

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

REGULAR SESSION
THURSDAY, JULY 14, 2022

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Regular Session Thursday, July 14, 2022, with ten members present via Zoom and onsite: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Ramirez, Commissioner Third District; Johnson, Commissioner Fourth District; Markley, Commissioner Sixth District; Stites, Commissioner Seventh District; Davis, Commissioner Eighth District; and Garner, Mayor/CEO, presiding. Kane, Commissioner Fifth District, was absent. The following officials were also in attendance: Cheryl Harrison-Lee, Interim County Administrator; Misty Brown, Chief Counsel; Jeff Conway, Assistant Counsel; Bridgette Cobbins, Assistant County Administrator; Brett Deichler, Interim County Administrator; Renee Ramirez, Director of Human Resources; Wilba Miller, Director of Community Development; Reginald Lindsey, Budget Director; Jeff Fisher, Executive Director of Public Works; Diana Jimenez, Public Works; Debbie Jonscher, Deputy Chief Financial Officer; Courtney Sachen, Human Resources Partner; Michelle Eskina and Erin Riley, Human Resources; Dave Wimberly, Senior Human Resources Partner; Tayler Wash, Organization Effectiveness Coordinator in County Administrator's Office; Alley Porter, Commission Liaison; Ashley Hand, Director of Strategic Communication; Mike Dupree, District Attorney; Colonel Daniel Soptic, Sheriff's Office; Jeff Miles, Interim Fleet Services Manager; and Monica Sparks, Acting UG Clerk.

Mayor Garner said before I call the meeting to order, I want to announce that some commissioners, staff, and the public are attending remotely via Zoom, by phone, or also onsite here at the Unified Government. All participants joining by phone should mute their phones when not speaking to avoid background noise.

During the meeting, please make sure that you announce yourself by name and title every time you speak so the public that is observing knows who is speaking. This is critical given the number of remote participants and is current guidance from the Kansas Attorney General's Office.

I will now call the meeting to order.

Roll call: Ramirez, Johnson, Markley, Sites, Davis, Bynum, Burroughs, Townsend, McKiernan, Garner.

Mayor Garner said the invocation is being given tonight by Commissioner Harold Johnson of Faith Deliverance Church of God in Christ, followed by the Pledge of Allegiance.

Mayor Garner said I'll ask the Clerk, are there any revisions to tonight's agenda? **Monica Sparks, Acting UG Clerk**, said there are no revisions to tonight's agenda, Mayor.

Mayor Garner said tonight, as you noticed, we are modifying the order of the meeting to allow the items on the Administrator's Agenda to be first, as far as presentations are concerned. As I've stated previously, the Interim County Administrator has been conducting an audit of the organization and is ready to provide the initial updates from our auditors to the Commission as well as to the public. This information is valuable to the community and feeds into our continued budget discussions as well as how we can best provide services to our citizens here in Wyandotte County/Kansas City, Kansas. Therefore, I have elected to address the items at the beginning of this meeting. I will now turn it over to our Administrator to start with the resolutions.

ADMINISTRATOR'S AGENDA

Item No. 1 – 211806...RESOLUTION: NOTICE OF INTENT TO EXCEED THE REVENUE NEUTRAL RATE, SET PUBLIC HEARING, AND MAXIMUM MILL LEVY/PROPOSED TAX RATE

Synopsis: Notice of intent to exceed the revenue neutral rate, set public hearing, and maximum mill levy/proposed tax rate, submitted by Misty Brown, Chief Legal Counsel.

Cheryl Harrison-Lee, Interim County Administrator, said the first item that we will have on the Administrator's Agenda is a resolution for the notice of intent to exceed the revenue neutral rate. I will turn it over to our Chief Counsel Brown.

Misty Brown, Chief Counsel, said I have Jeff Conway in my office here to present the item along with Debbie Jonscher in case any other questions would arise.

Jeff Conway, Assistant Counsel, said it's a pretty simple resolution. It just complies with the requirements that there be some statement of intent to exceed the revenue neutral rate by July 20th of this year. It states that. It also must state the date, time, and location of the hearing that would be on the intent to exceed the revenue neutral rate. So, that's stated in the resolution. The other critical pieces are the statement of the revenue neutral rate itself for both the city and the county, as well as the proposed rates as identified in mills for the budget for both the city and the county. All of those critical pieces are in the resolution. That would be the first step to adopt the resolution and pass that on. Then, of course, the next step would be, of course, to have the hearing itself. That would be set for August 22nd at 7 p.m. Once that happens, then we follow through with the Senate Bill 13 process. There'd be the hearing. There'd be the passage of the resolution, presumably, at the end of that hearing. Then we'd move on from there. Then at the end, of course, the budget would be certified finally in October of this year. I don't want to belabor it. That's the basic idea. That's the resolution with the essential pieces in it and that's for discussion.

Commissioner Markley said I just want to confirm the proposed maximum mill rate that's stated in here is our current rate for the city and the county. Is that correct? **Mr. Conway** said that's correct, Commissioner. That was the certified rate carried over from last year. That was locked in last year. That's correct. **Commissioner Markley** said if there are no other questions, I'll move to approve.

Action: **Commissioner Markley made a motion, seconded by Commissioner McKiernan, to approve.**

Mayor Garner said we have a motion and a second to approve. If there are no other comments, I would like to comment that initially at the beginning of the year, I was in objection of exceeding the revenue neutral rate. I just would remind this Commission as we move forward with this budget process, especially as we look in our county and in our nation as we go headwind into what we believe may be a recession, that we have a lot of people in Wyandotte County that are struggling, working from pay check to pay check, dealing with high taxes, dealing with the BPU PILOT that is burdensome, not to mention the ongoing fees, and take your pick, that really lock a lot of our residents out of being able to utilize some of the amenities that we have in our county

and that stifle developments, from the individuals that I've talked to. So, let's keep those individuals in mind, those working families, and those individuals that are working hard to make ends meet.

I do have a question as well. Even though we're keeping the revenue neutral rate the same, I do believe at the beginning when we had this conversation, the tax rate from the mill levy increases, that I think were kind of brought through our county, really is going to bring in more tax dollars for our Unified Government, correct?

Mr. Conway said right. It's kind of the interplay between valuations and the mill rates. If you stay with the same mill rate, you're probably going to generate more revenue because of the valuations of the property. The mill rate here for the revenue neutral rate, as it's expressed in here, is lower because the mill rates had to be brought down so that you are raising the same amount of revenue because the valuations had gone up. I don't know if I explained that very well, but, in my non-budget mind, that's how I understand it.

Mayor Garner said but the bottom line is that residents will see a tax increase, correct, unless there's action taken by this Commission to counterbalance that. Is that correct? **Mr. Conway** said if the mill rates stay the same, naturally the assessed valuations are going to go up just because that's the way it is. That would increase the amount of revenue that comes in. **Mayor Garner** said which those revenues are generated from our taxpayers. Is that correct? **Mr. Conway** said that's correct. **Mayor Garner** said that, in itself, without an adjustment or this Commission taking that into consideration, can cause a tax increase unless the mill levies are adjusted in a manner that reflects those mill increases. Is that correct? **Mr. Conway** said that's right.

I do need to point out that this would set the maximum mill levies. It is possible to adjust it downwards, but this is the ceiling, so it would not be possible to go above these. **Mayor Garner** said and that's fine, but nevertheless, unless these factors are taken into consideration in a responsible way, as it stands today without any action on the part of this Commission to drastically and responsibly lower the mill levy to offset the mill increases, taxpayers will see a substantial increase. Is that correct? **Mr. Conway** said it all kind of depends on what the calculations are, but generally, yes.

Mayor Garner said with that being said, that's the position. As we move forward in this budget process, I'd just like to reassure the public that the decision has not been made by this Commission. I will continue to advocate for responsible tax reductions that can bring relief to the

residents of Wyandotte County that have been asking for it for a long time, as well as looking at the BPU PILOT and our fees and do so in a way that I believe can be done responsibly and without diminishing our essential services.

One area that I'd like to see talked about as we come to the conclusion of our budget process is we need to talk about how best to identify what essential services look like for our residents. Then we need to look at streamlining our government in a way and tightening our belt as the Unified Government. I have not heard that conversation. It is my opinion, based on the economists that I've talked to and some experts, that continue to raise taxes in a manner that we are and continue to raise costs without looking at how we streamline this government and operate more efficiently, is taking us on a path to bankruptcy, especially when we're \$1.7B in debt between both the BPU and the Unified Government with a lot of other fees, or I should say commitments that are still lingering out there. At some point, especially going into a recession, we cannot keep expecting to raise taxes on our residents. We are taxing people out of our county and taxing poor people deeper into poverty.

I say that. That's my position. This Mayor will continue to fight for responsible tax decreases, and I urge that this community share in that sentiment as you've asked me to.

Commissioner Bynum said I appreciate the comments that you're making, but I want to be crystal clear to the community that we're not setting any mill levy rate tonight. What's proposed on the table with a motion and a second is the maximum mill levy process that we go through as part of our budget efforts, setting the city and the county mill levies at the maximum level that would be allowable during this budget process. I think we still have a lot of budget conversations left to hold, especially including what you bring forward with identifying what we might consider to be essential services as well as possibilities for streamlining government. We have many opportunities yet in front of us for mill levy reductions before we adopt the budget. I just want to make sure that's very clear. These are not the mill levies that we're adopting. We are performing this exercise in setting the maximum mill levy.

Commissioner Burroughs said as I read the title, I think it's pretty clear as to what we plan on doing this evening. It's the governing body's intent to levy a property tax exceeding the revenue neutral rate. And, Mayor, I don't disagree with your comments.

Mayor Garner said I just want to make it clear, too. Revenue neutral, to my understanding, is not a tax reduction by any means. To do that, we would have to lower taxes beyond the revenue neutral, and I believe that was brought up at about 8.5%. Is that correct? **Debbie Jonscher, Deputy CFO**, said yes, that's correct. Going to the revenue neutral rate would keep the tax revenue that's collected exactly the same in 2023 as it is currently in 2022. **Mayor Garner** said and that was 8.5%, I believe. **Ms. Jonscher** said I believe what you had seen earlier it was about 8 mills.

Mayor Garner said I go further to say that what we wouldn't see is a tax decrease, but the proposal and the recommendation I brought forward with revenue neutral was to try to prevent a tax increase on our residents which would force us, when you talk about cost, to really bring back to our administration to basically tighten the belt, cut costs, determine what essential services are, and really fund our government at the same revenue that was approved in the current budget that we're under now. Is that correct? **Ms. Jonscher** said that's correct.

Mayor Garner said with that being said, I'd just like to reaffirm my commitment to that narrative and would encourage our commissioners to really think about our residents and the continued cries for both tax relief, BPU PILOT relief, and looking at our fees in a way that at least can put a pressure point on these burdensome taxes and fees that we have asked for far too long, in my opinion, for our residents here in Wyandotte County to carry the burden.

Commissioner Ramirez said, again, just want to remind the community, you're taxed only 46% of your tax dollars goes to us. The reminder: USD 500, the Library Board, KCKCC, and if I can remember from past, they are also going to exceed their revenue neutral rate. If we lower our taxes, it's going to have a minimal effect. It needs to have all taxing jurisdictions working together, but we don't have that. We, as a Commission, have asked for it but nothing has come from it.

Mayor Garner said I appreciate that comment, but I'd like to say that conversation, I believe is still on the table with all our taxing entities. Hopefully, it will be a part of this budget process. (inaudible) Unified Government. I think people in most other jurisdictions follow our lead, at least we hope they do. We should take the lead in making sure that we—you talk about 46%, that's almost half. That can be impactful especially when you're talking about mill levies have gone up. Just keeping a revenue neutral rate, the Unified Government has the ability on our own, as being the top governing body within Wyandotte County, to at least start paving the way

and saying we're going to do our part to put a pressure point on and we're going to work with these other taxing entities to move that conversation forward.

Commissioner McKiernan said I'd just like to remind everybody, as I do at all of our meetings, that at every meeting we come, people ask us to improve the level and quality of service delivery in terms of the services that we provide to the citizens of Wyandotte County. Just as the costs for goods and services and personnel is rising around the country, it is similarly rising for the Unified Government. For us to simply provide the same level of service that we have in the past, is going to cost us more money. I understand the desire to lower how much we pay. We just have to be mindful that we may not be able to provide services at the level that we want if we go that route.

Mayor Garner said I would remind those that are watching, that watched back in March, this Mayor came with a proposal that was completely rejected by this Commission—in a way, to me, that really raised eyebrows with folks in this community—that came with a responsible plan that could do just that, especially when you're talking about several hundred funded employee positions where we could have found cost savings that wouldn't have at all impacted essential services here in Kansas City, Kansas. Those are the types of conversations that we need to have. Those are the types of things that we need to move forward. The bottom line is, we cannot continue to put the burden of taxing our citizens and thinking that they can handle that tax burden when this is one of the poorest counties in the state of Kansas. It's irresponsible.

I have a motion and I have a second. Clerk, roll call.

Action: **RESOLUTION NO. R-35-22**, “A resolution of the Unified Government of Wyandotte County/Kansas City, Kansas, regarding the governing body’s intent to levy a property tax exceeding the revenue neutral rate.” Roll call was taken to adopt the resolution and there were eight “Ayes,” Ramirez, Johnson, Markley, Stites, Davis, Bynum, Townsend, McKiernan; and one “No,” Burroughs.

Item No. 2 – 211809...UPDATE: HUMAN RESOURCES ASSESSMENT

Synopsis: Update of Human Resources Assessment, submitted by Cheryl Harrison-Lee, Interim County Administrator.

