

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

SPECIAL SESSION, THURSDAY, NOVEMBER 10, 2022

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, November 10, 2022, with ten members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; McKiernan, Commissioner Second District; Ramirez, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Stites, Commissioner Seventh District; Davis, Commissioner Eighth District; and Garner, Mayor/CEO, presiding. Townsend, Commissioner First District; was absent. The following officials were also in attendance: Cheryl Harrison-Lee, Interim County Administrator; Alan Howze, Assistant County Administrator; Becky Berger, Administrative Coordinator in County Administrator's Office; Misty Brown, Chief Legal Counsel; Brett Deichler, Unified Government Clerk; Monica L. Sparks, Deputy Unified Government Clerk; Jeff Fisher, Executive Director of Public Works; Reginald Lindsey, Budget Director; Michael Peterson, Assistant Budget Director; Mike Grimm, Research Manager; Daniel Soptic, Sheriff; Richard Rocha, Management Analyst in Budget; Dr. Mildred Edwards, Chief of Staff in Mayor's Office; and Alley Porter, Commission Liaison.

Mayor Garner said before I call this meeting to order, I want to announce that we have individuals attending remotely as well as on-site. 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 participating knows who is speaking. This is critical given the number of remote participants and is current guidance from the Kansas Attorney General.

MAYOR GARNER called the meeting to order.

ROLL CALL: Stites, Davis, Bynum, Burroughs, McKiernan, Ramirez, Johnson, Kane, Markley, Garner.

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be conducted in a hybrid format on Thursday, November 10, 2022, at 5:00 p.m. in the fifth floor conference room of the Municipal Office Building regarding budget and organizational priorities for the governing body.

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

Mayor Garner said tonight we are here at the request of several of our commissioners and it's a great meeting to have because they've called this meeting to order to discuss the hard work that needs to be done surrounding our budget and prioritizing what the needs involved in identifying those budgetary priorities going into next year. At this time I'm going to recognize our Interim County Administrator Cheryl Harrison-Lee and she will make the opening remarks and lead us into this discussion.

Cheryl Harrison-Lee, Interim County Administrator, said tonight we have many members who have expressed a desire to immediately begin strategic planning to address our pending budget situation. We are at a crossroads in this community. We have aging infrastructure with limited resources and it is particularly alarming given the City General Fund which has an operating deficit. We talked about that at the time we adopted the budget and effectively at a negative cash balance in 2025. So, the challenge is daunting and I am thankful that the Commission has committed to developing a substantiable path forward.

Commissioner Davis reached out to me along with Commissioners Bynum, Markley, McKiernan, and Ramirez calling for two Special Sessions before the end of this year. One this evening and the additional session which will be on December 8th to begin preparing for the next budget cycle.

We have difficult conversations. I would ask that you please give us your candor so that as your Administrator along with the staff that we're able to find solutions to solidify your strategic goals. So, it's my pleasure to introduce Shockey Consultant as our facilitator for this evening.

November 10, 2022

Sheila has extensive experience facilitating with many local governments and my dear friend Bill Ebel who is the former City Manager for the city of Overland Park who also brings a wealth of experience. I might note that he also has experience as Public Works Director as well as in Community Development. So some of the things that we're talking about with development, economic development and infrastructure, he will be able to provide some support on.

With that, I will turn it over to our Facilitator Sheila Shockey.



Sheila Shockey, Facilitator, said everyone, at your place you have a tube. That is your meeting tube, your agenda, and your materials are included in there. We are going to do really three things tonight because I understand there's a football game that somebody needs to get to. We're going to review the 20-year Vision Statement, which was developed several years ago. I think before 2016 or that year is about when it was and develop some priorities as I stated to kind of guide the staff as they get closer to starting the budget process again. Then, we will begin some outline of the five-year goals or statements that will help guide that discussion as well.

We are to the ground rules. I will just tell you a little bit about what we're going to do. It's going to be interactive. I'm not going to make you leave your place, but Bill and I will be recording the conversation that we have tonight and we will go around and ask for individual contribution and if the Mayor is okay with that, I'll call on people. Will that be okay? Okay. We want everybody to participate, that's kind of the big thing and so raise your hand, shoutout, just make sure that we get your information down correctly and that you use your microphone as well.

This is our process. We are going to adjourn at 7:30, so hopefully, you set your—I don't think there are DVRs anymore, I don't know what you set to stream your game, I'm not sure, but you can leave a little bit early.



These are our ground rules and I just wanted to make sure you all are okay with them. The first one is we really want everybody to participate. You can't get your voice in terms of long-range policy if you don't kind of start with this process today. A really easy one, listen first to be understood. I'm sorry, listen first to understand and then speak to be understood, so it's always good to ask probing questions of your other participants and feel free to do that. Then, everyone is an equal participant. Try to kind of think about the county as a whole and all the residents. No disparaging or negative comments about any ideas, so this is kind of an idea process that we'll kind of weed down and you'll get a second chance. Tonight, let's kind of try to be open to everyone's thoughts. We will allow for some pros and cons of each ideas or the ideas we talk about next time. Then, agree to disagree, but don't be disagreeable and we encourage brainstorming and I know some of you have your laptops up and that's great. If you would kind of make sure that you—I know you guys will like to—when we start to wordsmith everybody loves to get their laptops up, so that's great, but if you can, kind of keep your side conversations and cell phones and kind of work on your laptop to a minimum so we can look at each other and discuss these important issues.

We're going to go around the room and ask people to share with the others what their session aspirations are for tonight and just a few words about kind of what you would like to accomplish tonight and for the next session. I'm going to start over here with Commissioner Johnson.



Commissioner Johnson said I feel like I need to pass the baton to the right. When we adopted this budget, I was not in favor of it because it had a deficit and so I think the words that I heard was this is transitional. So, the natural question I have and I guess I would ask—I would just put this down as my point, is how do we define transitional and will that be accomplished. I want that to be accomplished in this session—during these two sessions, that we figure out how to replenish the fund balance. So, I want to know what transition means and how we’re planning on transitioning our budget and also replenish our fund balance and I think I’ll stop there.

