STATE OF KANSAS)
WYANDOTTE COUNTY)) SS **SPECIAL SESSION, THURSDAY, SEPTEMBER 27, 2018**
CITY OF KANSAS CITY, KS)

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, September 27, 2018, with eleven members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District (arrived at 5:15 p.m. and left at 6:38 p.m.); Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO presiding. The following officials were also in attendance: Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Bridgette Cobbins, Unified Government Clerk; Joe Connor and Gordon Criswell, Assistant County Administrator's; Kathleen VonAchen, Chief Financial Officer; Chief Callahan, Fire Department; Battalion Chief Letcher, Fire Department; Acting Deputy Chief Stroud, Fire Department; Katherine Carttar, Urban Development Manager in Economic Development; Lynn Melton, Assistant to the Mayor; and Officer Doleshal, Sergeant-at-Arms.

MAYOR ALVEY called the meeting to order.

ROLL CALL: Walters, Philbrook, Bynum, Burroughs, Townsend, McKiernan, Johnson, Kane, Markley, Alvey.

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, September 27, 2018, at 5:00 p.m. in the 5th floor conference on the Municipal Office Building for a presentation on From Our Neighborhoods Up! followed by the Administrator's Update.

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

Mayor Alvey said we have a few items tonight. The first is, I'm going to deliver a presentation describing this initiative from Our Neighborhoods Up. After that we will hear the Administrator's Update followed by a presentation from Chief Callahan, Fire Chief, on the 100 Day Plan and then Commissioner Kane has an item that he would like to bring to our attention.

From our Neighborhoods UP.
Kansas City, Kansas

Honorable David Alvey
Mayor and CEO

Mayor Alvey said if you will indulge me, and I'm sorry if some of you have seen the bulk of this before, but I thought it was important to really describe the approach that I'm proposing that I think we really begin to take for development of our traditional neighborhoods. I want to say that the title from Our Neighborhoods Up I think describes what I think has been the approach of so many of our residents and through our residents our neighborhood groups for the past 40 years at least. Also, I think what the Commission and the City Council over decades have really responded to, to try and resolve issues or problems confronting our neighborhoods.

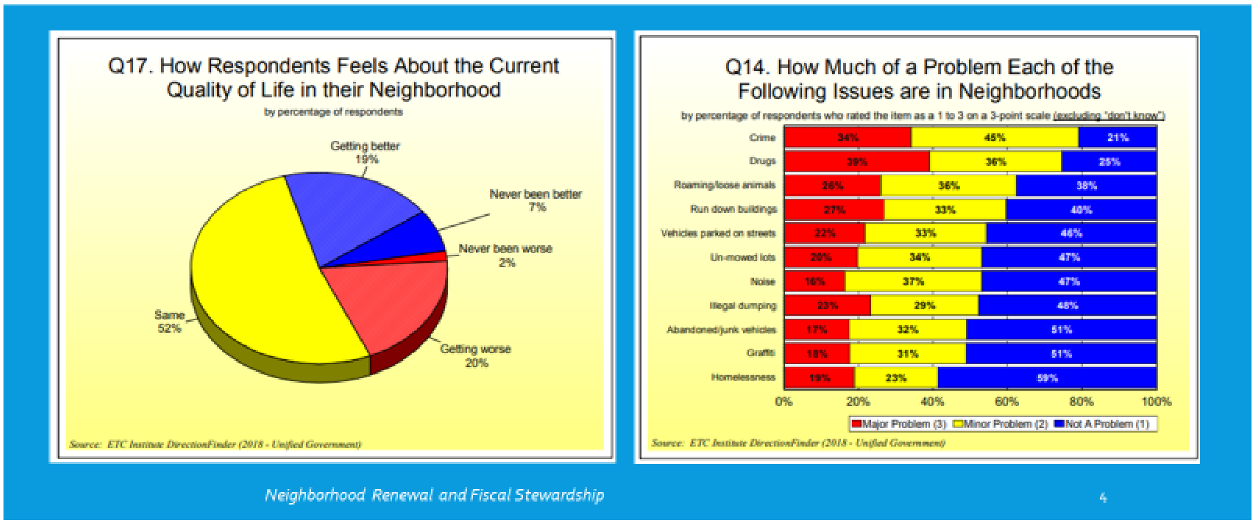
LISTENING TO RESIDENT CONCERNS

- Streetlights out
- Blighted house / commercial structure
- Street / curb / sidewalk needs repair
- Crime
- Code enforcement
- Missed / late trash pickup
- Animals

Neighborhood Renewal and Fiscal Stewardship 3

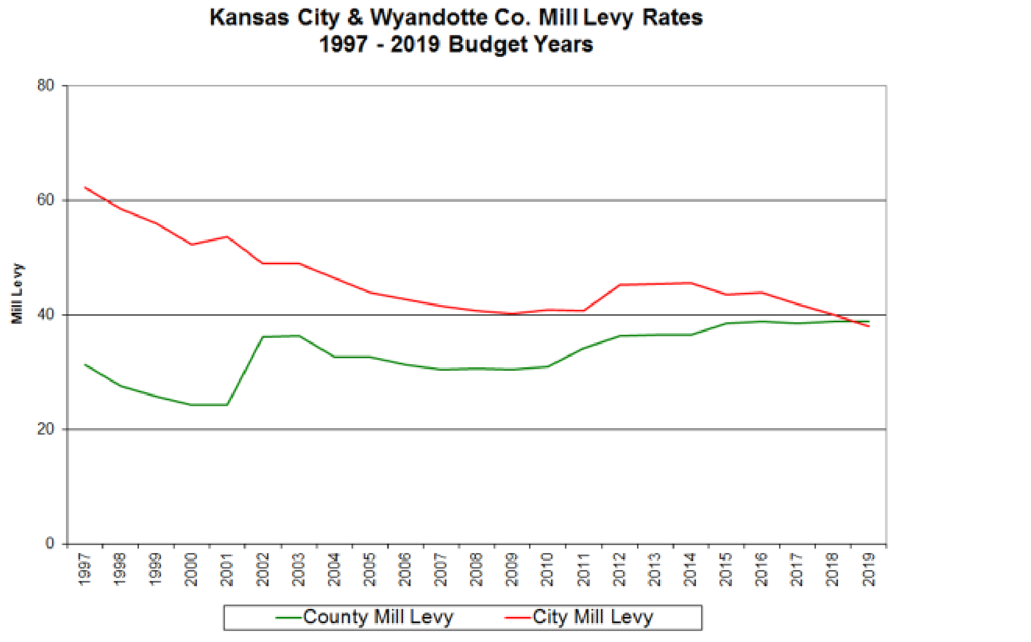
The first thing we want to look at is simply this, that in the eight months that I have been in office, but even before when I was on the Board of Public Utilities, you know we get calls. As you know, we all get calls from our residents and they call us with their concerns, with problems they face in their neighborhoods and it ranges from the simple things like a street light is out to my trash was not picked up or was picked up late or there are animals roaming through the neighborhood to something much more serious such as crime or a blighted house or a vacant commercial structure. Our residents are basically saying to us this is affecting the quality of life where I live in my neighborhood and they're looking for our help.

HOW RESIDENTS PERCEIVE THEIR NEIGHBORHOOD



If we go back to the Citizen Survey, what we see is that is simply confirmed that the citizens are concerned about the quality of parks, schools, streets and sidewalks in their neighborhoods. They're concerned about the presence or lack of presence of necessities and amenities. We've heard consistently about the problems of the food desert and our attempt to bring a grocery store to the northeast area and right now the closest we got is downtown, but still it's an attempt to try and solve that problem. Again, most of us experience our city as neighbors in a neighborhood and we identify and feel those problems most directly.

What we have to do, as we know, look on question 17, we have to move more and more people from feeling the same where it's getting worse or never been worst to it's getting better. We have to bring that experience to our residents.



At the same time that we know we need to improve and expand services to improve the experience that people living in their neighborhoods to quality of life on those measurements, we also know that takes revenues. It takes significant revenues and so at the same time that we know, and we want to provide more amenities and take care of those basic services for our residents, we also have to keep a very close eye and very close tabs on our tax rate. This Commission over the years has responded to that and you can see here the red line, the city mill levy, has declined and that it is now actually lower than the county mill levy and we know the problems of trying to reduce that county mill levy a little bit more. There are a lot of things that need to be funded there and so we're constrained on that.

Mill Rate Comparison

1996 & 2018 (Budget Year) Mill Rate Summary
Kansas City and Wyandotte Co. Comparison to Other Kansas Entities

Kansas City	1996		2018	
	City Mill Levy	Rank (Out of 24 First Class Cities)	City Mill Levy	Rank (Out of 25 First Class Cities)
	64.220	1st	40.003	13th

Wyandotte Co.	1996		2018	
	County Mill Levy	Rank (Out of 105 Counties)	County Mill Levy	Rank (Out of 105 Counties)
	32.784	78th	38.880	95th

Ranked High to Low.

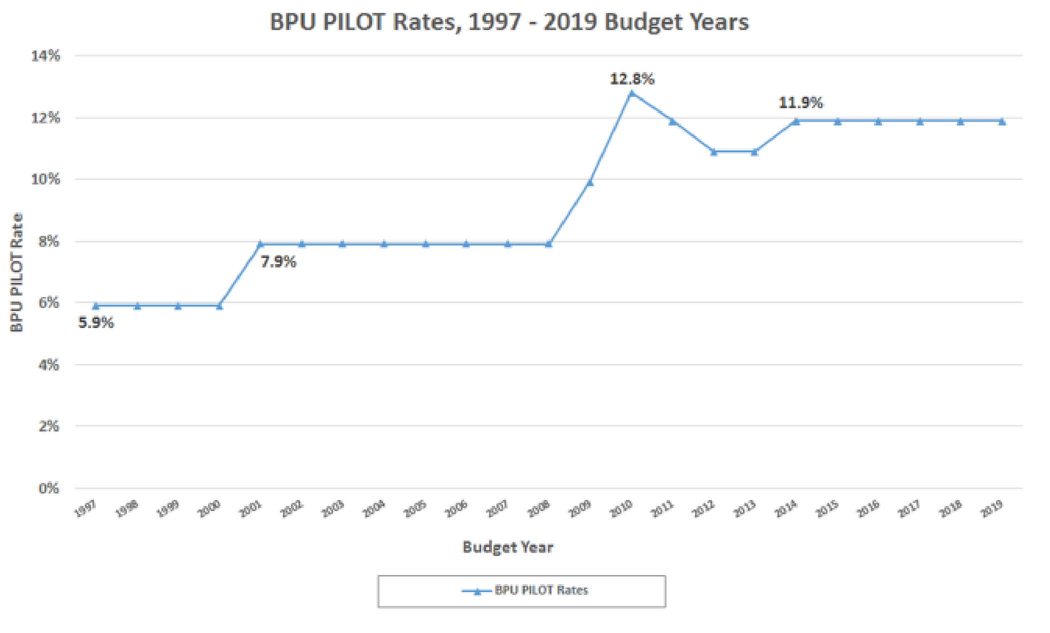
Unified Government Portion of a Property Tax Bill Paid on a $100,000 home:

In 1996: $1,116
In 2018: $907

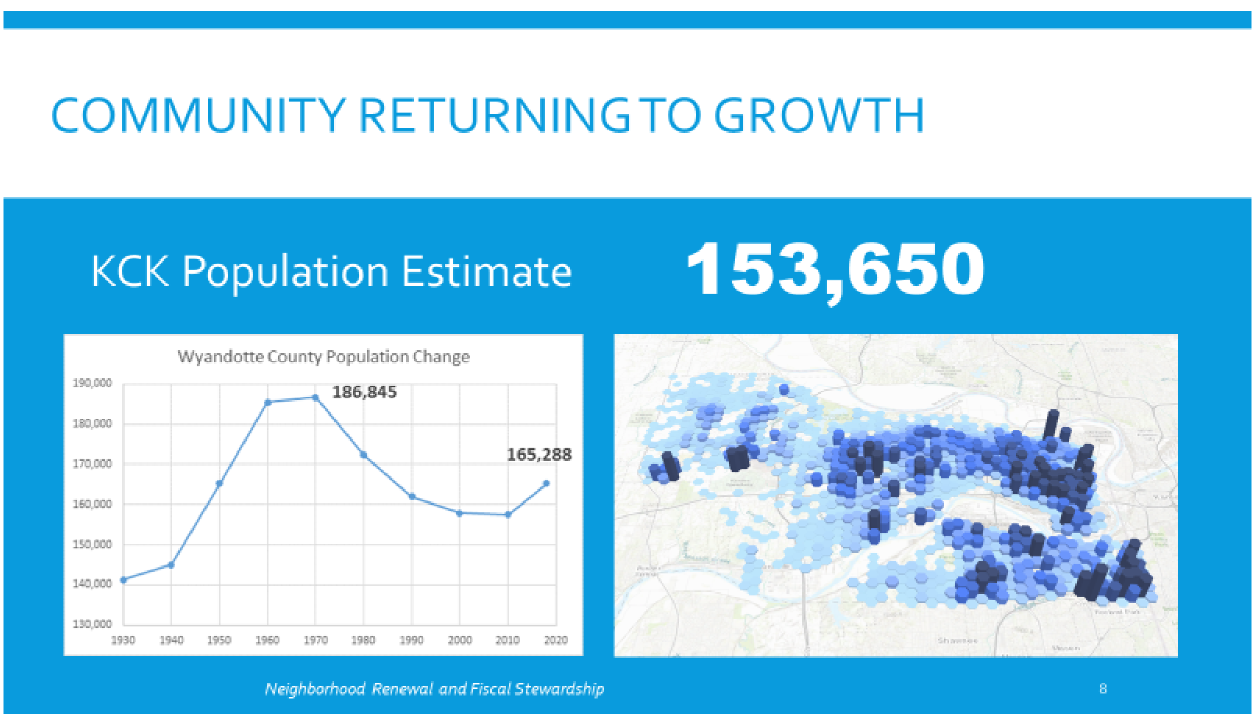
Note: Leawood became a first class city on Dec. 31, 1998.
Source: League of Kansas Municipalities, Kansas Tax Rate and Fiscal Data Book, 2018
Kansas Government Journal and Kansas Statistical Abstract 1995, University of Kansas.

We're already at 38 mills when we're at a high of 62. At the same time 16-17 of those mills go to debt service and as we bring on more debt to try to bring in more infrastructure and to take care of more problems, we're also putting pressure on the amount of money we have to expend just for debt service. Again, the Commission has said we want to keep a lid on that. Nevertheless, from 1996 to 2018 you can see where we are. In 1996 Kansas City, Kansas ranked 1st out of 24 first class cities in mill levy. First not being the best. Now after the most recent two mill decrease, we are 13th out of 25. That's a great improvement that we ought to be proud of. At the same time Wyandotte County, the county mill levy, at one point we were 78th and now we're down to 95th.

As we've been able to reduce the mill rate, we've also had to compensate for a loss of revenues from the State. You know the Machinery & Equipment funding that the State used to send back to the cities and the counties was phased out. That was an attempt at the State level to retain Boeing in Wichita and in order to keep Boeing, they gave up all that Machinery & Equipment. That was a significant annual revenue to the city and over that period of time it has put a great burden on us. Of course, in 2008 with the great recession, sales tax suffered, and property values began to decline, and we made significant budget cuts during that time and we also compensated by increasing the BPU.

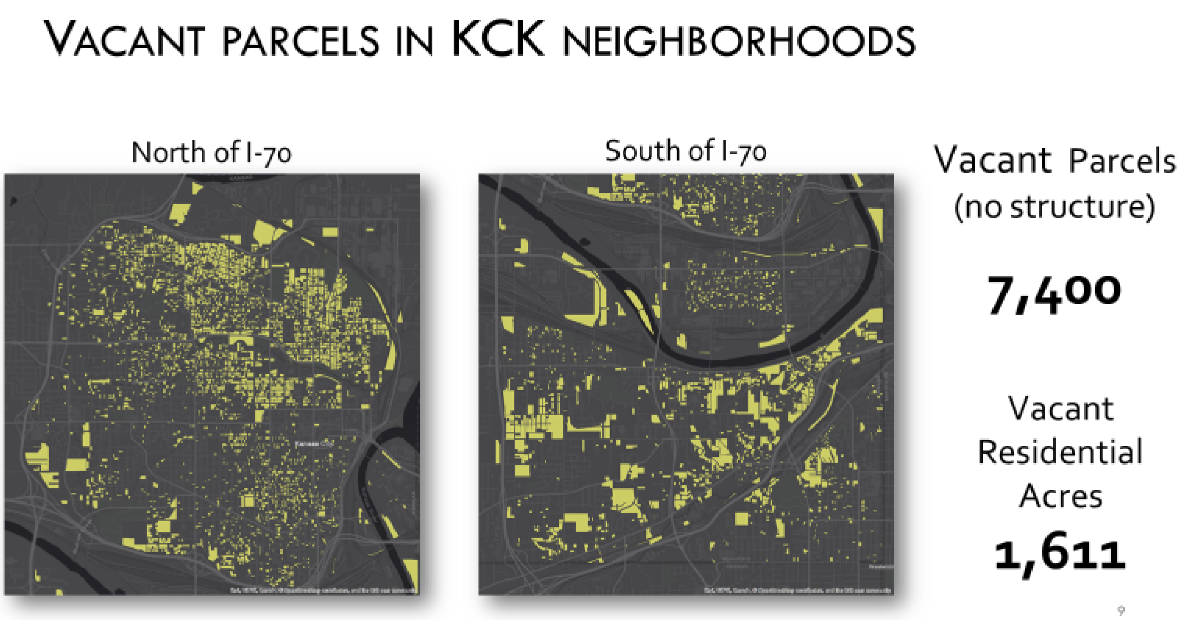


Whereas the BPU in 1997 the PILOT was 5.9%, it ratcheted up to 12.8 and it still remains at 11.9 and that's a significant burden on our residents and we know that. Of course, we know that those revenues are being used for necessary services to provide quality of life for our residents, but it is still a burden and we have to be aware of that.

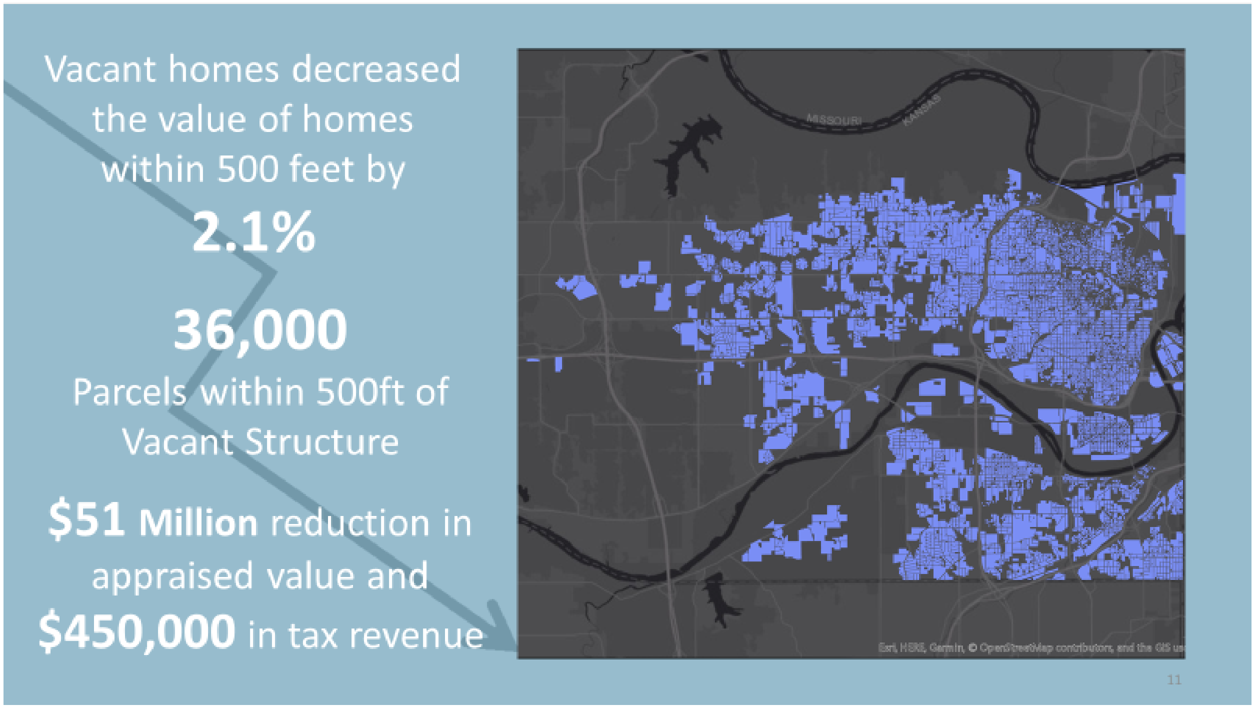


With that, at least the perception over time, and this is the population change for Kansas City, Kansas over the decades. We tapped out at 186,845 and that's Wyandotte County population. We tapped out in 1970 at that point. Then there was a precipitous decline over the next four decades until 2010 when it leveled off and we began an increase—we began to grow again.

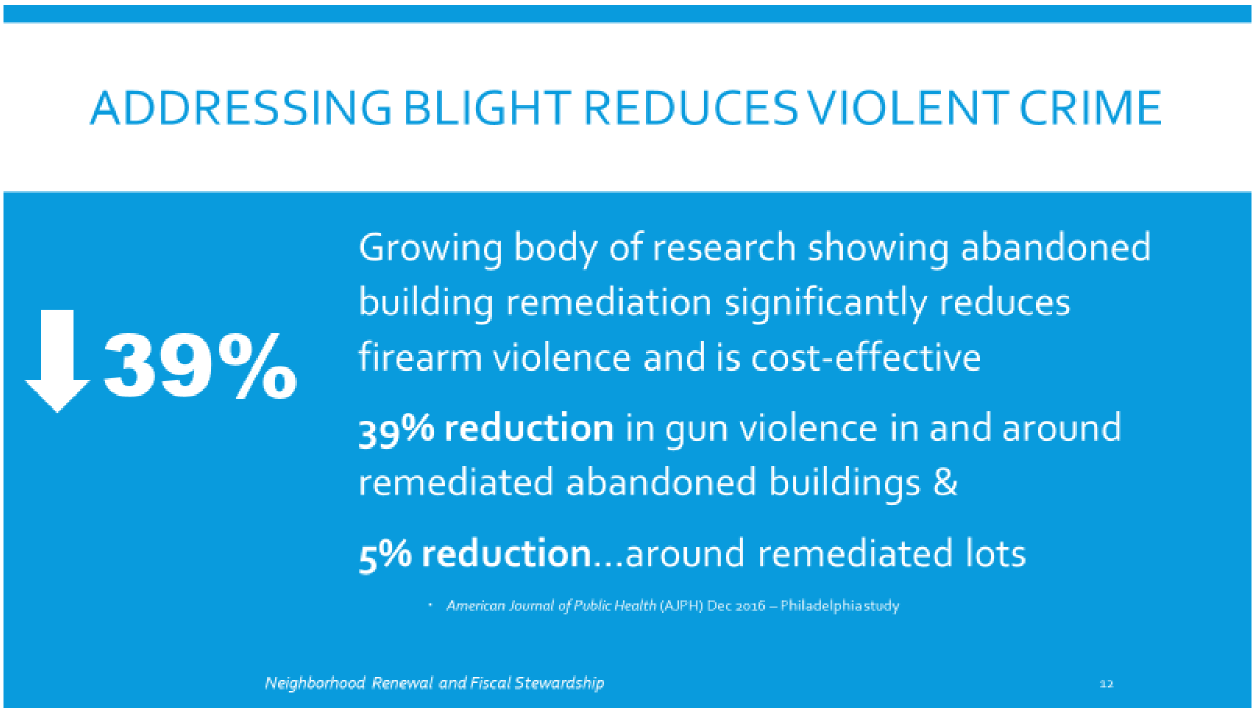
Having grown up in Kansas City, Kansas during that period it was constant complaints about crime, blight, decay of our neighborhoods, and of course taxes. That was reasons why we lost so much population. The experience of people living in the city and the county was that the county and the city was on the decline. When people perceive that their future is tied to a place that is declining, they make other choices.