UNIFIED GOVERNMENT OF
WYANDOTTE COUNTY AND KANSAS
CITY, KANSAS
HUMAN RESOURCES AUDIT PRESENTATION



Presented by
Gail Meriweather, MBA
July 14, 2022

Cheryl Harrison-Lee, Interim County Administrator, said at the onset of my term as the Interim County Administrator, I committed to evaluating the organization and identifying areas for improvement while highlighting and capitalizing on the strengths that will benefit our community. As such, we have been in the process of looking at our organization to find ways to improve the Unified Government as a place to work, enhance our community outcomes through quality services, and leverage our centers of excellence as an organization to the benefit of everyone across Wyandotte County.

There are three areas I'd like to highlight tonight: an oral organizational review, a high level of finance, and Human Resources. During the first one hundred days, I spent time meeting with department leaderships, senior managers, external stakeholders, internal stakeholders, Fire Union staff, and several other stakeholders, business stakeholders, throughout the community. As part of that effort, we determined that there were areas that we needed to look at and so we started with the initial areas.

Tonight, we're going to start with the Human Resources Department assessment conducted by the Meriweather Group. With over 25 years of experience in human resource services across discipline, records success as an executive level human resource consulting firm, and substantial studies in government and economics, the Meriweather Group has a comprehensive knowledge and experience needed to analyze one of the most critical functions of our operations.

Directly following their presentation, we will have our overall organizational assessment presented by Management Partners with clients from across the nation, including the city of Kansas City, Missouri, and KCATA. Management Partners is known for building their work on the principles of knowledge, collaboration, proven methodologies, quality work, and action. Both of these consultants have been able to talk to staff and key stakeholders directly about what works and what needs improvement throughout our organization, and they've provided recommendations for how we should proceed.

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At this time, I'll turn it over to Ms. Gail Meriweather to present our HR assessment and Mr. Byron Marshall will follow with our organizational assessment.

Gail Meriweather, Meriweather Group, said if there's some familiarity, for more than 20 years, I was the area Vice President of Human Resources with the Arthur J. Gallagher Group. The Unified Government has been a client in that we completed your compensation study as well as the BPU. I am prepared tonight to have a discussion regarding what we've found. My partner at the Meriweather Group is also uniquely qualified to assist me with this project, a graduate of St. Pius, also studied at Harvard. Part of that concentration was government and economics. So, my colleague, Jillian, brings a unique perspective in this process as well.

ABOUT THE MERIWEATHER GROUP

Gail Meriweather, MBA

Executive level human resource consultant and entrepreneur with a record of success and impact in diverse industries and organizations (municipalities, nonprofits, and private sector). Partner with senior management to successfully implement and manage change, build coalitions, manage human and financial capital, and lead associates to achieving desired business results. For more than 25 years have provided human resource services in multiple disciplines to include: Compliance, Compensation, Performance Management, Recruitment, Organization Development, Training & Development.

Jillian Meriweather, BA, M.Ed.

A Diversity, Equity, and Inclusion (DEI) Consultant who has worked at multiple levels of education from instructor to district and systems level administrator. Jillian is uniquely qualified for this project in that she graduated cum laude from Harvard with a degree in Social Studies which included substantial studies in Government and Economics. In addition, she holds degrees from the University of Nevada Las Vegas, Johns Hopkins University and a Diversity and Inclusion Certificate from Cornell University.

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My MBA is from the University of Missouri.

SIMILAR CLIENTS

While our clients spread across the nation, local clients include the following:

State of Kansas

- Andover
- Gardner
- Great Bend
- Hutchinson
- Mission Hills
- Olathe
- Prairie Village
- Topeka
- Valley Center
- Westwood

State of Missouri

- Clay County
- IPMA
- Harrisonville
- Independence
- Jackson County
- Kansas City
- Little Blue Valley Sewer District
- MARC
- North Kansas City
- Riverside

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Just for a conversation sake, my clients have ranged from the state of Rhode Island to small food banks in California. I've also spent a lot of time in the Kansas City area doing some similar work, I just listed maybe ten that would be familiar on both the Kansas side and the state of Missouri. I did leave off the BPU and I did leave off KCATA. With that, I'll turn it over to you, Jillian.

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OBJECTIVE

- Examine compliance with established regulations
- Explore how to better serve management and employees
- Examine work process
- Establish an "early warning system" to spot problems and identify issues

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Jillian Meriweather, Meriweather Group, said as we focus on the objective and engaging in this Human Resources audit, our objections were fourfold. We started with the examination of compliance with established regulations, specifically centering state and federal laws that provide a framework for the work of human resources. We looked at Department of Labor that has established rules around employment. We centered items such as Fair Labor Standards, Anti-Discrimination laws, documentation requirements, ADA, HIPAA, etc.

Our second objective was to explore how to better serve management and employees recognizing, of course, that the function of HR is to focus on the people side of the business so discerning managers and employees were getting their needs met through the functions of HR.

Our third objective was to examine work processes from job postings to orientations to promotions to separations with every step of the HR processes in-between.

Our final objective focused on establishing early warning systems to spot problems and identify issues. Issues where we foresaw either deficits or opportunities in forms or processes that were leveraged by the UG, we brought to the attention of the UG and provided documents in the written report to support facilitation of that function.

METHODOLOGY

- Conducted individual interviews with leadership and human resources staff
- Reviewed employment related documents
- Reviewed employment file

Note: Not all up-to-date documents were submitted due to a cyber breach

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We'll center our methodology which began with conducting individual interviews with both leadership and Human Resources staff. Our goal was initially to engage with all of the ACAs in

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the UG, however, because of a recent vacancy in one of the roles, we also met with leadership within various departments throughout the Unified Government. In relation to HR staff, we spoke with each person that was responsible for a primary functional area be that FMLA, Workers Comp, benefits, etc. We also reviewed employee-related documents as well as employee files. At the time that we began the audit, we would like to note that the UG was subject to a cyber breach so all of the up-to-date documents were not submitted to the Meriweather Group because of that timing of the breach.

With that, I will turn it back over to my colleague to expand on the findings.

AREAS OF CONCERN

- Hiring Process
 - Documents and Processes
 - PAN
 - Streamline the process
 - HR must maintain all documents from start to finish
 - HR must ensure all tests, questions, etc. are reliable and valid
 - Employment Application
 - Equal Employment Opportunity Survey
 - HR must ensure solicited information is relevant, legal and consistent with the DOL's regulations
 - Update and all Job Descriptions
 - Job classifications should not be used as job descriptions
 - Ensure all jobs are in compliance with the Fair Labor Standards Act

Gail Meriweather said as we go through this process, this will be a high-level overview, and the expectation I am hopeful is that if it requires a deeper conversation, that we'll be able to go into a different session to have that because it does deal with the employees.

With that, the very first thing that I want to say, that we will address, are the areas of concern. You will note that the areas of concern that we have highlighted are the bases, the foundational functional areas of Human Resources. So, as we go through this process, what I want you to think about more than anything is that if the foundation isn't firm and strong, it is going to be difficult to have an effective Human Resources Department.

With that, starting with the hiring process. There's some delinquencies in the documentation, the processes themselves. The process can be streamlined. Documents are not where they should be, which is in Human Resources. All tests, questions, etc., must be deemed reliable and valid through a Human Resources process. The employment application needs to be updated. The Equal Employment Opportunities Survey needs to be updated and consistent with the Department of Labor and not inquire as to questions that are inappropriate and could be deemed illegal. Job descriptions need to be updated. There needs to be job descriptions for every position instead of using job classifications that we, at Arthur J. Gallagher, developed for the DBM

Methodology. The UG needs to also have job descriptions. We also need to make sure that all jobs are in compliance with the Fair Labor Standards Act, i.e., if the job is non-exempt, it needs to be identified as non-exempt and employee should be paid overtime. If the job is exempt, then it needs to be identified as exempt.

AREAS OF CONCERN

- Policies and Procedures
 - Update a clear set of policies and procedures
- Employee Files
 - General Employee Files
 - ALL employee files must be kept in a centralized location within human resources
 - Access should be restricted to those with a legitimate need to know or as required by law
 - Managers MAY maintain copies of general personnel files, but ALL original documents MUST be maintained by human resources
 - Medical/ Health Related Files
 - Supervisors and managers may be informed regarding necessary restrictions on the work or duties of the employee and necessary accommodations; They do not have access to an employee's medical/ health files
 - Hiring Records
 - ALL should be obtained and maintained by human resources
 - I-9 Forms
 - ALL should be up-to-date and readily accessible
 - Payroll/ Financial Records

In addition to that, policies and procedures. They need to be updated, clear, and in a unified format that everyone can have access to so that there's clarity about the policies and procedures as it relates to the UG. The employee files. They should all, every file should be within the Human Resources Department. Files should be separated. General employee files, access to those should absolutely be given to those folks on a need-to-know basis. All of your medical, health related files from what the employee may have selected as their benefits, those should all be in Human Resources, not a manager. Not a single manager should have those files whether they're locked or unlocked in his or her possession. In addition to that, all hiring records from the time that you place an ad until the time that position is filled, all of those documents should be maintained within Human Resources. I-9 Forms should be up-to-date and accessible right at the spot. It shouldn't be that we need to look for them. They should be available. In addition to that, Payroll and Finance does not function under Human Resources. It is through Finance. We didn't have the opportunity to see those records, but HR needs to have access to those records to ensure that pay has been doled out consistently across the organization.

AREAS OF CONCERN

- Compensation
 - Conduct a "Pay Equity" Analysis
 - Develop a market-based system
 - Consider eliminating the current job evaluation methodology. It has become too subjective
- Performance Management System
 - Establish a system that includes job objectives and standards of performance
- Termination Process
- Equal Employment Opportunity Plan
 - Follow the guidelines established by the DOL

Compensation. The UG absolutely needs to conduct a pay equity analysis. We can discuss that further.

The performance management system. The one that you currently have is absolute and I understand it hadn't been used anyway. It's imperative that there is some sort of communication with the employees as it relates to their job, expectations, and how well they're performing the job, even if it is not tied to pay.

In addition to that, the termination process. We need to understand why people stay, why they leave, and where they leave to so that we can understand the competition and understand what we need to do to ensure that we can maintain the talent that we need.

The Equal Employment Opportunity Plan. There are clear objectives established by the DO, Department of Labor, that we need to be consistent in going through that process, especially given that at the UG, we've had some experiences with external entities and lawsuits. We need to be consistent with how we maintain this information so that we can get on the path that's deemed most appropriate.

AREAS OF CONCERN

- Service Quality Dimensions
 - Unreliable
 - Unresponsive
 - Not always accessible
 - Inconsistent with communication
- Level of Know-How
 - The number of employees is adequate
 - The level of human resource education is inadequate
 - Provide support and direction that is accurate, consistent, and reliable to all staff especially management

Through this process, it is one thing for me to go through and look at all the paperwork, along with my colleague, to have those conversations. We also did a service quality dimension. In that, we asked all of the folks that we had the opportunity to interview, what was their experience dealing with HR. That was imperative because HR has one client and that client is every employee of the

UG from the managers to the person who greeted us when we came in every morning through security. What we understood from the leadership is oftentimes unreliable, the answers to their questions what they will get back, inconsistent, sometimes unresponsive, not always accessible especially within a timely manner, and sometimes can be inconsistent as it relates to communication. So, it was imperative for us to understand the level of know-how within the HR function.

So then, one of the things we want to make sure is that you're staffed appropriately to handle the complexity of the UG. It is a complexed institution. It's not like you're just manufacturing shoes. You've got Fire, Police, Public Works, Finance across the board so the number of staff within the HR Department, and I think there's about 18, is appropriate. What we want to make sure that we have a more extensive view of is the level of Human Resources education as it relates to understanding employment law and the functionality of those key basic functions within the HR Department.

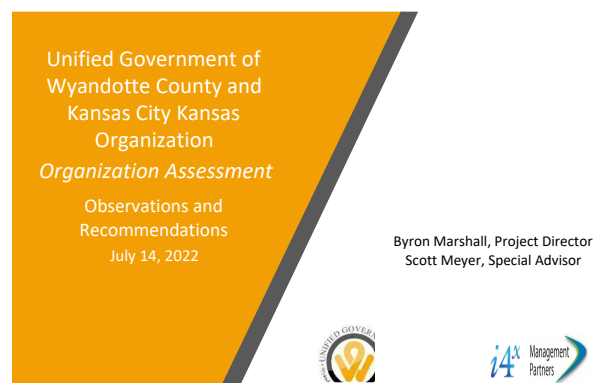
With that, going forward, if we could shore up just those basic components, then I think that HR function would be better equipped at helping managers to understand how they need to handle employee-related issues and the employees can feel better about getting the responses that they need in a timely fashion from HR. When we say HR, it's not just the Human Resources Department, it's everybody.

Thank you.

and

Item No. 3 - 211802...UPDATE: ORGANIZATION ASSESSMENT

Synopsis: Result of organization assessment, submitted by Cheryl Harrison-Lee, Interim County Administrator.



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Byron Marshall, Management Partners and the Institute for Excellence in Public Services, said I'm joined by Scott Meyer with the same firm.

Project Scope and Approach

- Conducted a high-level evaluation of the overall organizational structure of the UG and developed recommendations for possible optimization
- Reviewed UG data and documents including budgets, annual comprehensive financial reports, strategic plans, general plans, contracts with service providers, legislative audit reports, memorandums of understandings with bargaining units, and organization charts
- Conducted executive staff interviews with the Mayor, County Administrator and four Assistant County Administrators
- Conducted interviews with directors of most departments (notable exceptions include Human Resources, Legal, Community Corrections, Aging, and Public Health)



We were hired to do a high-level look at the organization, high-level evaluation of the structure and functions with the goal of identifying possible recommendations for optimization. I say high-level because unlike the audit that was done in HR and the one that's being done for Finance, we scanned. We weren't able to delve deeply, but we scanned to identify hotspots, things that we believe you need to look at more closely. We also collaborated some with both the HR Auditor as well as Finance.

