STATE OF KANSAS)
WYANDOTTE COUNTY)) SS **SPECIAL SESSION, THURSDAY, APRIL 27, 2017**
CITY OF KANSAS CITY, KS)

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, April 27, 2017, with ten members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; Townsend, Commissioner First District (arrived at 5:07 p.m.); McKiernan, Commissioner Second District; Murguia, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District (arrived at 5:45 p.m.); Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; and Holland, Mayor/CEO, presiding. Philbrook, Commissioner Eighth District; was absent. The following officials were also in attendance: Doug Bach, County Administrator; Joe Connor, Gordon Criswell and Melissa Mundt, Assistant County Administrators; Bridgette Cobbins, Unified Government Clerk; Emerick Cross, Commission Liaison; Rob Richardson, Director of Planning; Maureen Mahoney, Asst. to Mayor/Chief of Staff; Angela Lawson and Misty Brown, Deputy Chief Counsel; Maurice Ryan, Administrative Judge; Brandelyn Nichols-Brajkovic, Judge; and Crystal Sprague, Court Administrator; Meaghan Shultz, Legal Department; and Detective Vince Kingston, Sergeant-at-Arms.

MAYOR HOLLAND called the meeting to order.

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

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, April 27, 2017, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building, for a presentation on the State of Municipal Court and an update on Healthy Campus. Immediately following, the Commission will recess to the 9th floor conference room for an Executive Session regarding land acquisition and labor.

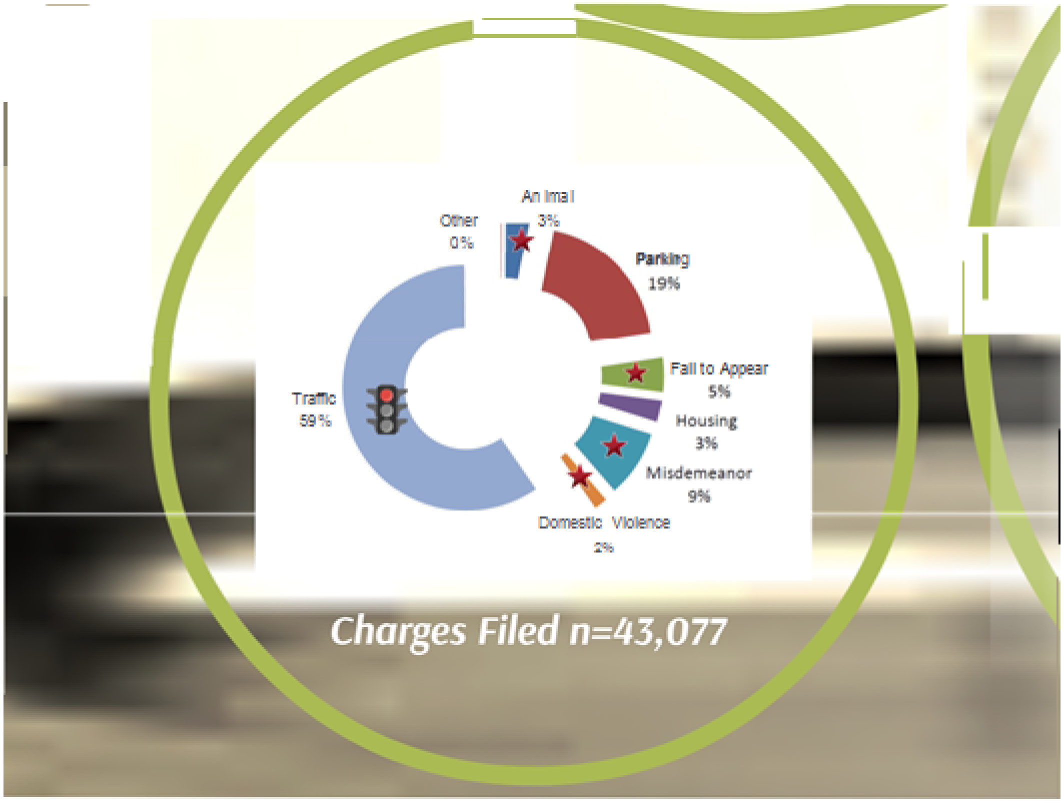
CONSENT TO MEETING of the governing body of Wyandotte County/Kansas City, Kansas, accepting service of the foregoing notice, waiving all and any irregularities in such service and in such notice, and consent and agree that we, the governing body, shall meet at the time and place therein specified and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

Municipal Court:

Maurice Ryan, Administrative Judge, said I'm going to turn it over to Crystal Sprague, Court Administrator, and she will give a slide show on the State of the Court.

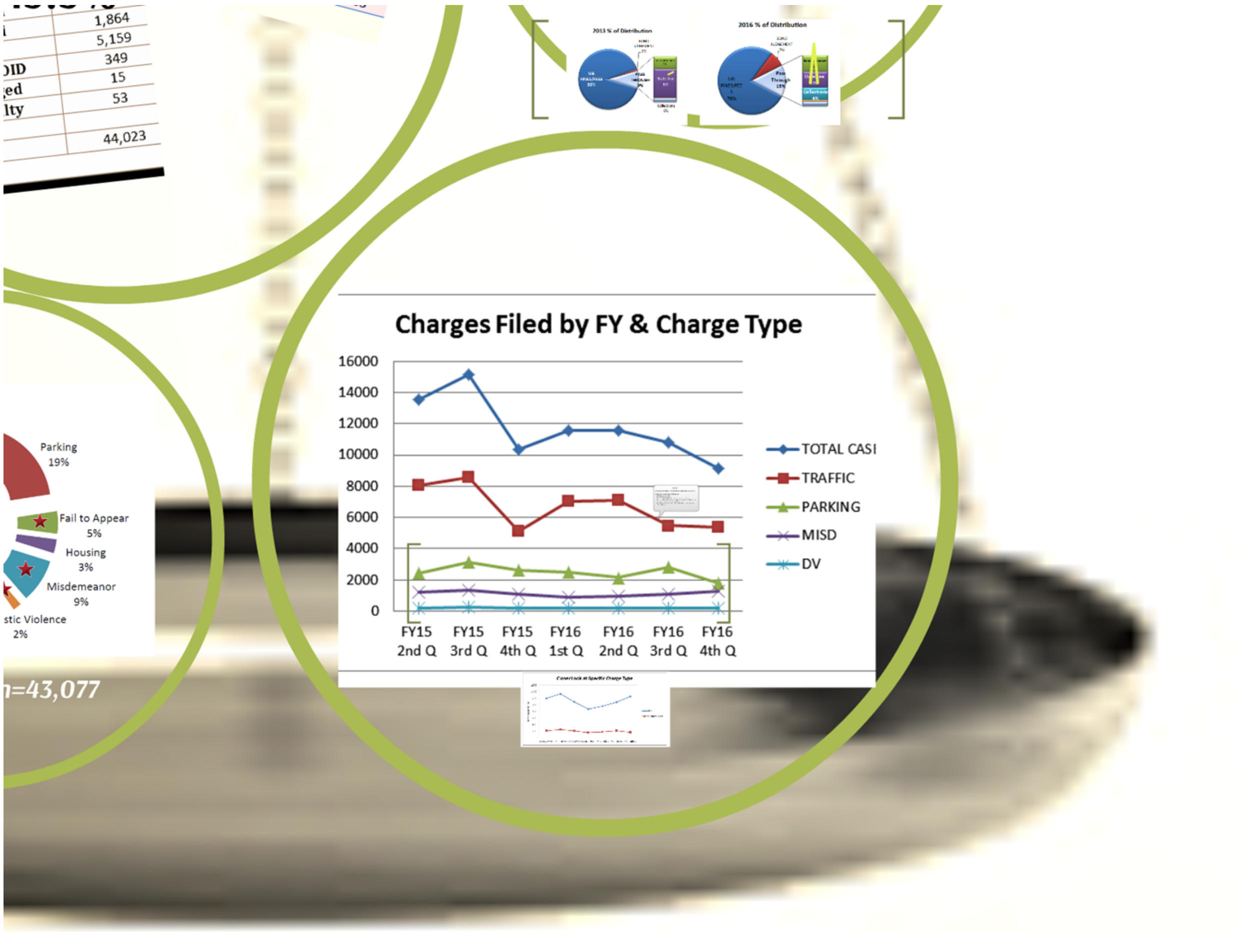
Crystal Sprague, Court Administrator, said thank you for allowing us to come in and tell you about the State of our Court in Kansas City, Kansas. Our team, led by Judge Ryan and Judge Brajkovic are pleased to have this time with you and are anxious to share the successes that we've had as well as give you glimpse into what our future is going to look like.

Municipal Courts, by their nature, must find a balance between value and volume. The nature of what we do and the business that we seek to ascertain is to find volume in processing cases, but we also must find and measure our public value, our public service value and our ability to find justice in our cases. Calculating value is critical and complex. It's a very difficult thing to wrap your hands around, but calculating and measuring volume is easier, but none-the-less is still necessary and important. Let's talk a little bit about the volume of the court. You each have a copy of the 2016 Yearend Report. This report focuses on the volume we managed this year.

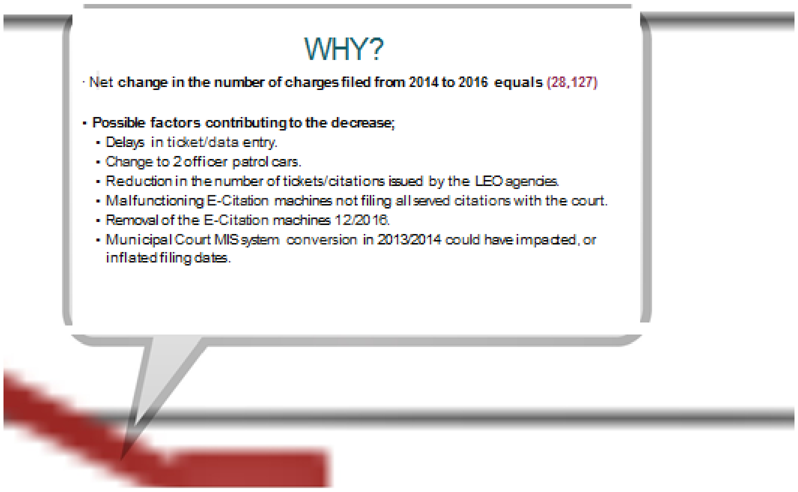


In 2014 the court widely elected to launch a new database management software called IMDS Plus. This software gives us a platform together huge amounts of data and measure our volume. Unlike addressed issues you have heard in the past, I want to take this time to point out that the information you have received has been largely based cases or tickets filed with the court. This presentation is going to be slightly different. Our database allows us to look at charges. For example, let's say Commissioner McKiernan, not that this would ever happen; but let's say you were driving on 635 and you received a speeding ticket and maybe you left your proof of insurance in the house that day and you were also cited for that. Previously, before this new database system, we would have looked at that as one case or one ticket with the speeding ticket being the top. Now we look at things in the aggregate. We look at each one of those charges individually. This allows for a better understanding of data trends and behavior.

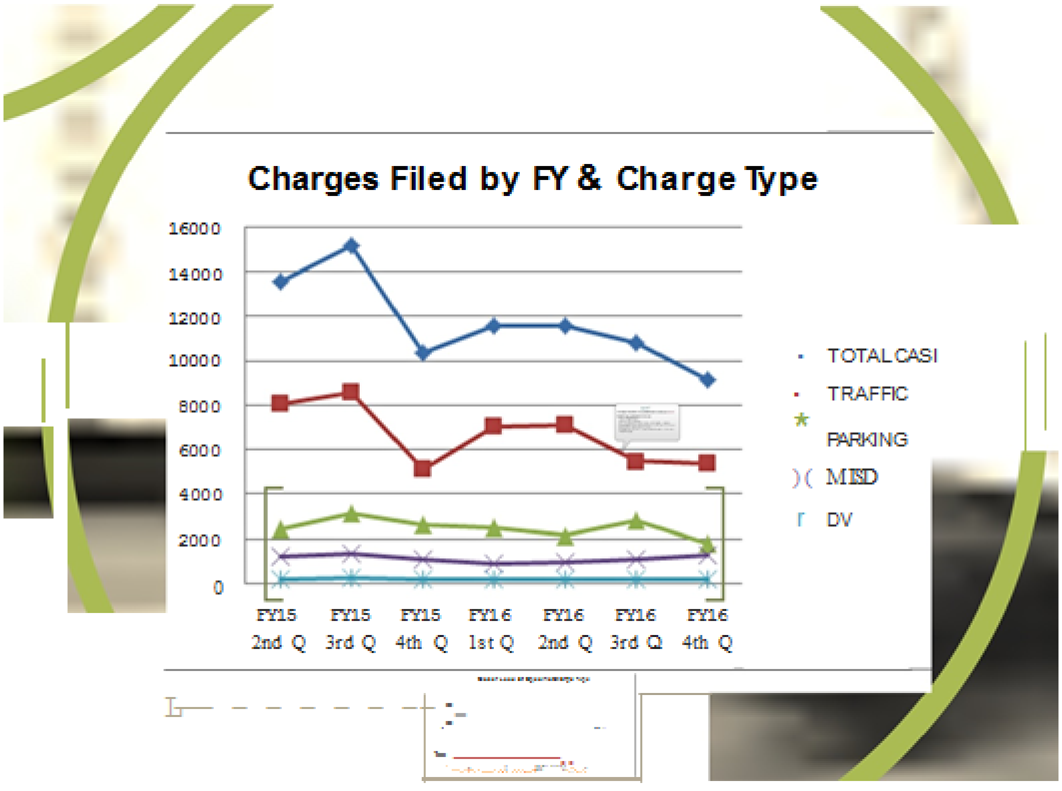
In 2006 we had 43,077 cases filed with the court. The vast majority of those are traffic violations. Other types of cases include Misdemeanors, Domestic Violence, Fail to Appear Summons or Summons in lieu of Arrest for warrants and some animal violations are considered Misdemeanor's. While our court handles over 50% of traffic cases, other courts for example, Wichita handles 87% of their volume in traffic cases and Overland Park 93%.