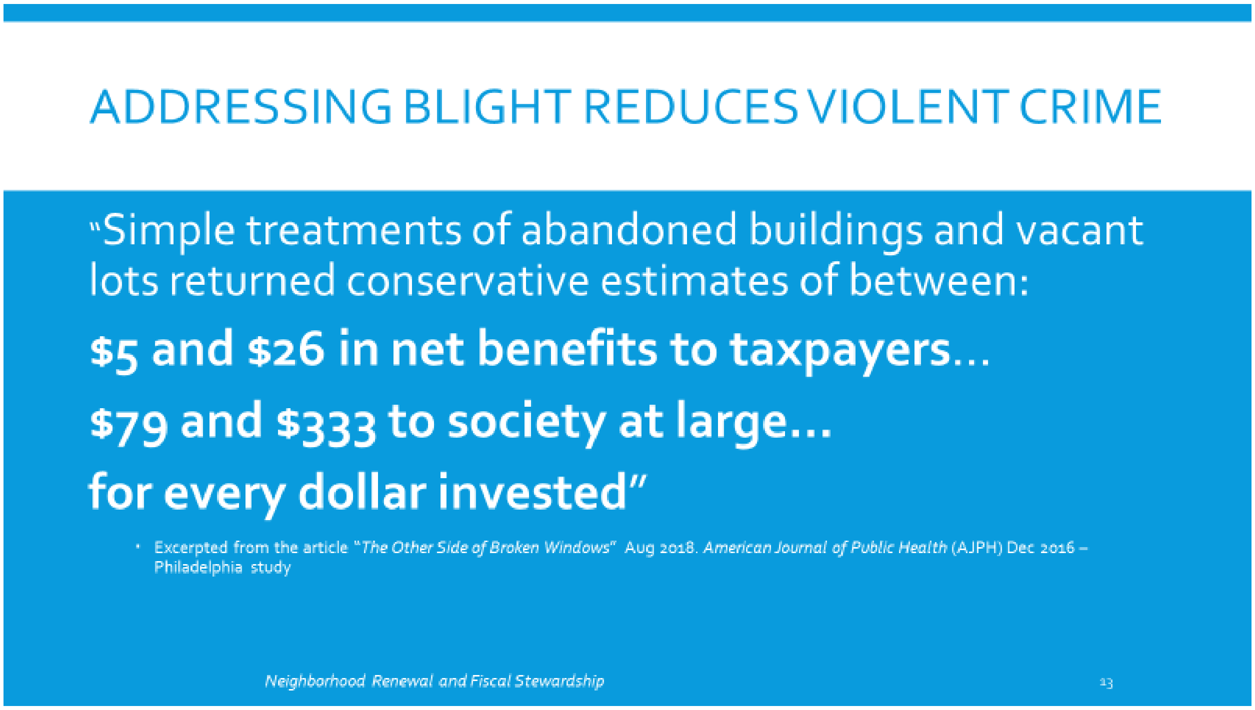
What that has left us with is a tremendous amount of vacant parcels in Kansas City, Kansas neighborhoods. We have hollowed out a large portion of our tax base. This map shows that north of I-70 those places in yellow are vacant parcels. On the right is south of I-70 vacant parcels and 7,400 vacant parcels with no structure. That's a total of 1,611 acres east of 635.



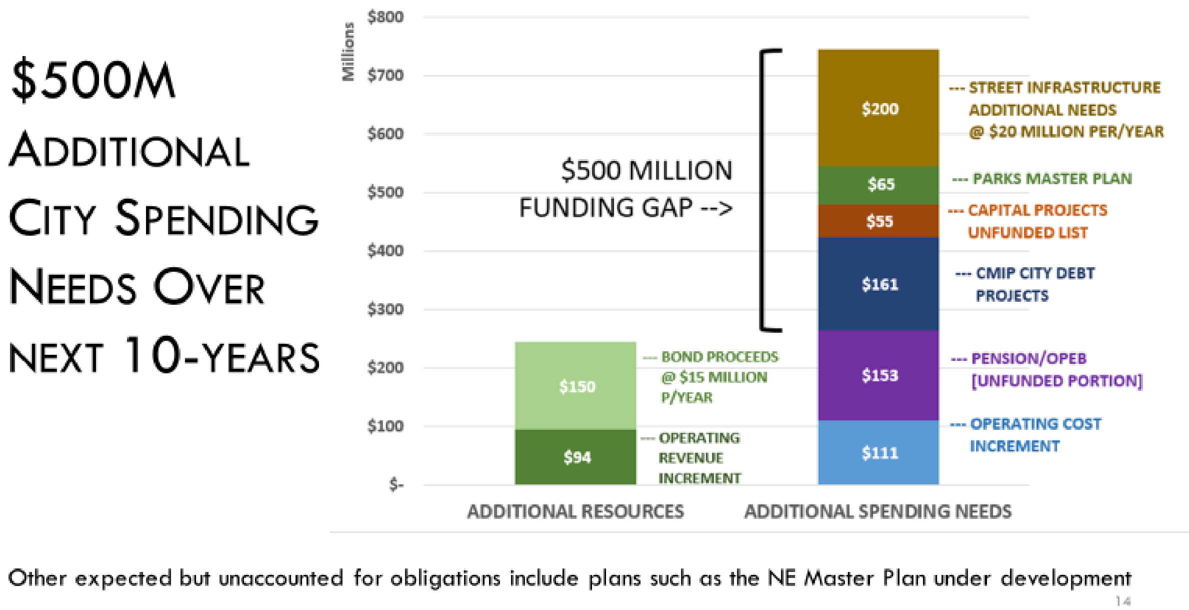
A way to look at this, what are the effects of this. As you lose population, as you develop vacancies—it's a growing affect. The presence of a vacant home decreases the value of homes within 500 feet by 2.1%. No matter how good the other homes are in the neighborhood if you have a vacant home, any house on average is going to be assessed at 2.1% less. We have 36,000 parcels within 500 feet of a vacant structure. If we apply that 2.1% to those 36,000, that's about a $51M reduction in appraised value and that's $450,000 in tax revenue that is missed every year.



If we begin to take on the problem and actually remediate the vacant structures, you will see some improvements. Addressing blight actually reduces violent crime. This was taken from a study done in Philadelphia in the *American Journal of Public Health.* It simply says this, a growing body of research showing abandoned building remediation significantly reduces firearm violence and it's cost-effective. There's a 39% reduction in gun violence in and around remediated abandoned buildings and a 5% reduction around remediated lots. So, bringing the kind of attention that we know we need to bring to our older neighborhoods, we should see an improvement in crime statistics and an improvement in our revenues.



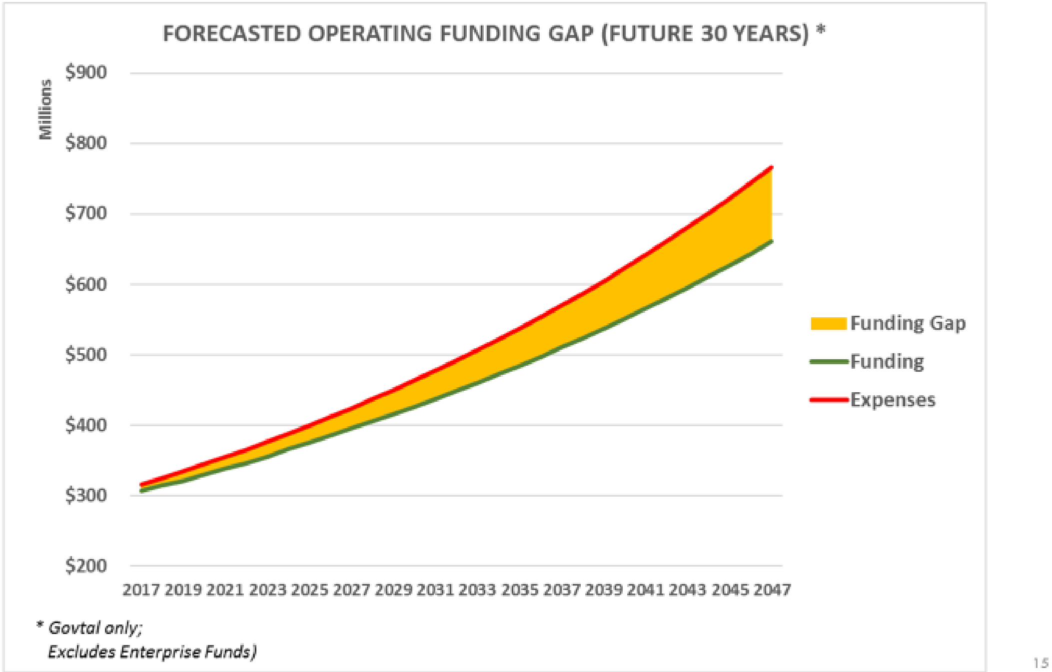
Another way to look at this, obviously, simple treatments of abandoned buildings and vacant lots return conservative estimates between $5 and $26 in net benefits to taxpayers. Those are net benefits. After the investment and improving the lot or improving the house, the structure, it's $79 to $333 improvement to the society at large for every dollar invested. Companies would kill for that kind of return on investment.



This is important because if we look forward to financially where we can expect to be over the next several years, we recognize there is a $500M funding gap over the next 10 years. Based upon what we know we have to fund or expected to fund and what we can anticipate, how we can anticipate to grow revenues based upon what we're currently doing, we're looking at a $500M funding gap.

It's no surprise when we get together for our budgets that we are fighting over very few dollars. They're just not there. If you look at the green bar there, if we assume in the 94M their operating revenue increment, that's assuming a 3% improvement in revenues each year based upon our experience over a decade or two of improvement assessed value. That's $94M and if we continue to fund at $15M per year Capital Bonds, we will have $244M in additional proceeds to fund, but that doesn't cover it.

Clearly, this didn't happen overnight, it didn't happen over a year, it didn't happen over a decade; it is a result of 40 years of population decline, of blight, of tax delinquency. We're not going to get out of this overnight. This is a long-term play we have to look at, but we have to be clear about what's our predicament here.



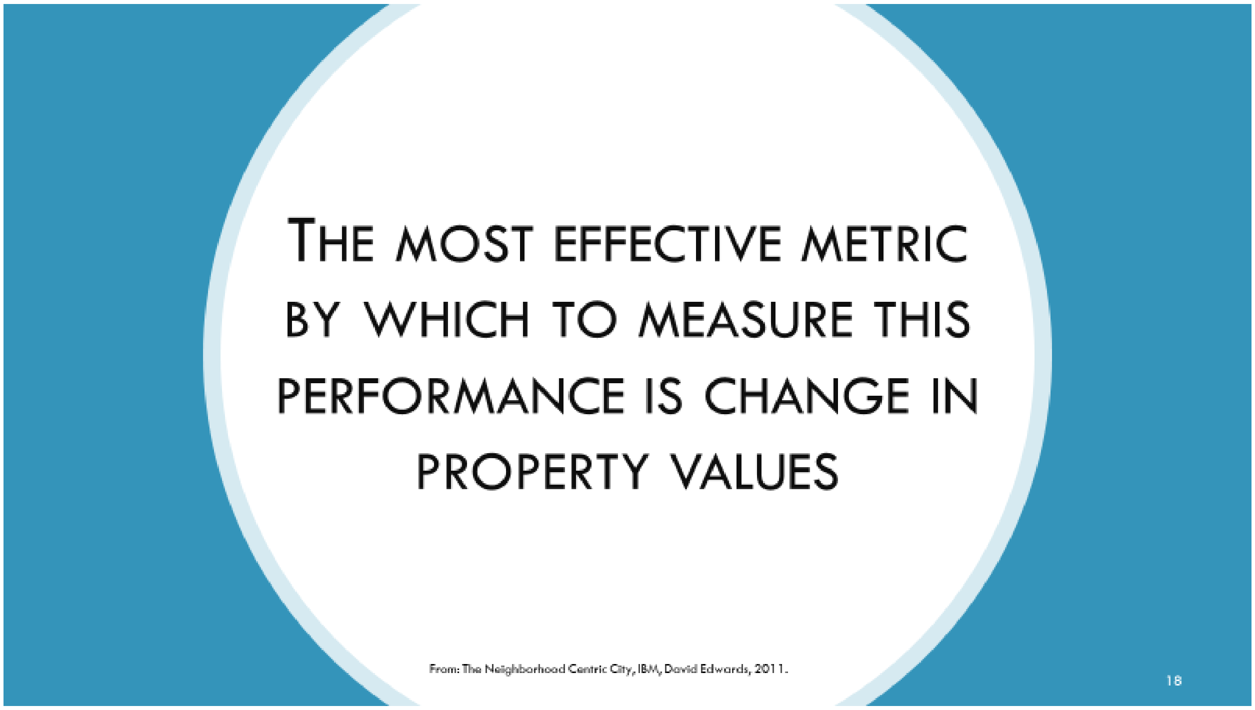
This just represents graphically what our funding gap will be, and that gap gets wider each year.

So, what is the long-term play? I think it's really what it has always been to try to move this. It's simply to do our job better and that is to fulfill the mission. Our mission is to improve the quality of life of citizens.

What does that look like? The quality of life of citizens is most directly impacted by the quality of neighborhood-based services.

I just want to make a comment. These slides through here are taken from the Neighborhood Centric City which was a white paper commissioned by IBM and their approach is this. That local governments have revenue collection bureaus or offices. They don't often have revenue enhancement offices. We can re-enhance our revenues by raising taxes, but to take a look at it and say well, if we are saying that we're in the real estate business, that's where most of our revenues come from through property taxes, what strategies do we need to adopt to grow the values of our properties. What are those things that will actually cause an increase in property values, attract new residents, sustain new businesses or the businesses we have to generate more revenues, what is that? It's simply this, if we fulfill our mission and improve the quality of life of citizens, it will happen. The quality of citizens is most directly impacted by the quality of neighborhood-based services.

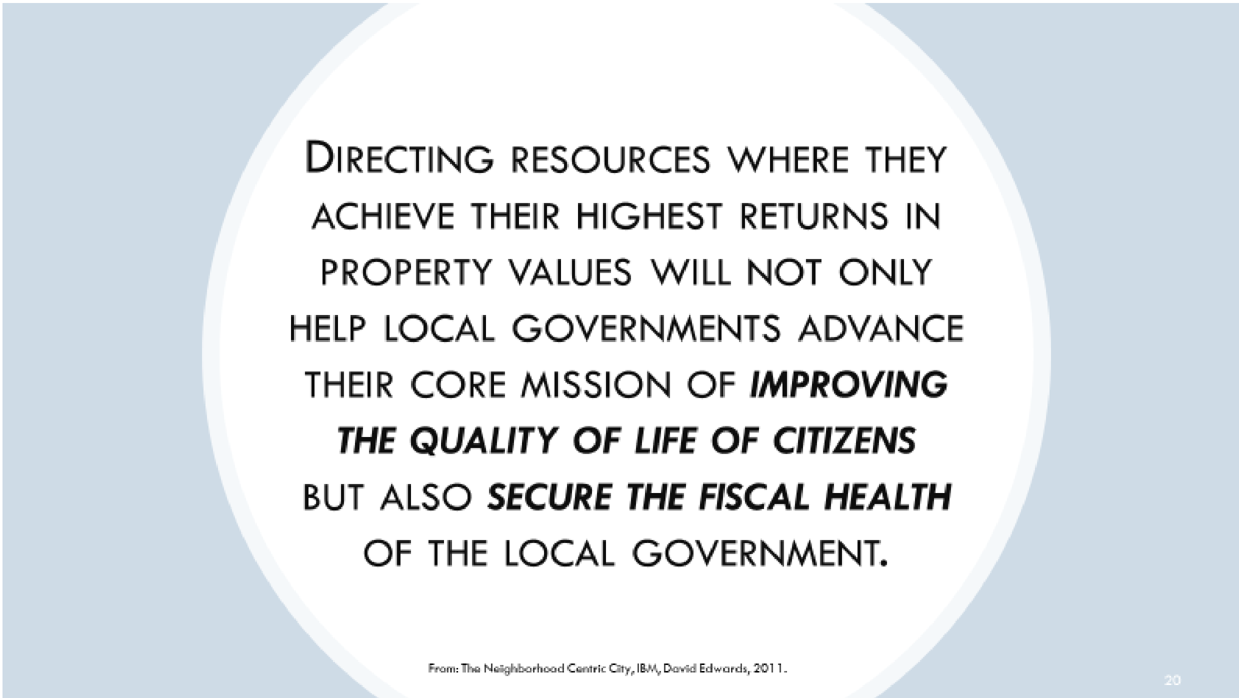
Again, I go back to this point that we experience our city primarily through our neighborhood, what our experience in our neighborhood is.



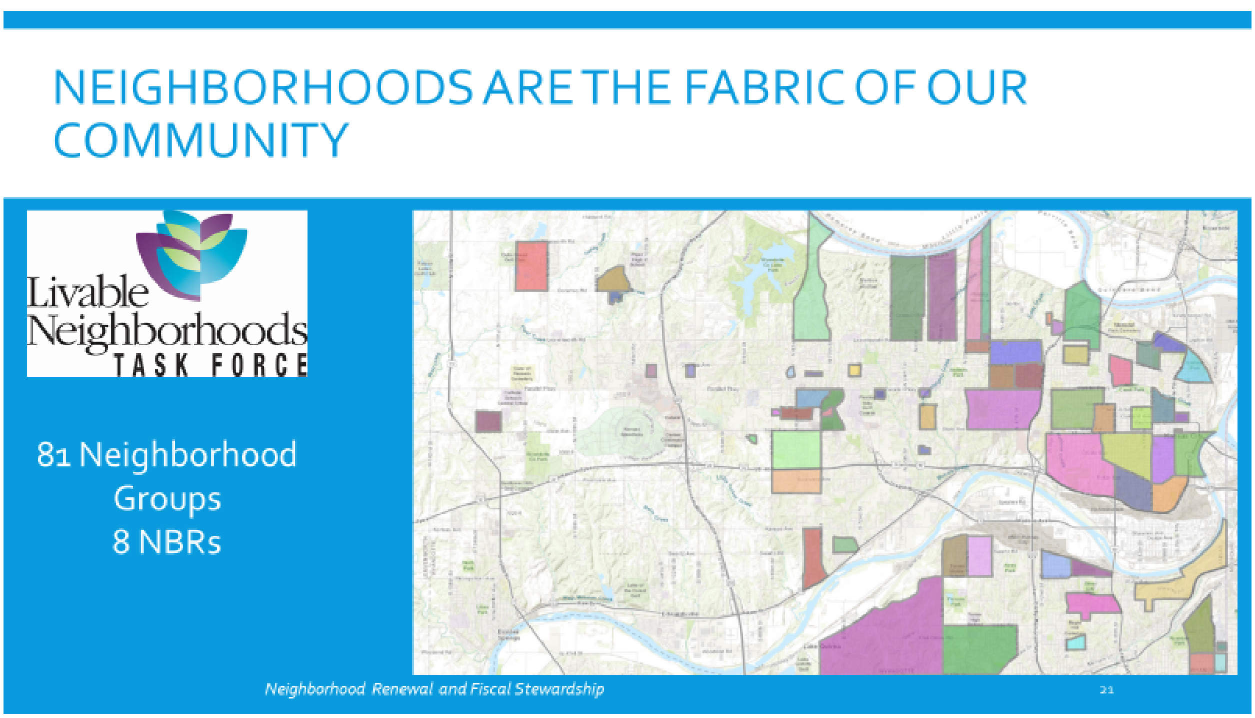
The most effective metric by which to measure this performance is change in property values. You know in this most recent round of valuations by the Appraiser, the concern is my property taxes went up. Yes, we reduced the mill levy. Yes, but by property taxes went up and the short answer is because the value of your property went up. That's a good thing. We need our property values to increase in value. We've seen enough of what happens the other way. We have to find ways to increase the value of our properties.

For us as we try to—you know as we move through our next budget session and as projects come forward we have to look at it in this way. Our public investments in Capital and Services should be assessed based on the direct impact they will have on property values. If our primary way to enhance our revenues other than raising taxes is to improve property values, then we have to look at our expenditures to evaluate how do they improve property values. What are those things we're going to expend upon that is going to improve the quality of life and, therefore, drive up demand for people to live in our neighborhoods and we will have to use this as an assessment? This is where the hard decisions have to be made.

Where do we invest, how do we invest to grow our tax base? What kind of investment, which investment will in fact yield the best return on investment. It simply gets down to a matter of opportunity costs. If we expend $5M in an investment in one project, that $5M could be allocated in many other places. How do we evaluate which one of those is actually going to improve property values the most? The difficulty is like any business, we have limited resources. We can't go out and put ourselves upon the stock exchange and see if we can bring in Capital. We have to borrow this money or raise taxes to cashflow it, but we have to evaluate one project in one neighborhood over and against other projects in other neighborhoods. That's the tough part. It doesn't happen by chance, it happens because we intend it, we evaluate it and we make the strategic decisions we need to improve our values.



Simply this, we direct our resources where they achieve their highest returns in property values that will not only help local governments advance their core mission of improving the quality of life of citizens, but it will also secure the fiscal health of the local government.



We know neighborhoods are the fabric of our community. When you look back over the last 40 years and you talk to—you go to the neighborhood meetings and you talk to folks who have been active in their neighborhoods for decades doing that hard work of mowing the lots that were vacant for so long because residents couldn't stand to see them unmowed, or picking up the trash in their neighborhoods, helping out a neighbor who can't afford to fix their porch; those kinds of things. Taking on the real problems of crime trying to demand from us, from the city, more help. There are 81 neighborhood groups and 8 NBRs. This is their focus, this is their passion and this Commission and the Council before, has responded to that.

We've tried to straighten our neighborhood groups. We've established new Neighborhood Business Revitalization Groups. We provide staffing for this.

We have more recently adopted the SOAR Program and funded the SOAR Program which carries on some of these same strategies. It's what the neighbors have been doing and what this Commission has been doing to try and address these problems.

The goals for SOAR of reducing blight, increasing safety and perception of safety, of course improving customer service and communications between the Unified Government and residents, increase community cohesion. With all these strategies, think about what we've expended for; property maintenance, cutting those lots much more regularly, being much more conscientious about boarding up vacant structures, trying to get them to Land Bank so they can get rehabbed so they will come back on the tax rolls or if they can't be saved, not letting them sit out there for a year or longer trying to get them on the demolition list and get them taken down and then cutting the grass. Those kinds of things we've been doing consistently. We're on the right track, we're doing the right things.

Same with the Neighborhood Revitalization Strategic Area, the 5-Year Plan. This neighborhood was identified as a tipping point neighborhood. In other words, it's a neighborhood that if left alone and just kind of left to progress as it seemed to be progressing, it would tip towards blight. It would tip towards more tax delinquencies, fewer residents, therefore, fewer businesses, fewer kids in our schools.

But NRSA has simply said wait a minute, we can take an explicitly intentionally neighborhood center approach to this. We can engage our residents in helping them identify and resolve the issues—the quality of life issues in their neighborhoods so that with that additional attention we're communicating to the neighbors that this neighborhood is important to you, therefore, it's important to us. We want to bring additional resources to help this neighborhood not only survive, but to grow again, to move away from the tendency towards blight, delinquency, vacancy, crime to a place that not only retains residents, but attracts residents, to a place where raising a family—the children might want to come and live nearby and the grandchildren. Frankly, that was the way neighborhoods developed before World War II.

From our Neighborhoods Up, it's simply an initiative which insofar as it is successful, it's going to be more fruitful in improving the quality of life of our citizens and growing our tax base. There are, I'm going to say, new ways of looking at this, new ways of describing the problems, new tools for collecting and analyzing data, for graphically presenting that data in a way that is easily grasped and moves people to action. There are ways to evaluate the return on investment for our Capital investments and our services.

These are national thought leaders from Strong Towns, from the Incremental Development Alliance, from Urban3 Consulting. Earlier in the year, the Kansas City, Missouri Public Library hosted a series of presentations on Neighborhood-Centric approach and traditional neighborhood development.

Chuck Marohn from Strong Towns and Monte Anderson from the Incremental Development Alliance and Joe Menacose from Urban3 Consulting all presented and really what they are saying is if you look at neighborhoods since World War II, with the car becoming available and people spreading out, what that does is it creates neighborhoods that require a tremendous amount of infrastructure for relatively fewer residents. Lots got bigger, many more cul-de-sacs;

you still have to run the same infrastructure, you still have to provide a level of service for police and fire and ambulance, not to mention repairing the roads.

When the developer comes in and does a suburban development, they put that infrastructure in, but then they hand it over to us. As that stuff begins to wear out and needs replacement or repair, often times—usually in fact, the tax revenues generated on those properties actually do not sustain the cost of repairing that infrastructure. It's an imbalance and what happens is communities will build a neighborhood, fully develop, we assume the cost of that infrastructure and over time we have to keep putting the money in to care for the infrastructure and then another development will come on. There's a flight of revenues to cover those, but eventually that wears out. Over time you get this imbalance of trying to sustain infrastructure for relatively fewer residents and, therefore, fewer tax revenues.

The traditional way of neighborhoods developed in the United States even before World War II, but really throughout history as Chuck Marohn explains, is the incremental development. Minnesota Avenue began probably as a few houses and a few shops, wooden structures, that as time went on those were replaced by maybe a two-story brick structure. Eventually that would move further west down Minnesota Avenue and then other more intense uses came into play here, a six-story building perhaps. That density with relatively smaller infrastructure costs generated more revenues than the cost to the city.

What we have to do, we have this opportunity—you know we show how much vacant structures and underutilized structures we have, and neighborhoods they're hollowed out, actually we need to look at that as our opportunity. Those areas that have lost homes and buildings still have the infrastructure intact generally. You don't have to go in and install new waterlines generally or new powerlines or sewer lines. There might be some repairs. We also already have fire coverage and police coverage for those neighborhoods, so at no greater additional cost to us we can realize greater revenues if we can bring the kind of improvements we need to in those areas to develop that density again.

Some of these tools that has been a cause and incremental development, alliance brings gives us an opportunity to evaluate development projects. When we do a TIF or we do a CID or any kind of subsidy, there are ways in which you can evaluate these to see what the return on investment brings. As we know some developments can actually harm our fiscal position. There is a way to evaluate those to see in fact if we do this project, will it enhance our fiscal position, or will it actually delete from it.