Commissioner McKiernan said I think before we get to the nuts and bolts of fund balance and spending, I think it’s time for us to really just reestablish what is our shared vision for where we want this community to go and what are our shared priorities and then right away we have a roadmap for where we spend money. We spend money on priorities and we limit the spending of money on things that aren’t priorities. I would like us to reestablish a shared vision and reestablish what our shared top priorities are and that is great guidance.

Commissioner Bynum said Mayor, fellow commissioners, and Administrator, I want you all to know that I sincerely tried to win the Powerball and one of the things you always think to yourself what you would do. I was going to take care of us. That didn’t happen, so back to this work.

I would like to come away from our two sessions with maybe some good strategies, goals or strategies for, frankly, revenue enhancement. If we can also have some strategies for cost reduction, I think that would be great, but right now it just doesn’t feel very feasible with the way costs are just getting higher on almost everything. I just don’t know that you can cut your way to a balanced budget, so I like us to be thinking together about revenue and revenue enhancement.

Commissioner Burroughs said I look to hopefully come out of this with some support in finding commissioners that want to work on a structurally balanced budget,, one that looks at reducing overall spending versus increasing taxes to meet our financial obligations. I would like to see us become more efficient and more responsive to the concerns that are raised by the public. More importantly, I think in order to accomplish any of those, we need to create a cohesive Commission synergy and build trust with one another.

Mayor Garner said mine are simple. Just identify essential services. I mean I think that's really key. One of the things that I'm looking at as well is identifying what are priorities—what are the priority needs for our community. I know one thing that resonates across the county no matter where you go, all four corners and everything in the middle, is the taxes or the perception of high taxes.

PILOT, relief in that area and I think we need to really look at how do we best streamline government responsibly and find cost savings and reduction in a way that we can operate more effectively and efficiently while also trying to enhance and improve customer service, which some say is a problem. Then, making sure that it's community-driven and when it's community-driven we need to look at a balanced budget to make sure that we try to sustain the economic health of our Unified Government going into that red line that is either between 2026 and 2027. Then, trying to find cohesively, like we all know, coming together as a unified body. This government being the voices of our community to really define what we need to do to anchor development and people right here in Wyandotte County and to use that anchor to broaden our tax base and what does that look like and how to do that responsibly when you talk about jobs and you talk about big businesses and incentives, streamlining the economic development process in a way that makes it more accessible for both entrepreneurs and big businesses that want to do business here, but just doing that reasonably.

People pay their fair share that really have the ability to do it and that people where we want to spark investment in the disinvested and disenfranchise areas, that we look at how to better do that in a way to invest that hopefully can spark additional investment in those areas and really lift all of Wyandotte County so we can become resilient and resurgent and really a key player in the Kansas City metropolitan area.

Commissioner Markley said the budget is about allocating funds, but we should be allocating the funds based on strategy. Over the past decade we've really worked to extend the budget discussions so that we could have more of that strategy time and I think this is just more of the same. What happens is, we kind of get into that budget period and it becomes all about the money and it's too late to implement strategies that's going to save us money that day. So, what I hope we come out of these sessions with are some strategies that we can implement today so when we get to the budget discussions later in the year we know what savings we're accumulating and we can incorporate that into the next budget instead of sitting at the budget table and going, gosh, we should have done that six months ago and so we would have saved some money and then we would be in a better position. We need some strategies that are concrete that we can implement and we also just need to establish that vision so that when we come to the budget instead of just talking money, we can talk about why are we giving money where we're giving it. I think that's critical.

Commissioner Davis said I think the first thought or word that comes to my mind is a foundation. I think it's a little unrealistic to think in two sessions we're going to be able to solve issues that have been here for decades. If we can set a foundation by which we can gather consensus on what the political will is for our community and marry political will with what the data says, what professional standards are, with what best practices are, then we have found the secret sauce. I hope we can set a foundation for us finding consensus on organizational goals and priorities and I also hope that we can set the foundation for a pathway to deliver for our community. So, I see this as kind of a framework to set us up for something bigger and better that will probably take more than two sessions, but we can get a lot done in two hours.

Commissioner Stites said I think it's important that we identify our needs versus our wants and then how we accomplish those needs, how we get there without putting the burden solely on our taxpayers and forcing them to make decisions whether they have to leave, move out of our county because of the taxes are too high. That it's not a perception, it's a reality that the taxes are too high. Also, to make sure that the short comes of the city side of the budget doesn't negatively affect the rest of the county and the other cities in our county.

Commissioner Ramirez said we are not just here in Wyandotte County, but throughout the world, our lives have changed due to COVID, our economy has changed, society has changed, politically we have changed. So I think we need to adapt to that change and that goes with—that comes with relooking at our priorities, what our essential services are because what are essential services now were maybe completely different three years ago before COVID. I think what I want to accomplish in these two sessions is that reprioritization, what are those new essential services that our community wants after we've had this change in our society and in our economy.

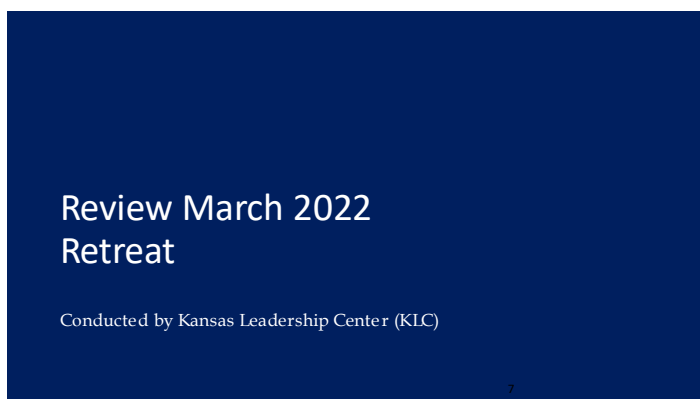
Commissioner Kane said I think we lost the secret sauce and maybe this has something to do with the budget, maybe it doesn't, but we're having commission meetings that are lasting 7.5 hours. In my mind that is ridiculous. You know we have standing committees for a reason so we run these things by the standing committee instead of bringing them to the Commission so we have to vote on them that night. That's not fair to us and we have to follow the system that's set in play so we can make the decisions across the board, but when somebody throws a curveball in there and they say this is what I want to bring to you, well wait a minute, did that go through standing committee, no. Then, our commission meetings are so long that our people—well, Gayle fall asleep. I mean, you know, that's the bottom line. Yeah, it's funny, but it happened. People are falling asleep. We're losing focus.