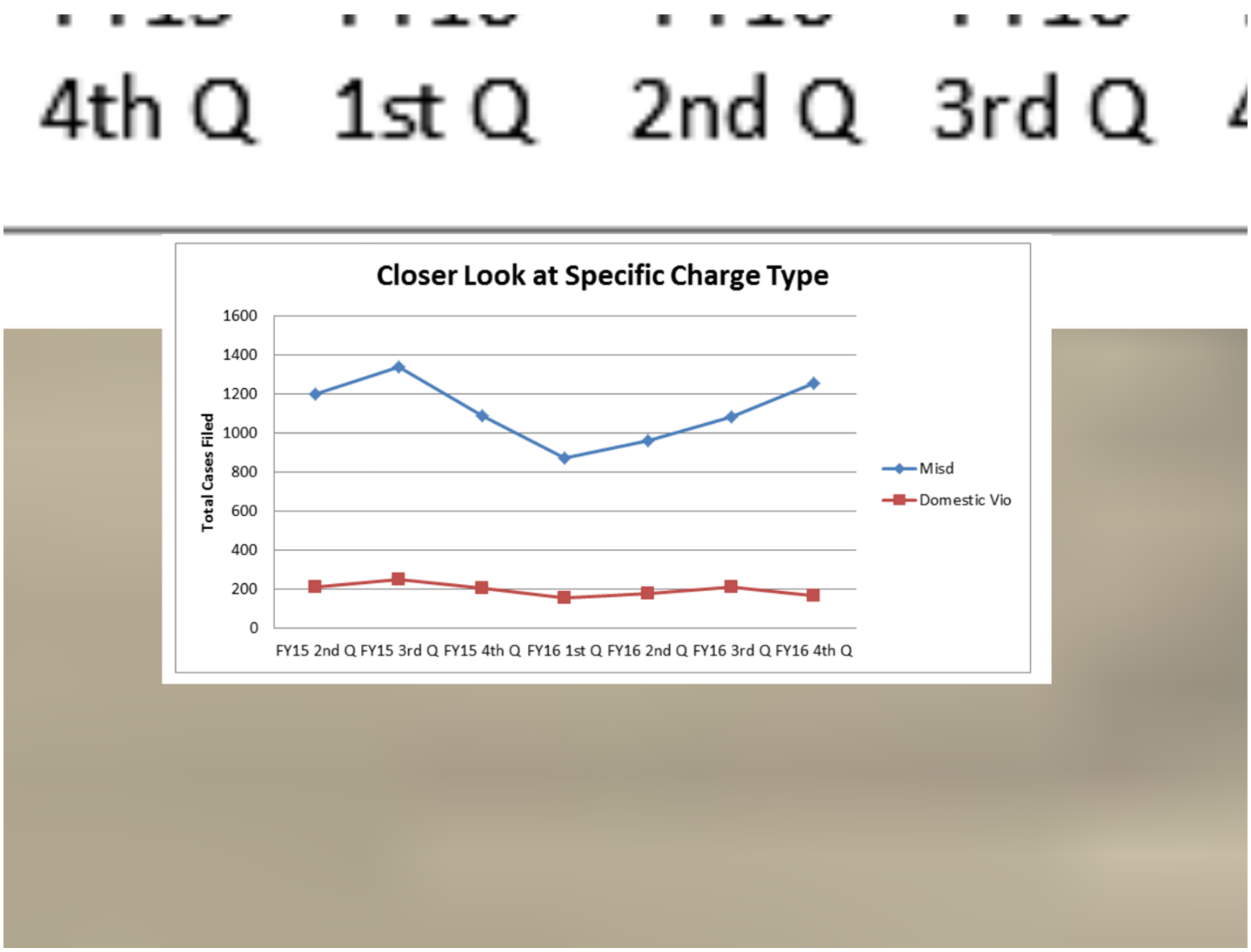
Let's take a closer look at charges filed last year. These are dating back to 2015 so it's going to give you some trend analysis. This is a quarterly review. I would add here these are cases filed with the court by date and not by offense. These are when they are actually filed with the court. The first thing we notice is that we've had a very sharp decrease in charges filed over this period. The overall charges are in blue, traffic charges are in red and then so on with parking in green.



You might ask why, why are we getting that big of a drop in traffic citations. Well, the net change between 2014 and 2016 looks to be about 30,000 cases. That could be concerning, but possible factors that contribute to this decrease could be delays in ticket data entry. As you all know the Police Department made a decision to go to two officer patrol cars which was necessary. I would also add there has been a shift between municipal enforcement and punishment of ordinance violations to more of a compliance driven work within Municipal Courts. We've had a reduction in the number of tickets and citations and then we've had issues with our E-ticket machines and then ultimately the removal. Our Municipal Court MIS data conversion in 2014 could have also attributed to this.

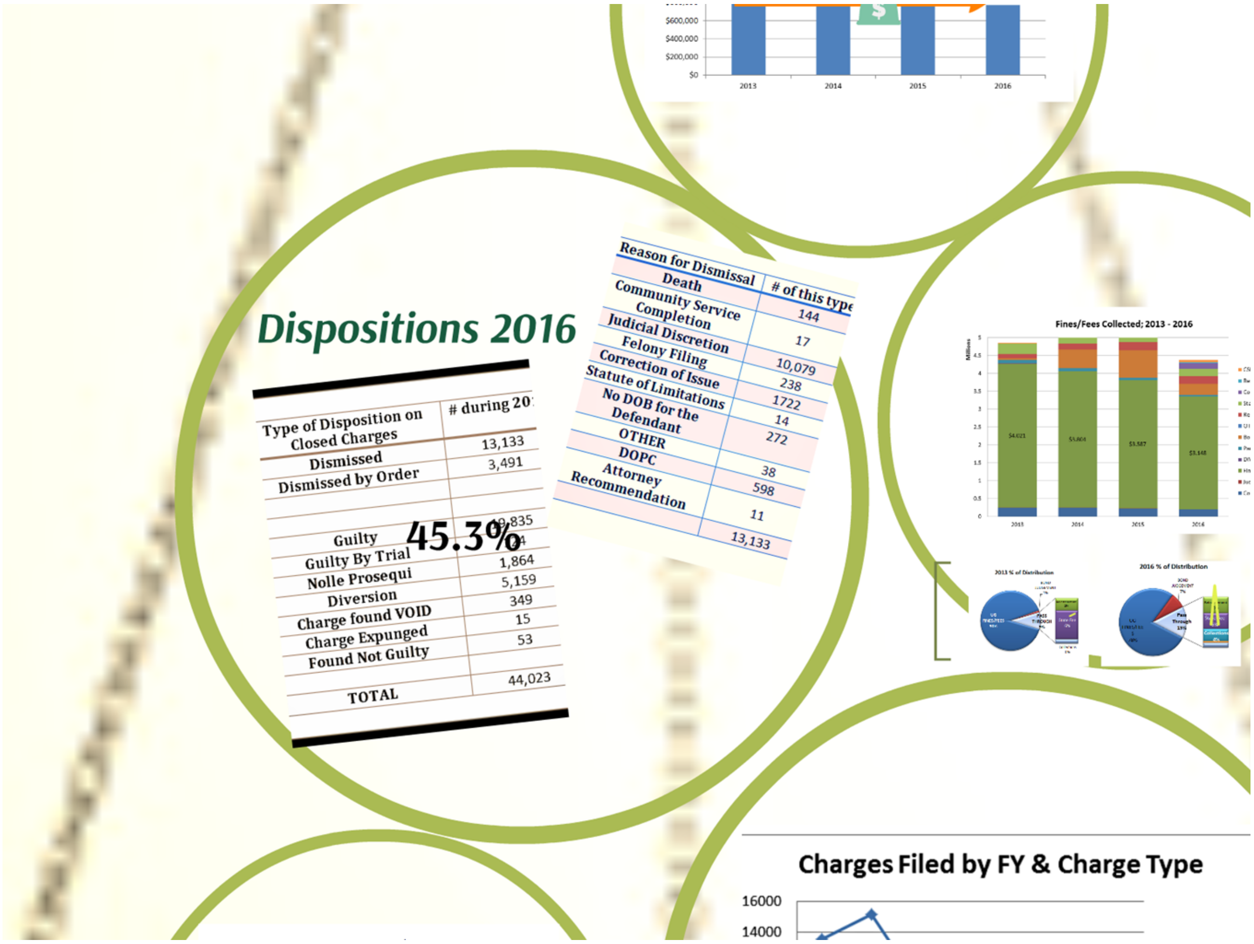


Let me draw a little attention for you to the bottom part of this graphic. At the bottom here it is hard to tell that there has been much change in those Misdemeanor and Domestic Violence cases, but I want to take a closer look.



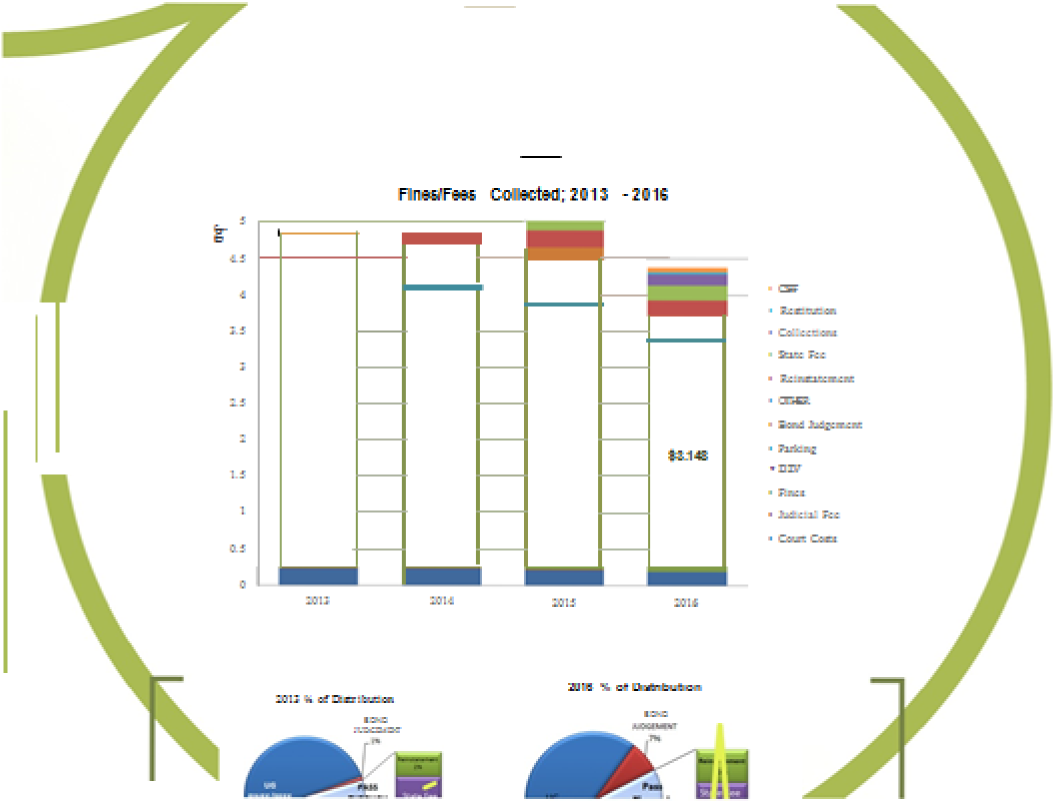
This highlights Misdemeanor's and Domestic Violence cases handled by the court. While we've seen a drop in the number of tickets filed with the court overall, the percent of misdemeanor's dropped slightly and now is on the increase up. Why is this important to us in Municipal Court? Remember I said we have a lower percentage of traffic violations versus other courts in the State of Kansas; in contrast we have the highest percentage of misdemeanor violations. This is in fact the highest percentage in the State. Our uniqueness as a Unified Government also makes our court distinctive because we handle a large number of misdemeanor's in-house. We don't send those to other jurisdictions.

In 2015, for example, Wichita reported handling 60,000 cases; only 13% were misdemeanors. In contrast we handled 32,000 cases and 40% were misdemeanors. Misdemeanors require additional court processing time and resources and if the defendants are convicted or found guilty, they require extra jail time, case management and probation.

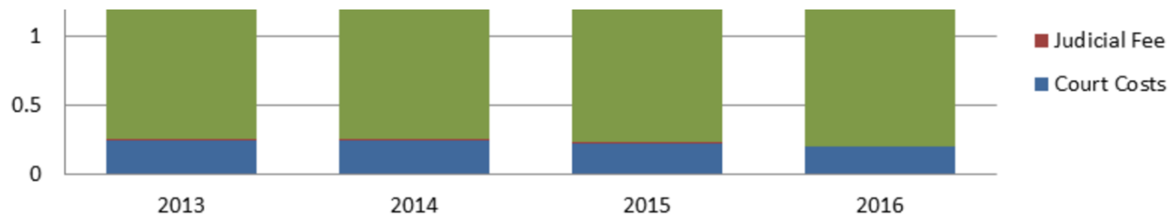


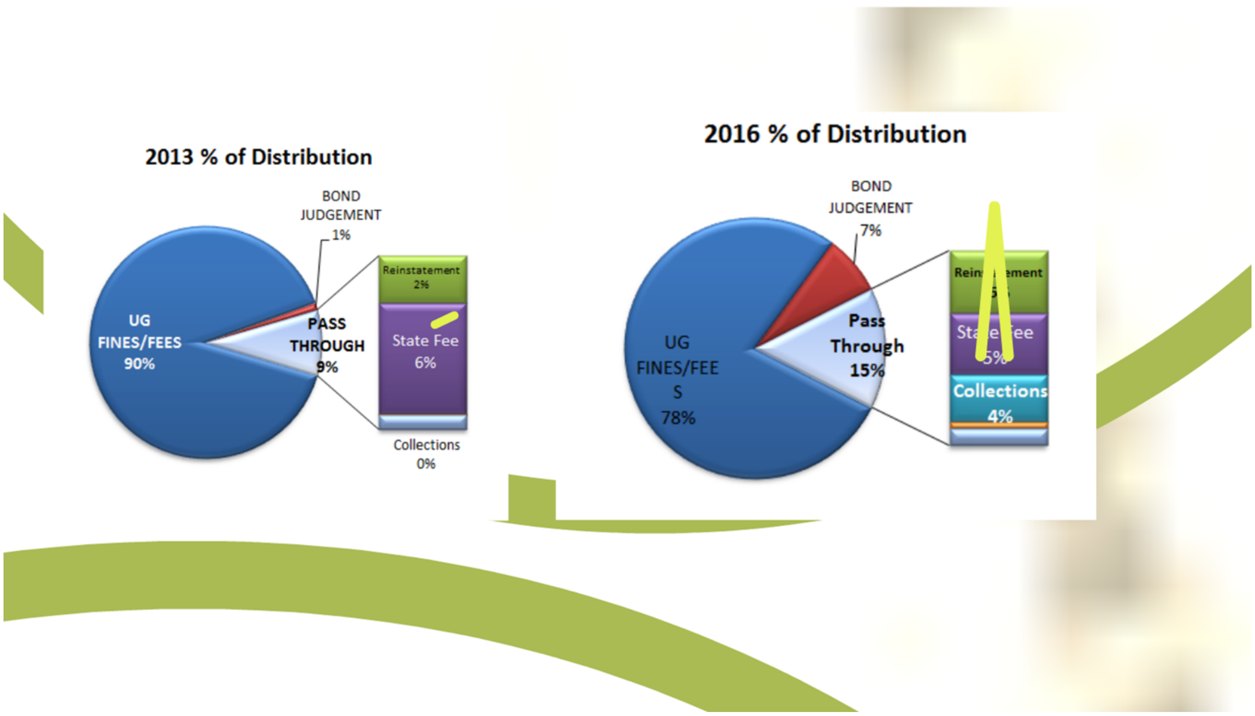
So, what comes in must be disposed of or a Judicial Finding attached. In 2016 we had Dispositional Finding in 44,000 cases.

I would like to pause here for a minute to mention and put these outputs into context. For the first 1.5 years we had IMDS Plus, that database I was telling you about, we utilized its functions minimally. We did enough but continued to rely on the paper tickets. Information like this is reflected here. There is a huge difference between being dismissed by judicial order and being dismissed maybe because the defendant has unfortunately passed away. The previous database entry that we did, did not capture all of that information. It's been a long process for us to move away from those tickets, the paper tickets that we've used for so long, but over the last year we've started to make culture shift away from the paper ticket and toward the electronic record. This process is going to be long, but once we are done we will get a more robust dataset that will allow for more transparency to our citizens. The next time you see us, this time next year, you will have even more definition around what these types of case dispositions are.