NEIGHBORHOOD-CENTRIC STRATEGY

- Select a developing area
- Focus on *Quality-of-life* Experiences
- Bring *Incremental* Improvements
- Measure progress

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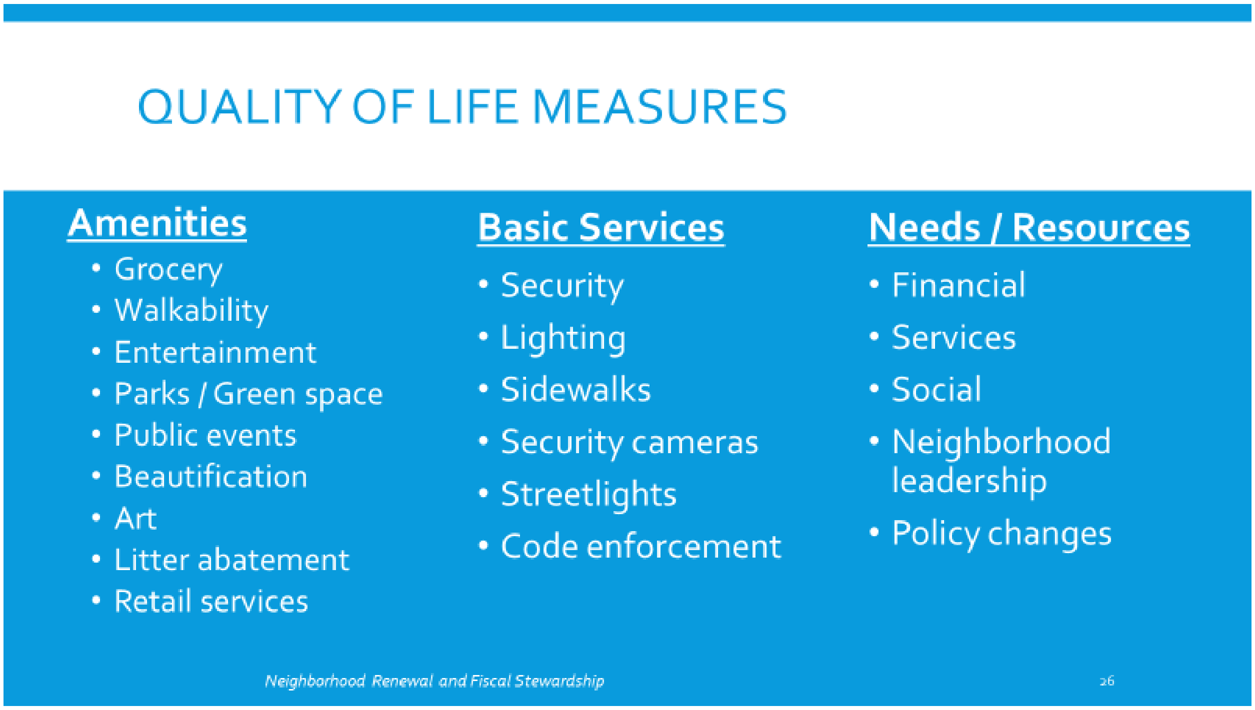
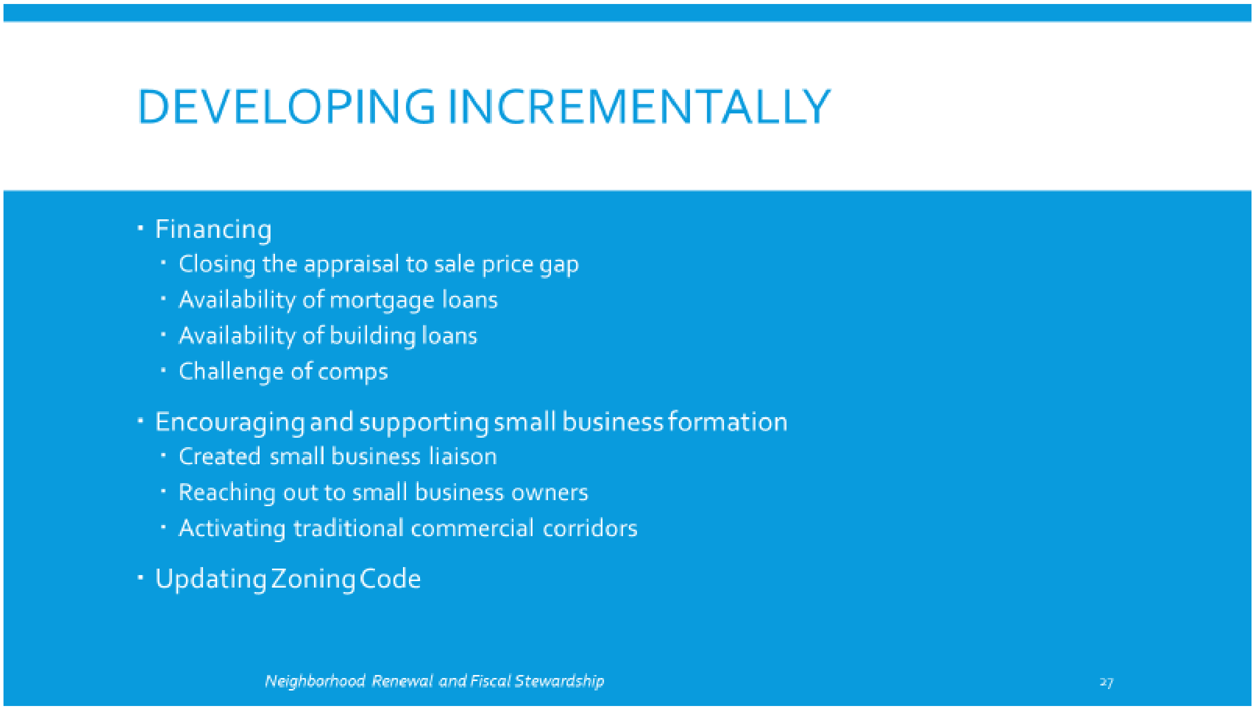
To take this Neighborhood-Centric Strategy, and again, we're looking at our traditional neighborhoods; we have so many viable areas in our traditional neighborhoods that we have to take a closer look at. From our Neighborhoods Up initiative, we've identified a neighborhood right downtown that we want to bring incremental improvements to. We want to apply some methods and some improvements and try to take baseline data and then measure the improvements, what will that look like.



We look at the different measures we're trying to examine. Amenities, what do we need to bring, a grocery store. We want to improve walkability. What do we do for our parks/green space, public events, beautification, litter abatement. Think about this, when you get off I-70 onto 5th Street, the amount of litter right there as you get off the exit has got to send a signal to people coming to town someone doesn't care here. Whether that's KDOTs responsibility or our responsibility, the bottom line is that trash is heavy on the side of the road. That's not a good message. We don't want people telling that story.

We have basic services that we can look at; Security, lighting, improving the lighting, sidewalks, security cameras perhaps along our commercial corridors. Why? So that people will feel comfortable at 5:00 on a winter evening perhaps walking to a place to get something to eat or to have a beer or go to the grocery store.

We have tremendous needs and resources as we move forward here. I'm going to highlight especially neighborhood leadership. We have very powerful neighborhood groups already active in these areas and they know what the problems are. They don't always know the solutions, they don't have the resources, we don't always have them but when you have the leadership, we're willing to bring this to our attention and work with us and that's when we can really push the needle on the quality of life.



We have to do this incrementally. So many times, I've been asked what's the master plan—what's the great plan for changing and I said the plan is to let neighbors do what they know how to do best and to work with them to help them identify and bring the resources that we can to help them solve their neighborhood problems, to improve the quality of life in their neighborhoods. As I said, it took us 40 years of population decline before we finally bottomed out, hollowed out so much of our tax base, put us in this position, it's going to be a long way out, but it can be done if we pay attention to those small things that really improve the quality of life for our citizens.

We've already begun to move on this, trying to take this district which in general runs from Freeman Avenue on the north up to Russian Hill and from 7th Street back east over to the freeway. We defined a district that was relatively small, about 4,100 residents, because it's easier to apply methods and to collect data and to analyze that data. Again, it's an important neighborhood for us because it is the most accessible to downtown Kansas City, Missouri. It's where people—the development wants to go. When we have Jon Stephens or Doug, or others meet with folks who meet with folks who are looking to invest in KCK, that's where they're looking and it's as if people are ready to jump in and do some good things. We've got to give them that little boost whatever that might be.

KU Med going into the old EPA building was an important move. Pending a Management Agreement with Merc there is an important move. Those are things that are important, but there are others. There are a lot of businesses that are established in this neighborhood coming on that will continue to attract people. We talk about Slaps on Central, Splitlog Coffee, you can talk about Breits, Chicago's, the Meatery; there are a lot of people coming in and saying this is where I believe, as an investor, that they believe they're going to be able to make a go of it. We have to work with what is already happening. I don't believe we change the market. I don't think we have enough resources to actually flip the market and make it do something it doesn't want to do. We work with what is sustainable and try to bring what we need to do to help make it happen.

When we began to talk about this, Administrator Bach began to talk with Chief Ziegler about just the policing approach we might take for this area. How do we become more neighborhood-centric, how to get the data from the neighbors and decide how to bring resources to bear and a way to bring resources to bear and actually solve those problems?

We are microsurfacing and striping on 6th Street. We want to reconstruct alleys to they actually serve people in their neighborhoods which it might be just clearing the brush out of these alleys.

We have the Police Athletic League which is repurposing a beautiful old building right downtown on the southwest side of downtown and we've begun to engage the small businesses who are trying to move in and make sure that they don't feel like they have to jump over hoops and hurdles. There are certain requirements, things we have to do, that they must do, and we will deal with those, but we want to actually help them in that process. We have a new small business liaison whose sole purpose is to work those businessowners to help them bring their business into operation.

DOWNTOWN GROCERY

The Merc Co+op will provide our community a place to shop, gather, eat and learn by offering real food and sustainable products at reasonable prices through cooperative ownership and responsible commerce.

Neighborhood Renewal and Fiscal Stewardship

Moving forward; again, the coop cannot be, I think, underestimated. From the proforma I've seen, in my opinion it's going to outperform what is projected because what was not included in that proforma were people may be coming—there are people who go to Lawrence still to shop at the Merc. They will drive from the Kansas City area up to Lawrence to go to the Merc.

There is no reason for them to go there anymore. Just as, for instance, the Legend's changed the experience of people outside Wyandotte County, changed their experience of Wyandotte County for the positive. This kind of development downtown is going to change people's experience of downtown Kansas City of our older neighborhoods just as people coming to Slaps on Central Avenue is changing people's experience of Kansas City, Kansas.

I've had guys tell me, these are guys I taught many years ago at Rockhurst High School who are now looking for places to buy, come down to Slaps and they say I like this neighborhood. They begin to drive around and begin to talk about maybe buying a house or getting an apartment there. That would have never been the conversation 20 years ago, but we're at that point. The momentum is moving, and this is an important piece, and I'm confident it's going to overperform what we expect, and that is going to be a revenue generator for the city.

As you know, when we first started talking in February about the grocery store and where it might locate, the bottom line is we knew we had to have something that would generate revenues for us, that it could not expect to be continuously, perpetually subsidized by the Unified Government. If that would happen, at some point it would exhaust the resources of the Unified Government and we would not be able to subsidize and it would close and that would send the worst message to the community than never trying at all. This agreement and this project, again, we're building, we're equipping; I understand that, but ultimately this will pay off just as the Hilton Garden Inn did and pay back the Unified Government that cost. That's what we expect this to happen. Plus, because of this, others are now looking to establish other businesses and even residential development near downtown.

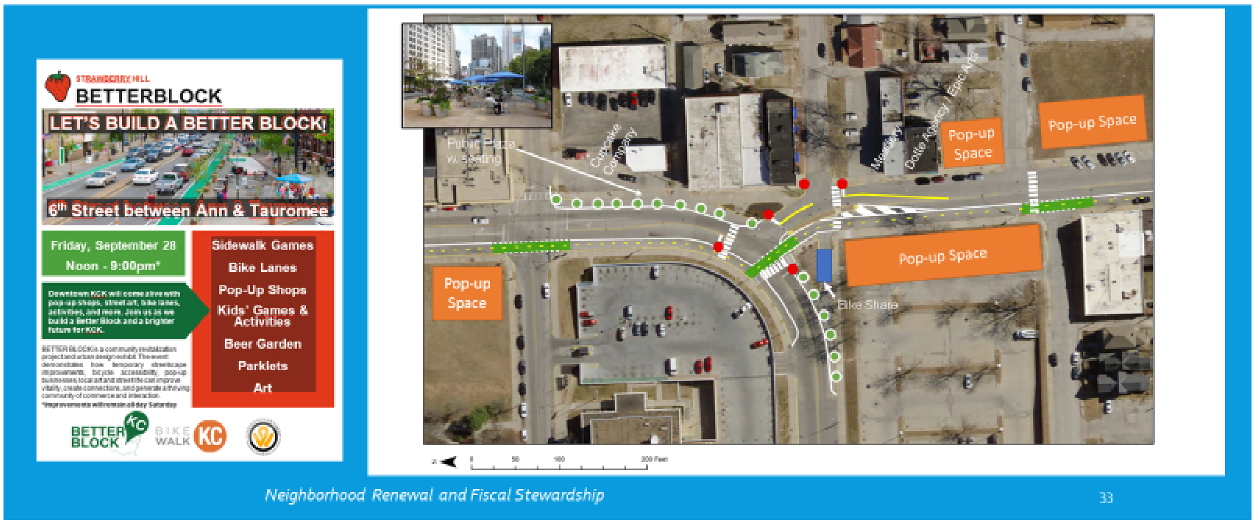
Moving forward, we are helping to sponsor an Incremental Development Workshop. Anybody who knows anyone who is interested in buying houses, rehabbing houses, someone who might like to buy a fourplex or build a fourplex; those small-scale developments, there are ways to do this and be successful at it. We're helping to sponsor a workshop that is happening October 15th. Anybody who happens to see this or hear this or is interested in this, please contact my office or anybody's in the UG, Administrator Bach, one of your commissioners and we will in fact help you with the cost. It's $190 for the cost, we will help pay for that because we want locally grown, small scale developers to be here to drive this forward.

We are going to in a way demonstrate what walkable, livable neighborhoods are like but what we are calling a Blocktober Fest. That's very cute by the way. This is sponsored by and designed by Better Block. As it says, it's a community revitalization project and urban design exhibit. There will be pop-up shops, bike lane activities and more. We are restriping the street there to show what it's like if you actually try to create a more walkable streetscape.

I'm going to ask Kathryn to come up and explain these.

Katherine Carttar, Economic Development Department, said just as the Mayor was explaining, this really is a revitalization tool that the goal is to show the public what a Complete Street would be like. If we could have kind of the downtown revitalized in blocks that we all can envision as the way we would like our city to look with the bike lanes, with no vacant lots. Instead you have shops going up and down.

REIMAGINING STREETSCAPES



If anyone has driven on 6th & Barnett, that it is really—I'm sure it made sense at the time it was engineered, but it does not make sense currently for the way that intersection works and there's a lot of space that goes underutilized. We're kind of using this, we're just doing two blocks, and trying to show the public what it could be like if we can reengineer how we see our downtown. We're going to have a lot of local businesses from all around downtown and Central Avenue come up and they will be in the pop-up spaces. We will have the Farmer's Market. If you missed it on Wednesday, they will be back at 6th & Tauromee in that vacant lot. We're really trying to activate all the space for those two blocks. **Mayor Alvey** said that is tomorrow. **Ms. Carttar** said yes.

Another thing with the grocery store development we're anticipating, as the Mayor mentioned, potential future development along that block. One of the things we want to make sure of is that we don't run into a situation where we develop, but we have not planned enough to actually make the entire environment work for the UG, for our residents.

Currently, as you can tell, we have plenty of parking, but there may come a time when you have a lot more people coming into the grocery store, you may have people wanting to pay their utility bills as well as something over at the Reardon Center so, just a way to make sure that all those streets surrounding that block, because that's kind of all focus at the moment, really work. We're kind of narrowing those streets because right now they're pretty wide so people go far faster than the speed limit. Narrowing those streets, making diagonal parking, that will actually will add 130 parking spaces around there. If you hear people say that they're worried about parking, we will have lots of parking and everyone will be able to go to the grocery store and whatever future development is there as well as starting with connecting some of the mobility bike lanes, whatnot, that will come from Kaw Point connecting that riverfront trail system and eventually trying to get all the way to Central.

Mayor Alvey said again, quality of life enhancements does improve our neighborhoods, it causes people to want to be here, want to settle here, causes them to want to invest in their own homes in their neighborhoods. That's a way forward for us for a fiscally strong and sustainable future.

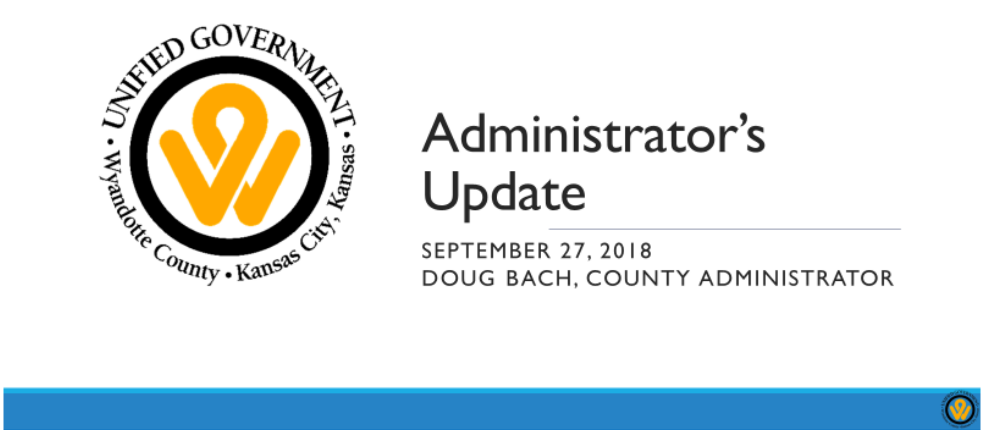
As a caveat, I must say, suburban development is not going to stop. We are not going to not do other developments in other parts of town. That's not the question. We have to take a look at where we've been hollowed out over the decades and bring additional care to those neighborhoods so that we really can have a fiscally strong sustainable future.

Commissioner Markley said my one concern in seeing this, because I'm the SOAR fan, is you know I worked really hard with SOAR to bring our departments together and make sure they're all on the same page. This is coming out of your office. I just want to make sure you are engaged with SOAR because obviously you have the same goals. This is just sort of a neighborhood lead that you're focusing on. I want to make sure that engagement is there. The last thing we want is that we finally got everyone talking in SOAR and then to have this side project going on that isn't engaged. **Mayor Alvey** said in fact SOAR provides a tremendous amount of structure to how we go about doing this.

Commissioner Markley said the other thing I would say is that we are hitting several neighborhoods now between this and SOAR and the NRSA neighborhoods that's related to that, but obviously, there are people that are out there who are going to say when is my neighborhood next. I think we have to think about if we're going to set that kind of precedence, how are we going to make sure that all of our neighborhoods feel this kind of impact because we have enough money to support a project in a 4,100-neighborhood area, but we have a lot of people out there that aren't in that area. They are going to want to know how does this impact me and when is it my turn to get all of these special attentions. **Mayor Alvey** said absolutely.

Commissioner Philbrook said I already know there's something trying to get into the works in an area that I have, but we're looking at OPM, other people's money, investing. Investor's coming in and doing it, doing the heavy lifting and the city just has to play fair with others for this to happen. That's kind of the direction that I'm pushing in. I'm not asking for money from the city. I'm asking for other people, investors, to come in and help put this together. That's where I am on this.

Commissioner McKiernan said I just want to reiterate what Commissioner Markley just said and put in an early budget plug for the next budget season because—Administrator Bach and I have talked about this, I'm worried that we don't have enough money in our '18 or our '19 budgets for actually keeping up blight reduction efforts with what SOAR has already started to do. I want to put in an early plug for the next budget that we need to put, in my opinion, more resources in countywide blight reduction, we need to put more resources in countywide code enforcement, we need to put more resources in countywide grass cutting, grass and weed abatement, and other types of abatements. I really appreciate this, and I believe in this vision, I absolutely do, but I want to make sure that we take the programs that we have already committed to and make sure that they are fully funded for the benefit of the county in our next budget cycle.



Doug Bach, County Administrator, said I'm going to ask Chief Callahan and your staff to come on up now so you will be ready when we come to the section where you report on this. A couple of times a year I try to go through and give an update on all the activities. I say all, it doesn't get to all, but there are many different areas that we have staff members actively working on and they're carrying out duties that are part of the budget process. It provides for us the opportunity to dig in and see a little bit more progress that is happening in each of these areas.

This is all based on Commission goals and the report is based around six goals that we have in place of reducing blight, increasing safety, perception of safety, increasing community health, economic prosperity, improving customer service and communication, and increasing community cohesion. That's where we try to fill these in under.

As well, we look at the values that are listed out there for service delivery, people centered, decision making, and resource management for activities. As I present them, they will all be presented under each of these areas. Also, as I go through I tend to highlight only one. I mean there are close to 70 pages in this report, so I'm not going to go through everything on every page. I tried to provide it to you all so you have it in front of you, so you can dig into it or members of the public can see more on each area.

In reducing blight, we have the objectives that the Commission laid out here as reducing the number of structures that need demoed, the number of unsafe structures, vacant housing stock and reducing that, reducing the number of tax sale eligible parcels, increasing property maintenance index ratings, improving housing choice, improving housing affordability, improving satisfaction with public infrastructure and improving condition of public infrastructure. There are a lot of items under here that we try to touch on.

Commissioner Murguia asked can we ask questions as you go along. **Mr. Bach** said you may. **Commissioner Murguia** said if you will go back to your slide, those are all really great goals, so reducing the number of structures in need of demolition. Is there a strategy with that? **Mr. Bach** said yes. **Commissioner Murguia** asked do we know that strategy. **Mr. Bach** said yes, it's one of the core ones we've talked about a number of times with the SOAR project area, so reducing those in need of blight or in need of demolition, the main target for that is we go after those we acquire housing now or we start to board them up early in the process before they get demoed. We will actually do this to houses we don't have possession of, but we can get authority to, or we gain early access to them to tax sale and then we board those houses up to keep them from continuing to deteriorate. Then we move those houses over to start to sell them to contractors to come in and rebuild of those. We actually have 75 of those houses that are identified in that process. We've had about—it's in my report in a little bit, there's about 28 that I think have been completed. This is one that Chris Slaughter comes and reports to standing committee on, I think monthly, as to what the status is as far as what we're doing with contractors in regard to this.

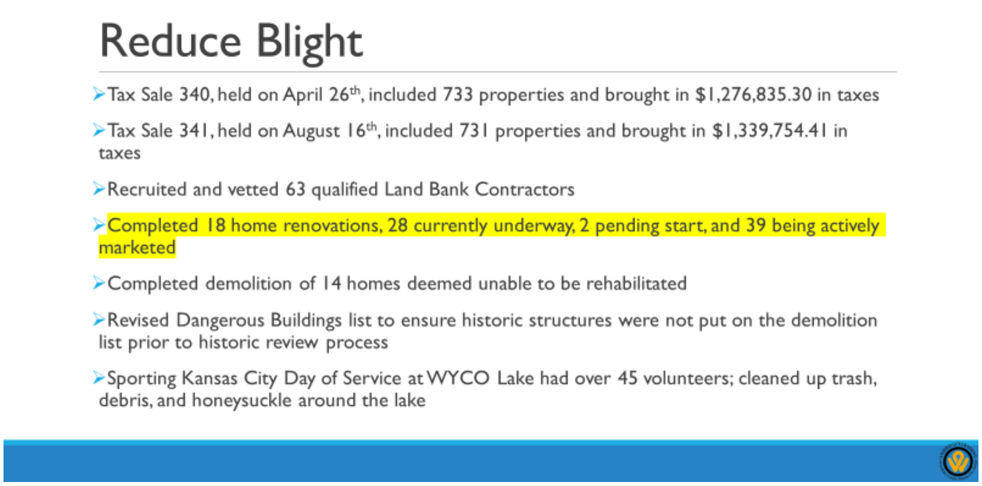
Commissioner Murguia said I understand that. My question really is, are we doing that in the areas where we're getting the best possible return on our investment or are we just making more of a political decision and spreading out that demolition all over Wyandotte County? **Mr. Bach** asked are you talking about what we're demolishing or—I mean the reducing the number of structures in need of demolition is what I—**Commissioner Murguia** said I think that the reduction of the number of structures in need of demolition is amazing and I am 200% supportive of that. What I'm concerned about is that I'm not sure that I've heard a strategy that once those structures have been demolished, are they being demolished in areas of our city where they have the greatest potential for redevelopment and to encourage that fair market investment that commissioners like Commissioner Philbrook just talked about. So, if we're demolishing structures in some of the most economically distressed areas of our community and we clean up a block of houses, let's say, that's good except we all know that it is unlikely that a developer is going to come down and not ask for a government incentive if we want redevelopment done in that area.

My question is, are we building on good things that are already happening and addressing the structures that are in need of demolition or pair in areas that are surrounded in areas that have already developed some momentum or are we just randomly putting these structures, number them 1 through a 1,000 and starting at the top of the list and going to the bottom? This is the problem, the ultimate goal of all of the presentation that we are given tonight, and what we'll probably hear in your presentation, is that if we don't grow our community, we're going to be in big trouble financially. I've been up here 12 years and I've heard this data described and laid out in about every academic way that you can possibly imagine and we consult with people that are consultants that when I review their biography, I've seen a lot of academic study, but I've never seen a resume from people that have offered these suggestions that have actually ever really done a project. There are some concerns there.