In my former life and in my current life, we just talked about this a second ago, I'm going to give a presentation next Thursday night, you have five minutes to describe all the elections that just happened across the state of Kansas. We need to get back to keep it simple stupid that gives theory and then for a Commission we're more tight than most people think and I've been here for a long time and it's always been four or five or five or six or whatever, but we've got to narrow down what we're working on, give us time and quit having these meetings because a lot of us have to be at work first thing in the morning.

The complaint I'm getting in the committee right now is I can't stay up that late, so they're not going to stick around looking for a budget because it's 10:00 or 11:00 at night and I don't know about you, but if we go much past three or four hours, you've lost it. I think we need to correct the ship, get the secret sauce back, and do the right thing for the community.



Ms. Shockley said the next thing we're going to do is really try to focus on taking those strengths, weaknesses, opportunities and challenges that you've already identified through some of the work that's been done. The UG Forward, the Kansas Leadership Center Session, some of the discussions that perhaps you've had in the budget process and some of the long meetings that you've had and then also we'll roll back in kind of the Citizen Survey to kind of address what you're saying, Commissioner Ramirez, about what do the citizens want. How does that change, how are those services desirable and what are the satisfactions on those. So, we're going to spend a little bit of time on that tonight. To kind of set the stage for that, I'd like to ask Cheryl Harrison-Lee to kind of give a summary of those initiatives and then we'll start in with conversations to really think about how can we use that data and information as a jumping off point.



DIAGNOSING

Greatest Concerns vs. Greatest Aspirations

Concerns	Aspirations
• Changing our culture of status quo • Negative opinions about our community based on misinformation • Asset of diversity also becomes a burden with disparities • Staff doesn't have resources to do their jobs • Provide tax relief while providing infrastructure • How we engage staff and community in stabilizing internal and external efforts • Fear of becoming a failed community	• First class city • Proud to be from the Dotte - live, work, play • Communication • Changing internal and external perception of community • Built infrastructure is sufficient • Median household income is higher than any other • Great neighborhoods across community; addressing blight • Make Wyandotte second to none

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Ms. Harrison-Lee said I want to review the work that we've done in 2022 with the Kansas Leadership Center as well as UG Forward. So KLC conducted a retreat on March 24th with the goal of helping the Mayor, Commission, and County Administration diagnose the collective challenges and inspiration. We had a shortened meeting time where we got a lot of good information from this session. First, Mr. O'Malley facilitated a discussion regarding the greatest concern and greatest aspirations from the elected body and these were the responses.

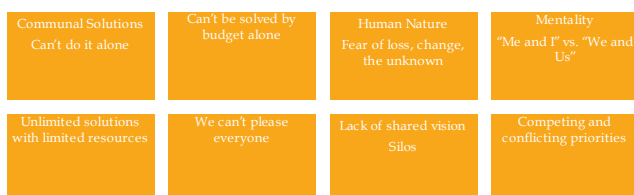
We talked about status quo and changing our status quo moving from—since we are a first class city, making sure we have first class city expectations. We talked a little bit about branding and the image of the community. We also talked about perhaps our greatest strength could also be a concern that could be adversarial which is diversity and some of the disparities that we have.

We also talked about talent and making sure that in an era of talent shortages that staff has the resources to do their job. We also had conversation about tax relief and balancing that with providing infrastructure. We also talked about engagement, making sure that we engage staff and the community as we look at the internal and external efforts. Then, the fear of failure of becoming a failed community.

On the flip side of that, our aspirations where there is a strong sense of pride in this community. Employees as well as residents are just proud to be from the Dotte and when you're not a Dotte, you say okay I'm a semicolon working to be a Dotte. It's a great place to live, work and play. We talked about the need to have more extensive communication and better communication and that we change the internal and external perception of the community. We know that the median household income is higher, but we need to retain those workers in the community and that we have great neighborhoods across this community, so we should be

addressing blight. Finally, making Wyandotte County second to none, a place where residents are proud to call home and businesses continue to seek to expand.

PROBLEMS BEHIND THE PROBLEMS
What Makes Progress Hard?



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The next topic that Mr. O'Malley talked about was if we have all these great aspirations and we already understand what our weakness is, then why is it so hard. What makes progress hard and key themes were we really have to involve a community. We can't do this alone. We can't solve this with just the budget alone and we can't be paralyzed by this fear of loss, change or fear of the unknown. We must have a mentality of we're all in this together and because we have limited resources, we can't have unlimited solutions. Knowing that we can't please everyone, we must have a shared vision, we cannot have silos and we have to figure out how to balance competing and conflicting priorities.

COMMISSION IDENTIFIED
Top Policy Issues



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Following the Kansas Leadership Retreat we had the facilitator talk with the Mayor and talk with the Commission and you'll remember that Mr. O'Malley called each of you and had a conversation. The three themes that came up were infrastructure, tax relief, and looking at the quality of basic services.

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COMMISSION IDENTIFIED

Other Important Themes

- Concern with current approach to communication, organization and process
 - Lack of communication is inhibiting progress
 - Concern of mayor and commission's ability to work together
- More time as a collective conversing about hopes and aspirations, and working together towards collaborative solutions
- Concern about the UG's ability to retain its best staff
- Mayor and commissioners need to get into communities to listen to residents

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Other important themes were our current approach with communicating, making sure that we don't have communication inhibiting our progress, making sure that we are cohesive, making sure that we spend more time conversing about the hopes and aspirations and then working together towards a collaborative solution. Then, the fear of while we are in a talent crunch and we have the great resonance how do we retain our staff, how do we invest in our staff and making sure that we are out in the community, it is community-driven, and that we're listening to our residents.



Conclusion from KLC

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The conclusions from KLC were we need a healthy process to discuss and formulate policy matters and we must make some progress on those substantive issues or we will have a difficult time making sure that we advance priorities.