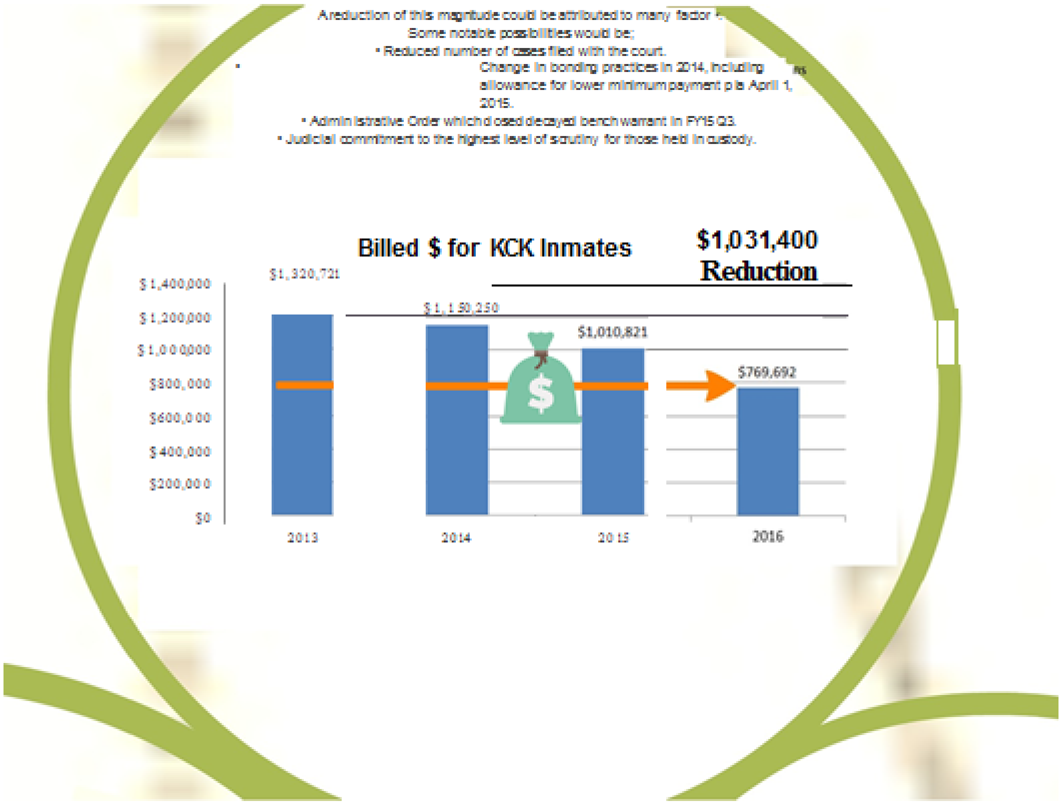


As you can expect, less tickets filed means less payment. The Court collects several types of payments. You will see here highlighted in green the amount of money that we've collected purely for fines. This amount has decreased about $870,000 since 2013, but the real story is compliance and I want to stress that. The real story is compliance. If a function of ticketing is to encourage compliance with laws or ordinances, then we're seeing signs of positive progress.

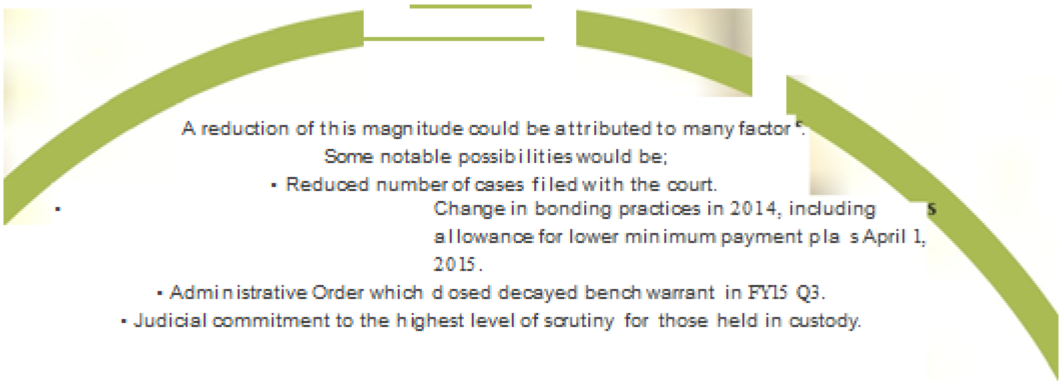




This is a breakdown of the types of funds and where they go. In 2013 we had about a 9% pass through meaning we collected money that goes to the State. In 2016 that grew to 15%. This percent has grown over the last three years, but there is an early indicator of increased compliance and its right here. In 2013 we had about a 2% reinstatement rate collection. In 2016 it was up to 5 and so this is significant because this indicates that defendants are able to pay off their tickets and satisfy their court fees allowing them to pay their reinstatement fees to us and we pass that on to the State. That means we have more licensed legal drivers in our jurisdiction.



Most notably I want to talk a little bit about a goal that we set and told this Commission about to maintain a reduction in the impact that we have to the Wyandotte County Jail. We are its largest consumer of services. By comparing the monthly bills presented by the Sheriff for those inmates held on KCK charges we can see a dramatic drop. Since 2013 the payments to the jail for KCK inmates have decreased at a savings of well over $1M.



Several factors could play into this and certainly do. Some notable possibilities could be a reduction in the number of cases filed. Obviously, if we have fewer cases there is less likely that we would see folks go into the jail, but I also want to mention what I think is the biggest impact which was an Administrative Order to deactivate warrants issued more than seven years ago. These are traffic warrants that were issued seven years ago. This single action in the fall of 2015 dropped our immediate cost $380,000 in 2016 alone. I should note that the collection rate on these cases had we left them open was less than 5%. Another possible factor would be an Administrative Order that Judge Ryan signed to allow bond forfeitures to be applied to outstanding fines and fees, but we will talk about that in a later slide.

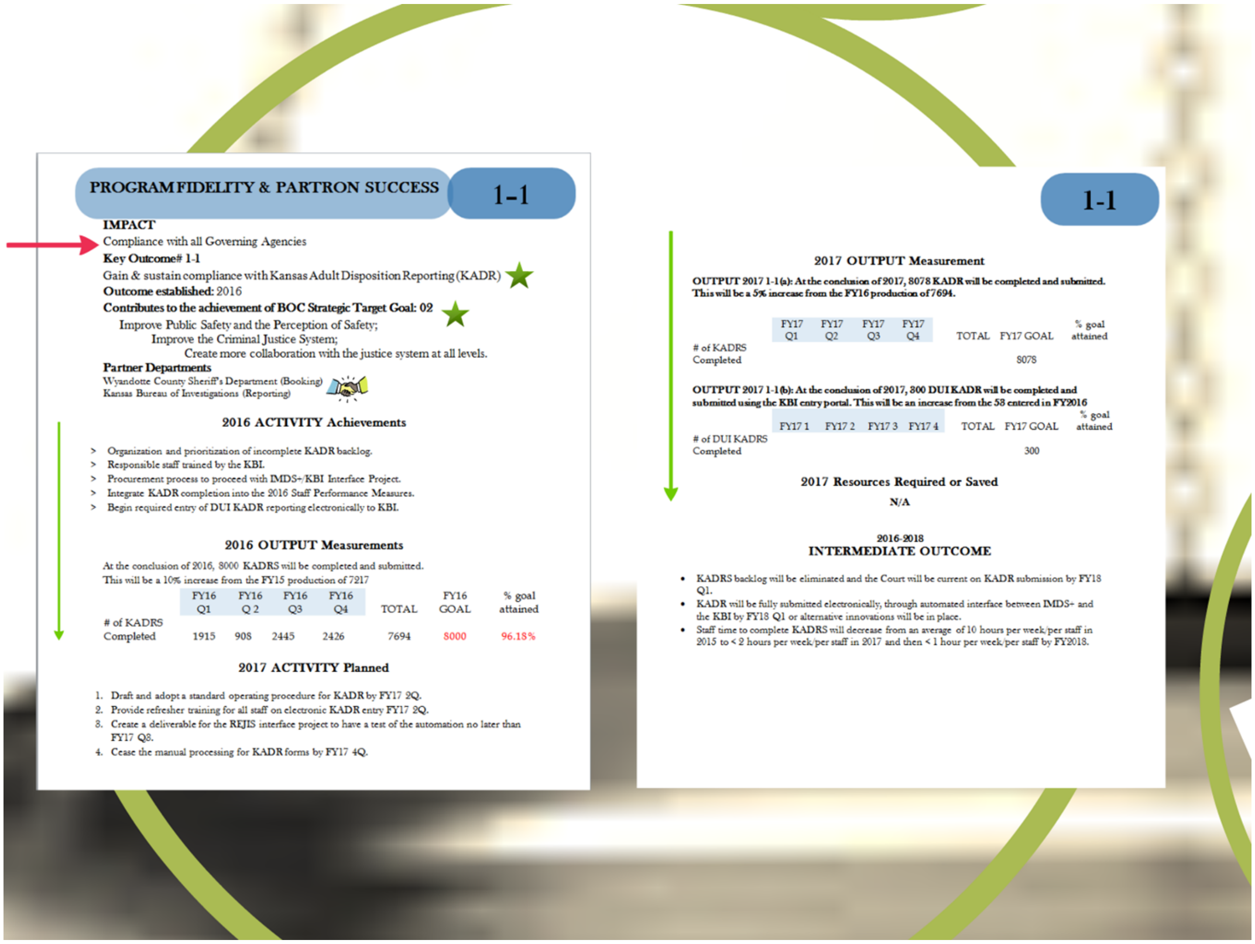
As a team we are incredibly proud of this reduction and the impact that we are—our impact decreasing to the jail but we're also really pleased about the impact it is having to our citizens. We have way more work to do in this area and over the next year we will be focusing on bonding and collection practices as well as to how to maintain this drop.

That's the output, that's the data. How do we take this data now that we have it all and that's it's getting better because of the quality of input and what do we do with it to show value. How do we take this data and make decisions in a strategic way.

In 2016, and I believe, Commissioner Bynum, it was you who said to us this time last year this seems like a real paradigm shift for the courts. We began a movement to provide some kind of meaning to our mission. All the data we have is just data. How many cases in, how many cases out does nothing to show that we're serving with fairness, honesty, and integrity. Using all the tools available to us we embarked to develop a Strategic Management Plan. The first year the plan evolved from talking about issues, talking about some basic outcome goals that we shared with you last year to a fully developed plan which you have now. It continues to evolve and each of you has a copy of that Strategic Management Guide that will guide us for the next two years. It lays out our accomplishments in 2016 as well as our goals and matrix's moving forward. We will use this plan to discuss, measure, organize, and implement during staff meetings, administrative conferences, and discussions with partners. It's a working document. You will find sections in there that are just for us to take notes and write ideas down for innovation.

From the beginning we have divided our areas into four parts. Program Fidelity and Patron's Success, Our Processes, our Learning & Innovation and our Financial Stewardship.

I'm going to give you an example of what we needed to do to get through this process. We approached it in three parts. We need to inspect and redesign, we need to fortify and we need to innovate.



PROGRAM FIDELITY & PARTRON SUCCESS 1-1

IMPACT

Compliance with all Governing Agencies

Key Outcome# 1-1

Gain & sustain compliance with Kansas Adult Disposition Reporting (KADR)

Outcome established: 2016

Contributes to the achievement of BOC Strategic Target Goal: 02

Improve Public Safety and the Perception of Safety;
Improve the Criminal Justice System;
Create more collaboration with the justice system at all levels.

Partner Departments

Wyandotte County Sheriff's Department (Booking)
Kansas Bureau of Investigations (Reporting)

2016 ACTIVITY Achievements

> Organization and prioritization of incomplete KADR backlog.
> Responsible staff trained by the KBI.
> Procurement process to proceed with IMDS+/KBI Interface Project.
> Integrate KADR completion into the 2016 Staff Performance Measures.
> Begin required entry of DUI KADR reporting electronically to KBI.

2016 OUTPUT Measurements

At the conclusion of 2016, 8000 KADRS will be completed and submitted.
This will be a 10% increase from the FY15 production of 7217

	FY16 Q1	FY16 Q 2	FY16 Q3	FY16 Q4	TOTAL	FY16 GOAL	% goal attained
# of KADRS Completed	1915	908	2445	2426	7694	8000	96.18%

2017 ACTIVITY Planned

1. Draft and adopt a standard operating procedure for KADR by FY17 2Q.
2. Provide refresher training for all staff on electronic KADR entry FY17 2Q.
3. Create a deliverable for the REJIS interface project to have a test of the automation no later than FY17 Q3.
4. Cease the manual processing for KADR forms by FY17 4Q.

1-1

2017 OUTPUT Measurement

OUTPUT 2017 1-1(a): At the conclusion of 2017, 8078 KADR will be completed and submitted. This will be a 5% increase from the FY16 production of 7694.

	FY17 Q1	FY17 Q2	FY17 Q3	FY17 Q4	TOTAL	FY17 GOAL	% goal attained
# of KADRS Completed						8078	

OUTPUT 2017 1-1(b): At the conclusion of 2017, 300 DUI KADR will be completed and submitted using the KBI entry portal. This will be an increase from the 53 entered in FY2016

	FY17 1	FY17 2	FY17 3	FY17 4	TOTAL	FY17 GOAL	% goal attained
# of DUI KADRS Completed						300	

2017 Resources Required or Saved

N/A

2016-2018
INTERMEDIATE OUTCOME

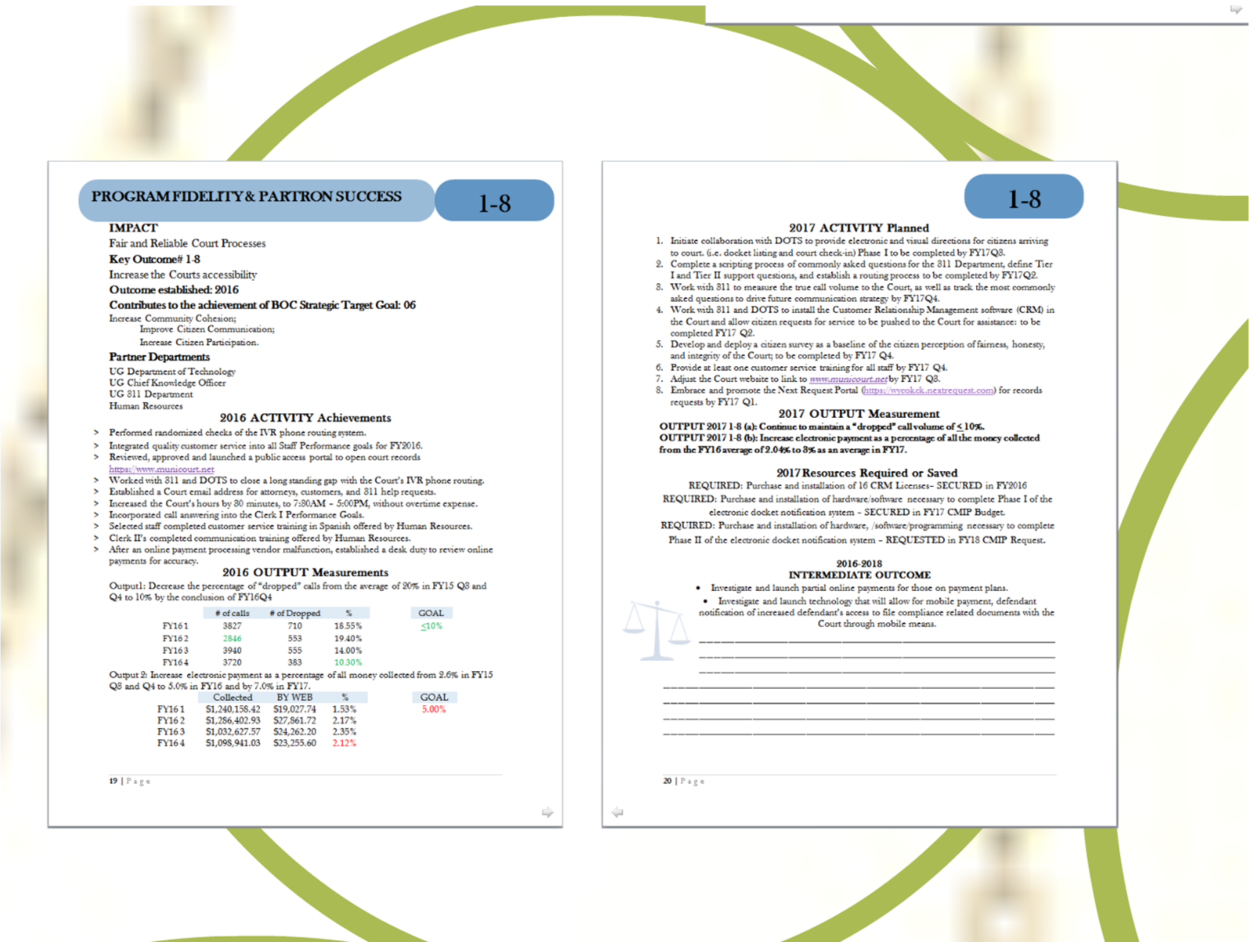
- KADRS backlog will be eliminated and the Court will be current on KADR submission by FY18 Q1.
- KADR will be fully submitted electronically, through automated interface between IMDS+ and the KBI by FY18 Q1 or alternative innovations will be in place.
- Staff time to complete KADRS will decrease from an average of 10 hours per week/per staff in 2015 to < 2 hours per week/per staff in 2017 and then < 1 hour per week/per staff by FY2018.