The folks we assigned to this project, the four of us, all of us have been city managers or county managers. Scott is an engineer and has also been a city manager. I'm going to say it briefly and then if anyone ask specific questions, you can do that. I'm going to go over—we have another former city manager who's has also been a finance director and a public works director. A third who was a county manager and a public works director. I've been a city manager, budget director, and economic development director. All of us have over 30 years' experience. All of us have looked at governments, have run them, and seen similar issues and we think we can make recommendations to you.

The data we reviewed included your budgets, your long-term financial plan, your CAFR, strategic plan, general plans, contracts, etc. We also interviewed staff. We started interviewing the Mayor here, the Administrator, we interviewed the four Assistant Administrators, and virtually every department director. We did not interview the HR Director. I did interview the Finance Director. We did not interview Legal or Community Corrections or Aging. We just didn't have enough bandwidth and the dollars that we had to be able to do those. We think we got to the core of your departments.

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This is a large and complex organization, as you know. Any organization like this will have opportunities for improvement. You've got about 25 years' experience as a consolidated government, and this is a good time to kind of stand back and look at it and see what else, what adjustments can be made.

There's like five areas that we noticed under major observations. One is that the structure doesn't focus on synergies between like organizations. If you look at the way the Assistant County Administrators are setup, there's no set of services that are interrelated. They're all over the place, and we'll see that in a couple of slides from now. That happens over time; it can happen over time in any organization. It happens sometimes because I may have experience in economic development and I've worked with another director and was successful at it, so I get put in one part of the organization. I'm given other assignments that compliment my particular set of skills. That doesn't necessarily mean that's the best thing for the organization.

You are at a point now, though, where you can stand back and look at that and realign, in part, because you have two vacant ACA positions. We think, as we go through this, we'll show you why we think you're realigned.

The second is, there's a lack of strategic planning. You have some strategic plans, but you don't have an overall strategic plan that's being focused on and being managed. We were unable to find, even in the plans, specific criteria and metrics for success. How do you know if you've achieved what your goals are? When you're allocating your budget, while you have a performance budgeting system, that's what the intent is, there's some elements that still need to be implemented with it.

The Commission has said you have about seven goals. Those goals are things you think that you are to focus on but there's no, from what we've been able to determine anyway, metrics that says here's how we know when we've achieved that goal. Here are the incremental changes

we're going to make each year to move toward the achievement of that goal. Here's what each department is responsible for doing in moving toward that goal and, therefore, they're being allocated a certain amount of money to achieve those things. Each director is judged based upon their achievement. Each individual employee, all the way down to the lowest level of employee, needs to know how what they do fits into the overall goals of the city, combined government, rather. We don't see evidence of that at this point.

Your IT Department is an achilles heel; recognized that recently with the cyber-attack. There doesn't seem to be an IT action plan on strategy. It's not coordinated. There are other groups that have IT functions that may actually endanger your IT integrity. You don't have cyber insurance. You've already spent about a million dollars trying to recover. Your premium would have been probably less than that. You've made some substantial improvements in the last eight weeks, but you still have some challenges, I would say.

There are a lot of opportunities for consolidation of functions and for increased collaboration. We'll talk about that as we get into this. I'm going to stay focused on that.

Your organization could also benefit from more effective communication, both enteral and external. Having a communications plan, a cooperate communications plan that speaks to different audiences within the government and then the citizens so that they know what's going on. You've got a lot of pieces that move in that direction, but it's not organized in a coherent fashion that we can see.

There's not a culture of continuous improvement. Some of that can be had by saying, here's where we want to go and then allowing employees to help you figure out how to get there and giving people the opportunity to make mistakes as long as they don't keep making the same mistake over and over. You're not going to make change without mistakes. So, setting the environment where people can have a safe space to make recommendations to managers all the way up to the County Administrator.

Opportunities For Improvement

Restructure to take Advantage of the Promise of Unified Government

Develop an Internal and External Strategic Focus

Develop a Culture of Continuous Improvement

Communicate and Coordinate



So, we think you should look at restructuring the way the government is organized, the different portfolios under the managers, the assistant county managers. Develop an internal and external strategic focus from what you've decided is important, as a governing body, down through your budget process and into your departments and your evaluation process. Develop a culture of continuous improvement and coordinate (inaudible).

Organization Structure

- UG functions are misaligned exacerbating strategic focus, communication and collaboration issues
- Align complementary / related functions under Assistant County Administrators
 - Administrative Services
 - Public Safety
 - Health Services
 - Economic and Community Development
- Identification of additional functional consolidation opportunities within UG is a priority for organizational improvement

✓ Conduct an evaluation of the placement of functional units within departments, and departments within the UG to support efforts to properly align functions in the organization

- Undertake targeted organizational restructurings to take advantage of synergies and improve coordination

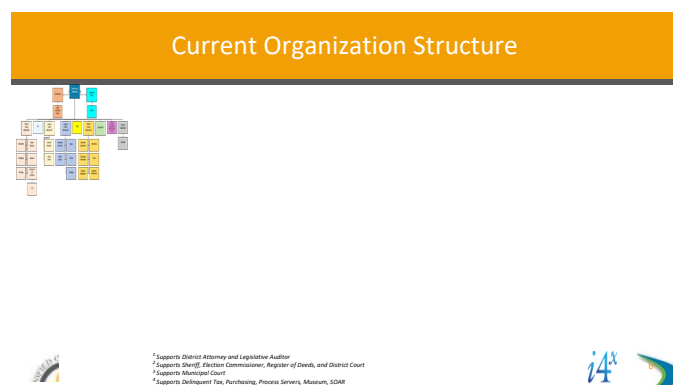


So, the UG functions are misaligned and that exacerbates the fact that you don't have a strategic focus and communication and collaboration issues exist. We think you should conduct an evaluation of the placement of functional units within departments and departments within the UG to support efforts to properly align functions in the organization. So, undertaking a targeted organizational restructuring to take advantage of synergies and improved coordination.

An example. You've got Planning, Development Review, Community Development—you have all your vacant lots under one unit, the Land Bank authority. They're not coordinated. The processes are not coordinated. This is not a fault of any of the staff because I think they're earnest people. If you run the Land Bank authority, you have to create a market to sell land to find people who want it. That's the first thing you've got to do. Once you create the market and now people want it, how does that relate to your Affordable Housing Program? How does that relate

to your Commercial Development Program? How does that relate to your Economic Development Program? How does it relate to your Master Plan? All those things need to be coordinated. There's a synergy there that could be had. It's not like you don't do cross-functional things or synergy.

You've got a program called SOAR, which moves across various departments, and it's successful, at least it seems to be successful. Now, I will say again, we were up here 30,000 feet. We didn't go down and investigate each and everything, but everything we heard sounded like SOAR was something that worked. You dealt with safety issues, you dealt with blight remediation, and those are crosscutting.



This is your current organizational structure. The first thing we noticed is that the span of control for the Administrator is too broad. There's no way one person can effectively—I shouldn't say that—most people would find it challenging to manage that many people. I've managed large organizations. That is hard. The other thing is the manager should have both an internal focus and an external focus. While they're responsible for the day-to-day operations to make sure things run smoothly, they're also responsible for looking out five years and ten years to see where the UG should be going working with the state, working with the school districts, working with BPU, working with your various planning organizations to make sure that they're coordinated and aligned so that the UG is moving ahead expeditiously and everything's coordinated and the dollars that are being spent, all the tax dollars are being leveraged properly.

Right now, you have an Assistant County Administrator who's over Public Health, Human Resources, Technology, Performance and Innovation, 311, and the Appraiser. There's little rhyme or reason to that structure. Public Health probably should be over with Health. I mean it just seems—I'm not trying to be funny. But I'm just saying, we park all human services type related

things, Aging, those things need to be kind of aligned under it. A person who really understands those things. Also, under the goals and priorities that were set by the Commission so that you have outcome measures that defines each of those clusters, each of the departments, and you know when the budget is allocated what they're supposed to be producing.

Potential Organization Structure

- Reduce direct reports to the County Administrator from 11 to six
 - Four ACAs, Communication (including PIO and Commission Liaison), and Legal Counsel
- Align internal functions under one ACA
 - Finance (including Purchasing), Human Resources, Technology (including Performance and Innovation), GIS mapping, Appraiser and Clerk
 - This ACA would also support the Election Commissioner, Register of Deeds, and Legislative Auditor
- Align public safety functions under one ACA
 - Police, Fire (with Emergency Management reporting to Fire)
 - This ACA would also support the Sheriff, District Attorney, District Court, and Municipal Court
- Align health services under one ACA
 - Human services (including Aging), Community Corrections, Coroner, Public Health, Parks and Recreation
- Align economic and community development under one ACA
 - Community Development (including Planning and NRC), Public Works (including Parking Control), Economic Development (including Land Bank)
- An additional option would be to hire a Deputy County Administrator that helps coordinate internal operations, allowing the County Administrator to focus at a strategic level and work with the Mayor, Commission, BPU, regional planning commission, schools, the State, the business community, etc.




Rather than going through all of these, we're going to show you what we think would be—well, I'm going to go back for a second. Too many directors report to the Administrator. She now has 11. That should probably be no more than 5 or 6. Align the internal functions under each ACA.

So, maybe under one ACA, you have Finance, all the internal services: Finance, Human Resources, Technology, GIS Mapping, the Appraiser, and the Clerk. They could also support the Election Commission, the Register of Deeds, and Legislative Auditor. Those are not management responsibilities, but coordination responsibilities. Align Public Safety under one ACA: Police, Fire, and Emergency Management. They would also work with the Sheriff, the District Attorney, the District Court, and Municipal Court. Align health services: Human Services, Aging, Community Corrections, Coroner, Public Health, Parks & Recreation. Then align Economic and Community Development activities: Community Development, Planning, Public Works, Economic Development, and the Land Bank.

You might want to consider, now that you have these two vacancies, to advertise for ACAs who actually have skill sets and experience managing those types of operations and showing success in doing those things. You might also consider having one of the ACAs actually be a Deputy, being responsible for keeping things moving internally while the Manager is dealing with some more of the external things also.

The other thing we recommend is you have a lot of key projects, that we're going to talk about that's necessary to move the UG forward, that you create champions under these ACAs to

take a major project under each of the areas and drive it home. You have a lot of projects, but it's not clear who's driving them to completion. So, somebody needs to adopt them and be responsible for them.

Potential Organization Structure



This reflects what we just talked about, aligning like services under ACAs and it would then move to, once they're aligned, making sure that there are specific tasks and outcomes that are designed to be completed by them.

I'm going to turn it over now to Scott who's going to talk about a couple of other items.

Management System

A management system is the array of policies and practices used to plan, manage and assess the work of an organization. It includes the full range of processes that a management team uses to operate the government.

- ✓ Develop a common UG management system integrated with departmental business plans that can be used at the divisional and program level by management staff
- ✓ Train all UG management staff on how to use the management system and participate in the business planning



Scott Meyer, Special Advisor, Management Partners, said I'm going to talk about management systems and strategic planning, and those type of things. The organizational system is really about putting things in the same function so it's alignment of functions so you get people all working in the same—Public Safety, those folks are all sitting and reporting to the same person, so they're all solving those same problems. Sitting next to each other and reporting to the same person tends to gain a lot of efficiencies and effectiveness in what you do. On top of that, we're recommending that management systems be put in place and really, really come to the forefront to manage those projects and manage your priorities throughout the organization.

You all were elected by the people to do the people's work. When you set those priorities, by remission, there were several that you identified, but let's go another step deeper and really begin to manage the directives and the priorities and goals of the elected to permeate the entire organization. How you can do that is really through management systems so that the Commission identifies six, seven, eight, whatever your priorities are. The administration gets the other and they set goals and processes of how those are going to happen and begin to allocate funds to do those things with expectations that there's going to be this benchmark, this will happen in six months, this will happen in seven months. So, they begin to develop an expectation as well as a measurement of what progress is being made toward that goal, whatever it is.

In each of these functional areas that the organization has, there are management systems throughout from the Commission to each individual employee they will be able to see how they get to participate in doing the work of the people that you are leading them to do. That's the overall view of that. Byron gave you that, but this is really an important part of that and it's an array of policies and practices that, as he said, as you begin to have those, you begin to work with the employees on how they go about it, and they come up with better ideas that had never been able to be heard before and now they're being heard and their ideas come to the forefront, more efficiencies, more effectiveness comes forward. It comes from both directions. The Commission sets the what, the here's what we want, and the employees say, here's how we can do it. Here's how we can do it the most effective and efficient way. So, those come together to then produce the best outcomes. Well, how do we know what those are? Well, we know by management systems how effective we are in doing that and how our progress is in doing that. That's the overall of the management systems and that accountability.

UG-Wide Strategic Planning

- Initiate a modern multiyear strategic planning process geared to a complex local government like the UG
- The strategic plan should focus both internally and externally. The plans will be integrated but have a somewhat different orientation



- ✓ Design and implement a consistent UG business planning and management system across all organizational units of the government
- ✓ Use the strategic planning process to feed a departmentally based annual business planning process that includes measurable objectives keyed to strategic goals



So, break that down, first of all, the UG-wide strategic planning, we heard a lot of employees and managers talking about a driven budget that's by managements and goals, but we really never saw that connection as we asked questions and asked for documents. We didn't see those connections always being made. Sometimes when they were made in the budget, there wasn't an accountability piece that came back and said, here's how we're doing on that, and here is the adjustment we need to make in order to hit our goals. We didn't see those types of management functions on the backside of those strategic plans and the budget to make that happen.