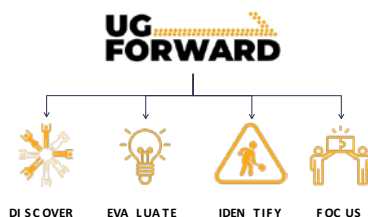


I want to move forward to UG Forward and just talk briefly about the initiatives of UG Forward.

D-E-I-F FRAMEWORK

Reimagining the Next 25 Years

- **DISCOVER** new ways to strengthen engagements among residents, local government, and the business community.
- **EVALUATE** the current organization and identify areas for improvement while highlighting and capitalizing on the strengths that will benefit our citizens.
- **IDENTIFY** economic development opportunity that create access, equity and shared prosperity
- **FOCUS** on superior customer service as a daily practice.



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As we celebrate our 25th year anniversary of consolidation, UG Forward is an important opportunity to reimagine the next 25 years following the D-E-I-F Framework. You'll recall when I was announced as the interim I talked about D for Discover, E for Evaluate, I for Identify, and F for Focus. Discover new ways to strengthen engagement among residents and the local business community as well as throughout government.

Evaluating, looking at our centers of excellence as well as those opportunities for enhancement for improvement.

Identifying economic development opportunities that create access, equity and shared prosperity for all residents of the community focusing on those underserved areas where we may not have made investments historically.

Finally, focusing on superior customer service as a daily practice.

Q3 HIGHLIGHTS

UG FWD Accomplishments

- Moved forward with prioritizing and implementing initial assessment recommendations.
- Realignment of departments to core functions.
- Continued focus on people and finances.
- Prepared for key strategic planning efforts.
- Adopted 2023 budget.
- Focused on organizational readiness for permanent county administrator.



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So we move forward as we prioritize those, and we've made some successes, we implemented many of the short-term initiatives from the organizational audits including the realignment of our departments. We focused on the component that matters,, people and finances, and we started conversations about strategic planning efforts and tonight we're starting the conversations about strategic planning from a financial perspective for 2024 and the huge lift was adopting a transitional 2023 budget. Thank you all for all of those sessions to get us to a budget that we got across the finish line.

Finally, focusing on readiness for a permanent County Administrator.

UG FORWARD INITIATIVES

Assessment Goals



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Additionally, I began the process of evaluating and aligning the organization with some best practices looking at opportunities for cost savings as well as trying to increase transparency and increase efficiency.

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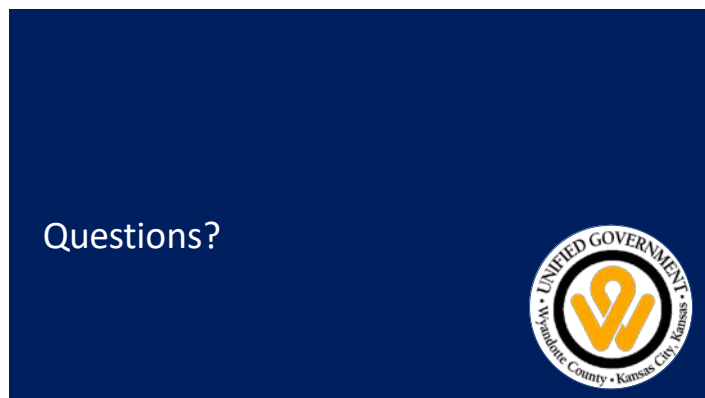
WHAT'S NEXT?**Toget her Forward**

- Economic Development:
Create An Equitable Growth Strategy
- Organizational Alignment:
Continue to Invest in Our Workforce
 - People + Finances
- DotteLEADS:
Launch a Sustainable Model of Continuous Improvement



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Looking out, we'll be kicking off the Economic Development Strategic Plan, looking through that plan developing priority areas so that we can create an equitable growth strategy. Continuing to invest in our workforce. As we adopted the budget we increased our investment in our staff. Finally, looking at a Leadership Development Program that will focus on continuous process improvement that will look at process refinement and organizational culture through DotteLEADS.



I'll entertain any questions at this time. Okay, with that, I'll turn it back over to our facilitator.



Ms. Shockey said I just wanted to give you a brief reminder of the work that's been done that kind of got you to this place today and so we are going to step back to the previous Vision Statement that you're operating under currently and we're going to review that and think about are those elements still relevant today for us, is that the direction that we want to go, and we can make a decision if we want to just scrap that and start over or if you want to kind of refine it.



I want to kind of just give you a little bit of a differentiation between a Mission and a Vision because oftentimes when we work with groups they try to put a Mission in the Vision and so the Mission is really about what the organization does to accomplish the Vision if that makes sense. When you think about the Mission, it's the Mission of the Unified Government to deliver high quality, efficient services and be a resource to our residents. We are innovative, inspired public servants focused on the community's wants and needs. This is something that was developed at the last Strategic Planning process that the Commission went through. The staff worked on the Mission and brought it back to you, if you remember, so it's really about how do you accomplish the overall community vision.

VISION

A vision states what you want to do in idealistic terms. It is future-oriented and creates a vivid mental picture of where you community is headed.

It should be an inspirational statement that energizes the community.

It should be easy to remember and recite.



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Then the community vision is really something that it's supposed to be short, you should be able to kind of think about it in chunks and kind of remind you—it's almost like your elevator speech. So it needs to be inspirational, future forward, and be something that would energize the organization and the community and speaks to them about why they chose this community and would continue to be here.

VISION

Uniquely Wyandotte

- A vibrant intersection of diversity, opportunity & distinctive neighborhoods.
- An engaged community: healthy, fulfilled and inspired.



This is the one that we had from the last time that you're operating under today, Uniquely Wyandotte. A vibrant intersection of diversity, opportunity, and distinctive neighborhoods. An

engaged community; healthy, fulfilled and inspired. So, just wondering what your thoughts are about this Vision Statement. Are there things that you think are missing and let's just kind of have a conversation about it, thoughts about it.

Commissioner Bynum said I do still like it, but I also—we have new people here and you know this is six years old, so a refresh is never a bad idea. There are words in it that I like. I like the word vibrant. I like distinctive neighborhoods. Healthy is an aspiration. You know, healthy, fulfilled and inspired, I guess if it's an aspirational statement, then those are good words because we are aspiring to those words. I mean there's still some value there I think.