This is what the inside of that Strategic Management Guide looks like or Strategic Management Plan. I'm going to give you a peek inside and talk to you about the pieces as well as some of the relevant material. This falls under Program Fidelity & Patron's Success. We have an impact area of complying with all government agencies. We have a key outcome goal to gain and sustain compliance with adult disposition reporting which really probably doesn't mean a whole lot to you guys, but it's imparity to us. It's how the KBI knows what happens in our court and so police officers know on the street who is convicted of what and who has been found guilty of how many charges.

Each strategic impact area ties directly back to your plan, your Strategic Management Plan. So, how does what we are measuring fit in to what you do as well as list our partners. We can't accomplish any of these goals unless they're goal shared by several different departments because we're not a standalone agency.

You will see here a 2016 list of activities for those goals that were developed in 2016 as well as output measures for that year. This goal happens to be to complete 8,000 KDORS. We came really doggone close. There were a couple of late nights in December to get those done but in the end we didn't quite meet it.

That means we need to go back after it for the next year and that's what you will see in the next section in 2017 our activities that we have planned as well as how we're going to measure it. At the back of that document you will find all the measurement tools in one place as well as a checklist. I call it my checklist so I can mark off each one of those activities as we complete them. You will also see any resources that we need to do these activities as well as things we've saved because we've done those activities. 2016 through 2018 what do we imagine in the future to be.



PROGRAM FIDELITY & PARTRON SUCCESS 1-8

IMPACT
Fair and Reliable Court Processes
Key Outcome# 1-8
Increase the Courts accessibility
Outcome established: 2016
Contributes to the achievement of BOC Strategic Target Goal: 06
Increase Community Cohesion;
Improve Citizen Communication;
Increase Citizen Participation.
Partner Departments
UG Department of Technology
UG Chief Knowledge Officer
UG 311 Department
Human Resources

2016 ACTIVITY Achievements

- Performed randomized checks of the IVR phone routing system.
- Integrated quality customer service into all Staff Performance goals for FY2016.
- Reviewed, approved and launched a public access portal to open court records https://www.municourt.net
- Worked with 311 and DOTS to close a long standing gap with the Court's IVR phone routing.
- Established a Court email address for attorneys, customers, and 311 help requests.
- Increased the Court's hours by 30 minutes, to 7:30AM - 5:00PM, without overtime expense.
- Incorporated call answering into the Clerk I Performance Goals.
- Selected staff completed customer service training in Spanish offered by Human Resources.
- Clerk II's completed communication training offered by Human Resources.
- After an online payment processing vendor malfunction, established a desk duty to review online payments for accuracy.

2016 OUTPUT Measurements

Output1: Decrease the percentage of "dropped" calls from the average of 20% in FY15 Q3 and Q4 to 10% by the conclusion of FY16Q4

	# of calls	# of Dropped	%	GOAL
FY16 1	3827	710	18.55%	≤10%
FY16 2	2846	553	19.40%	
FY16 3	3940	555	14.00%	
FY16 4	3720	383	10.30%	

Output 2: Increase electronic payment as a percentage of all money collected from 2.6% in FY15 Q3 and Q4 to 5.0% in FY16 and by 7.0% in FY17.

	Collected	BY WEB	%	GOAL
FY16 1	$1,240,158.42	$19,027.74	1.53%	5.00%
FY16 2	$1,286,402.93	$27,861.72	2.17%	
FY16 3	$1,032,627.57	$24,262.20	2.35%	
FY16 4	$1,098,941.03	$23,255.60	2.12%	

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1-8

2017 ACTIVITY Planned

1. Initiate collaboration with DOTS to provide electronic and visual directions for citizens arriving to court. (i.e. docket listing and court check-in) Phase I to be completed by FY17Q3.
2. Complete a scripting process of commonly asked questions for the 311 Department, define Tier I and Tier II support questions, and establish a routing process to be completed by FY17Q2.
3. Work with 311 to measure the true call volume to the Court, as well as track the most commonly asked questions to drive future communication strategy by FY17Q4.
4. Work with 311 and DOTS to install the Customer Relationship Management software (CRM) in the Court and allow citizen requests for service to be pushed to the Court for assistance: to be completed FY17 Q2.
5. Develop and deploy a citizen survey as a baseline of the citizen perception of fairness, honesty, and integrity of the Court; to be completed by FY17 Q4.
6. Provide at least one customer service training for all staff by FY17 Q4.
7. Adjust the Court website to link to www.municourt.net by FY17 Q3.
8. Embrace and promote the Next Request Portal (https://wycokck.nextrequest.com) for records requests by FY17 Q1.

2017 OUTPUT Measurement

OUTPUT 2017 1-8 (a): Continue to maintain a "dropped" call volume of ≤ 10%.
OUTPUT 2017 1-8 (b): Increase electronic payment as a percentage of all the money collected from the FY16 average of 2.04% to 3% as an average in FY17.

2017 Resources Required or Saved

REQUIRED: Purchase and installation of 16 CRM Licenses– SECURED in FY2016
REQUIRED: Purchase and installation of hardware/software necessary to complete Phase I of the electronic docket notification system - SECURED in FY17 CMIP Budget.
REQUIRED: Purchase and installation of hardware, /software/programming necessary to complete Phase II of the electronic docket notification system - REQUESTED in FY18 CMIP Request.

2016-2018
INTERMEDIATE OUTCOME

- Investigate and launch partial online payments for those on payment plans.
- Investigate and launch technology that will allow for mobile payment, defendant notification of increased defendant's access to file compliance related documents with the Court through mobile means.

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This is under Impact Area of Fair and Reliable Court Processes. We want to increase our customer service. That's what that means in real terms to us.

Partner Departments

UG Department of Technology
UG Chief Knowledge Officer
UG 811 Department
Human Resources

2016 ACTIVITY Achievements

> Performed randomized checks of the IVR phone routing system.
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FY16 4	$1,098,941.03	$23,255.60	2.12%	

Our 2016 Activities included being able to get our phone system to work correctly, but most notably we—correctly is right, but most notably we are open 30 minutes early. We started opening at 7:30 a.m. so folks can come in and pay their fines and fees before they actually have to go off to work. We set a goal to decrease our dropped call volume in Municipal Court to less than 10%. A year ago we were almost at 20% and we accomplished that goal.

2017 ACTIVITY Planned

1. Initiate collaboration with DOTS to provide electronic and visual directions for citizens arriving to court. (i.e. docket listing and court check-in) Phase I to be completed by FY17Q3.
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2016-2018
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- Investigate and launch partial online payments for those on payment plans.
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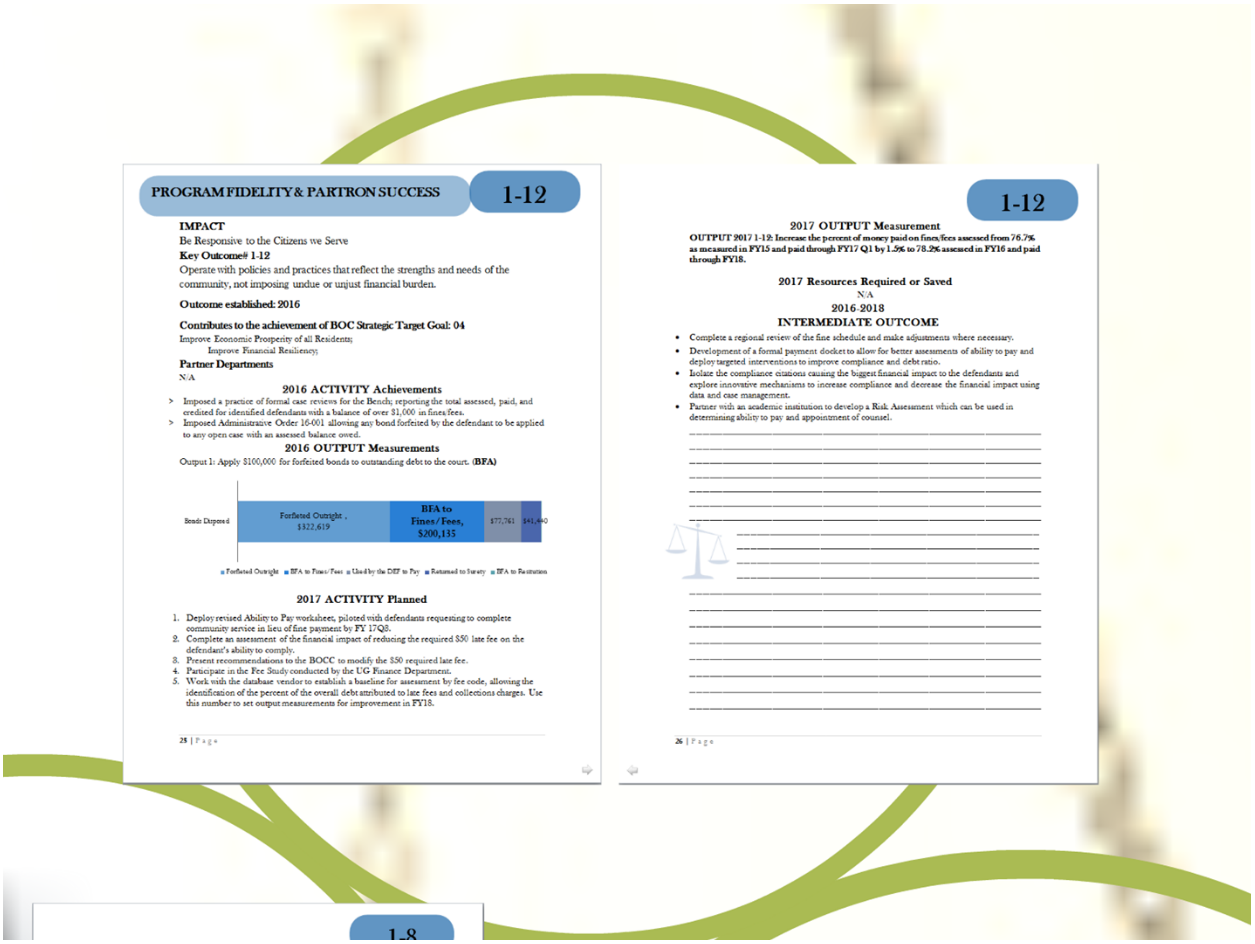
2017 Activities include working some more with DOTS and 311 to improve our customer relations as well as install our customer relationship management software for each one of our staff to use. I would also like to plug NextRequest. Bridgette's office did a great job getting NextRequest off the ground and I don't think she anticipated that it would be used so vitally through Municipal Court.



This one involves being able to treat people fairly and operate with policies and practices that reflect the strengths and needs of our community, not imposing undue or unjust financial burden.

Improve Economic Prosperity of all Residents;

Improve Financial Resiliency;

Partner Departments

N/A

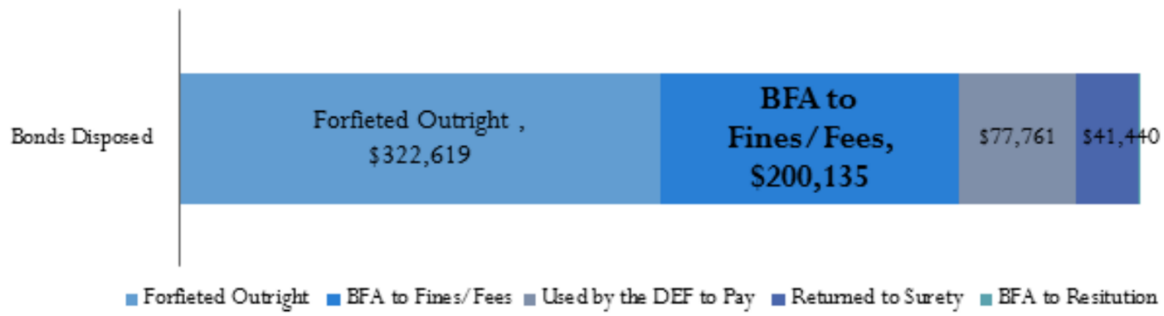
2016 ACTIVITY Achievements

> Imposed a practice of formal case reviews for the Bench; reporting the total assessed, paid, and credited for identified defendants with a balance of over $1,000 in fines/fees.

> Imposed Administrative Order 16-001 allowing any bond forfeited by the defendant to be applied to any open case with an assessed balance owed.

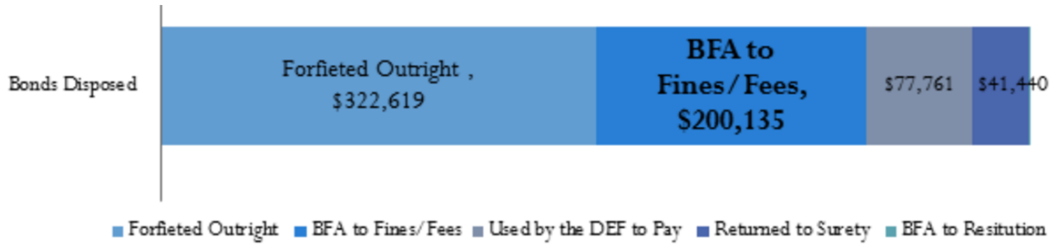
2016 OUTPUT Measurements

Output 1: Apply $100,000 for forfeited bonds to outstanding debt to the court. **(BFA)**



2017 ACTIVITY Planned

1. Deploy revised Ability to Pay worksheet, piloted with defendants requesting to complete community service in lieu of fine payment by FY 17Q3.