These are multi-year strategic plans. Big goals, big directions that you're setting for the people's business. Need times sometimes to do that. Sometimes you can do it pretty quick. Sometimes you need multi-years so that's the reason they're multi-years. They're integrated and then they are throughout the entire organization. So, we're recommending that you design and implement a consistent business plan and management system that all employees understand, that everyone understands, that the public understands, and use the process to annually have measurable objectives.

Then, celebrate success. When you measure for success, you get to celebrate. Sometimes in government it seems like we're always defeated because you never get enough done because you never have enough money to do everything for everybody. But if you set priorities, you say this is what we're going to do this year and then you accomplish that, you can celebrate it because you've done what you said you could do with the money that you have. You can celebrate that and then you can move on to next year and success builds success. Once you have a year or two of success, then you begin to expect to get that success each year. It really is that. So, that's the strategic planning.

Economic Development Strategic Plan

- The County does not have a culture of developing formal plans and executing on those plans and measuring results
- Countywide and departmental strategic and business planning, and implementation are needed
- Economic Development and the Land Bank need to develop a proactive strategy for the County

✓ Develop and implement an economic development strategic plan in coordination with Wyandotte Economic Council, MARC, KCK housing authority and the DPU



Specifically, we really want to see, and Bryon again talked about this a little bit, economic development strategic plan. There are a whole lot of plans out there through MARC, through different plans that the Unified Government had. Again, there's some good plans. We didn't really judge whether they were good or bad plans, but what we didn't see was a priority of what plan is to be accomplished now and what has priority over others.

If you've got 20 plans and it takes \$70B to do 20 plans and you're trying to accomplish them all, you're probably not going to get none of them done. It really takes focus to look at that and to prioritize and make those hard decisions, this is the one we're going to do this year. These are the three we're going to do next year. This is how much they cost and this is how we're going to allocate the monies to do that. Then we're going to do those. It's very difficult to do that when it comes to economic development because you want all the economic development you can possibly get. You really have to have a strategic plan that looks at what are the opportunities. What are the assets that you have? The Land Bank is a great asset that you have. How do you want to use that to move you forward in 2022 with the opportunities that are now and the strengths that you have within your budget and all the other things? How do you do that?

The city I just left, retired from at 12 years there, we decided that we wanted to be a regional hub and that we wanted to attract sports type of functions to our region. We made those decisions. We allocated some money. The voters voted a tax and we did several things with that. Over time, over four or five years, we had some new facilities and we did become that in that amount of time. I'm not saying that needs to be yours, it shouldn't. But you have opportunities. I see some that look pretty good. Really, it's about making those priorities to move your city forward.

We're recommending that you develop and implement an economic development strategic plan in coordination with Wyandot Economic Council, MARC, Kansas City Housing Authority, and BPU. Find out what you need. Find out what your priority is. Find out what the opportunity is in the region to take advantage of that. There are lots of opportunities right now moving forward.

That's really this piece of it. Again, we had the organizational piece that functions. This is about direction and alignment and bought-in alignment and accountability on management systems and strategic plans that get the things that you're elected to do and the priorities you make throughout the entire government to every employee to accomplish those goals.

Communications Strategy

- Communication in any complex organization is challenging. Some feedback we received includes:
 - Continued improvements in communication between executive leadership
 - Communication from executive leadership to staff needs to continue to improve so that staff are aware of the administration's strategy, goals, and directives
 - Departments work in silos and don't communicate well resulting in duplication of effort and resources and/or gaps in implementation and strategy
- Communication within highperforming teams requires a strategic focus aligned throughout an organization, the free flow of information, a shared agreement that no topic is offlimits, and frequent and respectful interactions among team members and other individuals in the organization



Mr. Marshall said the next piece is the communications strategy. Communicating in an organization is complexed anyway. One of the things we found when we first came is that people didn't seem to understand what was going on. Some of that was because there had been a change in leadership. They didn't know what to expect from the Administrator. There was also some change at the ACA level.

As we talked to folks, we shared with them what we knew and we talked to the Administrator about some of the things that we were hearing. For example, some people said they couldn't fill positions because they thought the positions were frozen. We saw an email that said, positions not frozen, but that had not trickled down to everyone. I think what helped was she had some out-of-town hall meetings to begin to explain to people what was intended; also, what was intended by these audits. If you don't share information, people fill in the blanks. We were here apparently to come in, cut all the department heads off and roll them down the street. Clearly wasn't our role because what we're saying is, we want to hear from them what are the things they think are important to improve the organization. I don't think we met anyone who wasn't dedicated to working in the city.

Lots of people talked about being DOTTEs. I had no idea what a DOTTE was before I came here. I'm glad I know now because people were very proud of that. Some of that is engendered by the fact that you have to live here to work here, but some of it is these people work their whole lives and they go home to their neighborhoods and go to the grocery store and people ask them questions about what's going on down there.

Having been a city manager and having gone to a grocery store and having people ask me questions about a whole manner of things, sometimes I wish they wouldn't. But that's the way it was. I knew they were my neighbors. They wanted to know what's going on. It made me feel good while working in the city where I grew up. I think the same thing happens here, but I think

what had happened was, people began working in silos and there wasn't as much communication as there might have been. Some of that is, people get busy, you go through COVID, people working remotely and I think people just kind of lost touch. We think there needs to be continued effort at improving communication, especially between the executive leadership team and then down from them to the people who report to them, people they manage. If people know what's going on, it's easier to keep everybody on the same track.

I will also say, you've got to figure out a way to get people out of silos. Sometimes the communication, the lack of communication can be detrimental. An example would be, we talked to the IT Director. He was concerned about a new work from home policy that was going to allow people to communicate directly into your system. You just dealt with a security breach. He was not involved in the development of the proposal, of the policy. That's not good. Somehow those two, the person who's developing the policies need to think about who it's going to affect and all those folks need to be in a room, or at least if they're not in a room at the same time, which is actually probably the most efficient way, they certainly need to be able to sign off on the documents.

A similar issue is with Workday. That's your ERP. It's a very important project that affects the government. It is not clear in talking to many of the people who have to implement it that they fully understand it, that they have the staff resources dedicated to be able to implement it once it goes into effect. That's kind of important. One of my major failures in my career was doing an ERP. It was a failure in that one, we rushed. We rushed because the payroll system was about to collapse because when I got there, that's the situation I found so I pushed it forward. Then we decided well, if we're going to do payroll, let's do everything. Let's do the big bang. We can do it all and try to get it done in a year. A huge mistake because people weren't ready for it, it is very complexed, and it's much better—and you've got to train change.

What we are hearing is that there were processes—those process mapping, which is important to do, but the question is, once it's mapped, that's the current state. Were there process improvements, the future state, designed so that you're not doing the same thing, the same bad thing faster. What you're doing is, you're improving it. Now we see some evidence, like in Payroll, that they went through, they thought about the process, they're making some changes, and that's a good thing. But it's not clear, even though we were told process mapping was taking place in all the departments, that it actually did because as we talked to the departments, many of them

said that didn't happen. So, there's a disconnect between what we were told and what the departments are realizing. There's a chance for a potential problem with your Workday implementation, which is now scheduled for October 1 to go live. It was June 1 or July 1. Even though, even that, I'm not suggesting that you change the date. I just want to make a point.

When you were planning to implement it at the middle of the year, July 1, you would have six months of data from one year and six months of data the next year once it was up and running. So, July through December and then the next year you'd have a full year. Now you're only going to have a quarter. It can be done. The question is, is it as useful that way? That's me. I'm not your Workday consultant. Your HR, your Finance people may have a whole different point of view. I don't think so, though. If I were them, that would be my concern.

In talking to your IT person, he doesn't seem to have the resources in place to be able to implement Workday when it comes up again in ten weeks. Again, with the stripes on my back, having screwed one up, I would suggest you look at this a lot more closely over the next few weeks. I'll say I screwed it up because I was in charge and I let it happen, Madam Administer.

Economic Development Strategic Plan

- The County does not have a culture of developing formal plans and executing on those plans and measuring results
- Countywide and departmental strategic and business planning, and implementation are needed
- Economic Development and the Land Bank need to develop a proactive strategy for the County

✓ Develop and implement an economic develop strategic plan in coordination with Wyandotte Economic Council, MARC, KCK housing authority and the DPU




One of the things that we focused on, that Scott was talking about, was developing an economic development strategy. I want to talk about that, not just as it relates to economic development, but as it relates to your long-range financial plan. You have a structural deficit in your budget. There's a structural deficit for the General Fund budget of the city portion. Your expenses are growing much faster than your revenues. You can't fix that by just cutting. Your taxes are already higher. I don't think you can raise revenue that way. One of the things you—there's some kind of stop cap one-time things that are being done: moving people off of the city onto the county where it was appropriate, using your rainy-day fund or your budget balance. That's a one-time kind of thing. Long run, you can't continue doing that. There needs to be—when we talk about planning,

there needs to be a serious plan for how you're going to fix that problem because it's only going to get worse over time.

I've heard people talking about—well, one of the issues that's driving this, of course, is employee pay. Not saying employees don't deserve pay, but as you look at that, it's driving a lot of your costs, probably 65% of it. That's not unusual. That's almost everybody. The question is, how do you get in front of that? Part of it will come from looking at those 300 vacant positions. As part of your budgeting process, determining what it is you have to do by statute, the law, so you have to do it. What are the things that are difficult to change? Taking health services away from people. And what are the things you can change? Those things have to be prioritized and hard decisions have to be made or else. That's hard to say.

Strategic planning for where you want to go long-term, a part of it has to be looking at your current financial situation and planning how to fix that. The economic development strategy helps you develop a broader base of taxes and helps you attract more people to town. You've done some really great things out by the racetrack, but there's parts of your central city that needs to be focused on. That involves working with the schools too because without schools, you can't attract people. You have to have a housing policy that's multi-generational and mixed-income, and you have to have services and transportation.

Communications Strategy

- Communication in any complex organization is challenging. Some feedback we received includes:
 - Continued improvements in communication between executive leadership
 - Communication from executive leadership to staff needs to continue to improve so that staff are aware of the administration's strategy, goals, and directives
 - Departments work in silos and don't communicate well resulting in duplication of effort and resources and/or gaps in implementation and strategy
- Communication within highperforming teams requires a strategic focus aligned throughout an organization, the free flow of information, a shared agreement that no topic is offlimits, and frequent and respectful interactions among team members and other individuals in the organization



Communications Strategy, continued

- ✓ Initiate weekly meetings with executive leadership with consistent agendas linked to management plans
- ✓ Develop and implement a communications plan for UG staff to deliver a consistent message and ensure the implementation of key initiatives is ongoing



I'm going to end on my communications again. There has to be regular meetings between the executive leadership and they are. They need to continue and they need to focus, in our opinion, upon consistent agendas related to those management plans. You have a management plan for health. You have a management plan for transportation. You have a management plan for economic development. Somebody needs to be bird-dogging those things to make sure they're getting done. You've got to talk about them every week or at least every other week and ask, what have you done? What are the things that are ahead of us? What else do you need? What's the next step, and how much money do you need?

I'm going to turn it over to Scott to talk about development review.

Development Review

- The development review process involves various departments and divisions that do not effectively coordinate or communicate
- Information available to applicants about the development review process seems to be insufficient for communicating the process and requirements

- ✓ Complete a review and optimization process to improve the development review process to reduce uncertainty for development applicants and increase transparency into the process in conjunction with implementation of Accela system.



Mr. Meyer said I want to reiterate what Byron said about the structural deficit. It is a critical piece that you have to solve. The Mayor mentioned it earlier. It is absolutely critical to the health of the city going forward. If you don't solve that, nothing else that we say today matters. You know that, but it just can't be said too many times.

The next couple of slides I'm going to talk about, just as a preview to them, we have not doled deep into these but as we were looking at the processes and talking to people, these seemed like things that were critical and ones we wanted to just talk a little bit about. We don't claim to

know all of them. It's something that obviously administration needs to look at closer and test some of the things and ideas that we are talking about.

The development review process is extremely important because you're dealing with developers. You're dealing with people who want to invest money in your city. If they have a positive experience, they might want to spend some more money in your city. That's good. If they have a negative experience, they may want to take their money and never come back and spend it in other places. I think a lot of the folks we talked to have an understanding of that, and I think there's been a few attempts to try to look at how to improve that development process. It is a complicated process. It's one that city's struggle with throughout. I struggled with it when I was a city manager. Developers want to have it streamlined and they deserve to have their questions answered and that deserves to be very transparent to them. We need to do all we can to make it transparent and to make it as easy as possible to do business in your government.

It is complicated. It involves various departments. It involves various other agencies and it's legal. It can drive some of the things that it has. At the heart of it, it really is customer service. I think, again, you all understand that and many of your folks understand it. When you have all of these handoffs, it can be, as much as you care, it gets on somebody's desk who happens to be on vacation and then it goes to the next person who happens to be on vacation and all of a sudden you look up and it's been three months and you haven't got back to somebody that's wanting to spend money in your community. You really can't have that.

We talked a little bit about a one stop shop. It seems to be a buzz word. It does solve some of the problems. That might be something to look at and optimize the process in improving the development review process and reduce time and increase the transparency.

The ACILA software is coming. We think that is a solution that makes sense and one that needs to be implemented. You're almost to the finish line. You need to push that over and begin to use that and open that up so developers can see where things are, know who has it, and follow-up and move forward. This process still needs some work. We think it's really critical to economic development. We think you need to look at that.

Again, the preface to these things going forward is we didn't look deep the things and previses that you need to test and your administration needs to test.

