAchen** said actually people can pay with their credit card online and pay it as often as they want frankly, but if we're talking about invoicing or sending out the bill more frequently than twice a year, there was a study done that said if you would send it out three times a year you will reduce your delinquency rate. If we were at 7% it would drop down to about 5.8% if we did such an action.

Commissioner Murguia said sorry, Kathleen, not to interrupt you but I will just tell you my personal experience. I pay my property tax every month and as a result of that, I mean I hope that's okay, I pay it every month and then they send me a receipt so they don't bill me but when I get the receipt it reminds me to pay it again. **Mr. Laughlin** said what some communities have done is established a system that is largely just like your escrow system because that's where you lose some people. They go off their mortgage, now they own their house, but they're used to a mortgage payment every month and if they were just sending the money in every month then they would do what they have been trained to do. It's that waiting six months or a year. **Mayor Holland** said you're making sure you have the money saved. **Mr. Laughlin** said that's a big bite for many of our people if they were taking a monthly payment and that's the secret to how organizations, not-for-profits that work with people in a case management how do they stay in their homes, is they put them on a monthly cycle instead of waiting 12 months or half a year when it's too big a bite for them.

Ms. VonAchen said my plan is to work that into our Finance Work Plan and study how to get that implemented, maybe there is some software issues, but that is something we could definitely plan to take a look at and are supportive of implementing it in the near future.

Commissioner Murguia said I just want to say, Mayor, not that I advertise this; I don't think I've ever said this but I am one of five kids and we grew up in poverty and so I think it's a hard thing to shake even when you work your way out of that and you're not living in that

anymore so the benefit of the monthly payment is that even to me now still even making a decent income and both my husband and I having a job when I get that tax bill—I used to get it just twice a year and about had a heart attack even though I knew I could pay it, it's still that old recording of oh my God, that's a lot of money. It was just easier for me instead of worrying about it is to pay it every month and I think that would help a number of people. I know I've recommended that to a number of people in my district because you think you're going to be able to set money aside but something always comes up and you're not able to do that and I think it's helpful.

Commissioner Kane said I would like to have a banker's point of view on that. **Commissioner Johnson** said if you can set that up, it's always advantageous to get it paid off sooner than later.

Mayor Holland said the other question I have is there a way to identify properties that are Contract for Deed or probably Contract for Deed? We have properties that we know have registered mortgages and we know ones that we have registered renters so the ones that are neither a registered mortgage or registered renter there is a probability that they're a Contract for Deed and it's still a problem. **Commissioner Markley** said I was going to say when I pulled my Highland Crest list it was really easy to tell because you see the company name that owns the house and the resident name doesn't match but there is no rental license, clearly a Contract for Deed. I think we could pull the information to give us a pretty good guess. The other thing is if you just pull the list of the owners and their names, let's say it isn't an LLC that owns it, it's a name but when you go to white pages.com, the name of the person living there different name, it's a Contract for Deed. I did it for the Highland Crest area. I believe doing it countywide it would probably be a little more difficult. **Mayor Holland** asked what was the percentage, was it pretty high. **Commissioner Markley** said yes, I mean a lot of the LLC ones are licensed but there were a fair number that were not and that was the first question is why don't they have a rental license. The answer back to me from staff was they're probably doing it by Contract for Deed. **Mr. Laughlin** said we have been meeting with the City of Topeka to compare notes on how they do things. NRC has struggled with the fact that we're talking about 66,000 homes to go through and worse it's 66,000—there is no legal obligation to rush in and register your deed. People do these transactions and then do not rush over to the Register of Deeds with this piece of

paper and they divulge very little information. That's why every time we abstract a parcel to find the owner it is literally a skip tracing effort where we have to—we have a name and an address. We don't have a birth date; we don't have any of the other identifying information you would usually use to track someone down.

Mayor Holland asked is there any policy that we can do as a city or county that would require registration of mortgages within a certain timeframe including Register for Deeds that requires it to be done and penalties to the seller. This is a question of having the data and it would be better to penalize the seller than the buyer. **Wendy Green, Assistant Counsel**, said I do think that is something that we could capture and that we have been specifically looking at with our vacancy registry but not only that we had an ordinance on the books where out-of-town owners must register their structure and we are looking at enhancing that with a vacancy registry. I think that could be a way we could gather these people up. **Mayor Holland** said that would be great.

The other thing I would like to do is once we can identify the probable Contract for Deed, whether it is or not, to be able to send some literature to the occupant of the house to let them know what their rights are—you might have a Contract for Deed. Maybe we could put that in a couple of different languages to say you might have a Contract for Deed, these are your rights, these are the things to think about and here is a checklist that if you check more than four of these boxes you're probably being hosed. It's a technical term, it's a layman's term, but I want to look into this Contract for Deed because it's an anaminus, I mean it is the way a deadbeat—now there are some people that do it for good. There are some not-for-profits that use Contract for Deed in order to help a first time homebuyer get in and so there is some good usage of it. I don't want to get rid of it; of course we can't get rid of it, but the other is this is the scoundrel's favorite tool to get around our rental licensing. I want to see what else we can ramp up on that.