Commissioner McKiernan said as I look back on it now I think as we talk about the second bullet, the community bullet, there's two words that just leaped into my brain as being missing, prosperous and successful. Now, I don't know how we'll eventually all work that out, but those are the two words that just jumped into my mind as being missing from the community piece.

Commissioner Ramirez said I agree with Commissioner Bynum on the first bullet point. It's a vibrant intersection, diversity opportunity and distinctive neighborhoods. When I read that, that's why not. That's who we are. The second most diverse county in our country, not just the state, but in our country. I really do like that first bullet point and just once I see it, once you read it, you know Wyandotte County already.

Commissioner Johnson said I do think it's important for our newer commissioners to weigh in on that. I think that's Davis and Stites, they weren't part of it. I don't want to call them out, but I just think it's important. I'll just say I appreciate your voice and want to hear your voice at the table. I do think that bullet one is stating who we are and bullet two is stating who we want to see ourselves be soon in the future. I still like it. Maybe it could be tweaked a little bit, but I think it still is relevant.

Mayor Garner said I like that statement and it's a good statement but I think we need to include equity. When you talk about our community and I call it the economic segregation divide from east to west. The disinvested, the disenfranchised, the red line areas of our community, the pockets

of poverty that we know exists, those voices that feel like they've been left behind; those we need to really pay close attention to that. One thing that really stands out to me because I worked here for 32 years is equity, that sounds good, but we need to look at the inner workings of this Unified Government.

When you talk about a vibrant intersection of diversity, we need to make sure that all these phrases, and when we talk about this, that it's reflective in this Unified Government itself especially in positions of decision-making where you have an opportunity for underrepresented classes, minorities to be relevant and at the table and not feel that they're marginalized and their left behind. So everybody equitably, not that anybody wants anything more, but everybody feels like they have the same level of opportunity and a seat at the table that so many internally and in this community feel like they've been left out of that equation. So, these are problems in that elephant in the room that we don't like to talk about, but when we talk about a vision for Wyandotte County, no one should feel like they've been left out, left behind, or that they don't have a voice or a seat at the table.

So, I think it's really incumbent on the Unified Government to take a hard look at itself and I know our Health Department is really doing a good job of that, outlining some of these blind spots and that narrative that I'm talking about and we really need to work harder to make sure that we are an inclusive, diverse organization that's reflective of this community because diversity does matter. It's not so much about black and white, it's about making sure that we have a reflective workforce that is culturally connected to the community they serve so they feel comfortable getting out in the community and having hard conversations and being able to communicate effectively to the residents in our neighborhood and that our residents will feel comfortable having those types of conversations with their leadership in the Unified Government. Then making sure that our employees, no matter who they are, be it through training, mandatory training of cultural sensitivity, I can go down the line, but let them get out in the community to really engage sometimes with people that don't look like them, maybe don't come from cultural backgrounds as them, so everybody feels like they're valued. Really just work harder to be a more inclusive Unified Government for all of those that want to call Wyandotte County home.

Ms. Shockley said right. Now, some of the terms that you all are going to get—**Commissioner Johnson** said Commissioner Marley had her hand up before I did or Kane. Okay, Markley than Kane and then me.

Commissioner Markley said I was just going to say I like the first bullet too and I like a lot of the words we're saying, but I would caution a Vision Statement is supposed to be memorable and if we start—we can't have a list of 12 terms, you know, then it becomes not memorable and not valuable, so you want it to be something that's memorable. It's like an ad campaign. This is our ad campaign and if we start making a list of 20 things we want to be, we do want to be all those things. Don't get me wrong, but nobody's going to remember that list of 20 terms.

Commissioner Johnson said, Mayor, I didn't want to leave you out. You've already given your voice but I wasn't leaving you out.

I think what you were saying though really ties into the second bullet in terms of what we desire to be in terms of equity and inclusiveness rather than who we are or who we think we are, so I just want to make that point.

Ms. Shockley said it sounds like there's pretty good consistency on the first part, that people like that. Maybe the second part could be tweaked a little bit to use language that would include—I think healthy, fulfilled and inspired, I think some of these words prosper kind of. I think I remember prosper getting thrown out and, yes, I remember that and it was like that was kind of fulfilled, but those are kind of words we can kind of switch out if you want to think about that.

This idea of kind of equity, inclusion, belong, looking for all. Maybe there's a way that we can do that or something like that to speak to that. Make it short, but (inaudible).

Commissioner Kane said the two words that are up there—well, there's actually several words. Diversity, opportunity, and inspire. We do a terrible job of going to our high schools and presenting the jobs that we posted today. We're losing people because they're going to go somewhere else. They don't know we have these jobs. Yeah, you can get on the internet, you can do whatever you want, but I don't know why we wouldn't go to all the high schools and say here's what we have, here's an opportunity, and inspire those people to come here because we've done a

terrible job of saying we have retirement, we have health care, we pay this much. We pay more than some of the surrounding municipalities in certain jobs, but if we don't tell them, they don't know.

Commissioner Davis said I take this as a different approach. I do not believe that is a Vision Statement. **Ms. Shockey** said okay. **Commissioner Davis** said I think that is more description, not direction. If the Vision Statement is supposed to be future forward and it's supposed to tell me where you're going or what are you aspiring to do, there's not a lot of doing. **Ms. Shockey** said right. A Vision Statement's really like a description of what you want to be when you get there. **Commissioner Davis** said yes. **Ms. Shockey** asked, does that make sense? **Commissioner Davis** said yes. I guess, and I don't know, I'm even struggling with like that first sentence of exactly how are we structuring that, but I think from an overall standpoint I agree with Mayor Garner. Equity, absolutely, but I would also throw in compassion. We're a very generous and loving community and we do not talk about that enough. We don't talk about how much we give, we don't talk about the work that we do for those that are marginalized. I mean we are very, very compassionate.

We're very innovative. I think because of the struggles whether they be systemic racism or redlining or, you know, the issues within, it has caused innovation both within the Unified Government and within our community. Talk about innovation, talk about compassion, we talk about fairness as well, generosity and that kind of goes with equity with fairness, generosity, with compassion, but those are some of the things that I would like to see within that statement and something that gives it that (inaudible). If you think about other companies—I was looking up like you Nike, they just do it. Tesla, we want to be like the leading electric car, that's what I'm thinking when I think of a Vision Statement and I think that's what we should be thinking about as well.