Capital Project Delivery

- Public Works, Board of Public Utilities and private utilities exercise limited coordination
- There is limited knowledge of a clear long-term capital management and improvement strategy
 - Any existing strategy has not been communicated well throughout the organization

- ✓ Develop a CMIP strategy that is aligned with master planning, economic development, and asset management
- ✓ Implement CIP delivery performance measurement reporting system to improve on-time and within-budget project delivery





The next one is the capital project delivery. We talked to Public Works, the Board of Public Utilities, private utilities and it seems like as we talked through some of those things, there's limited coordination on the capital project delivery. They gave some examples of they went through and resurfaced a road and then a few weeks later they came and dug up portions of it to do waterline crossings. That's concerning and kind of points to potential lack of coordination between groups.

There was oftentimes I ask the question, what is the funding source of the different types of capital improvements? How do you fund your water program? How do you fund your street program, those types of things? Most of the time there was no answer at all or don't know that exist. That's not what I'm concerned about. I'm given a number and I just go with that. Understanding where money's coming from sometimes its important in maximizing that money or tapping into other monies. We always—our capital improvement program was always budget constraint and time. We called it budget constraint and time certain. When we put a project on, we said this is the budget. You will live with it. Here's the timeframe and you will deliver it. That is sometimes difficult in government, but it says a lot about expectation. You'll be amazed of what you can do if you set that as your, not just a goal but a measure of the effectiveness of those who are in charge of making sure that they deliver that.

Managing Partners has done some studies and they have found that when a capital project delivery program is managed and uses management techniques such as critical path and budgetary constraints that it's at least 10, up to 20% more effective so you save that money. If you save time, you almost always save money. So, it's good on two fronts. So, that's our recommendation that you develop a CMIP strategy that's aligned with all of your plans then delivery is tracked and accountability is held in order to be budget constrained and time certain.

Engineering and Utilities

- The UG currently has three separate engineering groups—public works, development, and utilities
- Board of Public Utilities as a separate entity creates duplication
- Wastewater and stormwater share crews but separate management of those crews

✓ Consider consolidating one or more engineering organizations to eliminate redundancy and take advantage of economies of scale
 ✓ Explore integrating BPU into the Unified Government
 ✓ Explore combining the management of wastewater and stormwater maintenance and repair



The last area I'm going to talk about is engineering and utilities. Talked with several of the engineers there and talked about water and stormwater. As we talked about the different engineering groups, it appears that there is a possibility of perhaps combining them all into one engineering group, maybe two engineering groups might be a way of saving some money. And perhaps also a way of attracting people. Sometimes engineers don't want to do the same waterwork all the time. They would like to do some waterwork and maybe some street work and then maybe some building work and sometimes that's an attraction to engineers. Sometimes it's not. Some people like to specialize.

There's also some real efficiencies that come when somebody's designing that waterwork and that person designs the street work at the design stage and they're talking about their projects. Then they say, oh, we need to make sure we do the water work and tear up the road before we go around and resurface it, so that's an opportunity of consolidation. Again, those things need to be tested and looked at in here. What are some of the difficulties of combining those?

Integrating the Board of Public Utilities into the Unified Government. It looks like it would also be a big goal and one they can chew off, but there also could be big benefits and efficiencies and effectiveness by exploring such a huge structural change.

The management of wastewater and stormwater, maintenance/repair. Again, those are very similar in skill sets and those type of things. Combining those gives you some flexibility and some efficiencies and effectiveness in doing that work.

Information Technology

- Information technology needs are not managed in a consistent manner across the government
- Due to the absence of fully centralized IT there are an abundance of disparate enterprise platforms in use that may not all communicate appropriately
- Centralized IT security is essential for decreasing risk exposure to the County

- ✓ Centralize information technology functions to enhance efficiencies, effectiveness, cyber security, and communication
 - Station IT liaisons in departments in rotations but maintain alignment with central IT policies and procedures
 - Develop, adopt and implement UGwide (including DA, District Court, Sheriff, etc.) IT policies that support cyber security needs
 - Secure cyber insurance
- ✓ Develop an IT master plan which audits the use of various enterprise software across the organization and develop a plan to consolidate and update enterprise software
 - This should include a plan to retire unused software, retire onpremise servers and move to cloud storage, and identify opportunities to reduce paper and automate functions




Mr. Marshall said before I talk about information systems, I wanted to say one thing about the budget. It wasn't that directors didn't know. They knew how much money they had. They weren't necessarily sure how they got that amount of money or how the priorities were set. It seems to me, to us, that the budget process to them was almost mystical. Having been a budget director, I can understand how that happens. You have a certain amount of time; you have a certain amount of money. You start getting it done and say, here's what you can have and you move it along because the boss said get it done and you got to get it to council.

That belies this whole notion of outcome based-budgeting. Because if it's outcome based-budgeting, then the priorities were set and everybody knows what they are and you vie for your part and you say here's how I'm going to get my part done and here's what my cost of services are and you can justify it. Then you move it along. That doesn't seem to be the overall practice. That's not to say the Budget people are doing a bad job. It's not to say that departments are doing a bad job. It's just the culture needs to be changed. If you're going to have outcome based-budgeting, then you really need to have all the elements of it in place.

A lot of cities have been doing it for a long time; cities and counties. Charlotte-Mecklenburg County is one that comes to mind. They do an outstanding job and they've been doing it for 20 years. So, every quarter or every month, the commission or council would get a report saying here's what Public Safety did moving towards their goals. Here's what Public Works did moving towards their goals. Then, every year during the budget, you can decide whether you want to move some goals higher or lower because you know what your goal is. You want your response time on ambulances to be three minutes or police response time five minutes for a particular kind of crime. You set those things up and you measure against them.

I didn't want to give the impression that folks didn't know anything about their budget. That's not what we were trying to say; saying they don't fully understand how they're calculated,

when the bonds are going to be sold, and maybe they don't necessarily need to, but to the extent that you understand how the whole process works, it makes you a better manager. That's what I found.

Innovation/Technology. I've talked about some of this so I'm just going to focus on the recommendations. You've got functions of IT in various departments including the DA, the District Court, the Sheriff, etc. Again, I'm going by what the IT Director said that we haven't had a chance to validate this. We suggest you bring somebody in to validate it. The court, for example, has staff and they have the ability to get a certain amount done, but if their staff is not there, they take vacation, then IT has to figure out how to get that work done.

It's not clear where the intrusion in your cyber attack came from. What is clear is that to the extent that you have things in the cloud and not individual servers, that makes it more difficult. Everything in those departments are not in the file. I'll just say that. Clearly, you need to get cyber insurance. One of the things that is necessary to do that is multifaceted authorization, multifactor authorization. You're now at about 90% of that. You were at about 30% a few weeks ago so, you're moving ahead. That's one of the major things you have to have in order to get the insurance. I've not been able to find out from anyone I've asked so far, how much it's going to cost for the premium. I would think that would be a high priority and somebody would figure that out since you've already spent over a million dollars to try to recover.

Fleet

- Consolidation of the management of the fleet function should be considered
 - The fire department currently operates separately from central fleet (except ambulances).

- ✓ Consolidate fleet operations into one operational unit
- ✓ Conduct a fleet utilization study
- ✓ Outsource the fueling function to reduce liability, maintenance costs, and the need to invest in future capital upgrades
- ✓ Develop, implement and enforce a uniform take-home vehicle policy







Fleet. Your Fleet Manager was a joy to talk to. He's an interesting guy, I'd just say. One day he wants to be mayor, so he says. He didn't say anytime soon, Mayor, just one day down the road. You do need to do a Fleet utilization study and look at consolidating Fleet operations under one

operational unit. I know this is going to cause some angst because the biggest place that you could possibly save—well, one place you could possibly save is combining maybe some fire trucks.

I've fought with many fire chiefs over that. Sometimes I won, sometimes I lost. When I won, we saved money. It really depends on what you're doing in the maintenance. If it's just PMs; you're not replacing engines, transmissions and you're sending that out, coming to somebody anyway, I'm not sure, but that's something I think that needs to be looked at more closely. It doesn't work all the time in all the places, but it's worth looking at particularly when you're talking about trying to reduce the gap between revenues and expenditures. You've got to look at pretty much everything. It's probably a sacred herd of things, not just sacred cows.

Outsourcing fueling functions should reduce liability. I think that's one of the things he recommended so you don't have fuel stored. Basically, you'd contract with somebody to store it for you in case of emergencies. You'd be clear on the costs where it is. You don't have the liability and the maintenance. So, it seems like a great idea without further exploring it. On the surface, it seems like a good idea.

Like many cities, your take-home car policy needs to be updated. There doesn't seem to be any rhyme or reason to it.

Purchasing

- Purchasing policies and procedures are often not followed and have not been updated since 2007
- P-card usage seems to be high
- Policy violators should be held accountable

- ✓ Assess current purchasing practices and update the purchasing policy and procedure manual
- ✓ Conduct periodic audits of P-card usage
- ✓ Review merchant category codes (MCC) to identify any needed adjustments

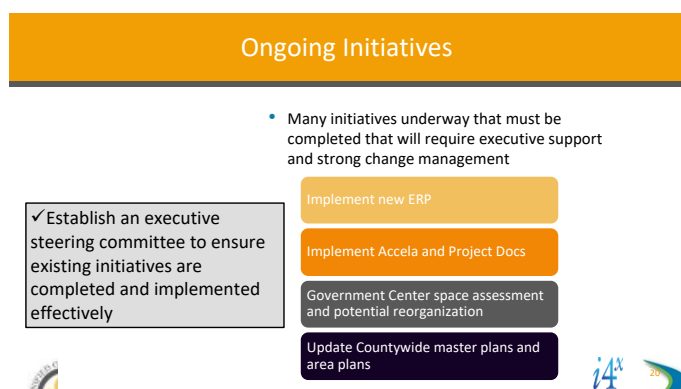




Procurement and Purchasing. You have not updated your procedures since 2007. That's enough right there. They need to be looked at.

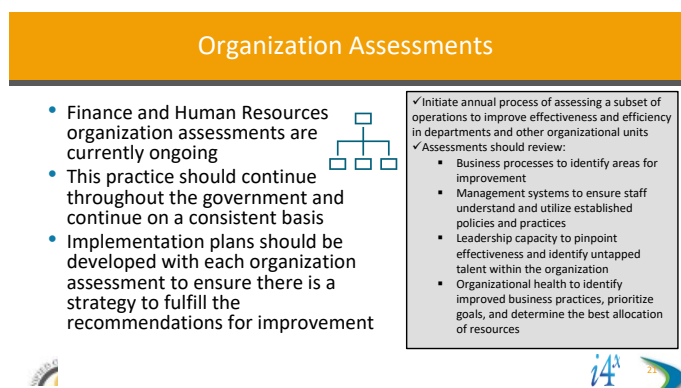
We looked at P-cards. There's something like I believe there were like 2,000 entries a month. That's high. We asked how often they are reviewed. I know Finance reviews them and Purchasing reviews them, but they're one or two people trying to review several thousands. That's pretty difficult to do. We recommend that a, you go back and look at the policies overall. That you conduct real periodic auditing, even if it's spot audits. That you look at your P-cards and look

at the merchant category codes and restrict them further. One of the things we heard was that the Procurement Director or Purchasing Director was pulling her hair out because an elected official, who she didn't tell me and I don't want to know who it is—not you, it was not a council member/commissioner, was buying alcohol for parties or receptions, which she believes is in violation of your policy, but she doesn't believe she has the power to enforce that. The power is you just don't pay it. That would be my way of dealing with it. It needs to be looked at more closely. It may require some political intervention to make it easier.



Ongoing initiatives. You have steering committees for ERP and Workday. That should continue and be pushed harder and involve more people, particularly the end users. Implement Accela and Project Docs so you can get your economic development on track. There's a government space assessment that's supposed to be done for potential reorganization.

Update the County-Wide Master Plan. We talked to your Planning Director and he had some good ideas. Some of these things should have been—area plans and master plans probably should have been done a long time ago. You can't move ahead without getting them done. They need to be coordinated with any long-term master plan and economic development plan.



You've got these assessments that are going on in Finance and Human Resources. You've heard from Human Resources already. The primary things we'll tell you about Finance is, again, there's a structural problem particularly with your General Fund for local government, or for the city. The budgeting process needs to move into the next phase, which is to have metrics. We also think that you ought to continue these assessments through the entire government, not all at one time necessarily, but department by department looking at all the processes, mapping them out, improving them, looking for opportunities to coordinate and to streamline. In doing that, you also will probably find, most likely will find savings if you look at the opportunity for combinations of departments. That doesn't necessarily mean that you lay people off. You may reassign folks and through attrition create some other change.

Conclusion

- Opportunity exists to realize the goal of unified government
- County administrator and assistants need support of elected officials
- Leadership and staff need a focused strategy that is aligned throughout the organization
- Change management is imperative to successfully integrating a culture of continuous improvement
- Prudent to tackle short-term, immediate recommendations in the current budget



Again, once you prioritize the vacant positions that you have and look at four things with these processes. One, look at your business processes to identify areas for improvement. Second, look at the management systems, things Kyle was talking about, to ensure staff understands them and uses the policies and practices. You also need to look at your leadership capacity to pinpoint those folks who are effective and those who are not effective. Those who are not effective maybe you can help them through training; you buttress them with somebody else. It's possible for somebody to be really good at one thing and not good at something else. Maybe pairing them with somebody it works. Sometimes it's time to separate them. You would determine that through looking at the capacity. Then, look at the overall organizational health by identifying improved business practices, prioritizing goals, and determining the best allocation of resources based upon those priorities.



That's it for us. Thank you for your attention.

Mayor Garner said thank you. At this time, we'll take questions from any of the commissioners.