2017 ACTIVITY Planned

1. Deploy revised Ability to Pay worksheet, piloted with defendants requesting to complete community service in lieu of fine payment by FY 17Q3.
2. Complete an assessment of the financial impact of reducing the required $50 late fee on the defendant's ability to comply.
3. Present recommendations to the BOCC to modify the $50 required late fee.
4. Participate in the Fee Study conducted by the UG Finance Department.
5. Work with the database vendor to establish a baseline for assessment by fee code, allowing the identification of the percent of the overall debt attributed to late fees and collections charges. Use this number to set output measurements for improvement in FY18.

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I mentioned earlier that the Judge signed an Administrative Order that allowed us to take off forfeited money meaning someone posted an Appearance Bond and didn't show up for court. Normally that money would have been forfeited outright. In July of last year the Judge gave us an Administrative Order that allowed us to take that money, give it to victims first on those cases and then anything that was left over that was forfeited to apply to past fines and fees.

You will see here in just the last six months of the year we forfeited $200,000 to Fines & Fees. The other areas there are forfeited outright meaning we didn't have a case or it was before we had our Administrative Order and then the last two areas are areas of Restitution as well as money defendants picked up because they actually showed up and chose to use that in different ways.

We have lots of activities planned in this area. This is a very important area to us. We want to deploy and revise our Ability to Pay Worksheet as well as look at big data indicators to see if we can do a better and more fair job at predicting who has the ability to pay and offer some alternatives to that as well as really assess the $50 required late fee that we charge if you miss court. It is notated in our requirements through this Board that we charge $50. We're going to do some assessment to the financial impact of reducing that and come back to you with a plan on what we think that amount should actually be.

1-12

2017 OUTPUT Measurement

OUTPUT 2017 1-12: Increase the percent of money paid on fines/fees assessed from 76.7% as measured in FY15 and paid through FY17 Q1 by 1.5% to 78.2% assessed in FY16 and paid through FY18.

2017 Resources Required or Saved

N/A

2016-2018 INTERMEDIATE OUTCOME

- Complete a regional review of the fine schedule and make adjustments where necessary.
- Development of a formal payment docket to allow for better assessments of ability to pay and deploy targeted interventions to improve compliance and debt ratio.
- Isolate the compliance citations causing the biggest financial impact to the defendants and explore innovative mechanisms to increase compliance and decrease the financial impact using data and case management.
- Partner with an academic institution to develop a Risk Assessment which can be used in determining ability to pay and appointment of counsel.

We're going to measure it just like we're going to measure everything else that we're doing.

U.S. Department of Justice

Civil Rights Division
Office for Access to Justice

Washington, D.C. 20530

March 14, 2016

Dear Colleague:

The Department of Justice ("the Department") is committed to assisting state and local courts in their efforts to ensure equal justice and due process for all those who come before them. In December 2015, the Department convened a diverse group of stakeholders—judges, court administrators, lawmakers, prosecutors, defense attorneys, advocates, and impacted individuals—to discuss the assessment and enforcement of fines and fees in state and local courts. While the convening made plain that unlawful and harmful practices exist in certain jurisdictions throughout the country, it also highlighted a number of reform efforts underway by state leaders, judicial officers, and advocates, and underscored the commitment of all the participants to continue addressing these critical issues. At the meeting, participants and Department officials also discussed ways in which the Department could assist courts in their efforts to make needed changes. Among other recommendations, participants called on the Department to provide greater clarity to state and local courts regarding their legal obligations with respect to fines and fees and to share best practices. Accordingly, this letter is intended to address some of the most common practices that run afoul of the United States Constitution and/or other federal laws and to assist court leadership in ensuring that courts at every level of the justice system operate fairly and lawfully, as well as to suggest alternative practices that can address legitimate public safety needs while also protecting the rights of participants in the justice system.

Recent years have seen increased attention on the illegal enforcement of fines and fees in certain jurisdictions around the country—often with respect to individuals accused of misdemeanors, quasi-criminal ordinance violations, or civil infractions.[1] Typically, courts do not sentence defendants to incarceration in these cases; monetary fines are the norm. Yet the harm

[1] *See, e.g.*, Civil Rights Division, U.S. Department of Justice, *Investigation of the Ferguson Police Department* (Mar. 4, 2015), http://www.justice.gov/crt/about/spl/documents/ferguson_findings_3-4-15.pdf (finding that the Ferguson, Missouri, municipal court routinely deprived people of their constitutional rights to due process and equal protection and other federal protections); Brennan Center for Justice, *Criminal Justice Debt: A Barrier to Reentry* (2010), *available at* http://www.brennancenter.org/sites/default/files/legacy/Fees%20and%20Fines%20FINAL.pdf (reporting on fine and fee practices in fifteen states); American Civil Liberties Union, *In for a Penny: The Rise of America's New Debtors' Prisons* (2010), *available at* https://www.aclu.org/files/assets/InForAPenny_web.pdf (discussing practices in Louisiana, Michigan, Ohio, Georgia, and Washington state).

1

We're not isolated to outside impacts, but I want to tell this panel that we are ahead of most of the States in Kansas. This happens to be a letter that's dated back in 2016 from the DOJ. It's a Dear Colleague letter and it talks about undue and unjust financial burden to citizens. We are ahead of many of the courts in the State of Kansas. Your court has taken action even before this letter came out and continues to take action to make sure we are in compliance with the DOJ recommendations, but also that we're fair to our citizens.

Lastly, I would like to take a few minutes to address and recognize the Municipal Court staff. Change is difficult no matter how excited and ready you are for it. Over the last year this team has faithfully embraced experimentation and failure and transformation with the faith that we are doing good work. A year ago each one of these staff members told me we need to do better with our citizens. We just don't know how to do it, but they've gotten on the bus with me and with the judges and have really embraced this process. It's not been smooth, but it has been worth it. We spoke about a paradigm shift. Commissioner Bynum, this team has made the biggest shift ever. True change comes from within and their own manifestation of that. We have a lot more work to do and this group is up for challenge. By volume alone we are the third largest Municipal Court in the State of Kansas only behind Overland Park and Wichita. By value we strive to be the leaders. I want to thank you very much for giving us an opportunity to give you the State of the Court Address.

Commissioner Walker said a very professional presentation and I wish I would have had more time to go through it before the meeting, but I didn't so if I'm asking a question that is answered in here, one of the biggest concerns that commissioners express just in conversation and one of mine is Code Enforcement. I tried to go through this, I could not find where you breakout specifically Code Enforcement cases. **Ms. Sprague** said, Commissioner, I think you will find that in the Process section. What we're interested in doing this year is splitting our Code Enforcement cases into two categories, one being Public Nuisance and one being Public Safety. By splitting those cases out we're able to capture some data information and give it to the SOAR Project as well as the Code Enforcement Officers so they can use that information successfully. **Commissioner Walker** asked where are you talking about. **Ms. Sprague** said right here. **Commissioner Walker** said Process 3-1.

Judge Ryan asked, Commissioner Walker, is there some specifics you would like to know. **Commissioner Walker** said I have not been happy for a long time with the idea that we send out letters and as a result of that a certain amount of time is given and the world being what it is it may be weeks before the person from Code Enforcement reinspects or goes out to see that it hasn't been done, issues a ticket—you know the summer is over and the weeds are four foot tall. I thought there had been a change that if you had been a prior fellow traveler on the code enforcement circuit you were directly ticketed. I would like to know if that's true. I, for one, if you're in violation of the law, any other law you're given a ticket; it seems much easier and much more expeditious to write the ticket and if before the court date they have corrected the defect, whatever that might be, then you simply dismiss the ticket. Instead we send out letters which I keep being told or I have been told a number of times takes care of 90% of the code violations. That just cannot possibly be 10% that's left. That's my opinion. You can drive anywhere and see code violations. It takes weeks and months sometimes to get them done and you know even being a commissioner I can't get them done as quickly as I would like to get them done. I wanted to see how many tickets were actually issued on code violations and the revenue and disposition of those as part of a measure. **Judge Ryan** said I can tell you on average, Commissioner; it's been between 800 and 1,000 or 1,100 tickets issued each year. That's been fairly consistent over the past four or five years. As for income received I don't know if we have that statistic in our book, but we can get that for you.

Commissioner Walker said if the Commission as a whole is placing greater emphasis on code enforcement, I guess I would have expected the number of tickets to go up. This isn't your fault. You're at the end of the process, but in the end what happens to these people that come before you is your decision and I think the message that I'm trying to give, the others can speak for themselves, I have no—I realize there are some occasions where there are extenuating circumstances of poverty, of disability; it's not that I don't think we should have compassion, but just simple neglect and the fact that I would rather spend my money on something else rather than paint my house—one house in a neighborhood is like the one bad apple. It starts the decline and if we don't jump on it, I don't know how we can maintain a constant level of tickets with the emphasis that we have put on code enforcement in all of our Strategic Retreats, the four years I've been here. It seems to me that somebody is not getting the message that this is a high priority, not that assaults and traffic tickets and all those aren't important. If you've got a bad house in your neighborhood and I know where you live, Mayor, and you've got a couple of houses about two blocks, not Mayor, I meant Judge; I've never been invited to the Mayor's house so there are houses not very far from where you live that are in decline for whatever reason that are vacant or abandoned. It troubles me that—I just expected to see more code enforcement coming out of the—maybe it is and it just never gets to the court because all the problems are being solved with our letter. I would like to see some data on that.

Judge Brajkovic asked can I answer a couple of quick questions. First off in 2016 we have the State of the Court, maybe it was 2015 and you let us know your opinions on grass and weeds, that it was taking too long to handle those. The notice, the violations and monthly check-ins to make sure they were done. An immediate response, what we started doing in our codes was if you came in on your first court date, if your grass and weeds were cut you got a four week extension, you had to come back to court to make sure that your grass and weeds stayed cut for that period. If you did not have your grass and weeds cut, I required a two week extension and we directed the Code Enforcement Officers to issue a second citation immediately to be served right out of court on that case to then fine the $100, cut that loose and up it to the $500. I can tell you last year I lived in my neighborhood next to a gentleman that had not cut his grass for three years. My kids couldn't be outside in the backyard playing and we had an owl 10 ft. away from my widow hunting every night so I know what this is like. You know that's good hunting for an owl when they are there every single night. We did change grass and weeds immediately.

A couple of different things you are seeing about the data, right now we have to MAUI creates the ticket, our clerk then enters that ticket into our system and then we process it that way and because of that we do not enter each charge and violation independently. It's one ticket that gets entered. Also, if you recall the big scandal in KCMO, not scandal, but they were all upset because the code enforcement judge was fining each violation separately. We didn't have that problem because we fine as a totality of the ticket, but we don't have good data that way because we don't know what's being fixed and how quickly it's being fixed so we're going in and breaking them up by nuisance and public health safety, foundation versus trash. We're starting to work on that and we've also talked with Ryan Haga who is our prosecutor and with Greg and we're going to start a policy where those Code Enforcement supervisors come into our court and we run it more like a probation program. You're going to see some of that coming up so you can get more data. In 2015 or maybe '14 maybe the last time we ran it we were at about 1,000 cases that were filed, 500 of those were just dismissed as a matter of course because they were two owners and we don't cite both of the owners once they get into compliance. Husband and wife have to have two separate tickets so we knock one out once they appear. Another about 50% of those are bench warranted and we did not have good dates of birth on them so without a good date of birth in a Criminal Justice System we can't actually activate that warrant. We have a place now where we can close those cases out.

What we have actually found is that about 80% of our code enforcement violations were completed and paid in full within 90 days. Now, those were your basic trash, weed and grass. Those aren't your big foundation problems, but we can't get that to you without a whole bunch of stuff and clear cut until we can enter them in different data systems so that's what you're going to see us come up with next time.

The other conversation that we've had is—I already got permission from Code Enforcement, if you have a delinquent taxpayer that has a code enforcement ticket, they're not going to file those in our court. They are going to escalate those directly to the administrative process so that can be abated and it can continue to stack on the delinquent taxes because what was happening was we were spending a lot of time on cases that should have been foreclosed some time ago, maybe already tried to, and were in the tax sale and didn't sell. That's not a good use of my time. I'm trying to catch the ones that I can shake into cooperation earlier in the system. We don't have a whole lot of answers now, but I do think that we are going to, and I would be happy to have a meeting with you as that develops so we can show you what the new changes are but we haven't been ignoring it; we're just ready to really get you the data to show you what we need to do.

Melissa Mundt, Assistant County Administrator, said it's on page 27. Real quick, Commissioner, I just wanted to also let you know that last week through just a series of issues that came up with some individual property owners, it was discovered that Codes had been waiting up to five years to turn things over on the delinquent side that would go to Administrative Court and we actually said, why are we doing that when three years makes you tax delinquent and eligible for tax sales. So, we've moved that down from five to three now so those will immediately go into that other process.

Mayor Holland said thank you for the work you are doing. You all have a very extensive job and we appreciate what you do. Your volume is astonishing and your handling of it is terrific so thank you and we appreciate how you are taking the caliber up in terms of the processing and data so we can start looking at it. It has been a big help. Thank you all for your ongoing work.

<u>Healthy Campus</u>

Mayor Holland said our next order of business is a Healthy Campus update. We're going to hear from CBC Real Estate group that has been working on this and then afterwards we will hear from the YMCA.

I will say a few preliminary words as we go into this. As I came into office four years ago the YMCA had done a preliminary study downtown to see what sites they could build a new YMCA and they found an area in the downtown. We also had a separate study from Associated Wholesale Grocers to look at a new grocery store downtown. As I came into office four years ago we saw that there was a—that this really had the makings of Healthy Campus if we could bring the community center and the grocery store together on the same campus, we might have something that would be transformative in our community looking at an investment that would be the single largest investment in downtown in probably in two generations. As I shared this with the Health Care Foundations, the Greater Kansas City Health Care Foundation, REACH Healthcare Foundation and LISC, those three groups said you really ought to master plan this because you have something that could really be transformative. They gave us over $100K in Philanthropic money to do a master plan. We put out an RFP and hired Gould Evans and in 2014 we began the process of master planning this. We got a lot of great public input, heard from the community about the priorities around the grocery store and the community center, what those amenities could be for the community and after we had that master plan then we went out and started to work on implementing it.

The challenge of doing the public process early like we did is it starts the public's clock ticking in terms of expectation. I give this contrast a lot, the Amazon Project we actually started working on four years ago for a different development. We had a different group come in. Wyandotte Economic Development and our Economic Development group put together a proposal for that site, brought together the Workforce Development, all the incentives, the bank, real estate people; everybody was together, we were ready to go and the company chose Tulsa over Kansas City metro. Not because of our site, but because of the metro area. We had all that work done, continued to market that site and so when Amazon came along, we had a site that was shovel ready and we had already done the preliminary work necessary to get it. From the time that Amazon announced to the time that they're going to open later this summer, was only about 1.5 years, but we had actually been working on it for four years. People don't see the back office work that has to be done to make sure the project is a go before it's announced. This project because we needed the feedback from the public started people's expectations quite a while ago. We want to bring the Commission up-to-date; we also want to bring the public up-to-date. A lot of work has gone into this and I feel like it's coming in—I've moved from being my general cheery optimistic self, I share that cheery optimism with Hal Walker for instance, and I've moved into just cheery optimism to expectation that we're close enough that this announcement is going to help update the public and the Commission about how close this project is to completion. I will turn it over to Bill Crandall and Peter Ho with CBC.