Commissioner Bynum said I'm looking at Ashley. I'm like bring us our words because I know she's back there thinking. Picking up off of what Commissioner Davis said, I really like the compassionate piece because, again, I've told you guys this over and over again and you've all seen it, but like on March 11, 2020 when it was go home, take your laptop and stay, what I saw in this community was unlike anything I've ever witnessed, again through my lens, which is non-

profit oriented and then within this government—and I watched people do incredible things very quickly to take care of their neighbors and, for example, with our staff to make sure this government kept functioning. So, I don't know if that's worth trying to capture because that's too many words.

The other thing I'm also kind of keying in on like Walmart. Save money, live better, done. **Ms. Shockey** was inaudible. **Commissioner Bynum** said so there's that piece where maybe it's just a couple words, but anyway, I'm keying back in on what I saw us do for one another when that pandemic hit.

Commissioner Davis said very quickly, I would throw in the word resilient. I mean along with compassion and equity, talked about diversity; there's a resilient aspect of Wyandotte County where I mean we do have a chip on our shoulder. I've said it before, that we are sometimes treated as the stepchild of the Kansas City metro area. You know when you have a chip on your shoulder like you carried around, you have to be proud and you have to carry your community with pride. So, maybe throw pride up there as well. The pride, resilient, compassion, equity; those are some of the things that I would use to describe us. **Ms. Shockey** said okay, great. Anyone else have any thoughts?

We are not going to wordsmith this right now. I'm going to do it during the break. Maybe we can get Ashley up here to help us with that during the break. It sounds like we kind of want to start with the concepts that we have here. Where do we want to be, what do we want to describe ourselves into the future and try to think about if these words add to it and if it can enhance it a little bit.

Ms. Shockey said the next activity we're going to get into is Blue Sky Thinking. If you grab out of your—go into your tube and you'll have a little sticker in there that looks like it's a thought bubble sticker and pull that out and also pull out one of the magic markers that are in there for you and we're going to go to the next slide.

BLUE SKY THINKING

ACTIVITY

1. Take 3 minutes to consider this question:
If resources were not an issue, what change would you make that would have the biggest impact on the community?
2. Identify your top three ideas.
3. Write one idea on each of the three thought bubbles provided
4. Share one idea at a time with the group.



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I want you to take a few minutes and think about this question. If—and this is not the case, so this is Blue Sky Thinking, right, so this is kind of how we start to get down to what our priorities are. If resources were not an issue, what change would you make that would have the biggest impact on the community other than the lottery, I guess. We’ve already decided that didn’t work, so go ahead and on each of the thought bubbles write an idea that you have on the thought bubble and then we’re going to kind of group them together and see where we have some consistency. I’m going to give you a few minutes to think individually and pull out your thought bubble, maybe somebody can hold that up for me, yep there you go, and write on there.

We’re going to just—Blue Sky Thinking we’re going to go if resources were not a limitation for you, it wasn’t a limitation, what change would you make to improve the community and kind of reach that ultimate vision that you’re looking for. What would have the biggest impact on the community, what change would you make. You get just a couple of them. Okay, organize your stickers. **Someone** was inaudible. **Ms. Shockey** said it’s okay, there’s no differentiation, just different types.

Ms. Shockey said we’re going to start with Commissioner Markley (inaudible). **Commissioner Markley** said fix existing infrastructure. **Ms. Shockey** was inaudible.

Commissioner Davis said I don’t think anybody put this one, but I’m going to say it anyway and this is just me. It’d be free therapy, counseling and job services. **Ms. Shockey** said free services, therapy, counseling and job services. **Commissioner Stites** said can I ask the judges for clarification.

Commissioner McKiernan said well, fully fund all services “for the public good”. Okay, judges say no.

Commissioner Stites said customer service. **Someone** was inaudible.

Commissioner Ramirez said increase Health Department funding. **Ms. Shockey** was inaudible. **Someone** said if they’re going to get any more money, they’re going to own the place.

Commissioner Johnson said my first one is bring a world-class sporting economic development project to downtown Kansas City, Kansas.

Commissioner McKiernan said my last one is cut the property tax and multiply by 50%.

Commissioner Bynum said I said lower property taxes immediately and issue rebate checks.

Commissioner Stites said I need to get a ruling, so I just put general affordability and what I meant by that—there’s some subcategories to that which would be taxes, housing that would fall under.

Commissioner Bynum was inaudible.

Commissioner Burroughs said code enforcement. Clean up our community.

Commissioner Markley said improve parks.

Commissioner Ramirez said my last one is more support for small businesses.

Commissioner Johnson said create an area or place in Wyandotte County where diverse cultures come together to celebrate, educate and engage with one another. **Commissioner Markley** said like a park.

Commissioner Kane said community center (inaudible).

Someone said street lighting, homes whatever, just lighting that reduces crimes.

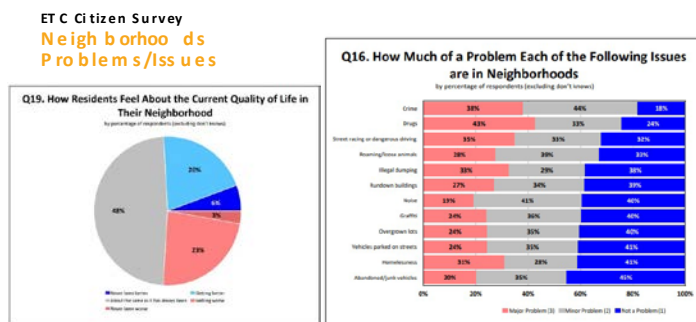
Commissioner Stites said provide services in a cost-effective manner. That would fall under customer service.

Commissioner Johnson said I'm going to take this and say become a digital empire. I don't know what that means but okay. **Commissioner Stites** said it's pretty major.