Commissioner Bynum said thank you to both of the teams that brought the information. It's good to have it. Some of it, I think, is concerning, but I like that it helps us build a path forward in all the aspects. I'm kind of leaning in on the organizational assessment. Will we receive the full written report from both of your entities? **Gail Meriweather** said yes. **Commissioner Bynum** said when we've done these in-depth studies in the past, those have even been put on our website for public consumption. I would like to have the full reports from both of the entities.

When we talk about implementing some of their recommendations that you brought for us, it strikes me that a lot of this work is for our County Administrator to not complete alone certainly, but to lead. I think maybe some of what I'm saying might be in the form of questions. Some of its probably for the Commission possibly by way of policy adoption, but just in that general two-part statement would you agree so far?

Mr. Marshall said yes. I think that there are two parts. One is direction to the Administrator to develop the metrics by which your goals and priorities are carried out. The other part is you have to set the goals and make sure that they're the right ones based upon what you know and what your constituents have decided are important.

Commissioner Bynum said that answer kind of leads me to my next question, which was, do you see a strategic planning session or multiple sessions as our next step for kicking this off? **Mr. Marshall** said it is. It will be one of the next steps, yes, ma'am. **Commissioner Bynum** asked, and what would be some of the other next steps?

Mr. Marshall said to the extent that it's necessary, I don't know what your procurement policies are. You're trying to hire a new Administrator. If a recruiter came to me and said, what do you think about going to Wyandotte? I would want to know what's going on in Wyandotte. I've seen these two reports and then I'll see the third one. What are you doing about it? Am I going to come in and have to start from scratch or is something going to be underway so I'll have a landing plan. I think you need to figure out what you need to get done in advance of a new Administrator and also figure out what kind of Administrator you want. What their skill sets are, what their personality is, what their background is, are they a facilitator. I think they would need to be to be able to work with the government. Are they open to working with the community? I think they would have to be. Are they good at budgeting? They would have to be. Are they a good strategic thinker? I think they would have to be. Those are some of the things, I think, that you need to figure out before you hire the new person.

Commissioner Bynum said and I'll say this, and you don't have to answer it. I guess I'm speaking to you and the group here. It's interesting that you bring these points forward because you could have an Administrator Candidate that doesn't want to come in and pick up the playbook that somebody else just made. Maybe they want to create that playbook from brand new. I don't know. I'm really just kind of speculating out loud. Would you have a thought on that one way or the other?

Mr. Marshall said there's no one way of looking at things. Scott and I might look at this differently. I wouldn't mind having a playbook, but I would want to look at it when I got there and evaluate whether it was done well. Say these are the things I think were done well. These are things, I think, need to be done differently. **Commissioner Bynum** said thank you. I really appreciate it.

Gail Meriweather said I think part of the issue will be, as you hire someone new, do they come in and start from scratch or have you already put the foundations in place so that they can move the organization forward. **Commissioner Bynum** said that's exactly what...**Ms. Meriweather** said my opinion is, you've got some pieces in the foundation that are just broken that needs to be fixed.

The other thing I wanted to say, don't be afraid or uncomfortable or nervous about those big terms, strategic planning, because it sounds like a lot of work. One of the things that we have done at the Meriweather Group is to leave you a framework of a performance management system,

creating job descriptions, identifying job objectives. I've done it across the US. I've got them and I'm prepared to just give them to the UG so that there's something that they will have going forward. I don't just have a bunch of rhetoric here. I've got forms and formats that I'm giving to the UG. **Commissioner Bynum** said thank you so much.

Mr. Marshall said I did talk to Scott just for a second. Both of us feel like coming in knowing that the Commission has already decided they're going to make some changes, that gives the Administrator a sense that there's commitment. And if you notice the three to five-year slog, get it fixed then he or she would know what they're going to be evaluated on each year, what they need to accomplish. **Commissioner Bynum** said thank you very much.

Gail Meriweather said and whatever he or she is evaluated on every year, that needs to be pushed down so that we don't have folks just coming in every day lacking direction about what they are to achieve. That, again, is a performance management system that I'm giving to the UG.

I'm retired. I just play pickleball so I've got time to give these pieces away.

Commissioner Ramirez said thank you, Cheryl, for doing this. This was something that, I think, needed to be done for a while now, so I'm very excited. I will say for the potential organization structure, I like it. It's creating that synergy, like departments together working together rather than mix and match. I know currently one of our ACAs has a large amount of important departments underneath them that they're in charge of coordinating. It's all just a bunch of different departments. There's no real continuity of what they actually do together. So, I thank you for that. I thank Commissioner Bynum for your line of questioning. I do believe that we, as a Commission, along with Cheryl, I think we can work together to create that foundation for our next Administrator. I look forward to it. This is something I know our community has been waiting for it for a while. So, I'm ready to work with you.

Commissioner Johnson said thank you to our Interim County Administrator for having these presentations, and also to both groups that provided the information. I've got a lot of questions, but I think I'm just going to ask this one. Both analyses provided a critique of our departments. What I'm curious about is, were there any, I guess, positive milestones that you uncovered that we could build off of with regard to bringing into our organization a new Administrator? We'll agree,

I think I heard this said in the last presentation, there needs to be—there's always an opportunity to change culture. I think that this provides probably as good of a time as any to be able to do that. So, I'm just wondering, were there any positive things that you all were able to observe in the various departments as you all went about your process?

Mr. Marshall said yes, sir. There were several bright spots. The Police Department was a bright spot. Aspects of Public Works were bright spots. I don't think we talked to but maybe a handful of people who weren't really excited about the work that they do and weren't dedicated. You've got people who really want to do a good job.

I talked about one of the programs that was underway, SOAR, and that ACA who's was running it has left. What she expressed was, what she described was a program that worked well across various silos. So, there are a lot of bright spots. I think part of it is just adding leadership and a vision and an accountability system to help people.

Gail Meriweather said I also, too, wanted to add, absolutely, the brightest spot going through the functions of Human Resources were all the people that we had the opportunity to talk to. The Fire Department has worn me out but it's because they just got a lot to say. Often times people will not share because they're nervous and they're uncomfortable to do so. Everyone was candid.

I also want to add, if the foundation is weak, I can put the prettiest windows into a building; it is still going to crumble. So, at this point, there's a lot of work that has to be done within the HR Department. I'm not leaving them there. I'm giving them what we believe it is that they need.

Commissioner Johnson said the discussion I heard from both you all as well as the other group sounds like it's kind of touching on what the Mayor's talking about in terms of tightening our belt. It leaves me to believe that there's real thought that there are positions that are not filled right now that could be eliminated. Is that correct? Am I understanding that? I just kind of want to cut to the bone here. I mean not cut to the bone, but cut to the chase here, so to speak, to kind of figure out which way should we go.

Mr. Meyer said as I said earlier, we spent a very small amount of time talking to departments. We took a picture; somebody needs to watch the whole movie and really understand what makes sense and what fits your priorities. You're elected to represent the people. What are your priorities? When you cut, it doesn't mean that you can always—sometimes if you can cut

and keep the services the way they are, that's a no-brainer. To the level that you have to do it further, then you have to cut and you have to cut services as well. So, that's a prioritization process that people are elected to do and that's what you'll be asked to do.

Commissioner Burroughs said, gentlemen, ladies, thank you. It's been my experience that many, if not all, audits are not only conducted and discussed and reviewed then shelved. I would hope that we would work to continuously review these documents, implement, and embrace the findings. It's critical to this local unit of government. It's critical to the leadership here. More importantly, it's critical to the community. I might suggest, Mayor, Commissioners, instead of seeing this work product shelved that I'm going to make a motion that—first of all, Madam Administrator, is this an actionable item this evening? **Mayor Garner** said no, it's not. **Commissioner Burroughs** said for information only. If it was an actionable item, I'd make a motion this evening to begin the adoption of the work product and recommendations. We can ill afford to wait any longer. It's time.

Commissioner Davis said thank you all so much. I know this took a lot of work to take place. We did not vote necessarily to authorize the budget for this, correct? We did not. So, this is kind of under. I just wanted to make sure because I didn't see that on any agenda.

Either of you can answer because I do have some questions. Were you all given our budget and our charter to review? Okay. Do you all have any thoughts? The only reason why I say that is because one of the hard things about kind of implementation, and you all are city managers, you all know this, right, like there's the administration piece, right, which is the technical side and then there's the political will piece. There's the ability to compromise the ability to put stuff on the agenda, the ability to vote things through. So, do you all have any thoughts on that particular piece of our charter?

Mr. Marshall said each of us has been a city manager. We have enough sense to stay out of political fights, so we're not going to do that. What I would say to you is that one of the things that we find a little surprising, challenging, not surprising, is that you operate as two—you're a unified government, but you're operating as two separate budgets. Now I understand some of that is because you have these other cities that are in the county. I think you ought to look to ways of being less separate and try to make the operation work smoothly. I don't know. We didn't look

at the legal aspects of that. We weren't called upon to do that, but that may be something that you might want to do. See if there's a way to further consolidate. **Commissioner Davis** said got ya. I appreciate that.

Commissioner Davis said the other question that I have is I know that, are these assessments still ongoing or are they complete, this report, it's a go? Is the book closed or is it still open? **Gail Meriweather** said as it relates to HR, I'm done. I've completed it. I've got the information for you all.

I also want to address the question that you asked as it related to, you didn't see a budgeted item for this. Because I worked for Ms. Harrison-Lee in the city of Gardner, I did not charge her what Arthur J. Gallagher would have charged her. I charged her what the Meriweather Group would charge her because I've lived in this community long enough to appreciate the Unified Government. In addition to that, and you'll hear me say over and over again because I know you need to say things 15 times before people really understand it, if you can get the foundational pieces of HR together—like right now, there are EEOC claims that are just about \$2M, of which I think maybe a million dollars have been paid out and we're sitting being ready to pay another. All of this could be done far less than that.

Then the issue that we've had as it relates to employees and managers, most of that will go away because the expectation from the employees would be identified in a performance management system. Job descriptions will be clear. You'll have an HR Department that's responsive, who understand employment law, and can help them through the process. We can relieve some of the work that the attorneys are having to do around those kinds of things and you all can do more around contracts and bringing economic development into the UG. Does that make sense? **Mr. Davis** said yeah. Thank you.

Commissioner Davis asked, for the organization assessment, are you all done? Is the book closed on that as well? **Mr. Marshall** said yes. We're done. Our recommendation is that you have other people look more deeply into the areas we've identified. **Commissioner Davis** said okay. The only reason why I bring that up is because I do think that, as commissioners, and I'll just speak for myself, but I think others maybe would agree. I think we would have really loved to have gotten interviewed by you all. There's a particularly unique perspective that we offer within our particular

districts knocking on doors, talking to people, hosting town halls. That's why I asked if the book is closed on that. Thank you so much.

Gail Meriweather said the doors are still opened for you all, as elected officials, because the strategic planning process. As you guys are hired to do a job. You are elected because you knocked on doors and said this is what we want to do for the UG. That needs to be a part of what gets pushed down for the employees to do through that strategic planning process. I may have missed you and understanding what goes on in HR, but when it comes to moving the organization forward, that's exactly when you need to have that conversation. So, we say, the community wants this because they spoke through the elected officials to let us know. Then the Mayor and the Interim County Administrator, this then are their top three or four priorities. How do we get that done through the departments within the UG? So, we're not done with you yet.

Commissioner Stites said thank you for the presentation, both of you, all of you all. It was enlightening. I will tell you, so I've been here just seven months now. This question may not be directly at you all, but when was the last time, since the inception of the Unified Government 25 years ago, that we had a top-down evaluation of our departments? **Ms. Harrison-Lee** said never. **Commissioner Stites** said okay. That's what I was looking for. I, too, agree that with Commissioner Burroughs in the sense that we don't need to take this information and file it on a shelf and it never gets explored and we don't act upon it. We do have that opportunity now that we had professionals come in, give their advice. We need to evaluate that advice, take heed, and take action. I appreciate it and I think we have a unique opportunity to, I'm not going to say right the ship, but I do think that we can get this thing; not listing to the side so much.

Mayor Garner said thank you all so much. Appreciate the presentation. I think it was very valuable just not for this staff and Commission, but for the community to see. I advocated hard that we needed to have an outside, independent, unaffiliated audit for the Unified Government. Not only now but we need to continue down this path. We have awesome employees here. I've worked with them every day. I worked 32 years here with a lot of great people. I think some people forget that. I've been exposed to the organization when I started down in the basement here, the sub-basement, of City Hall back in 1987 and now I'm the Mayor. That's nothing to brag

about because we have so much work to do. I'm not here for me. I'm here for the people and that's what this is about for me.

I do encourage our Administrator moving forward that we continue a deeper dive, and that we look at all of the departments that have been recommended. I agree with Commissioner Burroughs is that what I've seen is a merry-go-round to nowhere. Some of you've heard me say that when you talk about all of these master plans, listening tours, community conversations, and presentations and they go absolutely nowhere. I think we're at a crossroads in the Unified Government. We have a real opportunity to be about the change that this community has demanded that they what to see from the Unified Government.

The other part of this aspect is outside of the employees that we know do a great job here, there is a culture that I've been exposed to and have been involved in. That culture is some of what you've seen tonight. Those are the things that this Commission is going to have to work with. I've heard a lot of the commissioners and we've got to work. Let me remind our commissioners, and not everybody, we have got to put whatever differences we had, personal/professional, and do the work of the people. This Mayor came out front on day one and said work with me, meet with me, and I encourage all of you to continue to do that, those of you who haven't cancelled your meetings with me. I'm here. I'm available. My team is here everyday and we want to work. We have got to put whatever differences aside. We've got to move these recommendations forward. The future of not just Wyandotte County, but residents that have demanded better from all of us is at stake.