Mr. Laughlin said in case I did not make it clear, I'm not a big fan, even though I ran the tax sale of selling property at the tax sale because there is little control. The more we can shift to sell out of the Land Bank where we can sell it with terms and conditions and know who we are selling to instead of just selling it randomly to people who may well be picking it up just to go victimize someone else the better off we are. It's better to know with whom we are partnering. **Ms. Mundt** said the other thing is getting these structures secured and having

someone watch over them because we have seen quite a bit of arson here in our community especially in the central part of our community and we cannot continue to not have a mechanism to try and stop that and right now we're struggling on that. We're working on it but we're struggling.

Commissioner Murguia said you've done all this work and I think it's a great plan, but is it better to try to sell these properties to people that are going to fix them up or do you think it would be easier and more efficient and improve the chances of better quality if we did that internally and then sold them. **Mr. Laughlin** said the investment if we were to take it on rehabbing at the cost of our contracting or our own employees, as Kansas City, Missouri demonstrated a few years ago where they spent a million dollars to rehab two houses that they then sold for \$180,000 each is probably not a business we could afford to be in very long. While Doug has said if money is what it takes to fix these problems, we will put money in it, I don't believe he meant we would put a million dollars into each \$200,000 house we could sell. **Commissioner Murguia** said no, I'm just saying that's the process. It just seems like—I mean I'm glad it's happening; I think it's a great idea. My concern—**Ms. Mundt** said the thing that would make you comfortable is the fact that we as a Land Bank have the ability to write the rules of the road for the folks that we allow to go and work and so it's basically a contract they enter into with us. I'm not going to go any further. Tib will want to jump in here because I do stop being too technical at some point. **Mr. Laughlin** said the reality is the places with very successful Land Banks use a combination of both internal and external tools. They are places, Topeka for example, who are lucky enough to have a prison have two work crews. That's some of the most desirable work in the prison is to be on the work crews that rehabs houses. There are a lot of cities that contract with Habitat for Humanities or similar organizations who then work through the high schools and they take on a house or two every quarter and rehab it. It has to be a combination of tools. **Ms. Mundt** said but the primary tool is the private sector who can come under a contract and they have x number of days to turn the house and we know they are there, we know they are in there doing work; they're going to have to get their permits; it's much better than a flipper.

Commissioner Bynum said I just want to switch gears over to the communication piece for a minute. When we do produce the printed *Citizen* does it also appear as a link on the website? **Ms. Mundt** said the answer is yes it should and no it isn't. (Someone speaking but not into microphone). **Ms. Mundt** said 2012. **Commissioner Bynum** said I receive a lot of emails from foundations and other places—Kansas Health Foundation is what comes right to my mind so I will get the Eblast from them and it will be their annual report in a nice beautiful PDF that I just scroll through and I just thought once we produced the printed *Citizen* we could also produce that in PDF form and have it be the ENews for that week or that month or whatever. I just wanted to share that.

Commissioner Johnson said for citizens that are watching right now or will watch this, who do they need to contact to have you come out and do a presentation be that an organization or a neighborhood alliance? **Ms. Mundt** said they can contact our office directly and they will get to us so the County Administrator's Office, Melissa Mundt, if they would like to contact me. **Mayor Holland** said 573-5030.

Commissioner McKiernan said I just want to thank you all again for this work. Two antidotes, I'm sure you've already heard them. I will share them for everybody else. I'm pretty sure, I haven't done an official inventory, but if you stuck a pin in my house on a map and drew a half mile radius circle, I'm pretty confident we would find at least 30 vacant structures inside that half mile radius around my house because I've got six on one block alone. I can tell you that many of these structures are not currently secured. They are currently creating blight, they are currently sliding toward demolition and I'm so glad to hear that we're taking concrete positive steps towards stopping that slide toward demolition. I asked our demo coordinator to give me the list of properties that were torn down in my district last year. The aggregate, the total appraised value of properties that were torn down in my district at the time of demolition totaled over a half million dollars. We can't afford to lose a half million dollars a year in every district because we can't build new stuff fast enough to make up that loss of revenue if we're losing a half million dollars in every district. What you're doing is very important and a big thumbs up from me. Thank you for getting started on a great process. **Mr. Laughlin** said we hope to have blue tarps in your neighborhood soon too. **Mr. Mundt** said we are actually looking maybe not

to use blue. I'm going to promote brown perhaps. Part of what we are looking at—he wasn't in our Standards of Care discussion. As part of not trying to make everything look like it's a code violation we are actually trying to have a Standard of Care when we board structures and do things to help weather infiltration issues to not have them stand out like sore thumbs in your neighborhood. I'm hoping for brown tarps. I think we will work towards that direction.

Mayor Holland said this continues to be a cutting edge program that I'm looking forward to seeing it two, three, four years down the road in terms of the impact because it's already just an information of the scope of what we're dealing is very helpful.

MAYOR HOLLAND ADJOURNED
THE MEETING AT 6:26 p.m.

dt

Bridgette D. Cobbins
Unified Government Clerk

March 30, 2017