Ms. Shockey said (inaudible) infrastructure, there were seven, I believe, that selected infrastructure and also kind of this concept of economic development or trying to think about economic development projects that impact some of the neighborhoods or the communities in a good positive way that aren't being really looked at right now. Property tax reduction, code enforcement, project review and just making things overall more affordable. These things are also the ones that we're going to talk about today, so that's great. The majority of these are on our agenda (inaudible). Good job people. You kind of made that (inaudible).

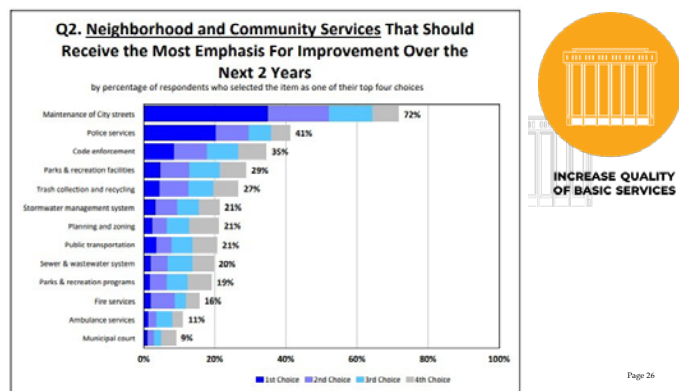
We'll have another activity, but first I kind of wanted to bring you the information from the Citizen Survey. Some of you said like customer satisfaction. What our citizens (inaudible) and strength and satisfied in terms of services and then also what do they think needs to be improved and what are most important to that.

As you recall there was the question focused on satisfaction and priority and so we're going to kind of roll that into some of the work that was kind of presented earlier about the different priorities as well as the ones that you just listed as well and see if we can kind of narrow this down to some of the service areas that would be priority moving forward.



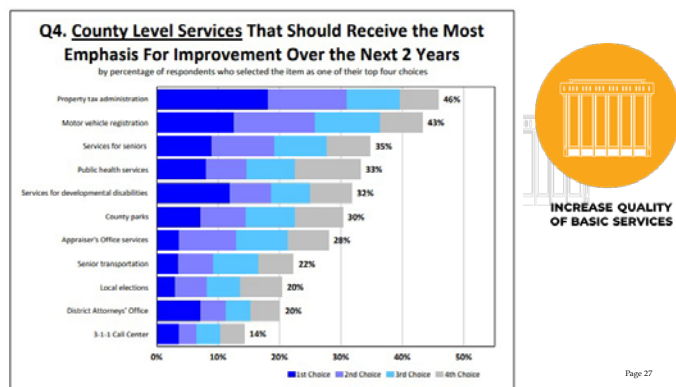
The Citizen Survey was broken into a couple of different ways that they kind of slightly conduct the data. They broke it into what they called Neighborhood Problems or Issues. They also broke it into county level issues and the third one is escaping me. Does anybody remember what it was. The county level and neighborhood issues and then I think it was public safety or basic services overall. What I've done and within a worksheet that you have in your tube, pull it out. It's a big long one. It's the 11x17. I've listed those services in order of the—it's a number associated with both the cross-section of satisfaction and priority that the citizens indicated. For example, if you looked at the neighborhood ones just by themselves, some of the things they talked about that they were experiencing was crime. Some of the major problems—the number one major problem was drugs and the second one was crime. The third was street racing, illegal dumping, so those were kind of the top three in terms of major problem areas.

Other things that it looks like maybe has gone down over the years was abandoned junk vehicles, not a problem or a minor problem. That's some of the information that's included on there. It's basically what some of the neighborhood problems and issues are.



When you bring in what services have to do with addressing some of those issues, they were asked what is a priority in terms of service, concentrating on these services for improvement and what are you satisfied with. When you really think about the basic cross-section of that, you'll see those are listed here on what the citizens think the most emphasis for improvement over the next two years are for neighborhood and community services, not the departments, but just overall.

Maintenance of city streets which while we're talking about infrastructure earlier, number one by far, 72%, listed as a top—first, second, third, or fourth choice. Police services was the second, Code Enforcement was third; Parks & Recreation facilities and Trash Collection, Recycling were fourth and fifth. Those were some of the top ones that were in terms of just neighborhood services.



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When you get to County Level Services; property tax administration was the service that should receive the most emphasis for improvement over the next two years. Motor vehicle registration and then some of the services for seniors, public health services and services for developmental disabilities.

Commissioner Bynum said do you have background from the survey of what the first one means?

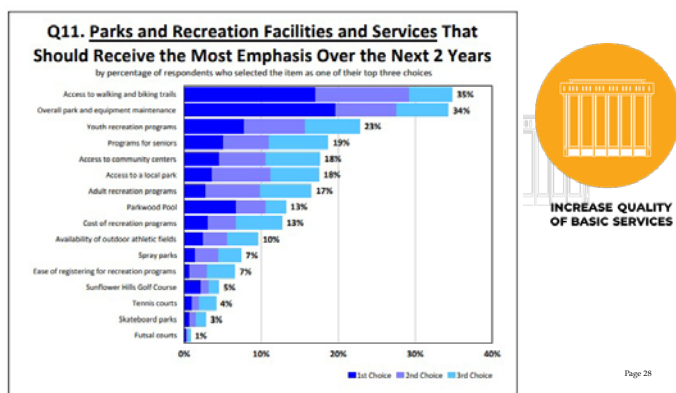
Ms. Shockey said the property tax administration, I would say probably what that question would have been is which services need the most improvement. So, at that you're probably—any county that you go to that's going to be number one because that's the one that everybody has interaction with. Does that make sense? **Commissioner Bynum** said yes and no. I mean I pay my taxes, but my mortgage company does it so I would say I have zero interaction as a homeowner. I do however

have motor vehicle. I don't know if that's what that means. I don't know. I don't remember what that means.

Commissioner Davis said if I remember the conversation that we had with—blanking on the name, but the folks that administered the survey because I had asked a similar question and their response was—the question itself was on administration, but how it was perceived was probably on the cost of paying your property tax bill. That's probably why—it's not the administration, it's just the property taxes are too high. That's how it was probably perceived.

Ms. Shockey said I think that's a little bit—and some of these I think you can interpret when we get into the spreadsheet and you're kind of ranking these, we can have a conversation about how do people perceive those services.

Just kind of the background, those were all asked and summarized for you kind of separately, so I thought it was important to try to bring them together.