When you talk about just from my experience being here for over 32 years in various aspects of leadership, there's a lack of diversity. You've got people in high positions of decision-making making decisions for this community but not culturally connected to the community or even a desire to work with the community. We've got to change that dynamic and it can be done responsibly. Not that everybody doesn't have value, but when you talk about people that are making leadership decisions for this community, that is something administration has to look at. We need a diverse, educated, talented, and connected workforce inside the Unified Government at the top leadership positions. So, leadership is really key when I talk about that.

We've also got to have a level of accountability. What I've seen over my 32 years when you talk about the culture, is it bothers me when you have an imbalance of this experiment of the Unified Government, and I'll call it that. I think a unified government is better than a divided one.

We've come a long way. When you talk about the form of government, I have issue with that. Some of that issue was brought out tonight. We've really got to work on creating a unified government where staff, for once, is accountable to the elected body, to include this Commission and the Mayor, because this Commission and this Mayor are accountable to the people. The people vote us into office because they think we are running this town. In reality the tail is wagging the dog.

When people call the Mayor's Office, when people call for commissioners and when commissioners ask for things, and not everybody, but there should never be a time when any commissioner, I mean any employee gives more excuses than they do solutions. There should never be a time when an employee tells any commissioner or elected official what they can't do as opposed to how do we make things work and find solutions. Those are my biggest issues we have. That the imbalance that we need to address. A lot of these issues—we've put together seven committees. I thank those commissioners that have been involved in these seven committees to address some of these issues.

Harold Johnson, Commissioner Johnson, he's working on trying to streamline the process so businesses can go from shovel-ready to development in a way that is responsible and streamlining that process. Commissioner Ramirez is working on efficiencies as well as criminal justice reform. We're also looking at our unhoused and improvised population to enhance services and improve what we do for them. So, there's a lot of room for improvement. Those taskforces were designed for one thing, collaboration. Commissioners, community, staff, Mayor's team coming together to find real solutions to real problems that we know affect the lives of real people every day. Actionable solutions, not just talk, but action where recommendations can be brought forward that can generate results that this community wants to see.

I'm going to keep saying it over and over again, this Mayor, this Mayor's team, is willing to work with this Commission, staff, and more importantly our community to do just that, to work on these problems and find solutions. I've always been a collaborator. I'll say it again, I'm not here to play politics. I won't. If you think I am, think again. I'm not here to do that. I'm here for one purpose and one purpose only, that is to get things done for the people of Wyandotte County that are sick and tired of being sick and tired of what they've been seeing come from this Unified Government, and I was one of those employees.

Again, I'd like to say for all those employees that do a good job, thank you. You are valued. We appreciate you. We know you're working hard every day. It's the culture of this organization that we've got to address. That's what we need to focus on because once we start working on the culture and getting these policies and practices and procedures in line and bring in qualified people for these positions, that's when change, in my opinion, begins to start.

So, there was a motion on the floor. This isn't an actionable item. If you want to repeat that again, Commissioner Burroughs.

Commissioner Burroughs said, Mayor, I had clearly stated that I would hope that we wouldn't shelve this study. It's important enough. There's been time and energy invested in it. If it was an actionable item, I would have been more than happy to make the motion this evening because I truly believe if we don't take action tonight, it will be shelved, it will be forgotten about. In my experience, that's exactly what happened. In my 26 years at the Kansas House, those audits were conducted on an ongoing basis and many of them were shelved and forgotten about. Same mistakes were made over and over again, and we can't afford to keep making mistakes. Mayor, I would just challenge each and every one of us to be mindful that the information is before us and very forthcoming, depending on how far we want to drill into it, but I stand ready to do my part, Mayor, to lead.

Commissioner Townsend said I appreciate the information brought forward tonight. It's already been stated that this is not an action item for a vote. The difference is how and when can action be taken. I think Commissioner Burroughs' point is this is not to be forgotten. I would just caution us about being hasty and taking a vote on something when this is not for a vote, but I support him and the intention in looking at this further.

The other thing, as I listen to this to keep in mind, is what this would mean to achievement of what's been proffered tonight as we look for another Administrator and how those candidates would look at their ability to come in and work to achieve some of these things that may have been offered. What's this really going to look like. That's the comment I wanted to make.

Mayor Garner said just for clarity, Commissioner Burroughs, in speaking with him, just like me and some others, we're just encouraging our Administrator to continue to deeper dive into this

organization and continue these assessments based on the recommendations from the individuals that you have here today. Thank you so much.

Action: Items 2 and 3 were for information only.

Mayor Garner said as a result of this meeting, we are going to need to go into executive session to discuss personnel matters.

Action: Commissioner McKiernan made a motion, seconded by Commissioner Burroughs, to go into executive session until no later than 10:10 p.m. regarding personnel. Roll call was taken and there were nine “Ayes,” Ramirez, Johnson, Markley, Stites, Davis, Bynum, Burroughs, Townsend, McKiernan.

Mayor Garner reconvened the meeting back into regular session at 10:11 p.m.

Item No. 4 -211735...UPDATE: GRANTS AND GRANT PROCESS

Synopsis: Update on status of grants and grant process, submitted by Cheryl Harrison-Lee, Interim County Administrator.

Cheryl Harrison-Lee, Interim County Administrator, said an update on the grants has been provided to you regarding the ARPA funding as well as the funding that we received from Representative Davis. If you have any questions, I will answer them at this time. Hearing none, Mayor, that completes the overview of the grants update. It’s a standing item just to make sure that members of the Commission are current on what’s going on with grant opportunities.

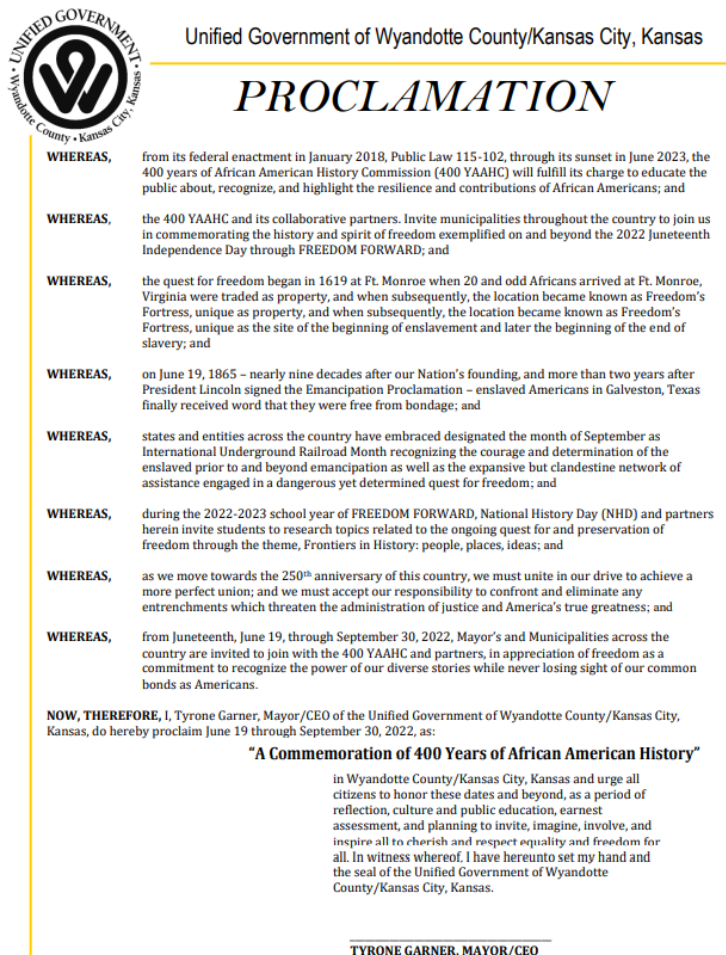
Action: For information only.

Mayor’s Agenda

Item No. 1 - 211812...PROCLAMATION: AFRICAN AMERICAN HISTORY COMMISSION (400 YAAHC)

Synopsis: Proclamation proclaiming June 19 through September 30, 2022, (400 YAAHC), submitted by Tyrone A. Garner, Mayor/CEO.

Monica Sparks, Acting UG Clerk, read the proclamation as follows:



Action: Proclamation was read.

Item No. 2 - 211811...PROCLAMATION: NATIONAL NIGHT OUT

Synopsis: Proclamation proclaiming August 2, 2022, as National 39th Night Out, submitted by Tyrone A. Garner, Mayor/CEO.

Monica Sparks, Acting UG Clerk, read the proclamation as follows:

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Unified Government of Wyandotte County/Kansas City, Kansas

PROCLAMATION

- WHEREAS,** the National Association of Town Watch (NATW) is sponsoring a unique, nationwide crime, drug, and violence prevention program on August 2nd, 2022 entitled "National Night Out"; and
- WHEREAS,** the "39th Annual National Night Out" provides a unique opportunity for Wyandotte County/Kansas City, Kansas to join forces with thousands of other communities across the country in promoting cooperative, police-community crime prevention efforts; and
- WHEREAS,** the Unified Government of Wyandotte County/Kansas City, Kansas plays a vital role in assisting the Kansas City, Kansas Police Department and the Wyandotte County Sheriff's Office through joint crime, drug, and violence prevention efforts in Wyandotte County Kansas City, Kansas and is supporting "National Night Out 2022" locally; and
- WHEREAS,** it is essential that all citizens of Wyandotte County Kansas City, Kansas be aware of the importance of crime prevention programs and the impact that their participation can have on reducing crime, drugs, and violence in Wyandotte County Kansas City, Kansas; and
- WHEREAS,** police-community partnerships, neighborhood safety, awareness, and cooperation are important themes of the "National Night Out" program.

NOW, THEREFORE, I, Tyrone Garner, Mayor/CEO of the Unified Government of Wyandotte County/Kansas City, Kansas, do hereby proclaim August 2, 2022, as:

"National Night Out"

in Wyandotte County/Kansas City, Kansas and call upon all residents to join the National Association of Town Watch in supporting the "39th National Night Out." In witness whereof, I have hereunto set my hand and the seal of the Unified Government of Wyandotte County/Kansas City, Kansas.

TYRONE GARNER, MAYOR/CEO

Action: Proclamation was read.

Item No. 3 - 211724...UPDATE: COUNTY ADMINISTRATOR SEARCH PROCESS

Synopsis: Communication on County Administrator's search process by Tyrone Garner, Mayor/CEO.

Mayor Garner said what I can tell you, Commissioners and public, is that an RFP put out. It closed on the 1st. I'll let the County Administrator talk more to that on a process that she's put in motion.

Cheryl Harrison-Lee, Interim County Administrator, said the deadline for receiving RFPs for recruitment firms interested in providing executive search services ended on the 1st of July. We received responses from four firms. Staff is now reviewing those proposals from the firms, doing

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reference checks, and we anticipate that at the next meeting, we'll have a recommendation on a search firm.

Mayor Garner said I've also asked that each commissioner bring forward two selections to go on a selection taskforce that will assist this search firm. I've already selected the chair, Mayor Harrington from Bonner Springs. He's tentatively agreed as well as BPU President Mr. Johnson as the co-chair. I know that Melissa Bynum, At-Large District Commissioner, as well as At-Large District Commissioner Tom Burroughs have taken the lead to work with the commissioners to get their appointments to this taskforce as well. There should be two. One would be the commissioners' primary and then the secondary would be a backup in case of the absence of the primary.

The goal is to—when this search firm—before it's actually recommended for selection, I've asked the administrative staff to get that information to our commissioners so you all can have a chance to review the process, why that firm was selected, to be able to ask any questions in regards to their expertise in the area of these searches, request staff to go back, if necessary; and then that information will get to the Administrator and she'll ultimately give that to me. Hopefully, by that point, we should have both the selection team and the selection firm in place and they can start working on the process.

The ask I will be giving the selection team is to make sure that we involve our business community, our employees, as well as the community in a survey prior to putting out a call for interest for the job opening so that information can be included as part of the job description requirement that would coincide with the recommendations from the search firm.

After that point, the timeline and things of that nature, I really don't want to micromanage it from that point at all. Really, the process will be conducted in collaboration with the search firm and the search taskforce. Hopefully, they can get three candidates that can be evaluated and ultimately when we get to two, I would like for the Commission to interview both of those candidates and then have the search firm go back, take that information, and then make a recommendation to me on who they recommend to be the next County Administrator as part of their process.

My involvement would be at the very end based on the recommendations I get throughout this process. That's an update there. Are there any questions from any of the commissioners in that regard? (There were none.)

Action: For information only.

CONSENT AGENDA

Mayor Garner asked, do any members of the Commission or County Administrator wish to set aside any item on the Regular Consent Agenda? If an item is not set aside, all items on the Regular Consent Agenda will be voted on by one vote.

Action: Commissioner McKiernan made a motion, seconded by Commissioner Bynum, to approve as submitted.

Mayor Garner asked, is there any discussion? Seeing none, roll call, please.

Roll call was taken and there were nine "Ayes," Ramirez, Johnson, Markley, Stites, Davis, Bynum, Burroughs, Townsend, McKiernan.

Item No. 1 – 211740...RESOLUTION: SISTER CITY WITH CITY OF CAMARGO, MEXICO

Synopsis: A resolution establishing a Sister City relationship with the City of Camargo, Mexico, submitted by Dr. Mildred Edwards, Chief of Staff in the Mayor's Office.

Action: **RESOLUTION NO. R-36-22**, "A resolution establishing a Sister City (Twinning) relationship between the Unified Government of Wyandotte County/Kansas City, Kansas, and the city of Camargo, Chihuahua, Mexico." **Commissioner McKiernan made a motion, seconded by Commissioner Bynum, to adopt the resolution.** Roll call was taken and there were nine "Ayes," Ramirez, Johnson, Markley, Stites, Davis, Bynum, Burroughs, Townsend, McKiernan.