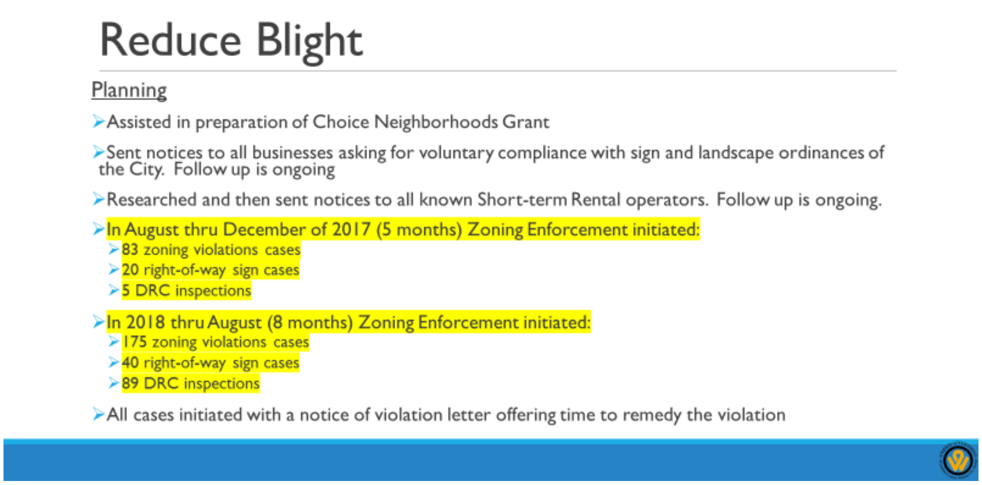
I will just say, and I won't go through every single one of these, but I just chose one. I would hope that what we're doing is investing in areas where we're already seeing significant, private, fair market investment and building off of that and developing momentum and using the revenue from that development to offset the extra cost that it is going to take to redevelop those more challenging areas. There has to be a way to do that. I understand the TIF process and I understand boundaries. I understand you can't take that TIF money out of a particular area, but if you have a TIF that is outperforming—let's just say there's a TIF that's going to pass six years early and there's going to be additional TIF money in that area, and Kansas Statute does not allow us to spend that additional TIF money outside of that TIF area, creative strategic approaches might be that money is somehow—we figure out how that money is set-aside for areas that have a more difficult time attracting fair market housing and fair market retail or we're always going to be in the business of providing incentives. We've never had fair market businesses come to Wyandotte County in my 12, almost 13 years, on the Commission and not ask for some sort of incentive.

Mayor Alvey said I would disagree with that. I think there are quite a few small businesses actually that have established themselves and those are all over the county. Overstock just moved along Kansas Avenue and that one did not receive any incentives. We could get into a long-term discussion on this, but I think we want to save that for our day of retreat because we're going to talk about economic development strategies during that day. I would like Administrator Bach to go ahead and finish his presentation.

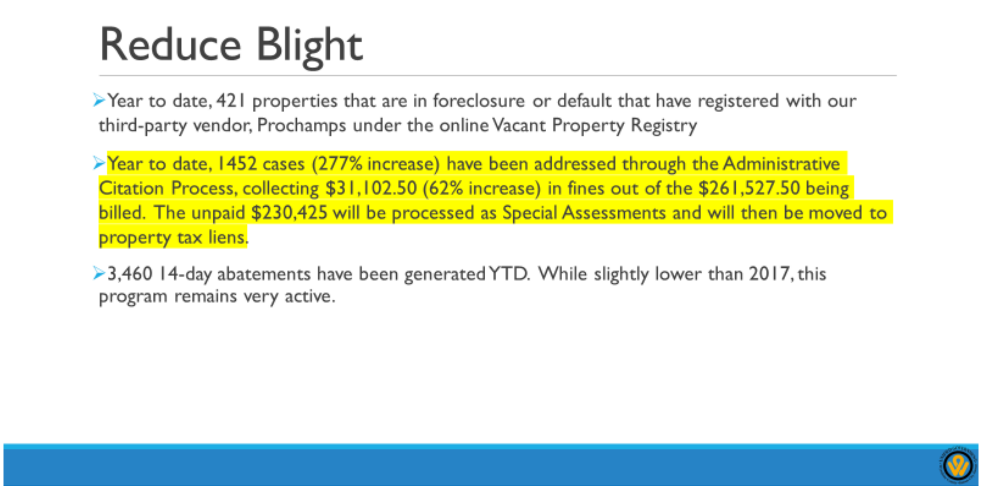
Mr. Bach said as you know, these are the definitions of going through blight as laid out by the governing body and how do we work into these.



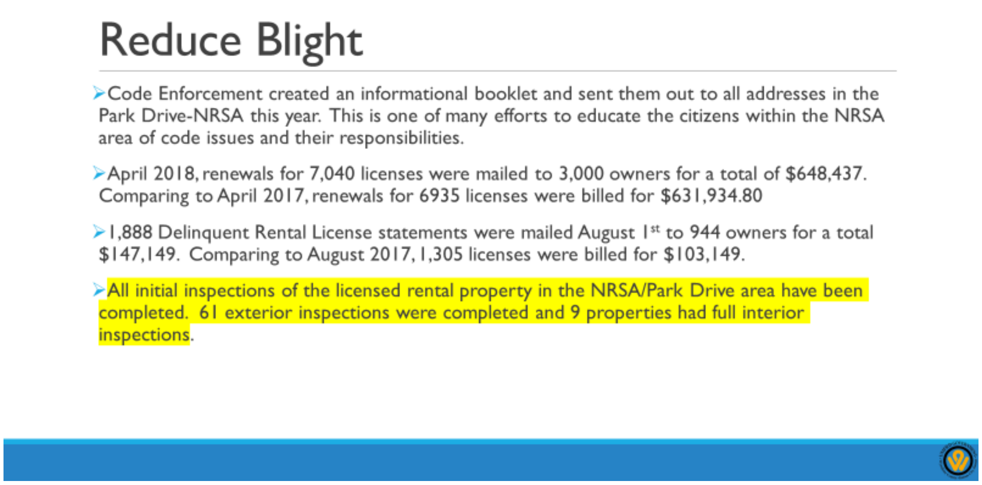
This one kind of speaks right into where we are with the Commissioner's first comment and strategies on different things, but on the first part of the answer? We've completed 18 home renovations, 28 are underway, 2 pending start, and 39 are being actively marketed to get somebody to come in and rebuild those. You can see the various numbers as you go through tax sales and such like that. There's a lot of good information that's coming out on each of these slides to go through.



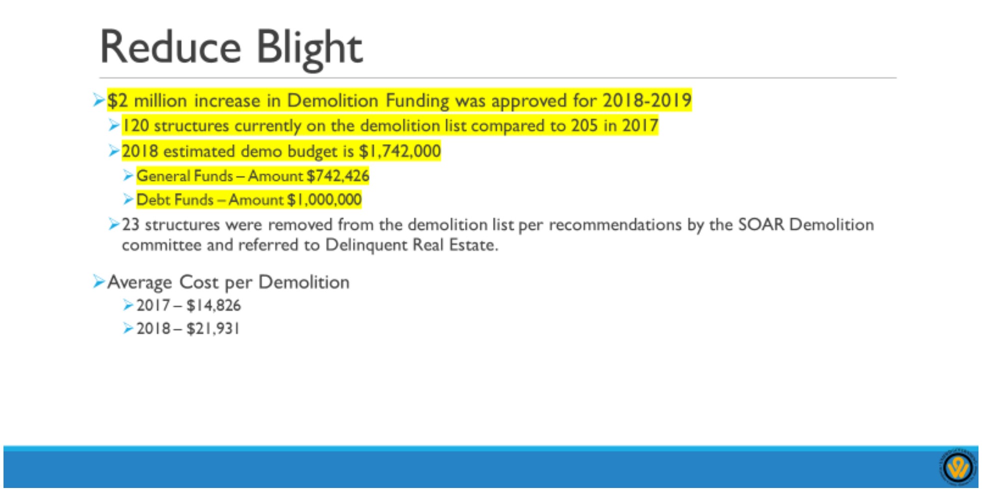
Going into zoning enforcement issues, just to show a little difference and comparison for violations for the activity we've done. We've had 175 violation cases versus 83 last year. Doubling the right-of-way sign cases and 89 going through DRC inspections versus 5 last year so much more active this year in what we're doing.



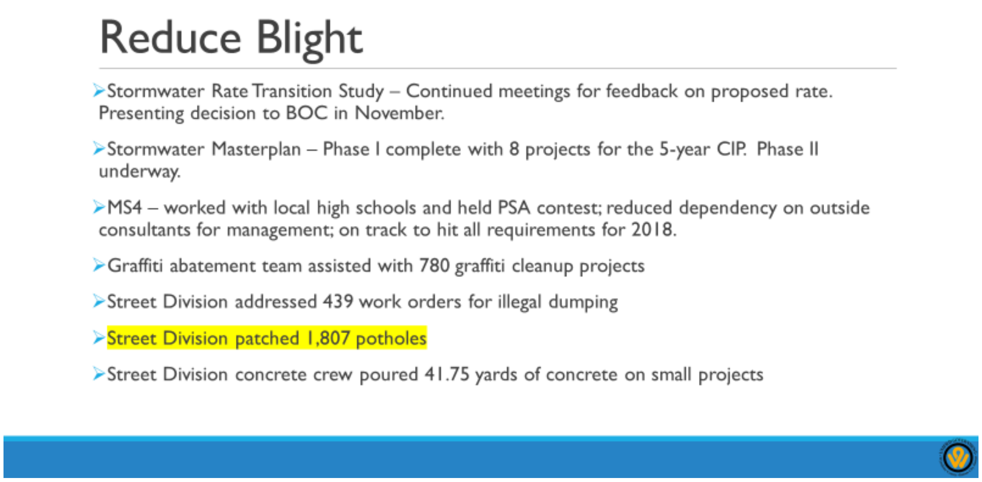
We've had a 277% increase in our administrative citation process. Now, that increase as you know, came across as you approved and pushed for to do the administrative citation process which was something new rather than going to administrative court so that was in its first year. Once we got it in place, we're seeing a lot more active utilization of that, to put people through that versus sending everybody to court.



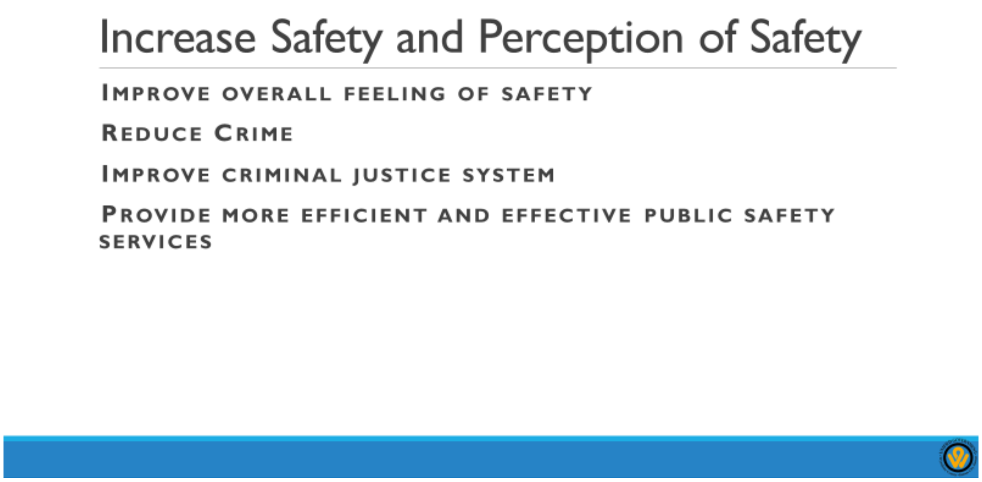
All initial inspections of the licensed rental license process in the NRSA area have been completed and 61 exterior inspections were completed, and 9 properties had full interior inspections so a real directive effort toward this tipping point neighborhood we touched on.

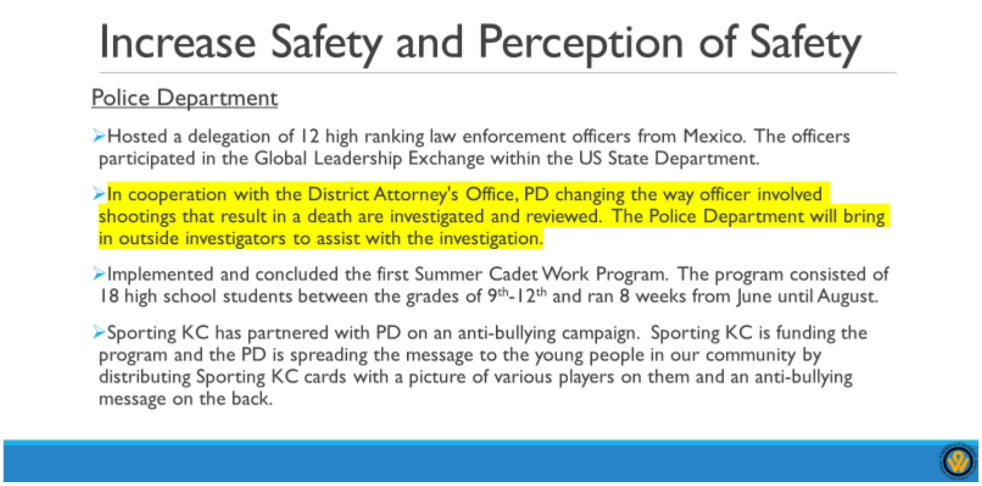


We had $2M in demolition funding and this goes a little bit towards where Commissioner Murguia was going and I think that's kind of a mix as you look at the strategy. We have 120 structures currently on the demo list compared to 205 last year so we've taken a big chunk off of where we're at. The emphasis goes toward probably a combination of it's better to go pull out one really bad house down a street that has other good houses on it because that provides the opportunity to rehab and put something back in place of that than it is when you just do full blocks because then you have to have somebody come in and redevelop the whole area. I think it was a good point you were making, Commissioner, that strategy to go in and pickoff a few in the area gets it though we are moving on a track per the funding the Commission put in place a year ago to try to get this list down so we don't have any backlog of houses that are being fully demolition.



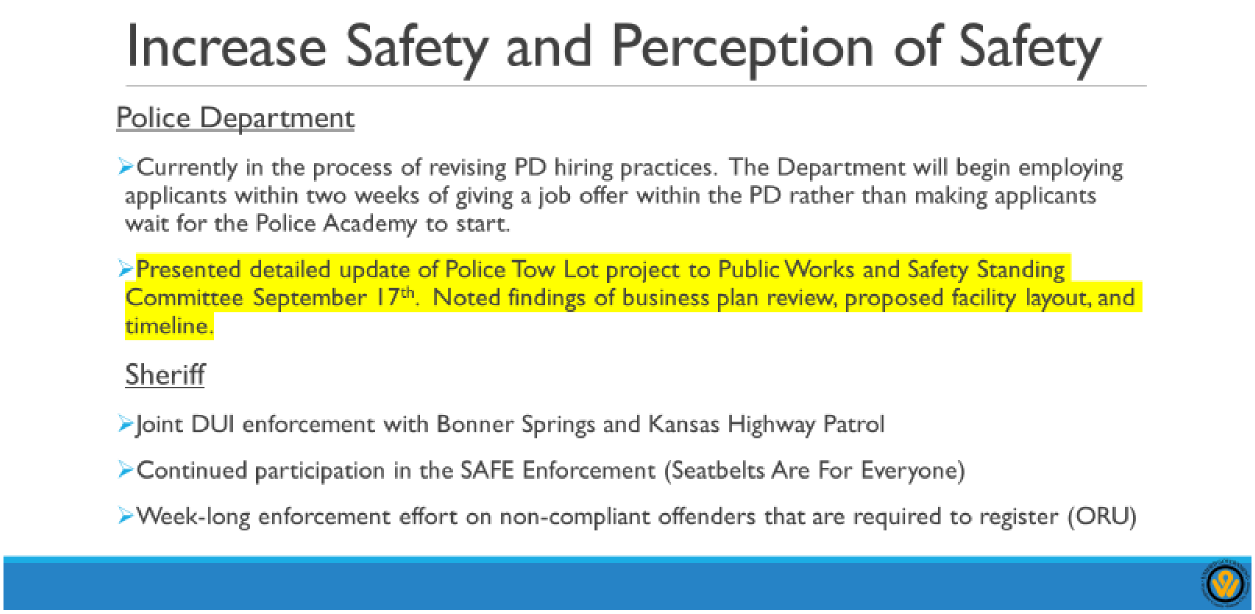
Street Division; with the pothole patcher coming on line this year is up to 1,807 potholes. I didn't get the number of what we had previously. We're kind of tracking that at a different rate so this kind of gives us a baseline as we start working forward with the new data that we're getting there.



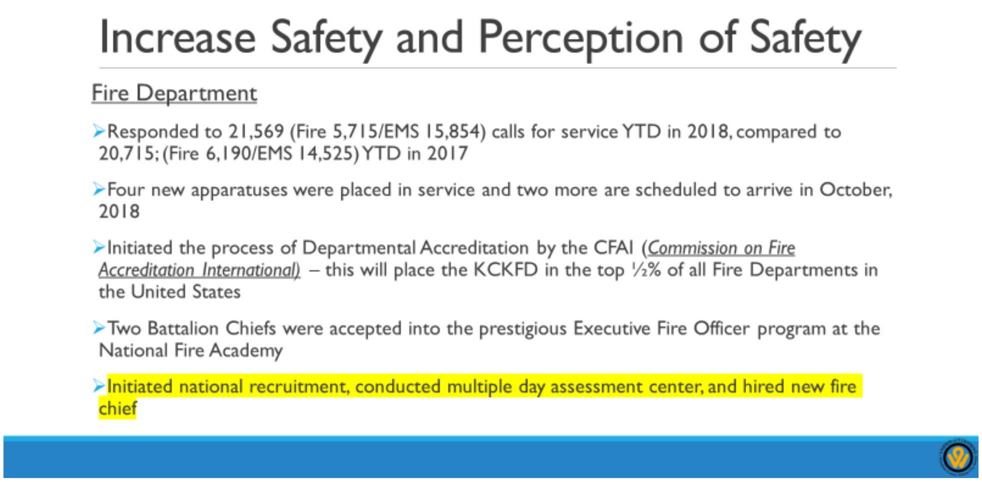


Under the area of Increase Safety and the Perception of Safety, these are the items we have. In cooperation with the District Attorney's Office I will note that our Police Department changed the way our officer involved shootings that result in death are investigated and reviewed. The Police Department will bring in outside investigators to assist with part of this investigation. This was a good coordinated effort between the Police Department and the District Attorney as they move forward.

Commissioner Murguia asked is that something we as a Commission approve or is this just something they get to decide? **Mr. Bach** said that's just a process that we approve as to how we handle that. **Commissioner Murguia** asked does the Commission get to vote on that or is that just a decision made by our Chief of Police? **Mr. Bach** said that is a decision made by the Chief along with me and then also in coordination with the District Attorney. **Commissioner Murguia** said this does not require Commissioner approval. **Mr. Bach** said correct.

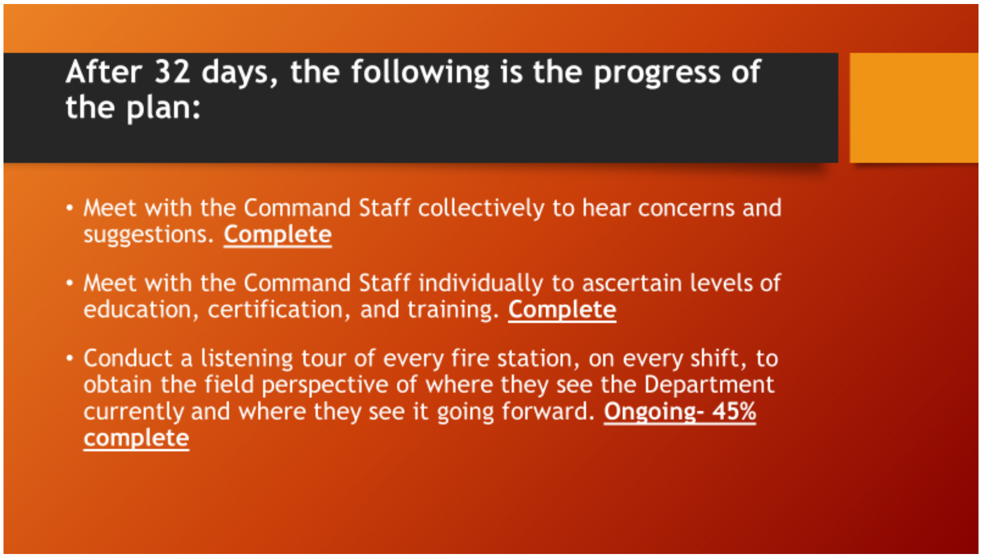


We presented a detailed update on the Police Tow Lot project to Public Works and Safety Standing Committee on September 17th. Within this, we noted the findings of the business plan that had an extensive review that has gone through on that to propose a facility layout and a timeline for that as they move forward to acquiring property now for this project.



We initiated a national recruitment, conducted multiple day assessment center, and ultimately hired a new Fire Chief and with that I'm going to do a little deviation from my normal report. I've asked Chief Callahan to come forward as our new chief, he has been here a month, and run through his 100 Day Plan that he laid out for me but hasn't laid out for everyone else and note his progress that he has done to date.

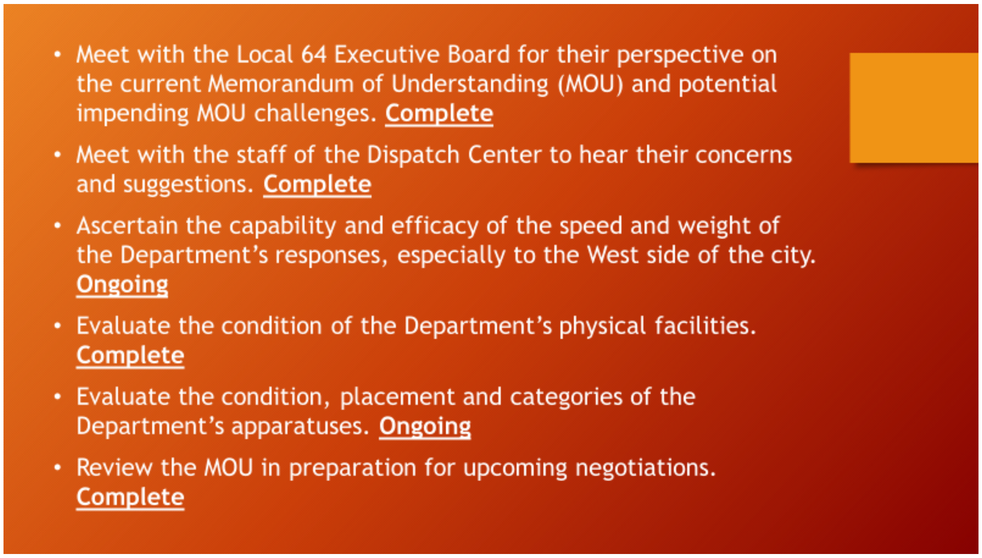
Chief Callahan, Fire Department, said in preparation for assuming the job here I developed a 100 Day Plan.



I'm 32 days into that plan as of tonight. We'll go through these and if anyone has any questions, please ask.

I met with the Command Staff collectively as a group to hear their concerns and suggestions and get some feedback from them. I also met with the Command Staff individually to ascertain their levels of education, certification, and training. Some people don't like to talk in front a group, they would rather have a private session, so I did that.

I'm in the process of conducting a listening tour of every fire station, on every shift, to obtain the perspective from the members in the field on where they see the department currently and where they see it going forward. As you can see, it's ongoing. I'm about 45% complete with that project. I'm a little bit ahead of schedule so that's good.



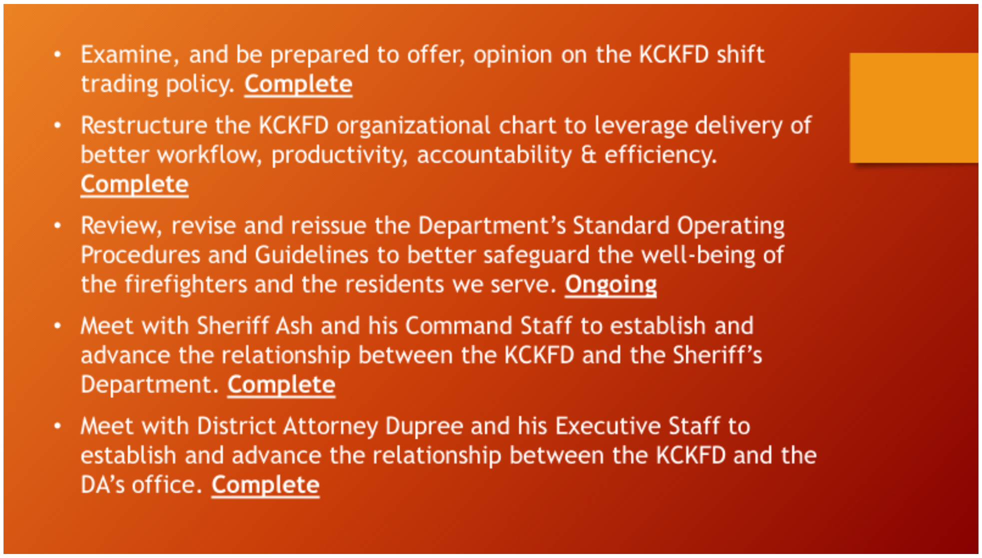
Meet with Local 64 Executive Board for their perspective on the current Memorandum of Understanding and potential impending MOU challenges. We've met with them, so I've got complete there, but we're still meeting with them. There's ongoing meetings.