Bill Crandall, CBC Real Estate, said it's a pleasure to be here to give you an update as well as the County Administrator and staff. As the Mayor mentioned this is a complex project that will take some time to get developed. Our initiatives are really borne out of the Comprehensive Master Plan that was completed. Our role is to actually make it happen and it may look a little different than the master plan but we're starting with Block 1 which we've identified to be the location for the community center and the retail store, but part and parcel with the redevelopment of that one block is really a more comprehensive strategy to ensure that there is residential development downtown as well. From the day that we interviewed to today I'm sitting right here I still feel strongly that the direction of development say in the KU Med corridor, what's happened across in Kansas City, Missouri and the river bottoms in the River Market area, it's coming this direction. The pricing of Strawberry Hill is getting stronger and is strong and so I have a lot of confidence that with the demographic shift back into the urban core this will be an excellent area for development. It really takes those three things, the retail development, the YMCA, and the housing development; the synergistic elements that are co-dependent to move this entire initiative forward to transform downtown and to catalyze the private investment of downtown so that's what we're endeavoring to do. We will focus on the housing and the retail projects and then the YMCA will be able to present an update on the YMCA Project as well.

With respect to the housing, last fall CBC and the Unified Government in this room hosted interviews for five or six different residential developers and as a product of that we had five developers that we short-listed because they were all generally interested in different kinds of development, different strata of the market and different geography's of downtown. Specifically you all are entertaining and have approved, I understand, a LITEC Project with Prairie Fire that will be over by Douglass Elementary School. My understanding is that the LITEC credits are being considered by the State right now so that was a product of our efforts in cooperation with the UG and their staff.

As recently as last week we met with two of the other four or five developers about their interest in the downtown development. One is finishing up a project on the Kansas City, Missouri side but they've got a very neat idea for development that would be on the bluff overlooking the river. It will be a market rate development that could have some additional space. Retail would be the wrong way to characterize it, but it would be a gathering space and it's not a fully baked idea yet so they're really not ready to roll it out but they continue to show interest. We've also had interest from another larger developer that has experience working with Housing Authorities and urban residential mixed income developments and we have a follow-up with them I think here in a week or so as well.

With respect to housing, which is an essential component of this larger initiative, we've made progress and it's very reassuring to me to know that there are five at-risk market developers that want to come into downtown Kansas City, Kansas and try to do work so that was a good thing.

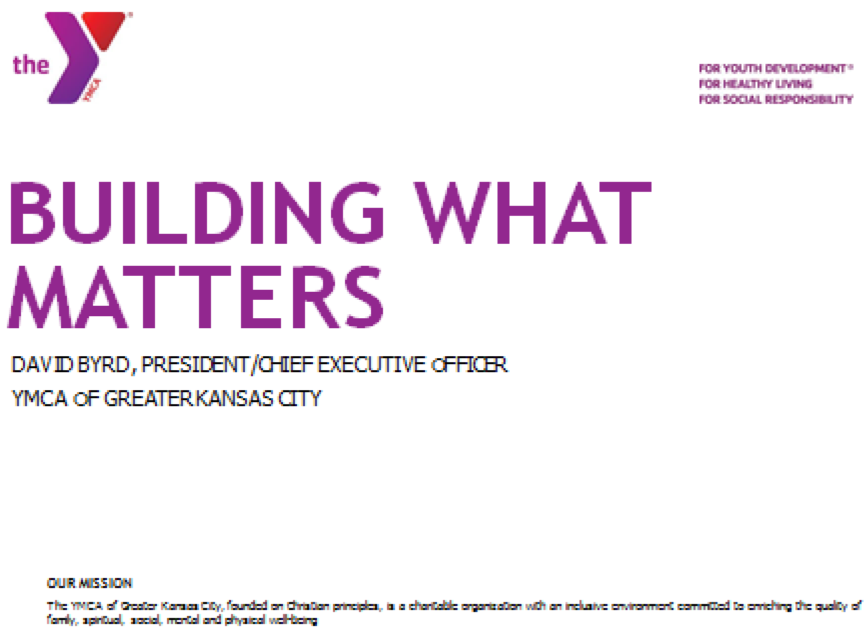
With respect to retail, that's a challenging effort, but we're steadfast in finding a grocery store operator, our requirements that they are going to be a full-service grocery store that provides healthy and affordable choices to the residents. The models we're looking at right now sometimes they include a small café or a coffee shop that would go along with it to differentiate their offerings, but having a full-service grocery store is important to us. Part of the dynamic for them is trying to meet the requirements of this market so the market is split about 50% Hispanic, 50% African-American and that dynamic is something they are going to have to address but it's just a reflection of the cultural needs of developing in downtown Kansas City, Kansas. We would hope that that dynamic would continue to reflect the community in having new younger people move into the community as well. We have to find the right operator, we have to find somebody who is nimble and can really demonstrate the sophistication required to meet that dynamic in the market. This has led us to considering the traditional store operators that you all know about in the Kansas City area as well as smaller operators with different operation styles than what you might typically think.

Lastly, as you have with other projects in Kansas City, Kansas I'm anticipating that the Commission will need to show the leadership to invest in the building, not unlike the theatre or the hotel, and really take an aggressive position on causing that project to happen. I think if you look back, it's one of the great things about this Commission, they have had the courage to do those things and it's not been completely philanthropic. Those projects have turned out to be good projects for you from a real estate perspective as well.

With that, I'm happy to stand for any questions or you can jump right into the YMCA presentation.

Mayor Holland said I should say CBC was initially hired through philanthropic dollars that we were able to raise to bring them in and get their initial work started so we very much appreciate their work on this.

<u>YMCA</u>



David Byrd, President/Chief Executive Officer of the Greater Kansas City YMCA, which Kansas City, Kansas/Wyandotte County is part of our service area. We're just so grateful to be able to share our plan with you tonight, where we are and we have made significant progress since we last visited with you. Tonight I have with me also John Mikos, our Chief Operating Officer, and he will talk about some of the programming that we're planning for this new community center; Mark Hulet who is our Senior VP of Property and working very closely on the building design and the newest member of our team is Dr. Daphne Bascom who is going to be working very closely on the program and some integrated health work that we will talk to you around chronic disease and other kinds of programs.

As we start the presentation, if we can pull that up, this is about a 15 minute presentation and then we would love to entertain any questions, but we're going to do this in four pieces.

AGENDA

- 8th Street Legacy
- Community Center Conceptual Design
- Community Integrated Health
- Fundraising Campaign

As all of you know we have had a wild hair which has been legacy wide which I will talk a bit about. Mark is going to talk about the conceptual design and where we are on the property that Bill Crandall just spoke about. John Mikos and Dr. Bascom will talk about community integrated health work that we're doing as well as what we're doing with our cost association and then I'm going to wrap it up with fundraising campaign which we have made significant progress in that as well.

8TH STREET LEGACY

- 1913 – original construction
- Served KCK community well
- Antiquated facility
- Amenity & program limitations
- UG/KCK operational support

As you know we probably operate one of the oldest Y's in America. It was built in 1913 and it has served this city for 104 years and without a doubt hundreds and thousands of lives have been impacted. I have been with the Y for 40 years and with Y support there and the support that we've had from Wyandotte County just much impact. I know many of you have been members of this Y and still are members of this YMCA. It is an antiquated facility. As you know a number of years ago we actually had to close the swimming pool there, we have no indoor pool, and one of our leading causes of death for children is drowning. We can't teach kids to swim any longer; we can't do some of the programs that we want to do so therefore our amenities are very weak. We are still relatively strong with our membership there. We probably have an all-time high of membership so the need is great. The Market Demand Study we did on the new facility also gave us the magnitude of the thousands that we would serve in this new corridor. After building many, many YMCAs and leading many YMCAs I would sure tell you that the community is ready for it. We hear it every day as we talk to the community and, Mayor, I think you represented it well; the expectation is out there so we're very high hopes now that we can bring this thing to fruition in the next couple of years.

Lastly, the Y would not be there without the support of this Commission and the Unified Government. Your support and I've been here seven years, you stepped up when we almost had to close this Y and that would have been a very, very painful decision for this community. I'm so happy we have not had to do that. You have continued to step-up and we've had individual's step-up and foundations step-up to support us to keep it operating with the anticipation of this new state-of-the-art community center being built to service your great community.

I'm going to turn it over now to Mark. Again, Mark is our Senior VP of Property and has been working very closely with architects and contractors on what this conceptual design might look like.

FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

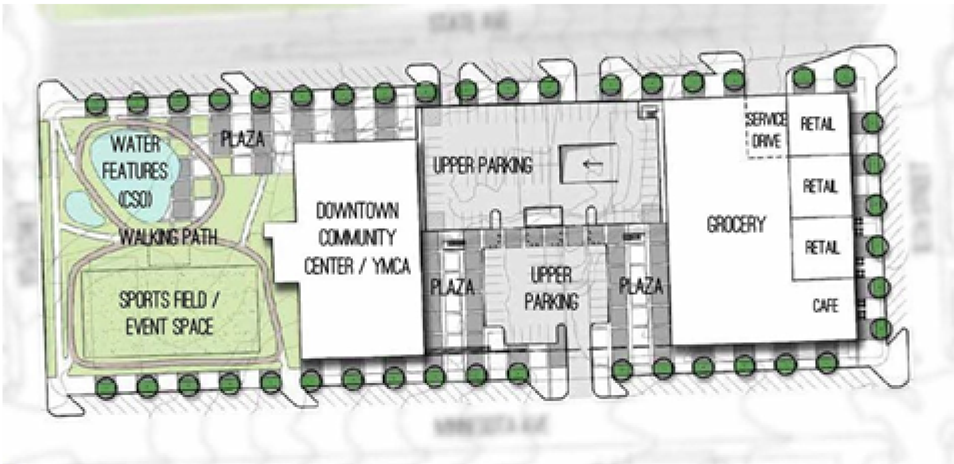
CONCEPTUAL DESIGN

MARK HULET, SENIOR VICE PRESIDENT CAPITAL ASSETS & RISK

BLOCK 1

Mark Hulet, Senior VP of Property, said Bill Crandall talked about Block 1 and this is just a high level concept of the amenities and the features that are on that block and working from the grocery store and the retail to the parking and pedestrian zone which is a parking lot that is two levels; one serving the grocery store, one serving the YMCA. The Downtown Community Center/YMCA is the next block and then the Storm Sewer Project at the end of the block with the nice water features.

BLOCK 1



Here is just a little sketch interruption of that as it looks today. These were prepared by SFS Architecture last year as we went through the process of some visioning of how this block could come together not only as a YMCA but as a community and you do see the Downtown Community Center. I'm going to focus on that component of the project.

If we go back and look, there are two floors to this project. The upper floor will house those features and amenities. A recreation center, as you might know it as a gym, but a very multi-purpose recreation center where we would have multiple opportunities for different programs from pickleball to futsal, some of the newer things that are coming indoors to the traditional basketball, volleyball and other sports that can happen in a gymnasium. We have a state-of-the-art Wellness Center with cardiovascular strength training equipment that could be used not only by members but other partners that Dr. Bascom and John Mikos will talk about here in a little bit. Group exercise studio to house aerobics and other multi-purpose events that are programs that could happen, community rooms that are open to the public or rental programs that could happen in that area. There will be a teaching kitchen in there that will give us opportunities to provide educational moments for teaching healthier lifestyles to teach and cook better foods for our bodies and then the Administration would be on that level as well.

UPPER DETAIL

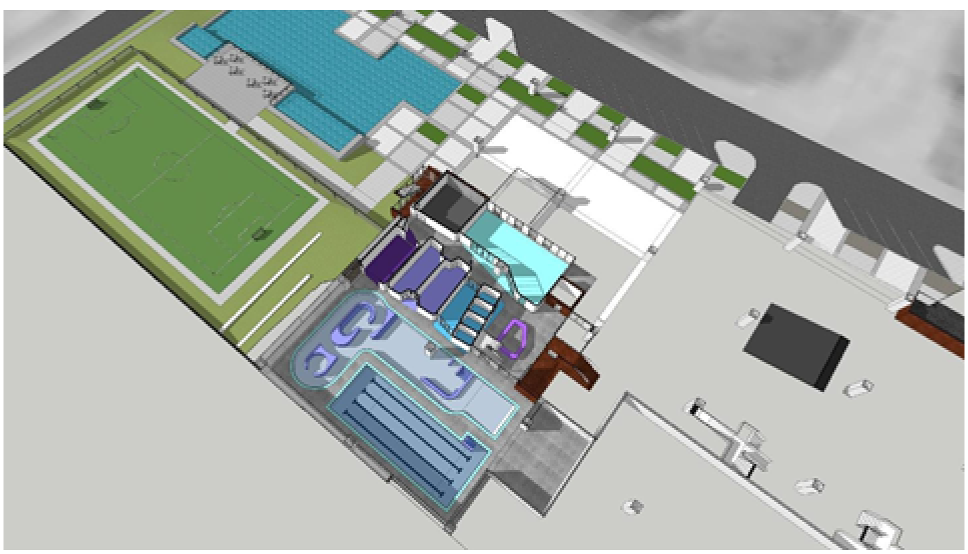
Just a little bit of a sketch that kind of opens the lid to that upper deck and you can see how it lays out on the block. You'll notice that there is an opportunity for some field experience toward the west of the YMCA and just south of the water project not to be defined a little bit later.

LOWER FLOOR

- Lobby / Commons
- Kids Zone / Adventure
- Natatorium
- Locker Rooms
- Party Room

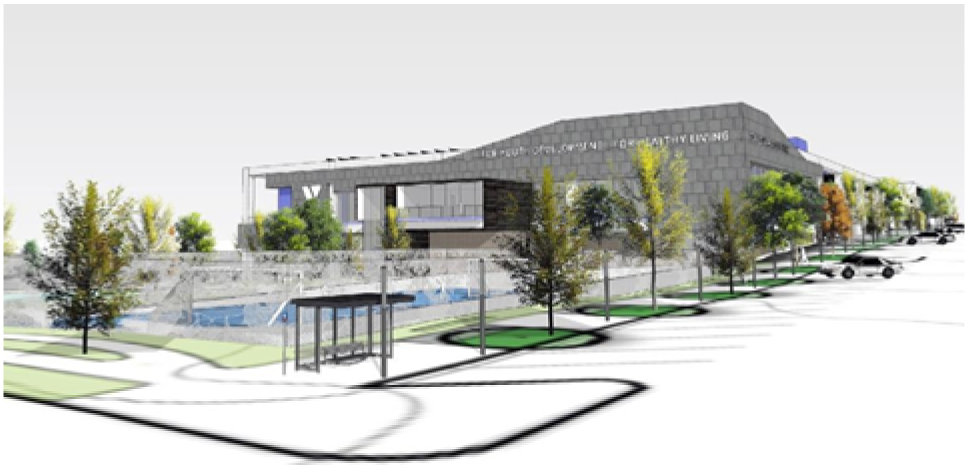
On the lower floor where the entrance would be and the lobby and the commons where good gathering space for the community to come in, be checked in to access the rest of the facility and then on those floors we would have our Kid Zone which is a day drop-off for those that are there for kids under the age of nine and then an Adventure Center that's a little bit more active for the older kids to be busy while everybody else is doing other things. Then we have the Natatorium, the pool area that would have at this point—we've designed it to have two pools. One of those being a warmer water pool with a zero entry family/recreation component of sprays, slides; those types of amenities on that and then a traditional lap swimming component with four lanes, 25 yards for those that do that. We could also do group exercise, water exercise classes in that deeper pool. Finally, there is a party room and some locker rooms on that level that give access for members not only to change, but also it keeps the wet areas wet from a party standpoint so we're on the lower floor. Those parties sometimes drift over into the pool area which is a great thing for kids and families.