Item No. 2 – 211736...GRANT: KANSAS CITY KANSAS POLICE DEPARTMENT VICTIM SERVICES VOCA FY 2023

Synopsis: Authority to submit the fiscal year 2023 VOCA grant, submitted by Wendy Medina, Program Supervisor, Police Department. No matching funds are required.

Action: **Commissioner McKiernan made a motion, seconded by Commissioner Bynum, to approve as submitted.** Roll call was taken and there were nine “Ayes,” Ramirez, Johnson, Markley, Stites, Davis, Bynum, Burroughs, Townsend, McKiernan.

Item No. 3 - MINUTES

Synopsis: Minutes from Special Sessions of May 26 and June 2, 2022.

Action: **Commissioner McKiernan made a motion, seconded by Commissioner Bynum, to approve as submitted.** Roll call was taken and there were nine “Ayes,” Ramirez, Johnson, Markley, Stites, Davis, Bynum, Burroughs, Townsend, McKiernan.

Item No. 4 - WEEKLY BUSINESS MATERIAL

Synopsis: Weekly business material dated May 5, May 26, and June 9, 2022.

Action: **Commissioner McKiernan made a motion, seconded by Commissioner Bynum, to receive and file.** Roll call was taken and there were nine “Ayes,” Ramirez, Johnson, Markley, Stites, Davis, Bynum, Burroughs, Townsend, McKiernan.

Mayor Garner said we’re going to pause just for a minute as there may be some technical issues with our live feed. (10:25 p.m.)

Mayor Garner reconvened the meeting at 10:28 p.m.

PUBLIC HEARING AGENDA

Item No. 1 – 211789...PUBLIC HEARING: 2022-2026 CONSOLIDATED PLAN

Synopsis: Final public hearing concerning the 2022-2026 Consolidated Plan and associated documents, submitted by Wilba Miller, Director of Community Development. On May 23, 2022, the Administration and Human Services Standing Committee, chaired by Commissioner Markley, voted unanimously to approve and forward to the full commission.

2022 -26 Consolidated Plan And Analysis of Impediments to Fair Housing Choice

Public Hearing #2
UG Community Development Department | July 2022

Wilba Miller, Director of Community Development, said the Unified Government of Wyandotte County/Kansas City, Kansas, receives an annual allocation of entitlement funds from the US Department of Housing and Urban Development for the following programs: Community Development Block Grant, HOME Investment Partnership, and Emergency Solutions Grant. In order to receive these funds, the Unified Government must submit a consolidated plan to HUD every five years. The '22 Annual Action Plan, '22 Analysis of Impediments to Fair Housing, and the updated Citizen Participation Plan are all included in this submission.

The Consolidated Plan consolidates the three grant programs into a single application which includes a description of the projects and activities expected to be undertaken using grant funds and any expected program income. The plan also includes actions that the UG expects to take during the program year to preserve strategies.

The UG must hold two public hearings to inform the community about the plan, the plan process, and to obtain community input. The first public hearing was held on March 31, 2022, prior to developing the draft plan. The draft plan was also published on June 2, 2022, and citizens were given 30 days to comment. We are fulfilling the second public hearing requirement tonight.

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Community Engagement

-  142 Survey Participants
-  30 Community Stakeholder Orgs. Interviewed
-  4 Community Workshops with 24 participants
-  2 Targeted Resident Focus Groups
-  2 formal Public Hearings

In addition to these HUD required engagements, we also held a survey with 142 participants, 30 stakeholders interviewed, 4 community workshops, and 2 targeted focus groups.

Community Identified Needs

- **Housing needs**
 - Help for homeowners to make housing improvements
 - Rehabilitation of affordable rental housing/ apartments
 - Energy efficiency improvements to housing
- **Public service needs**
 - Health and mental health services
 - Childcare
 - Substance abuse/ crime prevention
 - Youth services/ programs
- **Homeless needs**
 - Transitional/ permanent supportive housing programs
 - Homelessness prevention
 - Supportive services/ case management
- **Public facility needs**
 - Community centers
 - Homeless centers
 - Community parks, gyms, and recreational fields
- **Public infrastructure needs**
 - Street/ road improvements
 - Sidewalk improvement or expansion
- **Economic development needs**
 - Redevelopment or demolition of blighted properties

This slide summarizes the top needs identified by the community. As you can see, housing needs, public service needs, homeless needs, etc.

Five -Year Goals

1. Improve Housing Access and Quality
2. Provide Housing and Services for People Experiencing or At-risk of Homelessness
3. Provide other public services for LMI households
4. Improve Public Facilities and Infrastructure
5. Support Economic Development
6. Planning and Administration

We use that community input along with local, regional, and federal data sources to identify six goals for our plan. One, improve housing access and quality, provide housing and services for people experiencing or at-risk of homelessness, provide other public services for low and moderate-income households, improve public facilities and infrastructure, support economic development, and planning and admin.

2022 CDGB Projects

Activity	Funding
Home Repair/Barrier Removal Program	\$500,000
Housing Rehab Delivery	\$583,868
Willa Gill Multi - Services Center (MCRC)	\$148,000
Livable Neighborhoods	\$20,000
Area Master Plan Activities	\$500,000
CDBG Administration (20%)	\$437,966
TOTAL	\$2,189,834

This slide shows the annual action plan. It identifies the number of projects to be working toward these goals. Projects are summarized in the following slide shown by grant program and activity. This activity is the Community Development CDBG grant. As you can see, we have Home repair, housing, Willa Gill, Livable Neighborhoods, and area master plan activities. As a side note, the area master plan activities that we're looking at right now are the Boston Daniels Park and if we have money to help Parkwood Park. Then, CDBG administration.

2022 HOME Projects

Activity	Funding
CHDO Set-Aside (Rehab/New Construction)	\$333,831
Subrecipient (Rehab/New Construction)	\$523,830
HOME Administration (10%)	\$95,295
TOTAL	\$952,956

The HOME projects, we're setting aside money for the CHDOs, Community Housing Development Organizations, such as Mt. Carmel and CHWC; and subrecipient monies for rehab/new construction, for instance, Habitat.

We have taken our CHIP Program, our down payment assistance program out. We haven't had good attendance to it for two years. Our client, the low-mod income clients, are being outbid for houses. They just can't get it so what we decided to do is work on the housing part of the program.

2022 ESG Projects

Activity	Funding
ESG Activity Subgrants	\$181,813
ESG Grant Administration (7.5%)	\$13,660
TOTAL	\$195,473

The last one is the Emergency Solutions Grant Project. This is for activities such as homeless agencies or near homelessness activities for people like Friends of Yates, Crosslines, Avenue of Life, and we have probably six or seven subrecipients that receive these monies.

Barriers to fair housing



After the community engagement and review of the data, we have identified six impediments—sorry, this slide shows community responses to the fair housing questions. In addition to the consolidated plan, we will be submitting an analysis of impediments to fair housing. All HUD activities are required to affirmatively further fair housing. This analysis identifies activities to help meet the requirements. Please note that we do not receive any special or dedicated funding to carry out fair housing activities.

The community survey included questions about fair housing. This slide shows barriers to fair housing that were identified by community members. Number one is neighborhoods need investment and revitalization. The next four barriers all relate to the affordability of housing.

Community Engagement: Fair Housing

Do you know where to file a fair housing complaint?



This slide shows the community's responses to the questions: Do you know where to file a fair housing complaint? You can see that less than 40% of respondents know where to file a complaint. This shows that we have an opportunity to increase education around fair housing issues.

Impediments to Fair Housing Choice

1. Low labor market engagement and limited incomes restrict housing choice and access to opportunity among protected classes
2. Continued need for neighborhood investment in areas with high poverty rates and low level of access to resources and services
3. Housing options for persons with disabilities are limited
4. Historical disinvestment in housing condition disproportionately affects protected classes
5. Multifamily uses are severely restricted by both policy and implementation of the zoning code
6. Lack of strong networks limits ongoing progress towards fair housing goals

After the community engagement and review of data, we have identified six impediments to fair housing. In the plan, there are a number of recommended actions for the Unified Government and partners to take in the next five years to address each of these impediments and increase fair housing in Wyandotte County. You can see low labor market engagement and limited incomes restrict housing choice and access to opportunity among protected classes. Continued need for neighborhood investment in areas with high poverty rates and low level of access to resources and services. Housing options for persons with disabilities are limited. Historical disinvestment in housing condition disproportionately affects protected classes. Multifamily uses are severely restricted by both policy and implementation of the zoning code. Lack of strong networks limit ongoing progress towards fair housing goals.

Public Hearing



The consolidated plan must be submitted to HUD 45 days prior to the fiscal year that starts October 1st, which means submission can be no later than August 15, 2022. Failure to submit by August 15th will automatically result in a loss of funds. A resolution calling for the adoption of the 2022-2026 Consolidated Plan and attachments will be presented to the Commission for approval during the meeting on July 28, 2022. This concludes my presentation.

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Mayor Garner said I will now open the public hearing and ask the Clerk if any notifications were received from the public who wish to express their comments regarding this item. **Ms. Sparks** said no comments were received.

Mayor Garner asked, is there anyone present who would like to speak on this item? If so, please come to the podium and be recognized. Once you have been acknowledged, we ask that you provide your name and city of residency for the record. You'll be given up to three minutes to state your comments. Seeing none, is there anyone online who would like to speak to this item? If so, please raise your hand to be recognized. Once you've been acknowledged, we ask that you provide your name and city of residence for the record. You'll be given up to three minutes to state your comments. **Ms. Sparks** said no hands are raised.

Mayor Garner said if there are no further comments from the public, I will close this public hearing. Do any members of the Commission have any questions or comments? Hearing none that will conclude this item this evening.

Action: Public hearing was held.

STANDING COMMITTEES' AGENDA

Item No. 1 – 211795...RESOLUTION: SET A PUBLIC HEARING DATE FOR 505 CENTRAL

Synopsis: A resolution calling and providing for notice of a public hearing on the advisability of creating a redevelopment district at 505 Central Avenue on August 25, 2022, submitted by Katherine Carttar, Director of Economic Development. This item was scheduled to appear before the Economic Development and Finance Standing Committee, chaired by Commissioner Burroughs, on July 11, 2022. It was requested, and approved by the Mayor, to fast-track this item to the July 14, 2022, full commission meeting.

Mayor Garner said I'll ask Commissioner Burroughs to make some opening remarks.

Commissioner Burroughs said, Mayor, all this does is set the hearing date for 505. We've all had an opportunity to hear a presentation a number of times. This just sets the hearing date.

Mayor Garner asked, any member of the Commission have any comments or questions in this regard? (There were none.)

Action: **RESOLUTION NO. R-37-22**, "A resolution calling and providing for notice of a public hearing to be held on August 25, 2022, on the advisability of creating a redevelopment district in the Unified Government of Wyandotte County/Kansas City, Kansas, pursuant to K.S.A. 12-1770 et seq, at 505 Central Avenue." **Commissioner McKiernan made a motion, seconded by Commissioner Burroughs, to adopt the resolution as submitted.** Roll call was taken and there were nine "Ayes," Ramirez, Johnson, Markley, Stites, Davis Bynum, Burroughs, Townsend, McKiernan.

Item No. 2 – 211794...RESOLUTION: ADOPTING PROCEDURES FOR REDISTRICTING COMMISSIONER DISTRICTS

Synopsis: Proposed resolution setting forth the procedures for redistricting commissioner districts pursuant to UG Code Section 2-53(b), submitted by Jeffrey Conway, Legal Department. This item was scheduled to appear before the Neighborhood and Community Development Standing Committee, chaired by Commissioner Burroughs, on July 11, 2022. It was requested, and approved by the Mayor, to fast-track this item to the July 14, 2022, full commission meeting.

Mayor Garner said I'll ask Commissioner Burroughs to make some opening remarks.

Commissioner Burroughs said that committee is chaired by my friend and colleague Commissioner McKiernan. **Mayor Garner** said it looks like Commissioner Burroughs assigned Commissioner McKiernan that task. So, Commissioner McKiernan.

Commissioner McKiernan said on Monday night, Mr. Conway from Legal did give us a presentation about where we are and how COVID and other factors have led us to a timeline that

he and the Legal team have put together to get us to redistricting our commission districts in time for the 2023 Election cycle. The committee heard his presentation and was in agreement with the timeline that he set out. That item was approved unanimously by the standing committee to be brought here. If any members of the Commission wish to hear from Mr. Conway, I'm sure that he can answer questions and give additional information.

Mayor Garner asked, do any members of the Commission have any comments or questions? Hearing none, I'll entertain a motion.

Action: **RESOLUTION NO. R-38-22**, "A resolution setting forth the procedures to reestablish the commission district boundaries following completion of the federal decennial census." **Commissioner McKiernan made a motion, seconded by Commissioner Markley, to adopt the resolution as submitted.** Roll call was taken and there were nine "Ayes," Ramirez, Johnson, Markley, Stites, Davis Bynum, Burroughs, Townsend, McKiernan.

COMMISSIONERS' AGENDA

No items.

LAND BANK BOARD OF TRUSTEES' CONSENT AGENDA

No items.

PUBLIC ANNOUNCEMENT

No items.

Mayor Garner said that concludes this meeting. I will entertain a motion to adjourn.

Action: **Commissioner Bynum made a motion, seconded by Commissioner McKiernan, to adjourn the meeting.** Roll call was taken and there were nine "Ayes," Ramirez, Johnson, Markley, Stites, Davis Bynum, Burroughs, Townsend, McKiernan.

MAYOR GARNER
ADJOURNED THE MEETING AT 10:38 P.M.
July 14, 2022

Monica Sparks
Acting Unified Government Clerk

cg

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