I met with the staff of the Dispatch Center to hear their concerns and suggestions on the way the Fire Department dispatches units to certain types of alarms.

I'm in the process of ascertaining the capability and efficacy of the speed and weight of the department's responses, especially to the west side of this city. I'm going to explain that because there's a couple of terms of art in there. The speed of a response is the first unit to arrive on the scene and we like to have that done in four minutes according to the NFPA Standard. The weight of the response is the remainder of the first alarm assignment. So, speed and weight combined to complete the total alarm assignment and that's eight minutes for the weight of the assignment. That's ongoing.

I've evaluated the condition of the department's physical facilities. That's completed. I've evaluated, or I am evaluating the condition, placement and categories of the department's apparatuses. The types of apparatus we use, how we use them, and where they're placed.

I've reviewed the MOU again in preparation for upcoming negotiations.

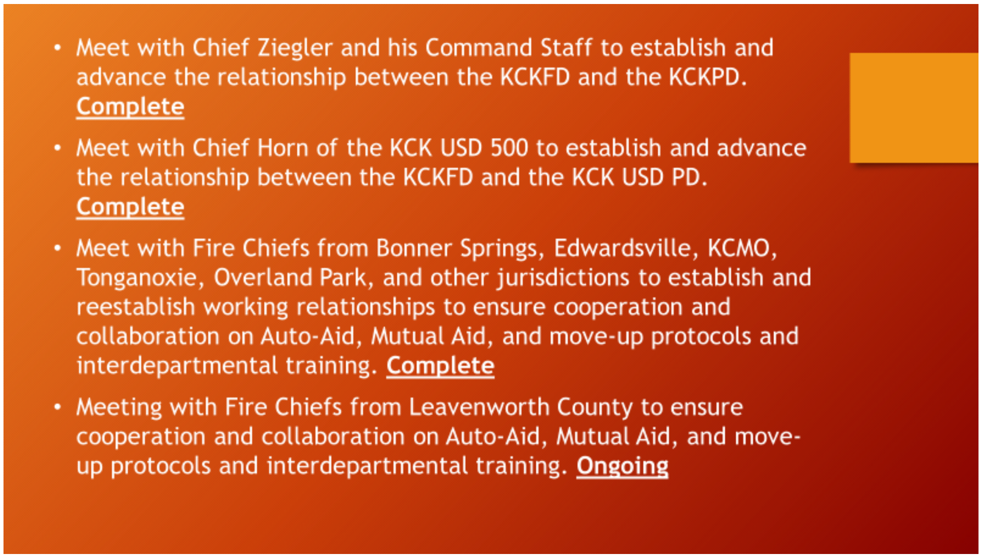


I've examined, and I'm prepared to offer an opinion on the shift trading policy. That is complete. I've restructured the KCKFD organizational chart to leverage delivery of a better workflow, productivity, accountability and efficiency with one of the big focuses being on accountability.

I'm reviewing, revising, and reissuing the Department's Standard Operating Procedures and Guidelines to better safeguard the wellbeing of the firefighters and the residents we serve. That's ongoing. Actually, that will always be ongoing. That will never end.

I've met with Sheriff Ash, who is a great guy, and his Command Staff to establish and advance the relationship between the Fire Department and the Sheriff's Department. That's complete.

I met with the District Attorney and his Executive Staff to do the same thing. That's complete.



I met with Chief Ziegler and his Command Staff to establish and advance a better working relationship between the KCKFD and the Police Department.

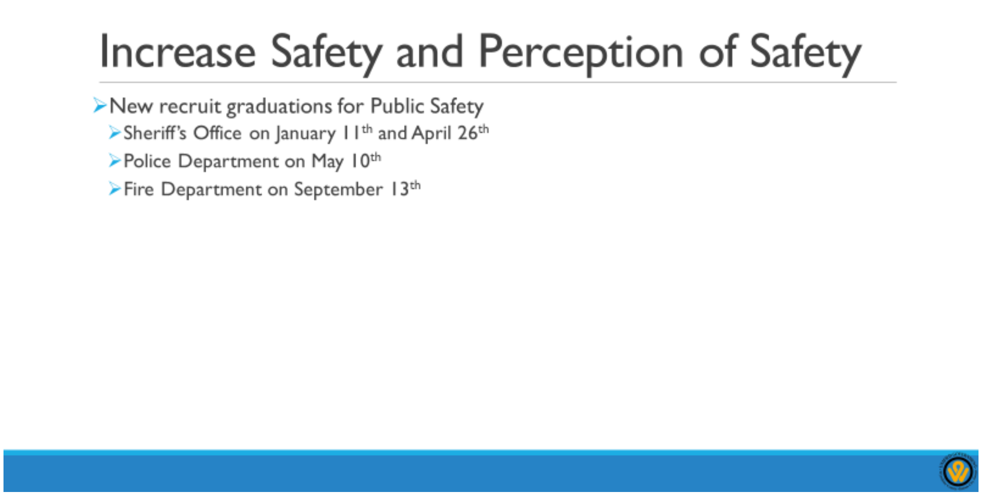
I met with Chief Horn from the Unified School District for the same reason. Public Safety partners operate together, and we need to do that as seamlessly as possible.

Also, I met with Fire Chiefs from Bonner Springs, Edwardsville, KCMO, Tonganoxie, Overland Park, and other jurisdictions to establish and reestablish, an important word, working relationships to ensure cooperation and collaboration on Auto-Aid, Mutual Aid, and move-up protocols, a couple more terms of art. Auto-Aid means that when a neighboring department, when we get a call for service, an emergency call, a neighboring department who's on our border would respond just like they're a part of the KCK Fire Department. Mutual Aid is when we in KCK determine or when the towns outside of Wyandotte County need help, we assist them, and they assist us. Move-up Protocols involve filling our fire stations with companies from other jurisdictions when we have a big event that we're responding to.

I'm meeting with the Fire Chief from Leavenworth County to ensure cooperation and collaboration on those same types of things. I think they can be an asset to us. I don't think they've been reached out to, so I'm meeting with them on Monday,

I've attended community events like the Diversity Parade and others, so people can see my face before there is an emergency and they see my face. They should know me before that.

I've initiated the process to improve our ISO rating which helps with insurance rates. I've also initiated the process to obtain accreditation for the Center for Public Safety Excellence. That's an international organization. If we are credited as a department, it would put the KCKFD in the top one-half of one percent of all Fire Departments.



Mr. Bach said just to move on through the Increase Safety and Perception of Safety, we completed five different or four different recruit graduations this year. The Sheriff's Department had two, the Police Department had one, and Fire had one. I will also note, we have two more yet to come in November. The Sheriff's Department will have another graduation along with the Police Department.

Increase Safety and Perception of Safety

Municipal Court

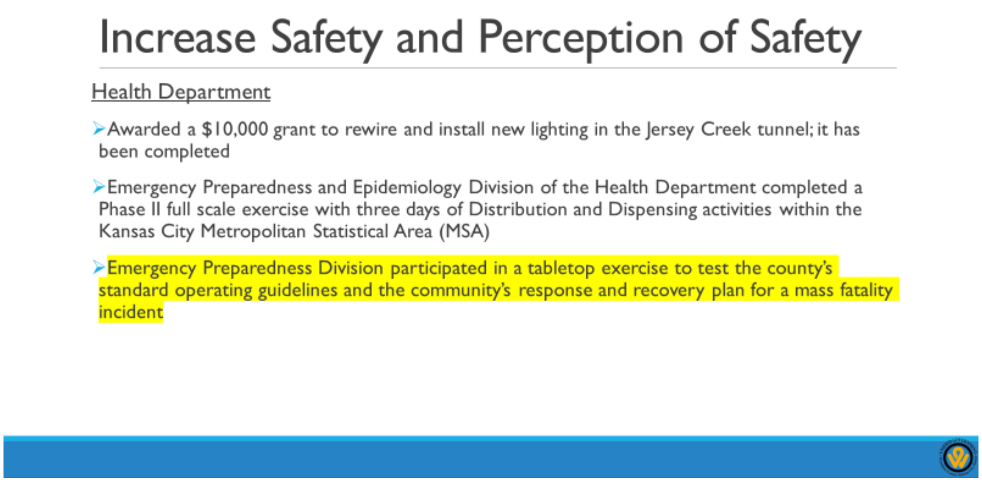
- Cases Filed: Jan 2018-Aug 2018 = 27,933 as compared to Jan 2017-Aug 2017 = 24,933
- Cases Disposed: Jan 2018-Aug 2018 = 51,423 as compared to Jan 2017-Aug 2017 = 28,611
- Cases Closed: Jan 2018-Aug 2018 = 55,739 as compared to Jan 2017-Aug 2017 = 36,833
- Parking Control ticket collections: Jan 2018-Aug 2018 = $80,914.50 as compared to Jan 2017-Aug 2017 = $34,589
- All Driving while Intoxicated and Domestic Violence Diversion cases have been successfully moved off the court docket
- Administrative Judge M. Ryan was selected by the Supreme Court of Kansas to serve on an AD HOC Committee on Bonding Practices, Fines & Fees in Municipal Courts
  - This work was completed and the final report submitted to the Supreme Court in September 2018

Municipal Court has been actively doing a lot of different things, but also parking control ticket collections have doubled up to $80K from where they were last year. They were about $34,589.

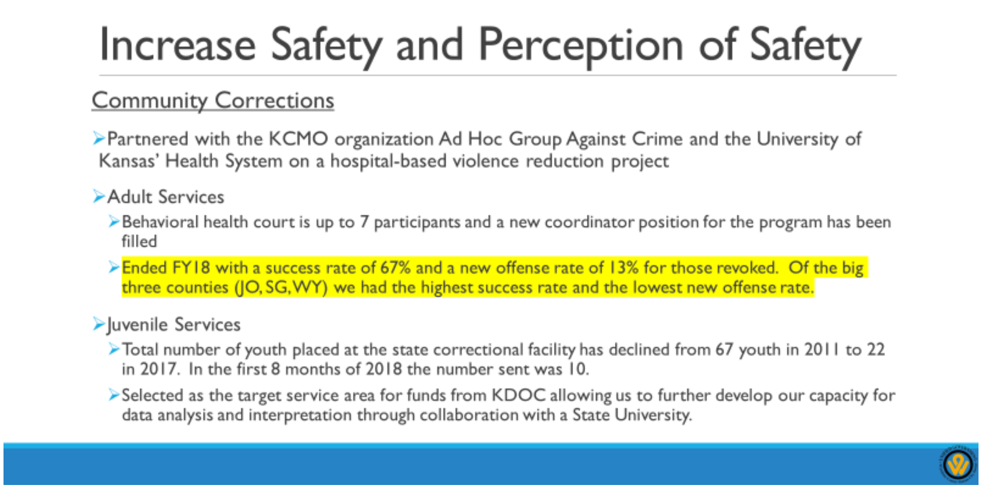
Increase Safety and Perception of Safety

- Provided Advanced Officer Training to all officers in the Police Department covering new caselaw and hot topics such as first amendment issues in police management of large scale protests
- Provided 45 hours of legal training to two classes of new police recruits in July
- Finalized contract with Johnson County Crime Lab for forensic testing of evidence
- UG Security Division transferred from Buildings and Logistics to KCKPD with new policies and procedures developed
- Process Servers attempted service on over 20,000 court documents in 2018 which is comparable to the numbers in 2017

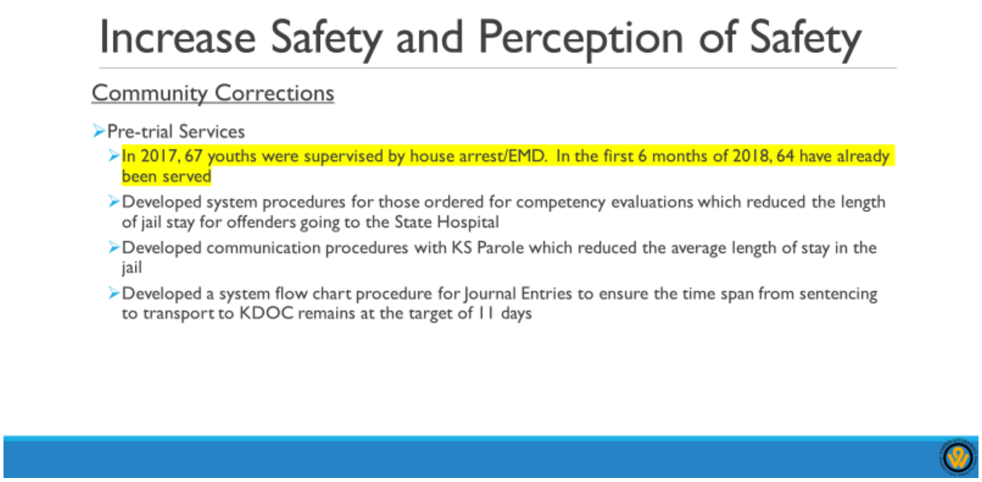
We finalized a contract with Johnson County for a crime lab for forensic testing of evidence. That way we process this information much quicker and have it available for our investigations in a timely manner.



Emergency Preparedness Division participated in a tabletop exercise to test the county's standard operating guidelines and the community's response and recovery plan for mass fatality incidents. That's an ongoing one. They do those every year and usually a couple.



Under Adult Services under Community Corrections, we ended FY18 at a success rate of 67% and a new offense rate of 13% for those revoked. This was the highest success rate and the lowest new offense rate of the big three counties in the state.



Under Pre-Trial Services we had 67 youths were supervised by house arrest and EMD in 2017 and in the first six months of 2018 we've had 64 that have already been served.

Moving under Increase Community Health; you can see the different goals or targets that are laid out there.

Increase Community Health

Health Department

- Safe Communities program staff participated in the Bike Rodeo at Schlitterbahn and installed 17 car seats for residents who needed the seats
- Hosted the 3rd Annual Levee Fest and first ever Levee Trail 5K Run on the KCK Levee Trail in Armourdale. Approximately 150 residents attended.
- In conjunction with Health Communities Wyandotte Food Systems Action Team, completed the Local Food Economy Assessment and presented a summary to the Board of Commissioners
- Tobacco cessation classes were started at 6 HUD housing sites, led by resident leaders recruited through the smoke-free housing program
- Chronic disease risk reduction program completed its 3rd year with over 400,000 impressions on all media, mostly targeting residents with resources to quit tobacco
- Over 70 employees completed the Adverse Childhood Events (ACEs) training led by outside consultants

We hosted the 3rd Annual Levee Fest and first ever Levee Trail 5K Run on the KCK Levee Trail in Armourdale. Approximately 150 residents attended that.

Increase Community Health

Health Department

- "Alive and Thrive Wyandotte County" hosted a judge's panel about "Trauma-Informed Courts. District Court discussed practices they put in place to put people at ease in their courts. Also hosted "Building a Resilient Wyandotte," attracting 150 people to discuss decreasing the effects of trauma on residents of our community
- Environmental Health staff participated in the "Oz Comes to Kansas" children's educational event at the Ag Hall of Fame in Bonner Springs
- Division of Air Quality hosted a Clean Car Clinic in conjunction with Household Hazardous Recycling event. 29 vehicles were serviced.
- Started a Pre-exposure prophylaxis (PrEP) clinic. (PrEP is for people who are at high risk for HIV. Clients take HIV medicines daily to lower their chances of getting infected)
- Dietician collaborated with Cross-Lines Community Center to discuss creating healthier options for their Community Kitchen

The Environmental Health staff participated in the "Oz Comes to Kansas" children's educational event at the Ag Hall of Fame in Bonner.

Increase Community Health

Parks and Recreation

- Recreation activity number for Summer, 2018:
  - Parkwood Pool attendance 9353 (1790 less than in 2017)
  - Summer Program at Beatrice Lee, Patricia Diane Kane, and Eisenhower Community Centers served 509 youth
- Special Events
  - Arbor Day tree planting at Quindaro Park
  - KU vs KSU Rowing
- To date, 515 youth participated in basketball and 390 in futsal (indoor soccer)
  - Youth Basketball 78 teams
  - Futsal 46 teams
  - Soccer (Youth) 45 teams
  - Soccer (High School) 10 teams

Just some notes and numbers which was interesting. Parkwood Pool attendees was 9,353 which was a fair amount less, as you can see, 1,700-1,800 less than 2017 though you can see that so many more kids use that pool than attend some of our rec centers. We had some of our programming, 509 youth attended those.

Increase Community Health

- The kNOw LEAD team with members from the Health and Community Development Departments have been providing information to area residents at neighborhood group meetings and other community events.
  - New Lead Poisoning Prevention Worker hired
  - 10 eligible applications received
  - 5 risk assessments completed including Healthy Homes inspections
- A Community Health Improvement Plan was published in September. This 5-year plan involved the collaboration of more than 50 community partners and will be brought to the Commission for adoption.
- Wyandotte County/KCKS Human Services Department and the Council of Community Members sponsored a "Provider Fair/Health Fair" at Pierson Community Center on May 10th for individuals with Intellectual/Developmental Disabilities (I/DD), their families and support team.

Wyandotte County/KCK Human Services Department and the Council of Community Members sponsored a "Provider Fair/Health Fair" at Pierson Community Center on May 10th for individuals with Intellectual/Developmental Disabilities and their families and support teams.

Increase Community Health

- Proposed a revised and aggressive Integrated Overflow Control Plan to the EPA, DOJ, and KDHE to advance the UG's position regarding the proposed consent decree.
- Negotiated contract extending bike/pedestrian access to Kaw Valley Drainage District levee, permitting surface improvements for bike/ pedestrian access
- Hosting weekly progress calls with KU Health in order to coordinate engagement and best outcomes for Strawberry Hill Campus
- Created and launched plan for Better Block KCK program on 6th Street "road diet" will increase pedestrian activity and increase likelihood of retail and residential growth
- Planning Department assisted in preparation of Groundworks USA Grant. UG is the only finalist submitting a final application this month.
- Mobile Grocer ordinance approved

We're hosting weekly progress calls with KU Health in order to coordinate engagement and best outcomes for their Strawberry Hill Campus as they are renovating and bringing that on line.

Increase Community Health

Aging

- Administration for Community Living (ACL) – WY/LV Area Agency on Aging became new RDAD (Reducing Disability in Alzeheimer's Disease) provider in August 2018
- Launched outreach project for hard to reach individuals with disabilities helping younger individuals with disabilities who have dual eligibility to take advantage of health care plans and coverage.
- Selected as pilot agency for new Kansas Medicaid Functional Eligibility assessment testing
- Sponsored a day trip for local seniors to attend a production of "Mama Mia"
- Distributed 350 Farmers Market vouchers to seniors in Kansas City, Bonner Springs, and Edwardsville
- Hosted the 13th annual sock hop at George Meyn Center in May. 325 seniors enjoyed a health fair, food, seniors dance contest, gifts, and door prizes.

We distributed 350 Farmers Market vouchers to seniors in Kansas City, Kansas, Bonner Springs, and Edwardsville.

Increase Economic Prosperity for All Residents

ENHANCE BUILT ENVIRONMENT TO PROMOTE ACCESS

INCREASE EFFECTIVENESS OF ECONOMIC INCENTIVES

INCREASE WORKFORCE READINESS

SUPPORT DEVELOPMENT WITH INFRASTRUCTURE

CONNECT PEOPLE TO JOBS

IMPROVE FINANCIAL RESILIENCY

Under Increase Economic Prosperity for all Residents as listed here.

Increase Economic Prosperity for All Residents

- Land acquisition for Piper creek sewer extension which will enable additional development
- Completed five long-term financings in February 2018 – Temp Note Series 2018-I, GO Improvement Series 2018-A, County GO Improvement Series 2018-B, PBC Revenue Bond Series 2018-A (Juvenile Justice Facility) and PBC Revenue Bond Series 2018-B (Courthouse and Adult Jail Facility)
- Completed a CID Sales Tax Revenue Bond Series 2018 for the Legends Apartments Garage and West Lawn Project in June 2018
- Completed work on implementation for Priority Based Budgeting including working with departments and the peer review groups to develop priority scoring of the inventoried programs.
- Completed the approval of the 2019 Budget

We've completed work on implementation for priority-based budgeting including working with departments and their peer review groups to develop priority scoring of those inventoried. So, as one of the Commission's directive of being able to go through this and be more efficient in our budgeting, we've had to spend a fair amount of time getting this put together. This will put us at a place to be able to be able to bring this back for you next year and you will be able to see how everything ranked out through the priority-based budgeting.

Increase Economic Prosperity for All Residents

- Treasury completed the March 20th and June 30th tax distributions
- Treasury Motor Vehicle operations completed 14,651 new title and registrations and 46,316 renewals
- Completed and presented to the Commission the Comprehensive Annual Financial Report (CAFR)
- Research Division completed monthly/quarterly updates of key socio-economic data, including unemployment rate, building permits and economic indicators. Several special projects including The Local Update of Censes Address (LUCA) preparation for Census 2020 with 1,600 added and revised addresses provided to the Census Bureau
- Research responded to 106 unique information requests from UG staff, administration, other government entities, citizens, and students. Time spent on these requests totaled 144 hours

Treasury Motor Vehicle completed 14,651 new title registrations and a little over 46,000 renewals.

Increase Economic Prosperity for All Residents

- Approval of management agreement for MERC Co+Op Downtown Grocery Store
- Revised Land Bank Home Rehab Program to increase pool qualified rehabbers thus providing more opportunity for diversity among rehab contractors
- Assisted 50 total businesses (existing and expansion) in cross function engagement with UG. From site location to incentives and neighborhood engagement
- Partnered with AltCap to open the REAP (Real Estate Associate Program) to KCK citizens. Program is designed to advance opportunities for greater minority participation in commercial real estate
- KCK selected for Overstock.Com distribution center. 250+ jobs anticipated
- Completed 6 NRA project applications with an average value of $1.8 million
- Engaged and hosted 16 potential community developers and 8 banking entities with developments pending

We have approval of a management agreement for the Merc which was just talked about a little bit ago for our new downtown grocery store.

Increase Economic Prosperity for All Residents

- Parking Control signed a 1-year agreement with Control Printing Group which resulted in a cost reduction for printing traffic citations for Parking Control, KCKPD, and Municipal Court
- Transit joined Ride KC in offering free bus fares on Election Day, August 7th
- Implemented RideKC Freedom On-Demand (FOD) in April 2018. FOD is a 24/7 paratransit service that doesn't require advance reservation.
- Received an Award of Excellence from Federal Transit Administration Region VII for the highest percentage increase of ridership among urban transit providers in Kansas from 2016-2017
- Received 10 new buses without any direct cost to the UG by using Federal grant dollars ($694,968) and KDOT toll revenue credits ($171,242) as match funding

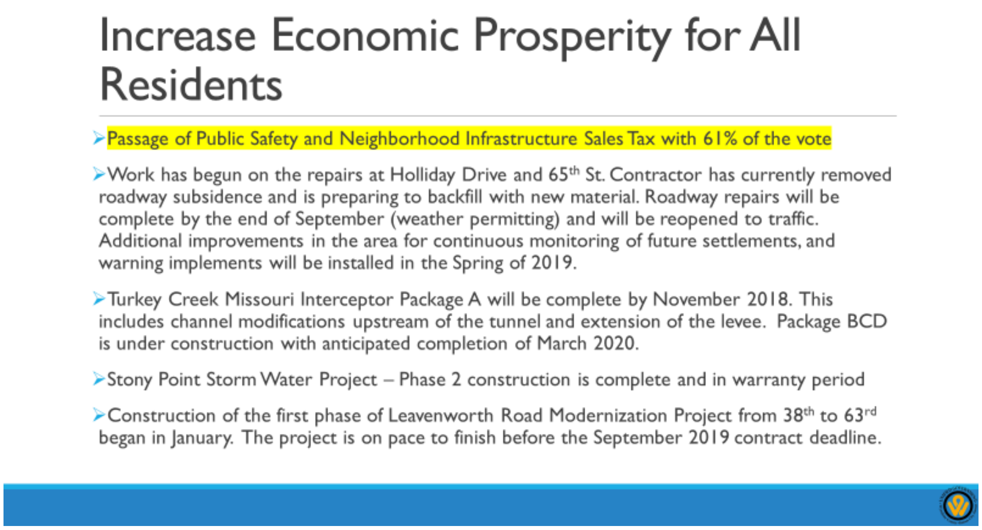
We received 10 new buses without any direct cost to the Unified Government using federal grant dollars of $694K and KDOT toll revenue credits of $171K.