LOWER DETAIL



This is an open of today's skimmatic design of what that lower level could look like with the pools and the way they wrap around and expose themselves to the west.

WEST ELEVATION



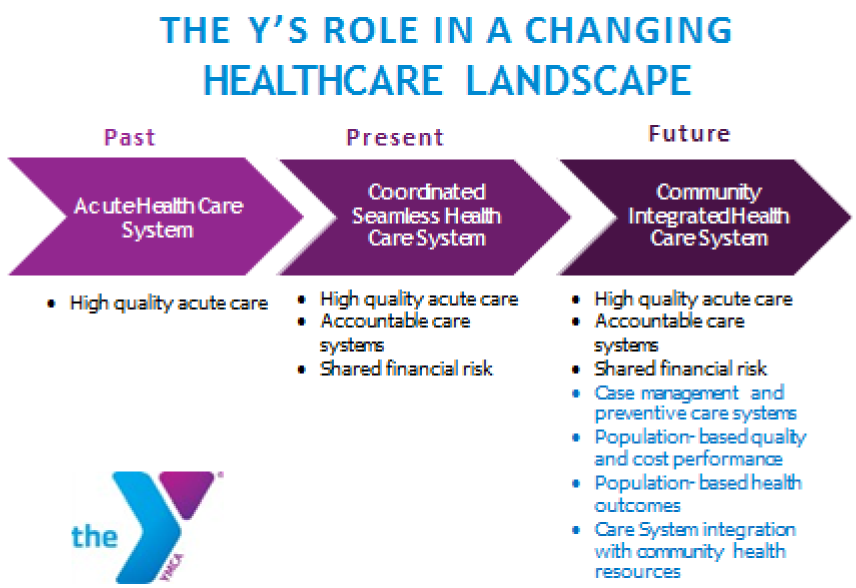
A couple of elevations, from one corner maybe a west elevation at this point looking back across potentially that field and looking at how the structure sits on the grade. As you know there is quite a bit of a slope on this block as things work back toward the east.

EAST ELEVATION

Then there is an east elevation that would be looking on the other side of the street looking back in that same direction.

John Mikos, Chief Operating Officer, said what we just went over in terms of the visual portion of the facility is much easier to get our arms wrapped around and it really is very similar to what we see with many YMCAs, swimming pools, recreation centers, traditional sports and programming. What is a little more difficult to get your arms wrapped around is a concept around Community Integrated Health and we've heard for quite some time now the health of our Wyandotte County being last in the rankings in the State of Kansas and that this whole idea of the Health Campus is actually to improve the health of our community. We should all be very hopeful in knowing that we really can do something about it.

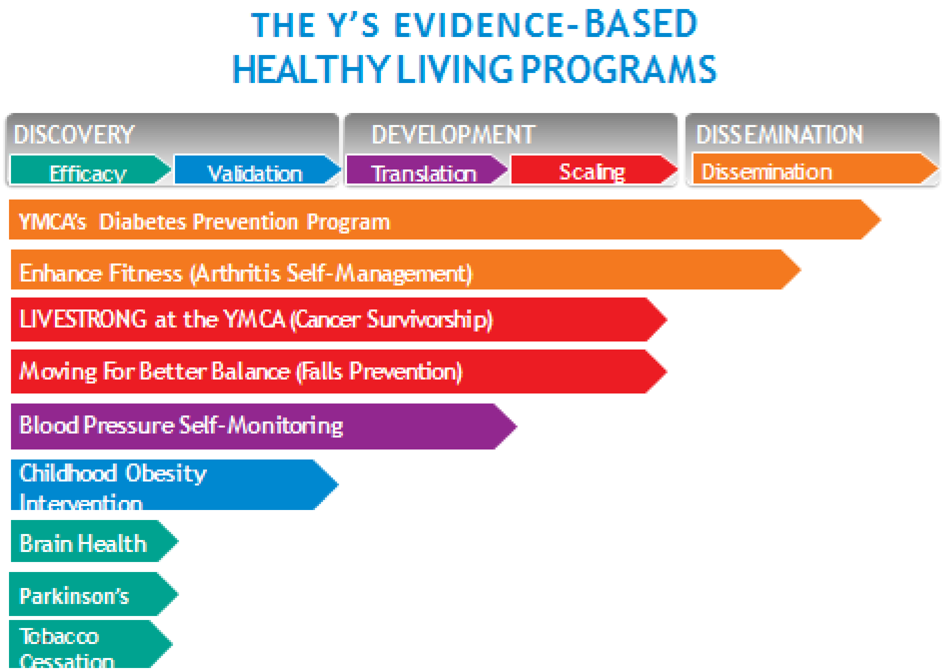
Here's something that's really interesting that 20% of all the factors that influence our health are clinical and the rest of those factors have nothing to do with the clinical care, but are the factors that we can control that determine what occurs inside our homes and what's happening in our community. When we start seeing the concept around this campus and this program it goes beyond what we normally think of as the traditional YMCA.



The Y's role in helping change the landscape of the health care industry of the way it is follows this past care where it was really centered around acute care where we did a really, really good job in delivering immediate service to some sort of a condition and there really wasn't any long-term care that went along with it to now we're in the phase where we're still delivering high quality care, but we're now looking at accountable systems; being able to put hospitals together and medical units that they are all mobilized and working together for a continuum of service.

Where things are going to be going into the future is something that you may have heard before called the around Population Health Management. And that's when we're talking about looking at all the data that helps determine the individual's health, not just their individual chronic condition, but the things around the behaviors, the access to care, food, and those types of things; grocery stores and how is it that we're able to wrap all these things together to deliver performance-based outcomes around health care.

That's when we start talking about this model called Community Integrated Health where we're now taking all these traditional medical care type services that we've known and then begin to integrate them into community-based programs like the Y is doing so that we can be more efficient and provide full continuum of service of care. So, you ask what does that mean for the Y.



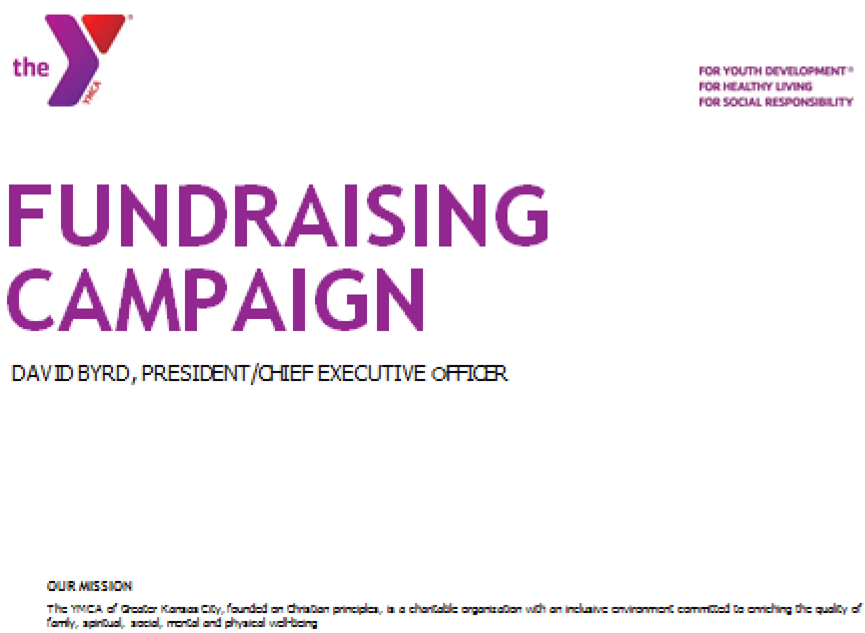
These are just some of these types of chronic disease programs that make up the critical care continuum of services that we see as part of this integrated health model. At the top of this list are things that our national Y has been working on for over 10 years and these are the things that are evidence-based programs around chronic disease prevention in the area of diabetes prevention where we have over 80M people that are suffering for pre-diabetes. Also, arthritis management with something that's called enhanced fitness. These are programs that have already been scaled nationally at over 252 communities across the country through a model of discovery and then getting evidence-based. We're in the process now of working on programs called LIVESTRONG which are cancer survivorship programs and also working for programs around helping for falls prevention so that we don't have to do hip replacements and knee replacements usually found because of improper balance. We're continuing to work on even more programs for the future even here locally in Kansas City deploying programs around hypertension management, blood pressure monitoring and even beginning to look at childhood obesity programs. What's great within the structure of this campus is not only are we able to deliver these types of programs face-to-face, we're also beginning to pilot, even this week, mobile solutions around virtual access to diabetes prevention as well as blood pressure management.

Also, what's in queue over the next couple of years are programs around brain health and Parkinson's. There was recently a study a couple weeks ago that talked a little bit about the direct correlation between physical activity and slowing down brain disease. When we start talking about this Community Health Campus we're going beyond just basketball, swimming and health and fitness. We're talking about chronic disease programs that we're ready to bring on once this campus actually gets built.

One of the things our organization recently did this year is we brought on Dr. Daphne Bascom who is now beginning to work through a framework and a vision that I would like for her to share a little bit how do we take this and actually implement it once this campus gets built.

Dr. Daphne Bascom said I would like to follow on John's comments by just painting for you briefly a vision of what I think we can do with the Healthy Living Campus. The goal of the Y is really to help optimize the health of the individual and the community and that is the health potential and I think what we can do is to bring together clinician, physicians, community members in a care coordinated fashion where we actually share information, where we leverage existing and future technologies and that we can actually provide a Comprehensive Care Team for members of our community in a way we've never been able to do in the past. It's ironic that we can actually have a better way to manage our wealth than it is to manage our health. This is an opportunity to partner with all members of the community. Clinicians who may be able to have services that the Y delivers coordinated by them, physical activity services, community partners whether it's the grocery store that will be there, whether it's Behaviorist that can come and help address the behavior concerns that we know that are existent in our community. But now we will be physically located and coordinated in ways that share information and data so that we have a seamless continuum and we can reach out into the community and become a safe haven for them to deliver both health and care in a coordinated fashion because the two have to go together. The Y is focused on wellness so helping people have the tools to stay well on preventing disease such as our diabetes prevention and other things that we can do to keep people from progressing to a chronic disease state. When they do become ill providing them with the capabilities and the tools and the behavior changes to reclaim their health and maximize their health potential. That's the vision and I think it's something that we can accomplish with the right partners in the community and with all of you supporting us as a go forward strategy.

Mr. Byrd said you can see it's not the Y you probably know. We will have a gym, we will have a pool, we will have those components, but we really want to come beside you to affect the health of this entire community and we all know the numbers.



We have had great success with the fundraising. The Mayor and I and other volunteers have been out to the community speaking to individuals, foundations and others about where we have been.

FUNDRAISING CAMPAIGN

- $16,000,000 goal
- $11,500,000 raised
- Multiple seven figure requests out
- Exploring NMTC strategy

As you may remember we had a goal of $16M, actually originally it was $14M and the scope of the project grew to $16M. As of today we have raised $11.5M. We have multiple seven figures ask out currently and we're expecting answers on those in the next 60 to 90 days. One of the other strategies that we will be been exploring is New Market Tax Credits. We have been very successful with two of our locations. Our Linwood Project which was just opened a month ago, we spent $11.5M in that project and we received almost $2M in New Market Tax Credits there and the same in the Atchison Project. That project is under construction as we speak. It will open in December and so we believe with the project located where it is with the need of that particular service area we've already started the motion to work with the county, conversations with our Chief Financial Officer and team members of the County are sitting down and having this conversation now. That is a fairly extensive process that will take several months, but over the next few weeks and months we're going to try to close the gap of the funding. We have had some significant contributors and from perks of confidentiality I won't share the numbers, but I would like to share some of the names of the individuals that have given to the campaign. The Healthcare Foundation stepped up very early on and contributed, the Hall Family Foundation is very excited about this project and has given significantly, the Illig Foundation has given, Capital Federal, Suderland Foundation and the William T. Kemper Foundation. We're very excited about their interest in it and they're particularly interested in the combination of a grocery store, YMCA and really this would be sort of one-of-a-kind in the region and we at the Y are excited because we think this could even be one-of-a-kind in the nation. We couldn't be more fired up about where we are. In the original feasibility study we did it said that we could only raise about

$3M so we've actually far exceeded that and I'm confident that with the next few gifts we will be well with enclosing the gap and then as we wrap it up in the next 60 to 90 days we will go and do a community campaign which will have a smaller gap where small contributors could then really get the ownership and buy into it.

Mayor, I will stop there and see what questions—I know we had only about 15 minutes, but I hope we've represented where we are to date. Again, our largest contributor in the campaign so far is you at $6M and we would have not gotten there without that $6M matching gift and I'm absolutely convinced of that so thank you again for your support, your heart and your service to this community with all of its opportunities and challenges you deal with every day.

Mayor Holland said I do want to ask, Dr. Bascom, you came from—tell us your background of where you came from to the Y and your interest in Population Health. **Dr. Bascom** said I trained as an Otolaryngologist, head and neck surgeon at the University of Pittsburgh Medical Center and subsequently did a fellowship in microvascular reconstruction at Oregon Health Sciences University. My primary focus as a clinician when I was in practice at Case Western University in Cleveland was in head and neck cancer. I really had an opportunity to work with the community because most of my patients had failed therapy from other modalities, but it was chemotherapy, radiation therapy, surgery, and they were coming to see me and my partner as an opportunity to extend their life. All of the diseases that we address whether it's tobacco, hypertension, blood pressure, diabetes; those were part of the things that I had to address with my patient community. I left clinical practice and joined Cerner approximately 10 years ago for the first time and was blessed with spending some time at Cerner before returning back to the clinical world where I worked at the Cleveland Clinic and my opportunity there was to engage in Population Health in terms of managing the health of our employees. We were a self-insured organization, worked with Dr. Mike Roizen as part of the Wellness Institute and also with the lead clinician in rolling out our electronic health record at the Cleveland Clinic. I was recruited back to Cerner and have worked for the past five years with some of the nation's largest health care systems; Ascension Health, Trinity Health, Banner Health in helping evolve their population health strategies.

I think the key that I'm finding across the nation is number one people don't know what Population Health is and so what does it mean to manage the health of those people that we're accountable to and then I think as John indicated most of those determinants that will help drive good health aren't going to incur in the clinic or in the hospital. They are actually going to occur out in the community so if we don't start to develop systems where we integrate the care delivery system with the community providers, we're actually not going to move the meter on reducing the cost of care and improving the health of the community. Working in that realm I also had an opportunity to join the Board of the Y and was blessed to work with Truman, UMKC, Cerner and the Y and saw the opportunity that was there to do something that was uniquely different and subsequently was able to join the Y this January.

Mayor Holland said I think that's important because one of the things that I'm really marveling at there is a synergy happening. We just went out and Cerner and KU have just opened our clinic for our employees and to really look beyond just clinical care, but really health coaching and trying to get all of us to do our annual checkup and make sure that we have goals around our health, our own health, and looking at the Population Health of the Unified Government, but it's interesting to see the movement of the YMCAs nationally with all the programs you are already doing, that movement toward Population Health. The Healthy Campus really needs to be a center where we not, as you say all the time Mr. Byrd, it's not just a swim and gym, but really moving the paradigm towards a health center where one of the hardest hit areas in our community both economically and health wise has a resource right there that has the teaching kitchen, that has access to healthy food with a grocery store and has a partner in the YMCA that is providing all kinds of health initiatives to really move the needle. My belief has always been if we can move the needle in health in downtown Kansas City, Kansas we can move the needle of health anywhere. I think the big picture vision is why the Wyandotte Health Foundation, why the Hall Family Foundation, the Illig Family Foundation and all these other groups have come onboard with this fundraising is because they see the opportunity to really create a national model for good health and we're hosting it right here in Kansas City, Kansas. I'm very excited about where we are and I think this natural movement that the Y is doing on its own nationally and what you're now doing regionally and what we're going to be able to maximize right here and build a facility with those outcomes in mind and not having to look at a facility that was built—well even 20 years ago and trying to add new programming to it, but to build a center that is ready for this kind of programming when it opens. I think that's going to be transformative for our city.