Increase Economic Prosperity for All Residents

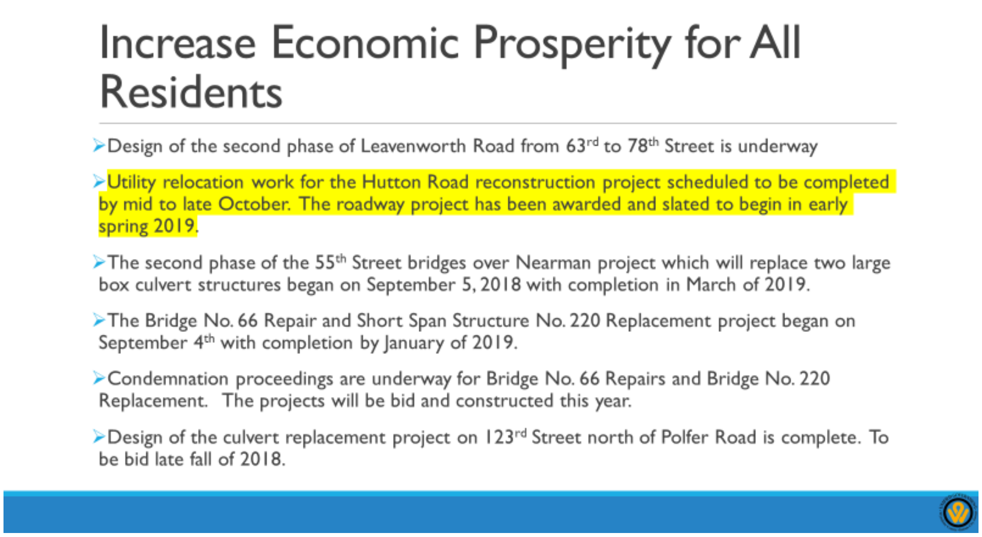
Planning

- Held 6 additional Northeast Area Master Plan Public discussion meetings
- Produced a draft of the Northeast Area Master Plan. Viewable at neamasterplan.com
- Held Initial Zoning Code Rewrite public comment sessions. These included 2 public meetings where every address in the city was notified and 4 pop up meetings around town.
- Participated in Beyond the Loop Study to protect local interests in I-70
- Assisted in preparation of Choice Neighborhoods Grant. Announcements are due out this fall.
- Assisted in preparation of Groundworks USA Grant. UG is the only finalist submitting a final application this month

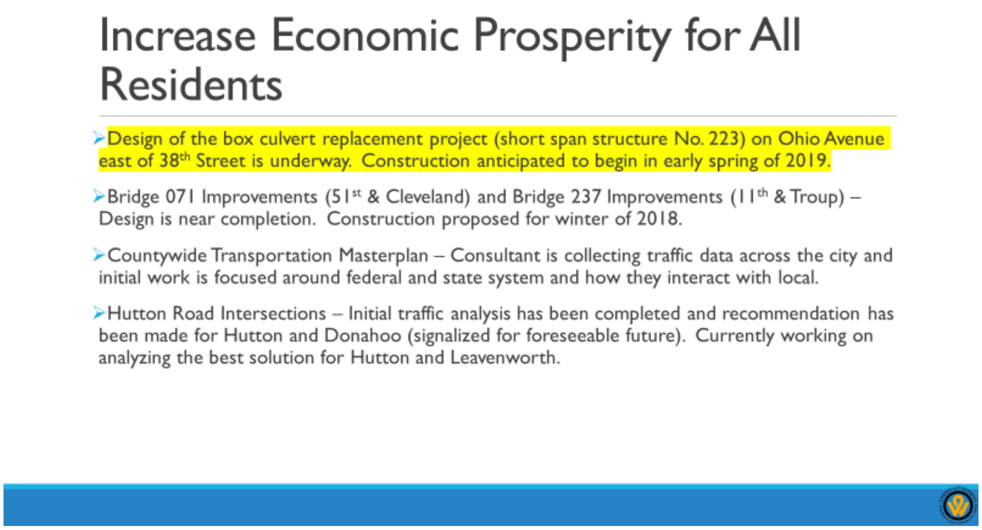
We held six additional Northeast Area Master Plan public discussions during this time, meetings.



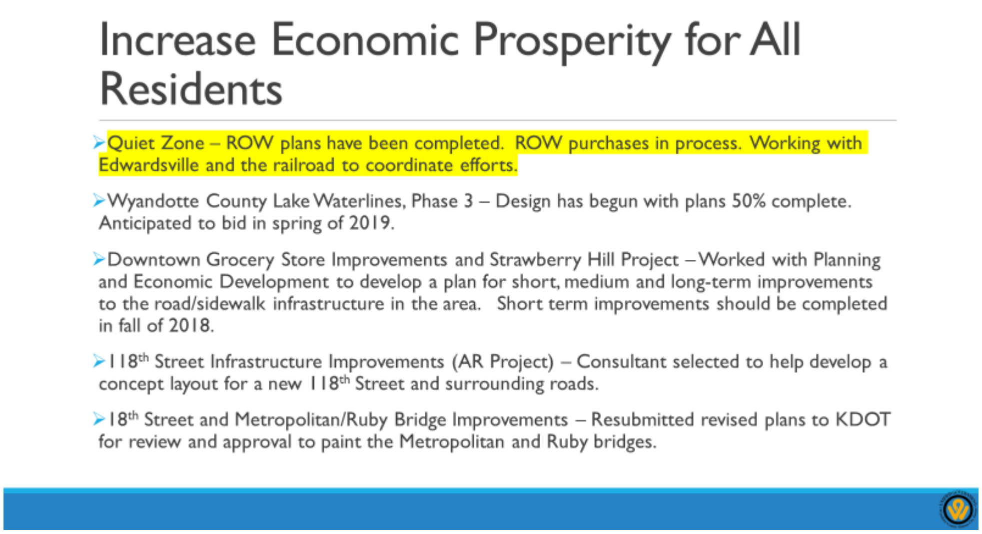
A big one that you all worked on and many people out there, we had the passage of the Public Safety and Neighborhood Infrastructure Sales Tax with 61% of the vote. With this in place, they were able to reinvest a lot more back into our community with this money continuing over the next decade.



Utility relocation work was done along Hutton Road reconstruction. Scheduled to be complete by mid to late October. The roadway project has been awarded and slated to begin in the spring of 2019.



We have a design of a box culvert replacement project on Ohio Avenue at 38th Street. As you go down this list, it's always good to pick out ones.



Quiet Zone, continuing to work on that. Right-of-Way plans have been completed, purchases in process, and working with Edwardsville and the railroad to coordinate these efforts.

Increase Economic Prosperity for All Residents

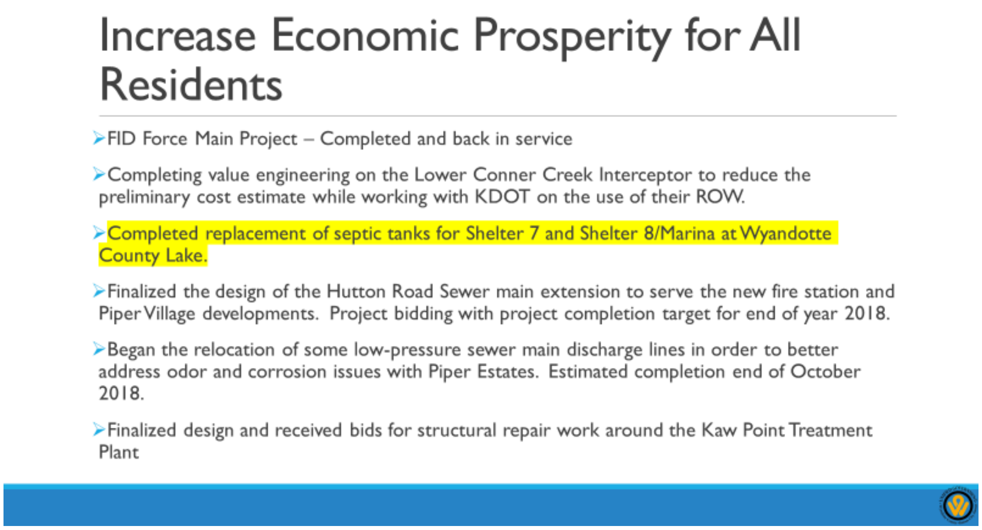
- 2016/2017 ADA Ramps – Bid has been awarded and work to begin November 2018.
- 2018 ADA Ramps – Project is under design, with anticipated bid in early spring of 2019
- 18th & Central intersection – Construction completed
- Center City Phase 2 & 3 along 7th Street Corridor – Construction completed
- Safe Routes to School, Phase E Improvements (TE Edison, West Middle/William Allen White and Noble Prentiss school areas) – Design is completed. KDOT to bid project in October 2018 with construction to begin in Spring of 2019.
- Safe Routes to School, Phase F Sidewalk Improvements – Design is underway. ROW acquisition and utility relocations to begin in early 2019. Expected to bid in Fall of 2019 by KDOT.
- 12th-10th Street Bikeway – Completed in July of 2018
- Rosedale Transportation Plan – Consultant has submitted first draft of report, expected completion in December 2018.

The 18th & Central intersection construction was completed, making major changes there.

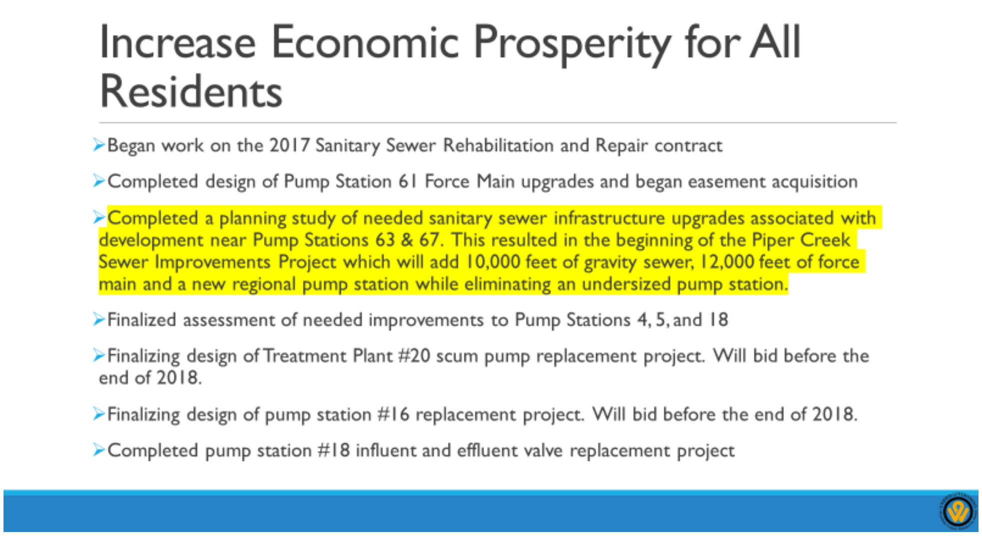
Increase Economic Prosperity for All Residents

- Completed roadway traffic improvements related to KU Hospital. Currently working with hospital to upgrade traffic control at midblock crossing on 39th Street.
- 98th & Parallel Intersection Improvements – Design completed and approved by PWE. Tentative date of completion Summer/Fall of 2019.
- Metropolitan Avenue Bikeway Project – Expected design to begin by December 2018.
- Cambridge Connector (I-35 to Southwest Blvd/31st Street Connection) – Final report expected in Fall of 2018.
- 98th Street and State Avenue New Traffic Signal Installation – Consultant contracted to begin design. Estimated completion in Summer/Fall of 2019.
- Priority Traffic Signals on Parallel Parkway (24th, 27th & 29th Streets) – Project awarded and construction to begin in February/March of 2019. Expected completion by June of 2019.

We have priority traffic signals on Parallel Parkway at 24th, 27th & 29th Streets are awarded and construction to begin early next year. Expected to be completed by June of 2019.



Completed replacement of septic tanks at Shelter 7 and Shelter 8 and at the marina at the lake.



Completed a planning study of needed sanitary sewer infrastructure upgrades associated with the development near Pump Stations 63 & 67. This resulted in the beginning of the Piper Creek Sewer Improvement Project which will add 10,000 feet of gravity sewer, 12,000 feet of force main, and a new regional pump line through this area where we've been undersized.

Increase Economic Prosperity for All Residents

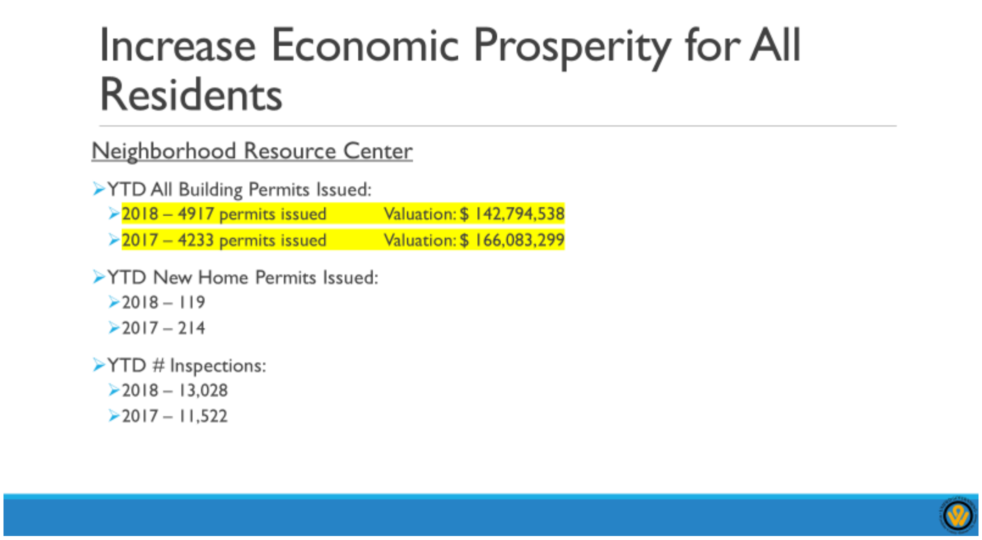
- Completed construction of Kaw Point primary sludge pump replacements
- Completed design of Kaw Point and pump station #18 LED lighting upgrade. Project is currently out for bid.
- Designer is under contract and design efforts have begun for the new Wolcott WWTP. Project is being constructed using a Construction Manager at Risk (CMAR) model. RFQ is currently being issued and it is anticipated that the initial contract for the CM will be negotiated by the end of 2018.
- Wyandotte County Lake Waterlines, Phase 2 – Project expected to be completed before end of 2018.
- Argentine Drainage Ditch – Construction is complete which includes regrading of the main ditch, opening up access in drainage structure, relocating fence, and creating drainage swales from roadways into ditch. Restoration efforts will continue this fall. Phase II will begin this winter.

We completed construction of Kaw Point primary sludge pump replacements.

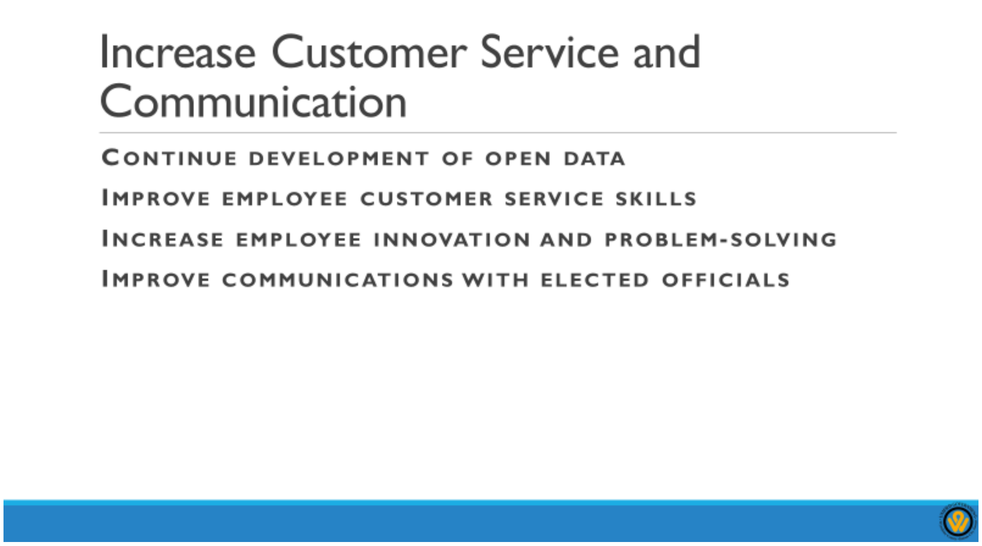
Increase Economic Prosperity for All Residents

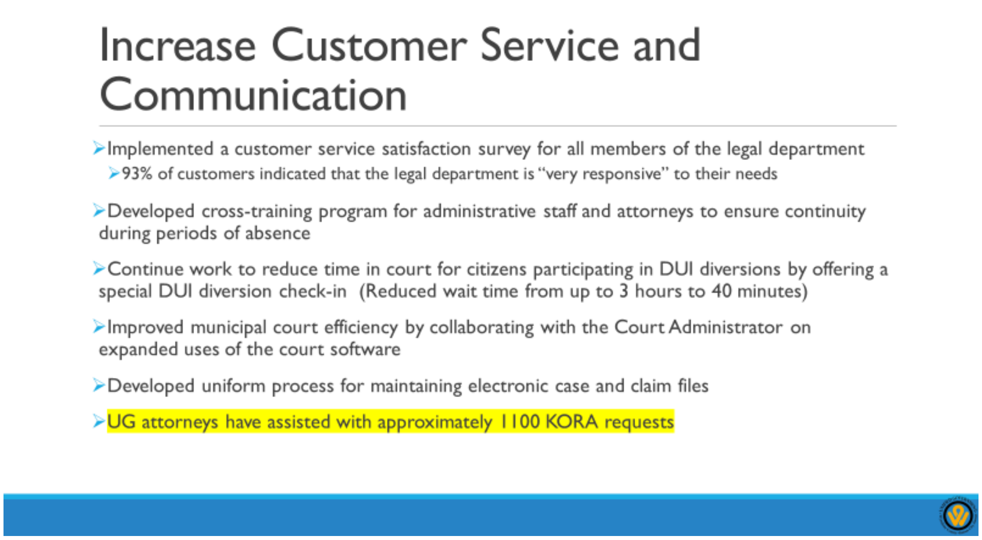
- Achieved procedural compliance based on the review conducted by the State Department of Revenue-Property Valuation Division. This is a significant accomplishment and a testament to the quality work being done by the employees of the Appraiser's Office.
- Delinquent Real Estate (DRE) brought more than 1000 parcels into tax current status, collecting or removing a minimum of 3 years of back tax on each parcel.
- 45 houses transferred from the Tax Sale to the Land Bank, to become part of the Propertunity Knocks Rehab Program.
- Worked to activate the Vacancy Registry. More than 420 vacant houses have been registered to date, generated revenue to for the UG.
- Business Licensing/Occupational Tax stats include:
  - 2018 YTD revenue collected $2,374,228.34 which is almost $78,000 more than collected in 2017 at this time ($2,296,429.61)
  - 7,341 businesses at present – 327 are in delinquent status
  - 691 new businesses have filed YTD – 40% of those businesses have been found by staff, already operating. 734 new businesses had filed this time last year

In Business License, good comparable information on Occupational Tax. In 2018 our YTD collections $2.3M which is almost $78K more than collected in 2017; 7,341 business at present, we have 327 of those that are showing delinquent, and 691 new businesses have filed YTD. In that group 40% of those businesses have been identified by staff and already are operating.

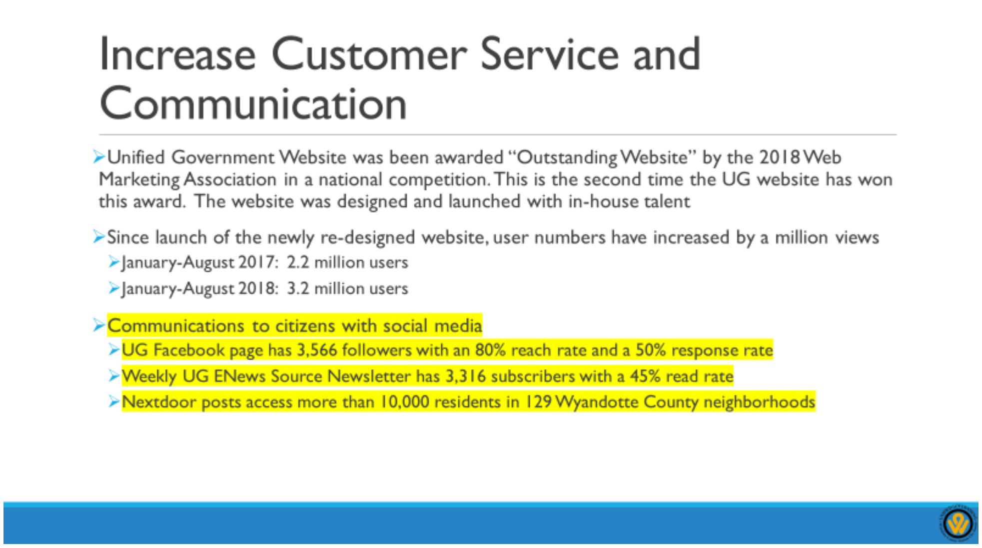


Additionally, in NRC, building permits issued in 2018 we've seen 4,917 permits issued. Last year we saw 4,233. The valuation kind of keeping track, that's a little lower in what's coming in this year than the value of some of those that were issued last year.





For Increasing Customer Service and Communication, I will just note the UG Attorney's Office assisted, but we had probably all departments, but attorney's usually get involved 1,100 KORA requests already this year. That's kind of a constant from that perspective of getting some type of response and fortunately we have our Next Request system to help with that.



We have communications to citizens with social media; Facebook pages, over 3,500 followers. Our UG ENews Source has 3,300 followers, and Next-Door posts more than 10,000 residents in 129 different neighborhoods.

Increase Customer Service and Communication

- Implemented revised applications and website updates across EcoDev programs
- Created new consumer centric brochures for all programs
- Small Business Liaison targeted key areas for process improvement
- Implemented set times for Economic Development and Planning joint meetings
- Planning held bi-weekly coordination meetings with USD 500 on implementation of their 200 million dollar bond issue
- Multiple departments participated in 2 day ENVISIO training to track SOAR efforts

Planning held bi-weekly coordination meetings with USD 500 on implementation of their $200M bond issue and this is an ongoing process with them.

Increase Customer Service and Communication

Health Department

- Trained and certified 7 staff to be Qualified Bi-Lingual medical interpreters
- Maintained its Clinical Laboratory Improvement Amendments (CLIA) inspection with no deficiencies an annual tornado drill
- Selected a new Electronic Medical Records vendor through the RFP process
- Began accepting Medicare for mass immunization billing
- Created a more inviting clinical waiting area that is now family friendly and provides educational activities for children
- Provided Back-to-School immunization outreach clinics at Clark Middle School in Bonner Springs and at KCKCC, providing immunizations to over 100 children

Provided Back-to-School immunization outreach clinics at Clark Middle School in Bonner Springs and at Kansas City, Kansas Community College providing immunizations to over 100 children.

Increase Customer Service and Communication

Appraiser

- Appraisal Informational Brochures were created in both English and Spanish
- Staff participated in the NRSA walking event and picnic
- United Way fundraising events held by staff with positive outcomes
- Presented to school districts and City of Bonner Springs concerning potential property tax revenue loss as result of Hollywood Casino appeal(s)
- Presented to Fairfax Industrial Association regarding valuation increases
- Remodeled the informal appeal rooms to provide additional privacy and professional appearance

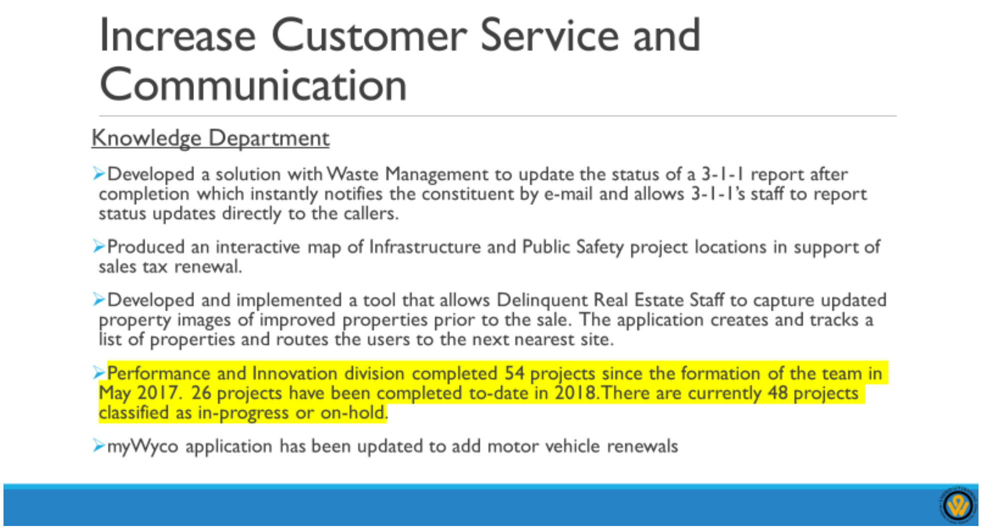
The Appraiser Office; informational brochures were created in both English and Spanish this year.

Increase Customer Service and Communication

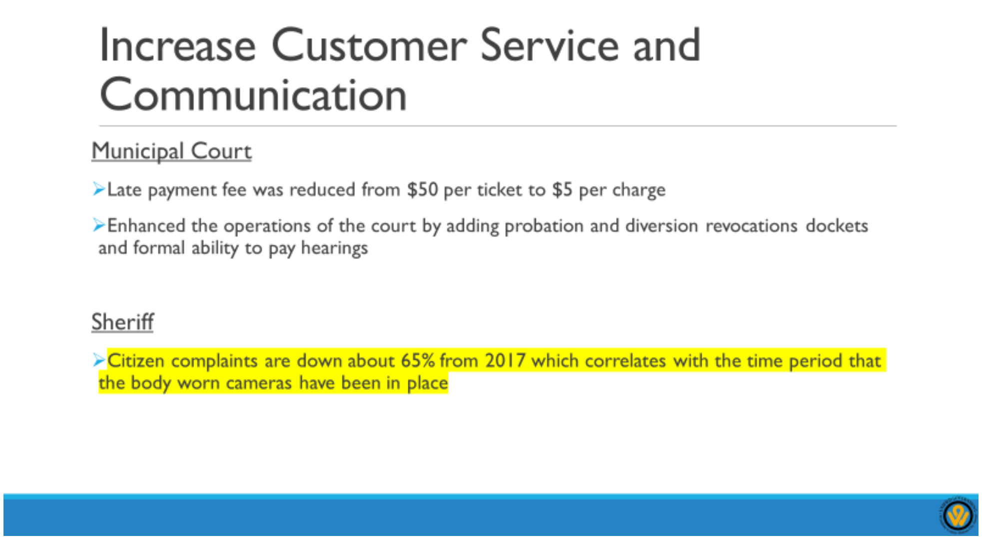
Knowledge Department

- Completed the rollout of Office 365, bringing new capabilities to employees and reducing the costs to manage core Office system
- Implemented LMS365, an online Learning Management System that can be accessed by Unified Government Employees via Office 365 to receive measurable computer-based training
- Private Fiber Network:
  - Completed fiber connections to all Phase I Police Department locations – PDHQ, 911 Center, Midtown, West Patrol, Academy, Fleet Center, Community Policing.
  - Completed implementation of a redundant fiber ring between City Hall, PDHQ, and downtown KCMO at the location of the carrier hotel. This allows the UG to get lower pricing for internet services and to cross connect to Johnson County for 911 Center backup services.

The Knowledge Department; completed the fiber connections to all Phase I Police Department locations. That's the Headquarters, 911 Center, Midtown, West Patrol, Academy, Fleet Center, and Community Policing. We are working to get South Patrol—it's almost hooked in. This enables us to continue to move forward with our Body Camera Projects which was integral first steps in this of getting all the fiber done. With these completions done, we're at a go point to start issuing out the RFP for the next phases of the Body Camera Project.



Additionally, under Knowledge, we have Performance and Innovation Division. This was one of the initiatives put forward in place shortly after I came into Administration so it's our ability to really manage projects and make us more efficient in how we go through them. Then projecting what we're going to do from an outcome perspective. So, it crosses over into many different departments. You can see 54 different projects have been worked through going back to May of last year.



The Sheriff's Office noted that they were down 65% in complaints. I think a lot of that is attributable to the fact that the department is wearing body worn cameras now.

Increase Customer Service and Communication

- Project Management Software – Selected Clarizen as our PM software. Staff is developing a standardized process for project management to begin utilizing by PW engineers by end of 2018.
- Comprehensive review of Engineering Standards and Details – development and inspection, and related process underway and should be complete by end of 2018.
- Engineering Division Career Development Plan – Plan has been completed and has been implemented.
- DMS Message Boards (State Avenue) – Bid opens in September 2018. Expected installation to be completed in Summer of 2019.
- Streets Division – Small project concrete crew created and began work. The team is crack sealing again with rental equipment and will continue to rent through 2019, with planned purchase of equipment in 2020. Second Pothole Patcher arrives in October 2018 and new Striper arrives in September 2018

Streets Division; small project concrete crew began work. The team is crack sealing again with rental equipment and will continue to rent through 2019 and that's when we begin to purchase our own equipment. We also have a second pothole patcher on order that's scheduled to arrive here in the coming month and we have a new striper machine that's going to come in place for 2018.

Increase Customer Service and Communication

- Streets team is also developing new street sweeping protocol to begin in 2018; a new night crew was created recently to hit industrial areas and arterials so day crew can focus on neighborhoods. The new protocol will include planned routes and messaging so folks will know when to have cars parked off of the street.
- Streets team is developing strategies for operational changes and how the team is structured to improve services and safety of the public and personnel. These are likely to be completed and in implementation mode in second quarter of 2019.
- IMS (Infrastructure Management Services) – Received pavement condition data and presented to the Public Works Standing Committee
- Evaluating ideas with KCMO to use the Kaw Point Treatment Plant – RFQ to be issued in late 2018
- Wastewater Fee Study – Ongoing for recommendations to BOCC
- Integrated Overflow Control Plan (IOCP) – Update and refinement continuing due to ongoing negotiations with regulatory agencies

The Streets team is also developing a new street sweeping protocol which began in 2018. We put in place with this a new night crew and they were able to go into areas like the industrial areas of the community so when people are not down there, they are able to go do their focus. We're also working on a new protocol that will put planned routes in place, so we can message to people in neighborhoods and have them park off the street, so we can come down and do a much more efficient job of cleaning those up.

Increase Customer Service and Communication

- System-wide SCADA System – Upgrade under final design for bidding and construction to begin by Summer of 2019.
- Smart Solutions for Facilities & City – 4 firms selected
- Green Infrastructure- Continued to grow the Green Stormwater Infrastructure (GSI) Program by implementing GSI into public works projects, holding workshops to discuss updating design standards and policies on GSI and storm drainage, and received a grant through the Health Care Foundation for Community Outreach for GSI implementation in the Park Drive/Clifton Park neighborhood. Green stormwater infrastructure was implemented into the new parking lot behind Memorial Hall and is planned to be constructed with the new Juvenile Detention Facility.
- Completed the City Hall 'Metasys' state of the art climate control upgrade
- City Hall Emergency Management A/C upgrade – underway
- City Hall Structure/Stabilization & Ground Floor Water Infiltration Project – funded. Phase I Investigation begins in late 2018.

Our System-wide SCADA System; this is our computer system that alerts us about how we are with all our pumping. We did upgrades on this and final design for bidding and construction, due out by next year.

Increase Customer Service and Communication

- Completed Phase I of Court House roof installation. Phase II and Historical Society Review has begun.
- Completed Court House HD security camera w/monitors at security stations project
- Completed Court House basement vending area improvements
- Court House HVAC Upgrade – Benesch Professional Services selected. Initial investigation and review completed.
- Justice Complex State of the Art elevator upgrade ongoing. Estimated completion end of September 2018 (ahead of schedule).
- Justice Complex flush valve replacement/upgrade in detention areas – underway
- Justice Complex HVAC upgrade/cooling tower replacement – underway
- Completed Cerner Health Building pharmacy construction
- PD Headquarters lobby area renovations – Second floor plumbing completed. Ceiling tile replacement and lighting underway.

Completed Court House high-definition security cameras with monitors at security station project.

Increase Customer Service and Communication

- Completed West Annex basement remodel project
- West Annex Treasurer's Security Counter Upgrade w/Safety Glass Barrier – underway
- West Annex west entrance sidewalk – underway
- Health Department Outdoor Façade Lighting Upgrade to LED – underway
- Completed NRC Retrofit Storage Area for new office space
- New Fire Station at Hutton & Leavenworth Road – Arch Images selected and drawings underway. Haren Holdings selected as CMAR. Design & Build Schedule is on schedule.
- Fire Station #5 Dorm & Bath Remodel – underway and on schedule
- New Parking Lot behind Memorial Hall – underway with completion expected in mid-October (weather permitting)
- New Juvenile Detention Facility construction began in early September

The West Treasury Annex is undergoing. If you have not been in there, they're undergoing a new glass barrier in there for security purposes with limited openings as this is underway right now so we have people directed to come downtown.

Increase Customer Service and Communication

- Collaborated with Johns Hopkins University and five other cities on their new "Roadmap" tool for moving information from academia to the field
- Published a blog on the National League of Cities web site on local government and academic cooperation
- GS staff worked the La Placita market all summer, to share SOAR information with attendees.
- GS staff continues to develop and maintain MySidewalk to share the efforts and successes of SOAR with the public.
- 2018 Real Estate Notice of Values were mailed on March 5th, with an Informal appeal deadline of April 4th
- Real Estate Appeals filed in 2018 were 2,751 (616 Commercial, 2135 Residential) compared to 2,834 (526 Commercial, 2308 Residential) in 2017
- Reinspection of parcels in 2018 were 15,658 compared to 12,393 in 2017

We published a blog with the National League of Cities about what we're doing with our delinquent tax and such like that, so it was good to see us get some national attention from that perspective.

Increase Community Cohesion

IMPROVE COMMUNICATIONS WITH RESIDENTS AND BUSINESSES

INCREASE COMMUNITY PARTICIPATION

Increase Community Cohesion

Health Department

- Received $40,000 grant funding to coordinate an expanded AmeriCorps VISTA program for 16 volunteers, who will be working in several UG departments and multiple community partner agencies.
- In conjunction with Healthy Communities Wyandotte Food Systems Action Team, hosted a Grown in Wyandotte Dinner. The dinner included education about the importance of our local food economy: Growing Local, Buying Local.
- Organized an MLK Commemoration event at the John Brown Statue to celebrate the life of Dr. King, and unify the community after the recent vandalism of the Statue

Under Community Cohesion; we received a $40,000 grant to coordinate an expanded AmeriCorps VISTA Program which provides 16 volunteers into this.

Increase Community Cohesion

Parks and Recreation

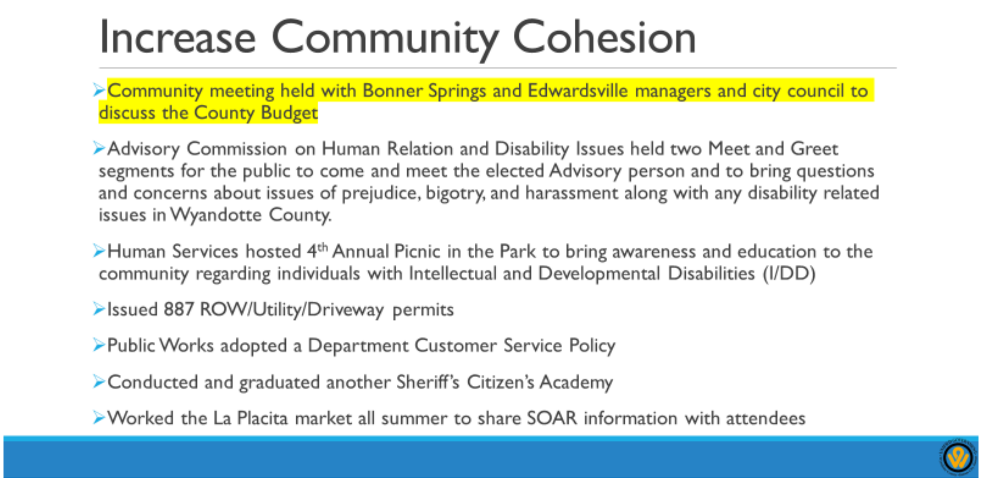
- Parks Foundation Golf Tournament had approximately 98 players, total of 27 teams
- Held first series of "Movies in the Park" at Heathwood, Rosedale, and Kaw Point Parks
- 5th Annual Christmas in July, 32 boats registered for the boat parade, over 750 patrons in attendance
- Parkwood Pool Backpack Giveaway held on August 11th; gave away over 800 backpacks
- Parks and Recreation was presented with a $50,000 check for renovations to City Park baseball field #3 by Royals Charities
- Awarded $30,000 from the National Parks and Recreation Association's Meet me at the Park play spaces program to provide an inclusive play space at Fisher Park
- Reopened the Parks Office building at the entrance of Wyandotte County Lake on September 4th

We held the first series of "Movies in the Park" at Heathwood, Rosedale, and Kaw Point Parks.

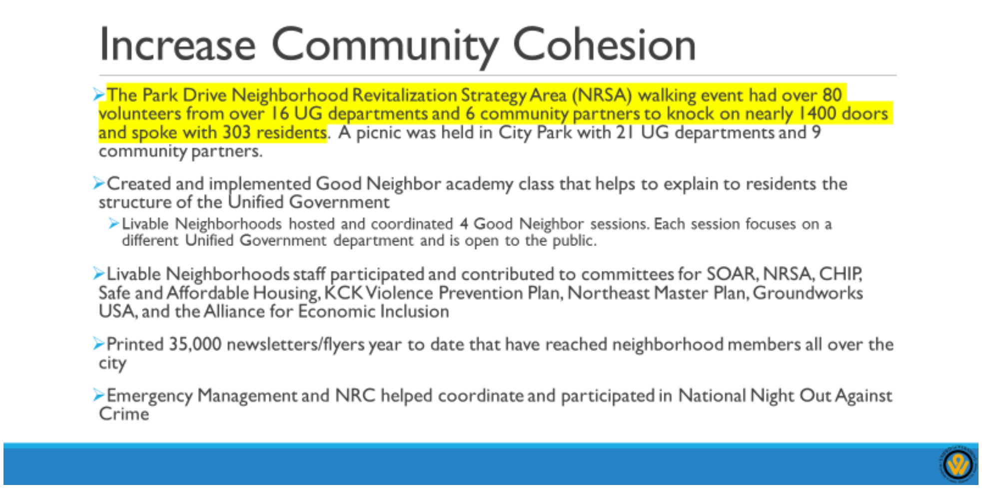
Increase Community Cohesion

- An ordinance lowering fees for driving while suspended convictions was adopted
- Revised payment processing form for condemnation projects to increase clarity and improve payment time
- Negotiated an equitable relocation agreement with Atmos Gas regarding their gas line along Hutton Road
- Negotiated a long-term agreement with the Fairfax Drainage District for the use of the District's sewer lines
- Planning Department is working with Fairfax on new entry signs funded by the CID
- Economic Development Department attended 22 community events
- Hosted weekly neighborhood walks involving all UG Departments with measurable outcomes
- Appraiser's Office assisted KCAA on providing 2018 Legislative testimony regarding assessment and taxation issues

The Economic Development Department attended 22 community events.

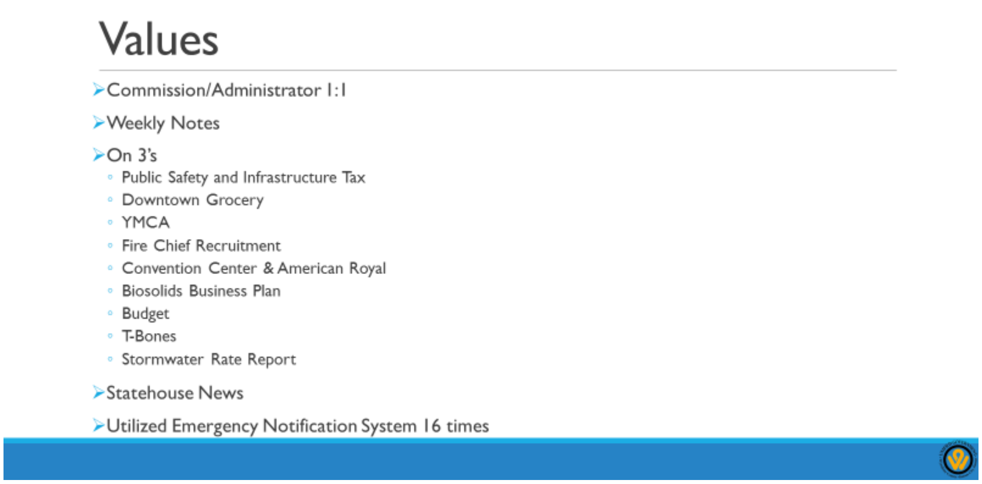


A community meeting was held with Bonner and Edwardsville managers and City Council to discuss the County budget that Mayor Alvey and I and Commissioner Walters were all able to attend.



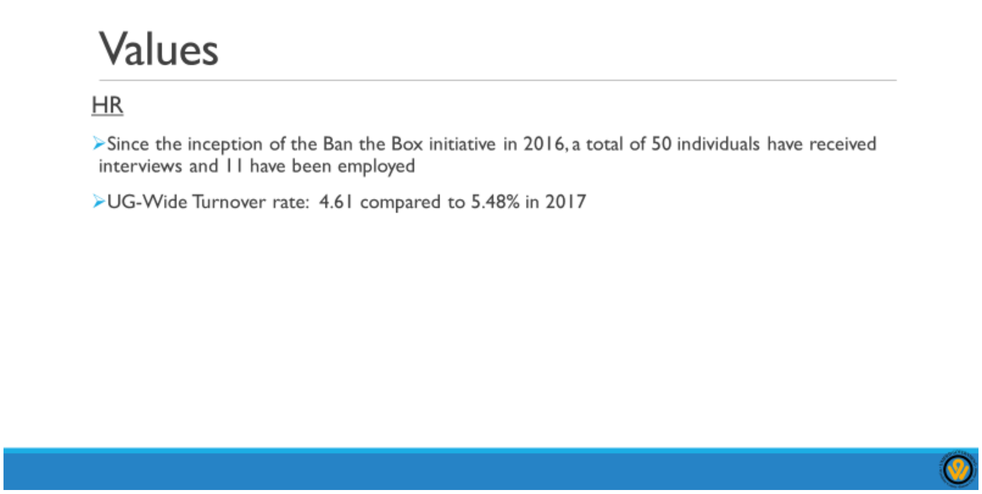
The Park Drive Neighborhood Revitalization Strategy or the NRSA walking event had over 80 volunteers from 16 Unified Government Departments and 6 community partners. We knocked on nearly 1,400 doors and spoke to 303 residents during this time.

Just to touch on a few of the Value areas into that.



This is some of the communications that went out. We've had a number of on 3's through the course of this year along with doing weekly notes every week.

Attending a lot of—Employee Appreciation Week just happened a couple of weeks ago. This just kind of notes different meetings and such that happen internally with the government. As already noted, I hired a new Fire Chief and also a new Accounting Manager this year which it's nice to only have a few people on that listed versus in the first couple of years when there were a lot of different positions on there.



Also, under HR I think it's important to note since we put the Ban the Box initiative in place in 2016, we've had a total of 50 individuals that have received interviews and 11 have been employed by the Unified Government through this initiative. Also, our turnover rate is 4.61 compared to 5.48 last year.

Mayor Alvey asked if there were any questions or comments on this portion before we move into the next segment, let's bring them now.

Commissioner Johnson said my comments are directed to first of all our new Chief and I want to welcome you to Wyandotte County. Perhaps for those who are watching on television, you could introduce the colleagues that are with you as well. **Chief Callahan** said I have Chief Letcher and Chief Stroud with me.

Commissioner Johnson said I appreciate the 100 Day report that we got. That's something that I think is very admirable and it looks like you've made great progress in a short amount of time here. One of things that I reflect back on is the Citizen Survey and also the FACET Study and it seems the Fire Department has the perspective of our community is very well received in terms of timeliness, in terms of customer service, and things of that nature.

One of the things I emphasize with the prior administration and continue to, I want to make sure that it is being said that we find a way to improve our diversity of our Fire Department and all of our Public Safety. Since the Fire Department is here I will direct that towards you. I didn't see any of that in this 100 Day report. I would like there to be some thought given to adding some measurable goals and strategies with regard to that.

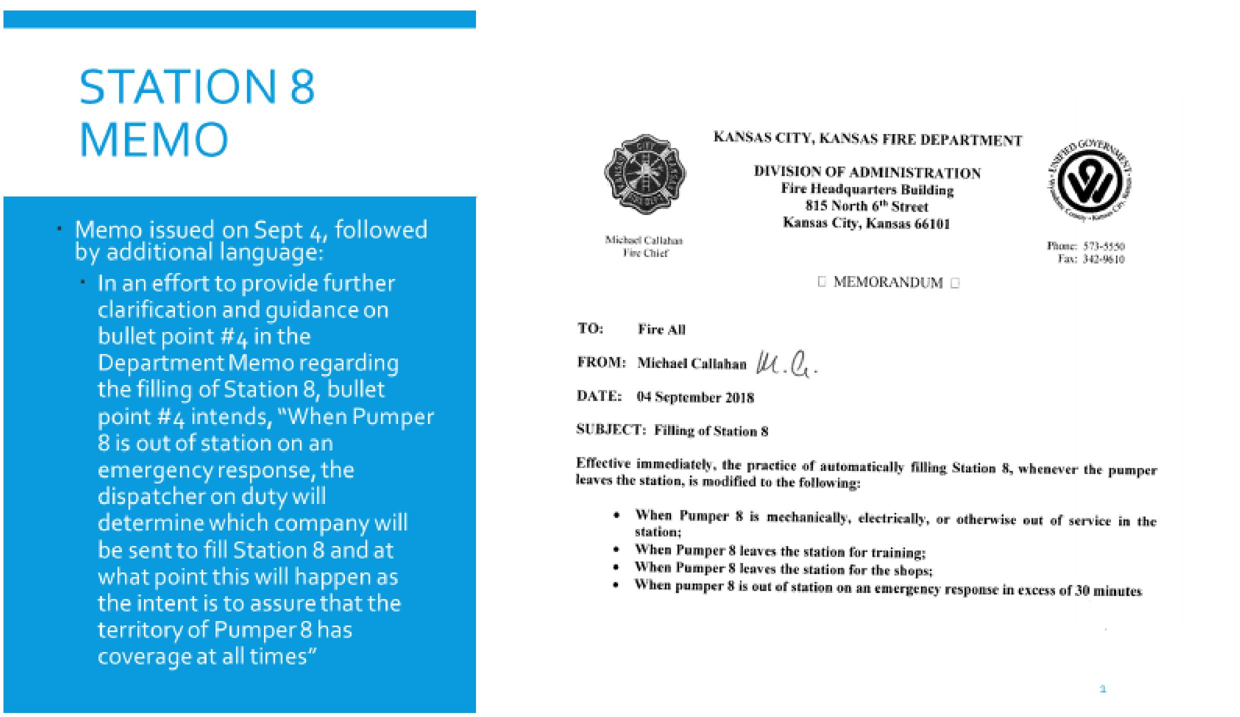
As you know when you came to Wyandotte County and Kansas City, Kansas this is a richly diverse community, richly diverse, great history, a lot of ethnic diversity throughout the entire the city. I just think that we need to have all of our departments, not just Fire, but all of our departments reflect that rich diversity. I will say including women as well in terms of how we hire and promote those persons throughout this area where the great majority of our budget is allocated towards. I just want to ask that you would give real strong consideration, and just know I'm probably going to come back around and ask the question again at some point in the future, that we can see that there is some effort to—some real effort to putting forth some measurable objective strategies towards those ends.

Chief Callahan said thank you for your comments. Just a point of information, you mentioned the female firefighters, we recently partnered with KCMO and the Girl Scouts for a project called Camp Fury and Camp Fury is to increase female participation in Fire, EMS, and law enforcement. That project is beginning and actually we met two days ago in my office. The first topic Morris and I have had several meetings and we have met with HR to discuss exactly the topic you just brought up.

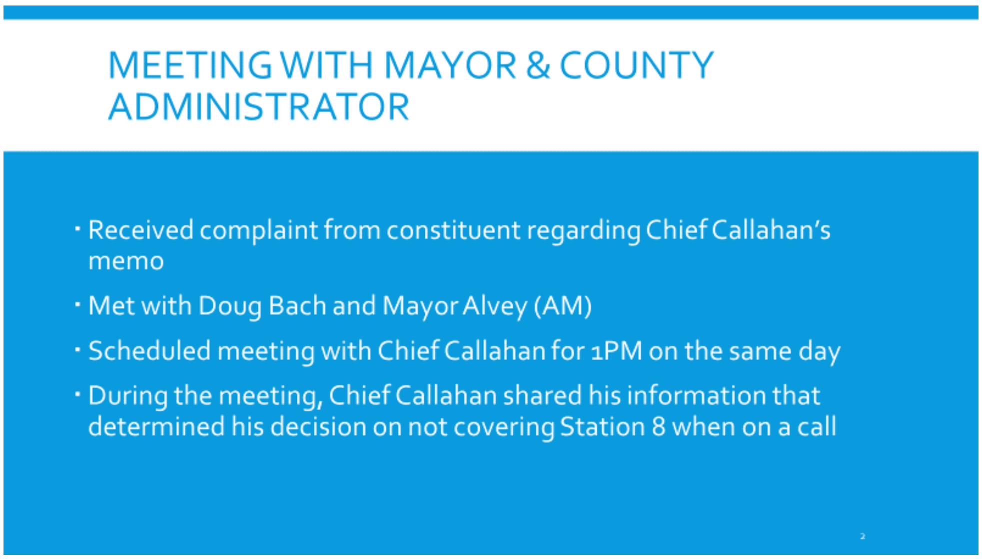
Mayor Alvey said, Chief, one of the parts to your plan was evaluate the condition of the department's physical facilities. That is complete. If you had three adjectives to describe in general the condition of our facilities, what three adjectives would you use? **Chief Callahan** said small, old, and in need of repair although that's not actually an adjective. **Mayor Alvey** said so you saw what we heard.

Mayor Alvey said if there are no other questions or comments for Mr. Bach or Chief Callahan, then I will pass the baton to Commissioner Kane.

Commissioner Kane said in 13 years I've never given a presentation to the Commission, to the body, to whatever.



But I felt the need when this memo went out. Effective immediately, the practice of automatically filling Station 8, whenever the pumper leaves the station is modified to the following. What bothers me the most is when it says on the bottom line excess of 30 minutes. After I said something about that, they issued a memo, in an effort to provide further clarification and guidance on bullet #4 in the department memo regarding the filling of Station 8, bullet point #4, when a Pumper 8 is out on an emergency response the dispatcher on duty will determine which company will be sent out. There's two questions here. What happens if there's a shift change—there's three of them. What happens if there's a catastrophe somewhere else in Wyandotte County?