Commissioner Walters said I'm looking at your diagram called Block 1 and you talked about the budget being $16M. What part of Block 1 is contained in that $16M? **Mr**. **Hulet** said that would be the YMCA portion of it proper and some portion of the parking. **Commissioner Walters** said the building and the parking. **Mr**. **Hulet** said yes, the lower level I think is what's allocated to that.

Commissioner Walters said secondly, you mentioned this is not your normal YMCA so explain that a little bit. You're still going to have membership-based participation but you're also going to have sort of a community outreach programming funded by partners, explain that a little bit. **Mr. Byrd** said great question, thank you. Forty years with the Y I've watch an evolution take place as America has changed in particular the health of America. If you look back to where our lives where our Ys were built years ago, it was to respond to a lot of the suburban growth. We built a lot of gyms, a lot of pools, a lot of fitness centers, a lot of wellness centers and much of how people saw the Y, and some still see the Y is a fitness club, as a place you pay a fee and you come lift weights and you come workout and will you still have that at this Y, absolutely. Our numbers are very strong that we will have 2,000 or 3,000 members that have said if you build a facility, we would come. What we find when they come to us is its way beyond just getting on a treadmill or bike; they're dealing with these other issues that John and Dr. Bascom talked about so nationally as a movement we have three areas of focus that we are working on nationally. The first is around youth development. Our kids are in trouble like never before so not from just a health standpoint but school time, out of school time so the Y is heavily focused in this area. In fact we run about 100 before and after school sites around the region and many, many preschool Head Start sites.

Secondly, healthy living, this healthy living has gone way beyond just fitness centers now and in fact we are—I think we are, John, the first Y in America that has had a physician on our staff team. We see that as important going forward and so many of the programs that the two of them spoke about, we're already doing here. The national Y which is evidenced-based, the Diabetes Prevention Program, for example; we're already—we have 16 classes going in this community right now including here at 8th Street currently as well as some of the other programs they talked about.

Lastly, social responsibilities is our third area, how do we engage partners like the County, the City to do this together. The Y for so many years went it alone. We need to go build this center, we need to go either borrow money or raise the money and just have a YMCA we know that's a bad model. For this to go forward this has to happen at this level. For example, we just opened the Linwood Y which is one of the most troubled areas as you know in Missouri. In Kansas City, Missouri we expanded that facility. Truman Medical Center will actually have an 8,000 sq. ft. clinic attached to the Y where people will actually have services, the bus line is there and they will actually have services. We are by the way, and we don't have any package put together, but we are having a conversation with a major medical institution around this facility that has a lot of interest in it of coming here and being a part and we actually met with them this week. I was very encouraged about what we saw with this. They got very excited about the conversation so the buildings can look very similar but what happens in the buildings is different and then the other model that has developed locally nationally is we're doing things not just in our four walls. Those diabetes programs are happening in churches, they're happening in schools, we can come to your office and offer this program with lifestyle coaches to do that so much of what you know about the Y, and that's been part of the issue as we have started to reach out to the communities, as we talk about this wow why is the Y into this work. Well, John talked about it, there are 80M Americans with diabetes, thousands, millions around this region so how do we support that? That's a long answer to your question. Fundamentally the buildings look very similar but it is really the programs that happen so when you come in you will see a nice swimming pool, two swimming pools. You will see a nice wellness center, but what happens with the programs will look very different.

Commissioner Walker said I was just sitting here thinking. The long and short of it is what component of faith is still involved in the Y? You're talking about the physical health and medical health. To what extent is the Y still involved in the spiritual component? **Mr. Byrd** said we were founded on Christian principals in 1844 in London, England and came to this country in 1851 and it was a Christian-based organization. In fact up until the early 70s when you signed your membership application you were professed Christian to do that. That is no longer the case. We're an inclusive organization. As I describe it now we're sure not young any longer. The Y here in Kansas City is 160 years old. The one you have here is 104. We're not men; our Y is very, very diverse. We have a variety of families, types and members that join us on a daily basis. We do have a Christian Foundation as our principles and our association, but we're very inclusive in our nature. We do not force any kind of religious belief on anyone. I come from the standpoint that I am a man of faith so I have a faith practice and many of our staff do, but we do not influence that on the people that walk in our door but I would sure hope that as you come in our YMCAs you would feel a spirit as you walk in. I hope you would see a difference than another provider that you might step into. I hope you would see a caring, we have four core values, honesty, respect, caring and responsibility that we try to practice and we want to be welcoming to all and as you well know, Wyandotte County, your county here; KCK is one of the most diverse areas in this region. We have one of the most diverse memberships here and I will sure say there are lots of faiths that were embracing walk in that door. **Mayor Holland** said I will say the Y actively prays for contributions as a manifestation of faith.

Commissioner Townsend said I wanted to reserve my questions since this has been approached as a Healthy Campus concept so I do have a question that relates also to the progress of the grocery store. I just held off, but I appreciated the presentation that was just made and hearing about the difference in the approach beyond just the gym that the Y was known for and other things. One of the things I hope that will be kept in mind so that those programs reach the people that will be most benefitted by them that you keep in mind pricing structure that will enable those people who are on the lower economic strata to participate or to receive those services that you're talking about.

Moving on to the other aspect of the Healthy Campus I just want to have a clear appreciation for where we are on the grocery store, operator, when we might expect a signed agreement of some type and where we are with acquisition for both the Y and the grocery store in terms of property.

Mr. Crandall said let me try to answer those in the reverse order. We have had many discussions with the landowners right now and we haven't put any land under contract, but we are hoping to have that considered immediately by the Unified Government. With respect to the operators, we are engaged. We had an operator present that was an AWG operator. We've talked to a couple of their other operators. We're looking at other types of operators other than the AWG-based solely operators and as I mentioned in my remarks there is a challenge, it's a tough area. We're having additional market studies completed and we don't have any agreements in place right now, but we're having an additional market study completed right now. It should be done in the next three weeks and we have great hopes that will really catalyze us into the next step of getting into a development agreement with an operator that would be essentially a manager of a store inside their facility so they would act like a tenant as opposed to owning the building. I would anticipate if that study is done say in the middle of May, if things progress, we would have an agreement in say 90 to 120 days, maybe at the end of summer. These are complicated agreements. The development of the entire site can only happen when we have the land under control. We will be advantaged if we can buy the construction services for the redevelopment of the entire site concurrently with the YMCA. There are a lot of different tracks that we're going down to try to advance that. Does that answer your question? **Commissioner Townsend** said the market agreement is going to help us target operators or what is the market agreement going to do? **Mr. Crandall** said it's a market feasibility study so what that does is it really measures the demand, the unmet demand for a grocery store operator in this local community so it might take a mile, three mile, five mile trade area. It also informs the operator as to what are the market demographics, what's the makeup of their clientele, and then that would then—the African-American community, the Hispanic community, the Caucasian community have different buying patterns so the operator has to be nimble enough to accommodate those different buying patterns and have the right product on their shelves to interest them to come in. We want a full-service grocery store; we want somebody that is going to provide healthy choices as well. If it were easy, there would already be another grocery store downtown. It's a tough deal.

Commissioner Townsend said I'm just a little amazed that we didn't already know that, but if that will help us move the needle on down the road—**Mr. Crandall** said to be fair this is the second market study because the most current operator that we're visiting with right now has to do their own study for their own Board and so this is the second study. We have done that study, we did it probably a year ago and have had it updated actually. **Commissioner Townsend** said so looking at the end of the summer we're looking at having something hopefully. **Mr. Crandall** said I always regret giving timeframes, but you asked me for one so—I mean I'm hopeful, I am very hopeful. **Commissioner Townsend** said I asked because I get asked. **Mr. Crandall** said I know you do and I appreciate the question. It's my goal to get this done as quickly as we can. **Commissioner Townsend** said I appreciate your answer so those who ask me can hear it and replay this.

Commissioner Kane said on one of your slides you guys said something about hypertension. I don't know anybody on a Commission that has that. I'm for two things on here, the Y and the grocery store and if any of the rest of this comes into place after this is built, that's great, but we have to start somewhere. I know everybody wants this done as quickly as they can. The only thing that bothers me and you're doing a good job of raising money and we can see that, but sooner or later if we plateau at 14 or 15, we're going to have to build and maybe not have some of the stuff that we want because people are asking for it. I think we should keep that in mind that if we think we are at the end of our rope and our rope only goes here, then you build to what the rope goes to. I mean we've done really good. Is this one going to be like the one in Platte City? **Mr. Byrd** said very similar to that, not quite as large—it will be 35,000 to 40,000 sq. ft. so it's a very nice size facility. **Commissioner Kane** said you commissioners should go up there and look at that one. I was up there before they finished building it and it is really, really nice. I will tell you about the one here that they do have those cooking classes at night so as you're an old guy, you don't want to go up there, but it is nice to see and the kids appreciate what's going on up there because they're learning to cook other things that are more healthy.

Commissioner Bynum said I just have two quick questions. The first one is very technical, on the building your community room is shown upstairs. Is there an elevator planned? **Mr. Crandall** said yes, that will be in the building. **Commissioner Bynum** said the second question is, and maybe it's a Doug Bach question; just remind me of how the New Market Tax Credits process works. **Mayor Holland** said it is one of the most convoluted, complicated, irrational process in America, but the Y has been very successful navigating it twice on two other projects. **Mr**. **Bach** said I don't know if David wants to go into it. **Commissioner Bynum** said I guess that's my question, it doesn't come to us does it like a Section 42 Tax Credit? It's all private—**Mr. Bach** said no. This is an application we do. There are different financial creditors that have the ability to put the New Market Tax Credit out in different areas so there are ones that we would go to, the Y would go to them in conjunction with us. In owning the facility we would apply for those monies to be eligible to have funding to come into the project. **Commissioner Murguia** said I would just say, Commissioner Bynum, that if you would like to extend this session for another four hours, you might at the end of those four hours begin to understand them. **Mr. Byrd** said it is a complicated process. We have a very talented CFO that understands it and has been through it twice now and we also have a great consultant that has already met with several of us about this. We know that it is a process and we know we can net maybe 16 or 17% of the project if we could wind up getting this so it could be a significant amount to get us there. I'm at least encouraged by it and because of that service area that's what these markets are really designed for is these kind of challenged communities, but it is a lot of work, no doubt about it.

Commissioner Murguia said I don't want to know the details; I just want to know where you are getting your tax credits from. Do you have a personal allocation, the YMCA or are you getting them from somewhere else? **Mr. Byrd** said we will have to go after them so the way this works—our last two allocations were from US Bank for the Linwood Y and an Enterprise Bank for the Atchison Y. There are a number of providers as you probably know that get these so the next rounds of allocations we will have to apply for it May, June, July to be eligible for these. **Commissioner Murguia** said this May, this June, and this July. **Mr. Byrd** said that's right so this is important that we do everything that we can to raise the remainder of the money because part of what the requirement is, and Mark you will have to speak to this, we have to be shovel ready which means as soon as we get these, if you mean through them—**Commissioner Murguia** said yes, you don't have to explain that, it opens a whole can of worms. **Mr. Byrd** said exactly, we have to be ready to go. **Commissioner Murguia** said I just wanted—the biggest deal is; are they available and do you have them, but you don't have them, but you are applying for them. **Mr. Byrd** said we are applying for them and the person we consult with is already starting to work some of our angles.

Mayor Holland said our hope is based on the experience of the Y, and what is the disclaimer they say on television, past performance does not guarantee future success. The Y has been successful in the past getting these allocations for these urban projects and to Mr. Kane's point; it's those New Market Tax Credits that go a long way to closing the remainder of this gap. If we don't get those New Market Tax Credits we're going to have to build down because if we can't—the New Market Tax Credits may be the bridge to get to the full size community center that we want. If we're not able to get the New Market Tax Credits because of the allocation, because of this—you know, but because there has been—I think there is a reasonable expectation because of the success the Y has had in the past that those allocations will be available in this project. The thing the donors have liked about this project is the same thing the New Market Tax Credit people like, it is in a very challenging area, the median household income is around $18K, very poor health outcomes; it's an area that's in need of economic stimulation. It qualifies on all the bullet points, the three criteria for New Market Tax Credits so I think we have a reasonable expectation to say we have a valid project to go after them. If we don't get New Market Tax Credits, we're going to have to scale this project back. I don't know another way though if each commissioner would like to personally contribute a half million dollars, I think we can get there tonight.

Mr. Byrd said, Mayor, one last thing related to the financial availability and accessibility, that has been one of our guiding principles to remind the Commission of that when we did the Market Demand Feasibility Study it was apparent that the pricing of this, and John and his team have been working very closely on how we would do that because we don't want to turn anyone away with the inability to pay and to go exactly after the individuals and families, Commissioner, that you're talking about. That's part of our Y mission is to be accessible and affordable to this community.

Mayor Holland said another group that is working with us also that has been with us from day one is LISC. LISC is also well versed in receiving New Market Tax Credits and placing New Market Tax Credits and LISC actually has a national allocation themselves and so they are very well versed themselves. So, between the YMCA and LISC we have a level of confidence that we're going to be able to work this out.

Commissioner Kane said just something I want to add to it; I would sure like for this to be built with prevailing wage. **Mayor Holland** said I think every sentence Commissioner Kane finishes ends with prevailing wage. Thank you for the reminder.

Mr. Byrd said we really appreciate the opportunity to be before you and I would be remiss if I didn't say thank you for the gift and also the ongoing commitment for our support.

Mayor Holland said that concludes our Special Session. (The Special Session concluded at 6:32 p.m.)

Executive Session

Mayor Holland said I will now entertain a motion to go into Executive Session.

Executive Session:

Commissioner Markley made a motion, seconded by Commissioner McKiernan, for the Commission to go into Executive Session until 7:00 p.m. to discuss confidential matters regarding purchase considerations and property locations related to land acquisition and matters related to labor as permitted under the Kansas Open Meetings Act; and that staff designated by the County Administrator be present to participate in the discussion. Motion carried unanimously.

Mayor Holland said we will convene upstairs in the 9th floor conference room and we will be downstairs at 7:00 p.m. for our regularly scheduled commission meeting.

Present for the Executive Session: Bynum, Walker, Townsend, McKiernan, Murguia, Johnson (arriving at 6:43 p.m.), Kane, Markley, Walters, Philbrook and Holland. **Staff present:** Doug Bach, County Administrator; Joe Connor, Asst. County Administrator; Angela Lawson, Deputy Chief Counsel; Jon Stephens, Interim Economic Development Director; Misty Brown, Deputy Chief Counsel; and Maureen Mahoney, Asst. to Mayor/Chief of Staff.

Also present at 6:48 p.m. were Bill Crandall and Peter Ho, CBC Real Estate.

MAYOR HOLLAND ADJOURNED
THE MEETING AT 6:55 p.m.

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Bridgette D. Cobbins
Unified Government Clerk

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