I got a complaint from a constituent. That morning I went and met with Doug Bach and Mr. Alvey. I wanted the practice stopped. We scheduled a meeting with Chief Callahan for 1:00. What upset me there is the tactic was we don't want you to see him right now. We want to talk to him before he sees you and that's an old management move so they can coach the Chief and I'm telling you I was upset. During the meeting Chief Callahan did share his information that determined his decision on not covering the station when on call.

SERVICE COVERAGE DATA

In 2017, Pumper 8 responded to 904 emergency calls, average 2.47 calls per day in territory. Average length (dispatch to clear) was 26 minutes and 47 seconds.

During same period, Pumper 4 responded to 2,025 emergency calls, average 5.54 calls per day in territory. Average length (dispatch to clear) was 34 min and 23 sec.

Population of Pumper 4 territory estimated at 10,500. Population of Pumper 8 territory (annexed in 1991; effective 1/1/1992; west of 115th & north of Parallel) estimated at 5550.

These data sets demonstrate the following:

- The territory of Pumper 4 is ***224%*** more active than the territory of Pumper 8.
- The average time required for Pumper 4 to operate on the scene of an emergency call in their territory is ***22.5%*** longer than the average time for Pumper 8 to operate on the scene of an emergency call in their territory.
- In 2017, when filling Pumper 8's station, Pumper 4 responded to a total of 32 emergency calls, an average of ***0.087*** emergency calls per day in Pumper 8's territory.
- In 2017, when filling Pumper 8's station, Quint 6 responded to a total of 20 emergency calls, an average of ***0.054*** emergency calls per day in Pumper 8's territory.
- In 2017, when Pumper 8 was not available to respond from their station, there was an average of ***0.142*** emergency calls per day in Pumper 8's territory.
- The territory of Pumper 4 has an **89.4%** greater population than the territory of Pumper 8.

From the perspective of a Fire Service professional, there is no tactical or logistical advantage to automatically fill the station of Pumper 8, especially with Pumper 4, which has a much more active territory and spends significantly longer operating on the scene of each emergency call. When Pumper 4 leaves their territory to fill Station 8, there is a tactical breach created, that simply numerically, is demonstrably much more dangerous and injurious for the residents of Pumper 4's territory.

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Here's some of what he said, and I wish this would have been bigger. It says the population of Pumper 4 territory is 10,500 and the population of territory 8 in Piper is only 5,500. That is inaccurate. On the very bottom of it, it says the territory of Pumper—in the middle, the territory of Pumper 4 has 89.4% greater population than the territory of Pumper 8 and I will show you that is not true.

TIMED DRIVE OF SERVICE AREA

- Commissioner Kane and Mayor Alvey conducted timed drive from fire station to locations within Station 8 service area such as Freeman Farms

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When I was talking to Mr. Bach what my goal was to stop what was going on, regroup, take a look at it, that didn't happen. The Mayor and I conducted a timed drive from Fire Station 8 service area. Mayor, would you like to say anything about that? **Mayor Alvey** said after that meeting I talked to Mr. Bach and said after having driven that area, I understand that Pumper Station 4 has 224% more activity, more calls than Station 8. With that data I could understand why the Chief would do that. When you drive it and you try to go to those further neighborhoods like Freeman Farms and others, it's if the pumpers or the back-up is not there or on the way at least, you really extend those times to backfill that area. Those were the concerns that I passed on to Administrator Bach.

Commissioner Kane said I want all my commissioners to go out there by Station 8. I want you to drive the 4, the 6, and the 8 minutes and add 30 minutes to that timeframe and if that was your family member or you, how would you feel about that? **Commissioner Murguia** said I did that last night Commissioner Kane, and I wouldn't feel good about it.

Commissioner Kane said it's often a joke. We talk about the pole barn and that's the pole barn at 123rd Street. You see that tanker truck, that's a 1975 tanker truck. It starts every day, it drives, but if you're going to stop it, it takes about a half a block before you can stop it. That was where they ran the horses out of for the fire station. I want you to think about that for a minute and they've done a good job of making it a place for those guys to go, but it's still a pole barn.

RESPONSE EXPERIENCE

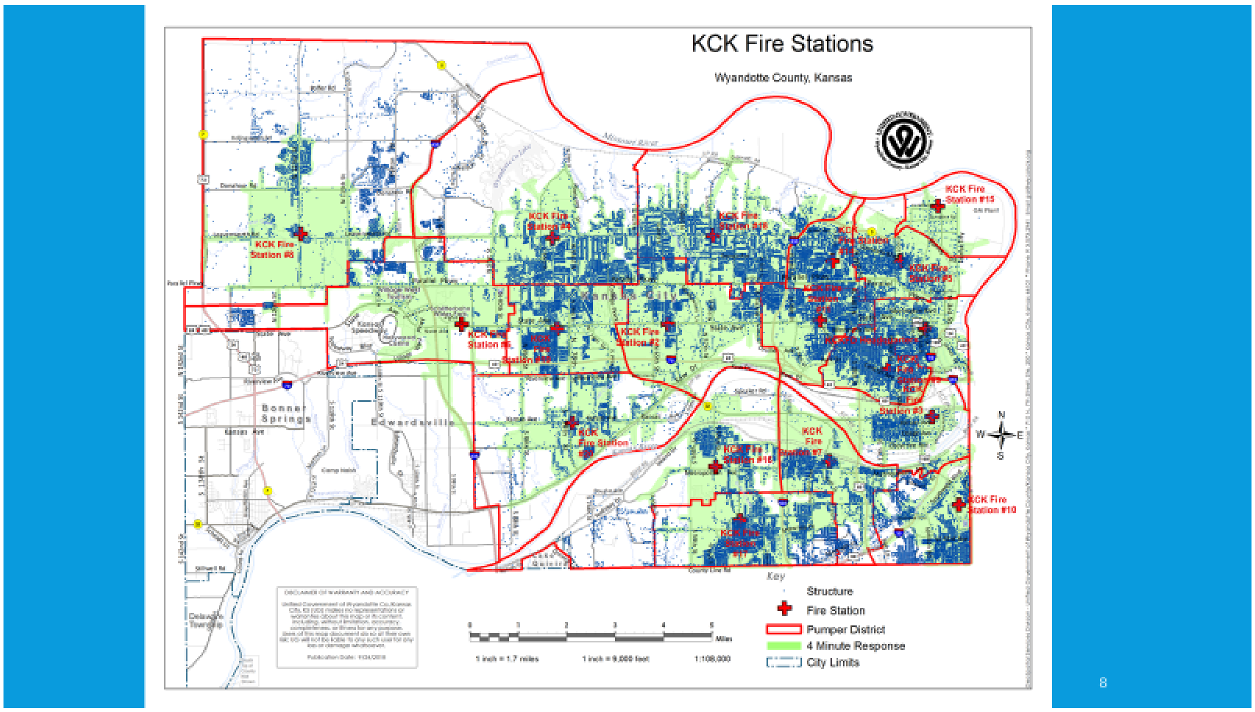
- Commissioner Kane experience
- October 31, 2017
- 8 minutes to reach home
- 6 minutes to load into transport
- 18 minutes to reach KU Medical Center

I'm going to talk about my personal experience. Halloween night last year, I got home from work. I didn't feel good. I told my wife to call an ambulance. My son was about 4 minutes away, he's an EMT. It took them 8 minutes to reach my house. My son had already assessed what was going on and they thought I was having a stroke. It took 6 minutes to load me, it took 18 minutes to get to KU and add a half hour to that if I was a stroke victim. I woke up and the doctor was telling my wife I don't know, and I thank God they got there in a timely manner, but what happens if it was another 30 minutes, I might not have been so lucky.

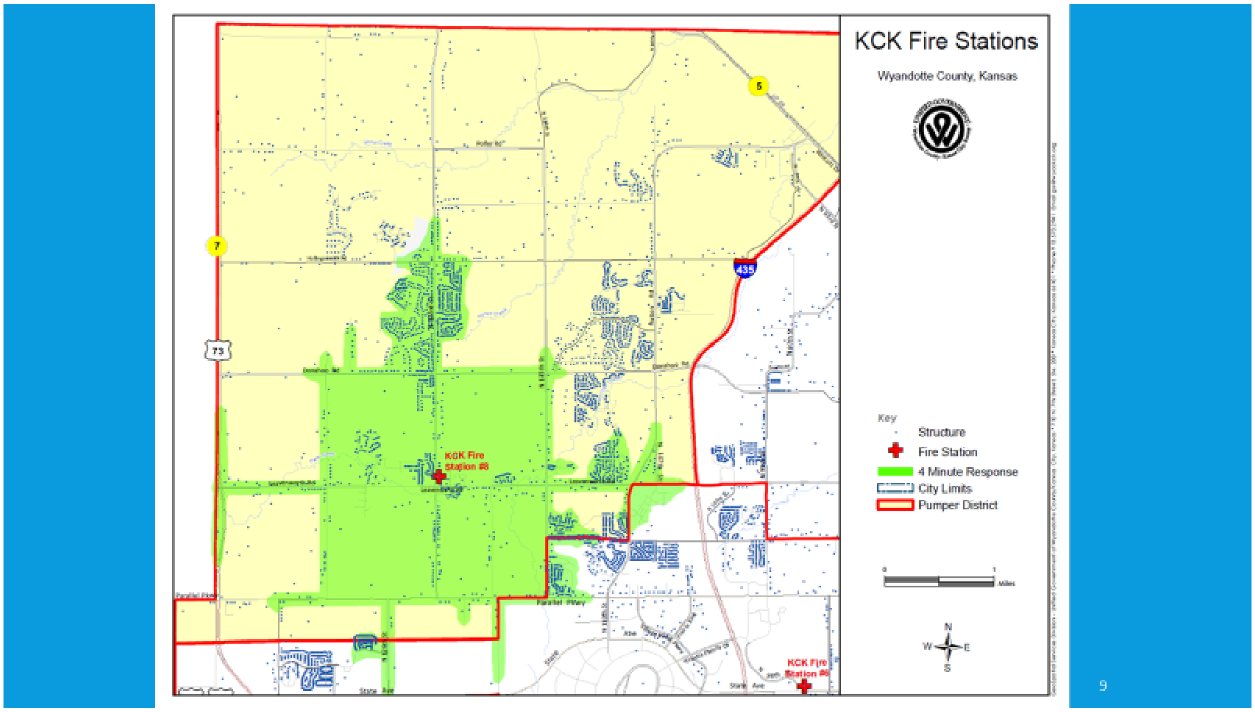
PIPER POPULATION GROWTH

- ***USD 203 Population***
  - 1996 estimate, 5,650
  - 2017 estimate, 15,980
  - The population growth in USD 203 between 1996 & 2017 ***increased by 183%***
    - Note: estimates derived by annual change in USD 203 population (2000 & 2010) & MARC forecasts by Census tract (2010 & 2020).
- ***Population change in area annexed in '91 (effective 1/1/1992)*** (west of 115th & north of Parallel; tract 448.03)
  - 1990 population = 1,623
  - 2000 population = 2,095
  - The population growth in annexed Piper area of KCK was ***29%*** between 1990 & 2000.

We talk about the population and in 1996 in the Piper area there was 5,650 people. In 2017 there's 15,980 people, an increase by 183% not counting the school teachers and the people that work in the area. If you look at that—and then they talk about Piper proper where from 1990 it went up—2000 it went up about 500 people. The population annexed in the Piper area was 29%, but I want you to go back and look at 15,980 residents. That is a huge increase and we have a pole barn fire station.

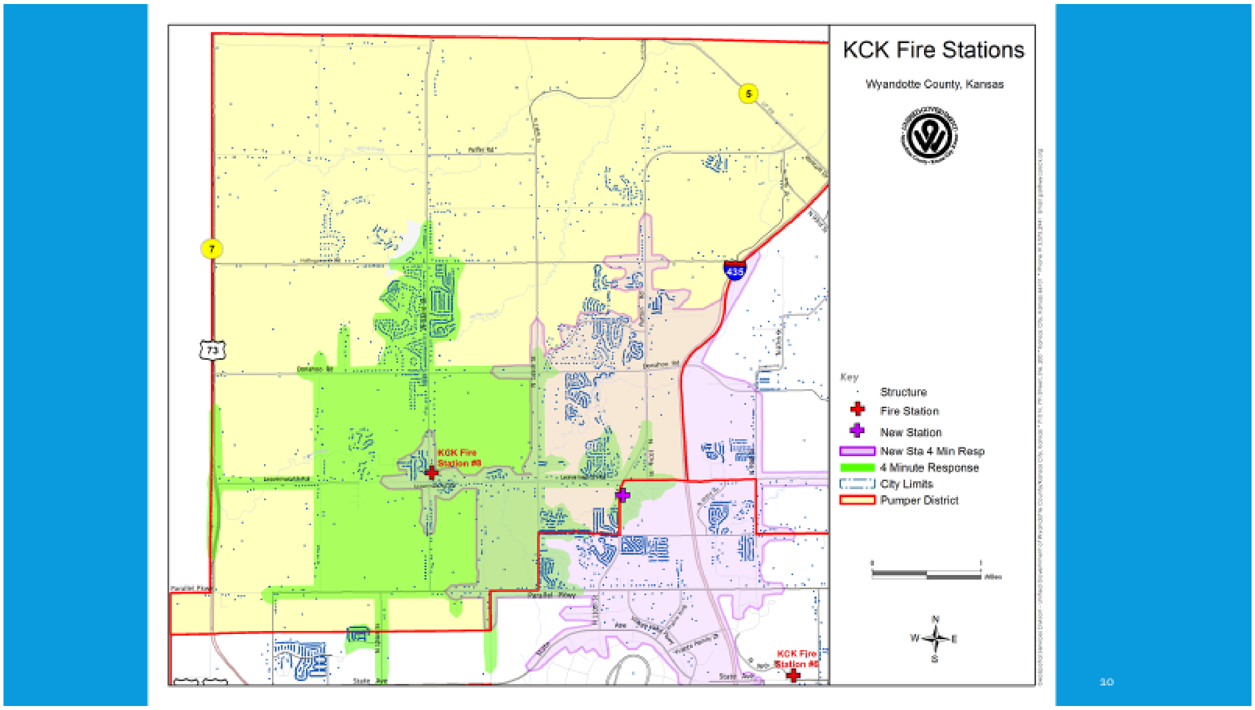


I want you to look at the green here. The green is where all your fire stations are at and it's all mapped out to show the 4-minute time response in each one of your areas. There might be a couple of gaps in there, but I want you to take a really good look at that. Look at where your fire stations are at and look at how closely they are placed at where they needed to be.

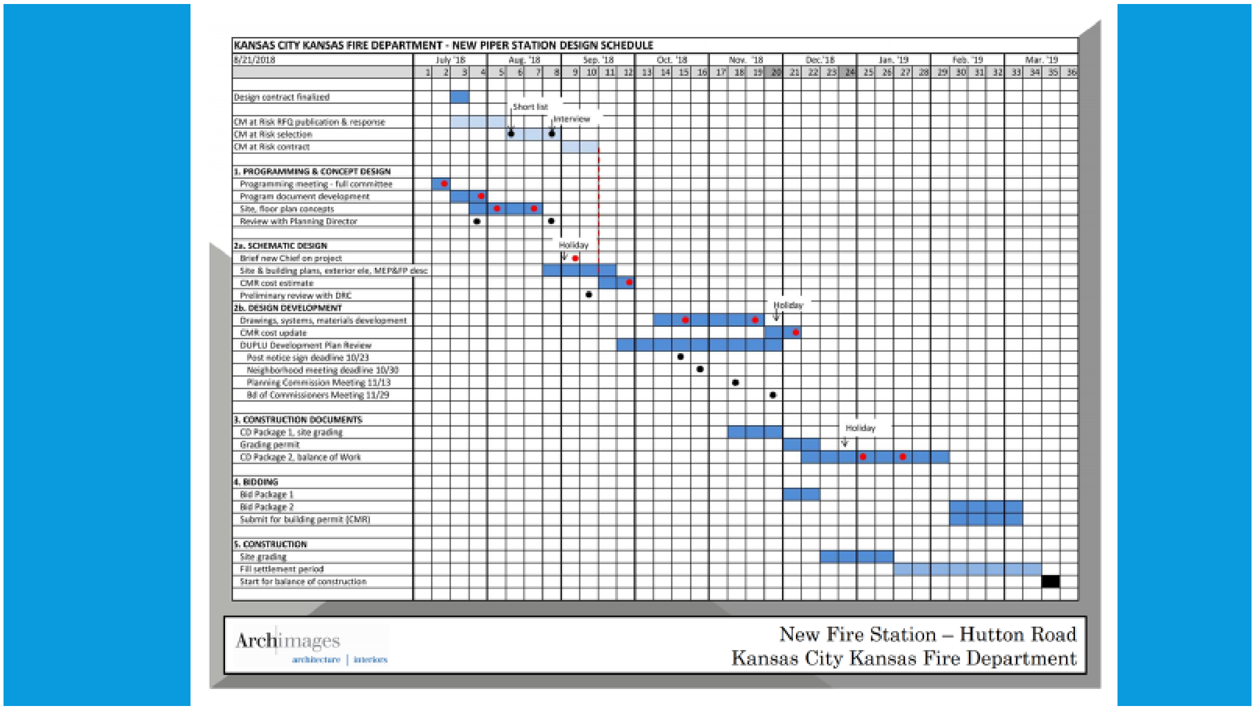


Now, look at Piper's. The 4-minute response time. My house is not in that 4-minute response time. In fact, most houses aren't in that 4-minute response time.

I want you to look and think about what the people live north of Donahoo, how they feel about what's going on down in Connor Creek, down in Wolcott, down everywhere else and you add another 30 minutes to an already timed situation that we don't have time for.



When they add the new fire station, look at how much of a gap is still out there. The fire station covers quite a bit more ground, an unbelievable amount of ground, but look at what's left. Look at how exposed we are out west. I want you to think about that. If you remember correctly—well, we will go to the next thing, but I want you to think about even with the new fire station where we're at out there and where you're at with each one of your fire stations and how close your fire stations are to serve the community.



This is the timeframe. We had a meeting last week and they showed this to us and said, wow, we're going to do this. They were more enthusiastic about the toll lot being $5M and they have a timeframe for the toll lot, but here's what you won't see on there and Mr. Bach said this in front of the Mayor, they in fact drug their feet. The question is, if they drug their feet on this project, what other projects did they drag their feet on? Mr. Bach said it, I couldn't believe it, because I kept saying they're dragging their feet, they're dragging their feet and the Mayor assured me they weren't dragging their feet. Mr. Bach said it right in front of the Mayor. I want you all to think about that. This whole thing I've been talking about is they have been dragging their feet and now I want you to think about something else, that it's not going to be done until 2020 which is almost four budgets after we voted on the first budget. That is huge and to be misled by the Administrator which means I misled the community in telling them it's coming, and I was told it's coming and then he got mad because we were arguing, he said they did drag their feet. I don't know why they did it, but they're still dragging their feet.

FIRE STUDY

The study demonstrated that Piper needs three Fire stations, including the pole barn, not just one.

We had a group of academia's come in and do a study for us and that group told us that we didn't need just two fire stations, we needed three including the pole barn. No, I don't have a degree. Those guys all had degrees. Those guys told us that we needed two fire stations, not one. My grandbabies will be in high school or college before we build the third one.

STATION 4

Here's Station #4 at 91st & Leavenworth Road and I absolutely don't want the community to think that they want to be underserved like we are out west. I want to fill that gap. I don't want those folks to leave that and staff tells us all the time, you always come up with the issues, you always come up with the complaints, come up with the fixes.

The fix is, put a new truck out there at 6's. I don't have faith in this company, our staff, getting that done in 2020. I've showed you the gaps that are out there. Every year we have money that we come in and it says—you know we always collect more than what we had coming. Well, I think we need to take some of that money, put a truck out there to close that gap until they build the fire station.

Think about even when that fire station is out there, the second fire station, look at the gap. West of 99th Street, north of Parallel, we pay over $13M in taxes and we have a pole barn that saves our people's lives and now we want to wait 30 minutes to save our people's lives.

I think the practice that they did was absolutely the wrong thing to do. I think we need corrective action now, go back to what it was until we put a truck in out at 6's and I'm telling you folks when I found out they were dragging their feet—and then the group they hired to do this, I don't know if they had the capacity to perform the function. If you hired a bigger group to do it, it would have been faster. They're going to build a convention center, a $300M project, in Missouri in almost the same timeframe and we're talking about $4M.

I want a new truck stuck out at 6's until we get the fire station built and I cannot believe that I have been put in a position like this with a district that is already underserved, and that staff doesn't care that they want to go ahead and make us even more underserved. I wanted you commissioners to know what's going on because I don't want it to happen to you.

Mayor, Mr. Bach, the Administrator, I want a new truck out at 6's. I want one as soon as possible because I'm not sure I can rely on you guys getting that done by 2020.

Mayor Alvey said, Chief Callahan, will you explain the process that you went through for this directive, just for information? **Chief Callahan** said as I said earlier, I have been going around meeting with the field personal in the fire stations. I met with the personal in both Station 4 and Station 8. I also met with the Command Staff to discuss the automatic change from Pumper 4 going to fill Station 8 and then I collected a dataset that indicated that an automatic change wasn't required. In the opinion of myself as a fire service professional the automatic change—there is going to be very little noticeable difference from what it used to be in terms of an automatic change. For example, prior to my order if Pumper 8 left quarters to go 50 yards down the road for a brush fire, Pumper 4 was dispatched to the other house to fill leaving a technical and strategical gap in Pumper 4's area.

My current orders say that if Pumper 8 is mechanically or electrically or for any other reason not in service in their quarters, they automatically get a company there. If Pumper 8 goes to the shop for service, we put a company in there. If Pumper 8 goes to Headquarters for training, we put a company in there. The 30-minute misunderstanding, I will say, is that the professional dispatchers in the Dispatch Center have the capability and ability to assess the situation. If in their professional opinion Pumper 8 leaves quarters and are going to a house fire, that's going to take more than 30 minutes, they send a company out there. They don't wait until they're gone 30 minutes. Additionally, if the professional dispatchers in their opinion, determine that Pumper 8 is going to leave quarters for a brush fire, they don't have to pull another company, another pumper out of a station to send them out there when in fact Pumper 8 will be back in quarters before the pumper that was going to fill the station even gets there. That was my logic.

Commissioner Kane said look at the bottom line. When Pumper 8 is out of the station, emergency response in excess of 30 minutes. You can do all the academia stuff you want. Commonsense says that we are exposed out west and I want us covered up. The community wants us covered up. There is not a day that goes by when I go to the grocery store, the gas station, or something like that somebody says where's the fire station. I've actually had people say I think you lied about the fire station and had we not drug our feet, had they told me the truth that somebody messed up, then this might have been a different situation. Being built in 2020, almost four budgets later, are you going to want to wait four budgets later for one of your projects? Think about it. We're going to have to put that pumper truck out there at some time or another, why not now?

Mayor Alvey said, Chief Callahan, are there any other—you know Commissioner Kane makes a very strong point that when you see the territory that has to be covered, clearly you can see that, are there any other things that are being done to make sure that we're improving the response times to the area of Piper? **Chief Callahan** said I can discuss two of those times. The tanker the Commissioner referred to, he is right. It's really old, really old. What we're doing is we're taking what is now a foam truck at Station 10, it has two 1,000-gallon tanks on it, it's almost new, it doesn't do a lot of running. We're going to replumb that and turn that into a tanker and put it in 8's. That's part of the solution.

The other part is what I discussed in my 100 Day Plan. On Monday I will be meeting with Chief's from Leavenworth County to determine their ability to provide automatic aid into the northwest corner of Piper for us, autowave as I discussed earlier. Those are two initiatives that are ongoing now. **Mayor Alvey** said of course you can't tell how long that will take, but what would you anticipate? **Chief Callahan** said for an autowave agreement it doesn't take long if everyone is in agreement and I will be meeting Monday morning at 8:30 a.m. with the Chief's from Leavenworth County and the tanker—excuse me, what's now a foam rig should be being replumed and it will probably take two weeks.

Commissioner Kane asked what are we going to tell a family that's watching a football game that their dad has a stroke. What are we going to tell them when we knew that we didn't have the coverage out there that we should have and all away around the rest of the community has a 4-minute response time except it took them 8 minutes to get to my house, another 6 minutes to assess me, and the school is a little bit further than my house. There is a need for a truck at 6's so we can close the gap and not worry about how fast the fire station is getting built. We're going to have to put a pumper or some sort of fire truck out there anyway, we might as well do it now.

Commissioner Bynum said, Commissioner Kane, I really appreciate what you're bringing forward, so I'm not an expert in fire coverage, but what I am going to say is this area needs coverage period and what you proposed may be the correct answer, I don't know that. I'm going to ask, Mayor, County Administrator, and the Chief to get fire coverage in this area. What you're describing is just not right. Whatever agreement we can all come to for coverage while this pumper is out on a call has to happen and it has to happen ASAP and if that's a truck at 6, fine, but we've got to solve this problem. I just want to express my support for you and what you're bringing forward and the fact that we can't let this area not be served in the same way that all our other areas are.

Mayor Alvey said in the interest of time for us to get back down for our 7:00, this meeting is adjourned.

Commissioner Kane said you're going to sit on this? **Mayor Alvey** said no, we've heard. I think we've heard that. We're not here to take a vote on this. **Commissioner Kane** said I sure hope you don't drag your feet on this.

MAYOR ALVEY ADJOURNED
THE MEETING AT 6:51 p.m.

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Bridgette D. Cobbins
Unified Government Clerk

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