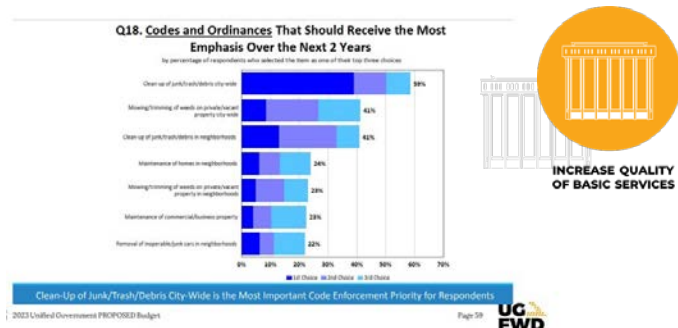


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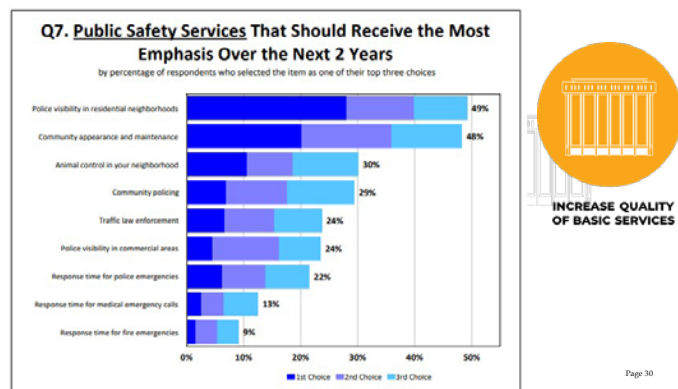
The fourth category was Parks and Recreation Facilities and Services. You can see the top two there by far were access to walking and biking trails and overall park and equipment maintenance.

Commissioner Kane asked, when we're doing this are we doing front and back? **Ms. Shockey** said yes, you're jumping ahead. I know you want to get out to the game. **Commissioner Kane** was inaudible.

Ms. Shockey said I'm just trying to show you a little bit more detail, but then we'll jump in and combine all of these.



The Codes and Ordinances which was another one of the (inaudible) that you talked about. Residents agreed in terms of codes and the cleanup of parks, trash and debris citywide was number one. Mowing and cleanup of debris in the neighborhoods was number two.



When you bring all those together, sorry, Public Safety. Police visibility in residential neighborhoods and community appearance and maintenance which is not necessarily what you would think of as police services, but it does impact perception of public safety. **Commissioner Kane** said we've always lumped Public Safety together, Police, Fire and Sheriff. **Ms. Shockey** said the way this was administered even had community appearance and perception of crime included in those questions. **Commissioner Kane** said I'm going to do it my way. **Ms. Shockey** said you can sure do that.

Animal Control, you talked about a facility and that's been an ongoing one and then Community Policing.

2023 BUDGET OVERVIEW

Commission Priorities



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I just want you to kind of see them when they were grouped together and now we're going to have you go through and think about the priorities that you have in the budget today and what some of those services are.

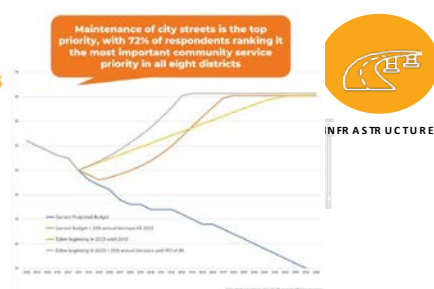
2023 COMMISSION PRIORITIES
Invest in Our Streets

INVESTMENT

ANNUAL 20% ADDITIONAL STREETS INVESTMENT		
Budget	Incremental Increase	Cumulative from 2022 \$8M Base
2023	\$2,000,000	\$2,000,000
2024	\$2,200,000	\$4,200,000
2025	\$3,500,000	\$7,700,000
2026	\$3,500,000	\$11,200,000
2027	\$4,000,000	\$15,200,000
2028	\$6,300,000	\$21,500,000
2029	\$7,000,000	\$28,500,000
2030	\$8,500,000	\$37,000,000

RESULT

- Target: PCI of 65 by 2038



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We'll go through this and I'll explain to you...

EXERCISE

PRIORITIES for 2023-2024

Infrastructure & Basic Services	Citizen Survey Intersection of Importance and Satisfaction = Investment Priorities	Categories	Citizen Survey Investment Priority Ranking	Major Change to Score from 2020 to 2022	Your Ranking (Select Top 10 Priorities: 1 is highest priority and 10 is lowest) for 2023 & 2024	Select 5 of the items that would be at the bottom of your priority ranking and number 45 - 50 (with 50 being lowest priority) for 2023-2024	YOUR NOTES:
Maintenance of City Streets	0.5395	Assets	1				
Clean-up of junk, trash and debris city-wide	0.4459	Community Appearance	2				
Property tax administration	0.3741	Basic Service	3				
Community appearance and	0.3695	Community Appearance	4				

Priorities, what I would like you to do is to look at these numbers over here. This is the Citizen Survey combined importance and satisfaction survey which they called the investment priorities.

November 10, 2022

I kind of categorized them by different—Assets, Community Appearance, Basic Services, and Public Safety & Health so it would help you kind of think about it in terms of the outcome. It's in the order of that investment priority from the Citizen Survey. You have a lot of other data that you've considered in your budget development and in your priority setting.

What I would like you to do is to go through the list, front and back, Commissioner Kane, both sides and think about the top 10. So, 1 to 10 highest priority. Number 1 is the highest and number 10 would be the 10th highest priority in terms of investment. Making more investment or making some kind of modification, doing some best practice, whatnot.

Commissioner McKiernan said I'm just clarifying here because when these questions were asked, they were segregated into City Services, County Services. You've lumped everything together here and you're asking regardless of? **Ms. Shockey** said yes and I know we budget those differently but I'm just kind of trying to give you a sense of when you're asking for the intersection of importance and satisfaction and the score—the scale is the same for city impact so it should kind of help you consider those, the entire group if that makes sense.

The first column is 1 to 10 highest priorities. The second column is switching down to the bottom (inaudible) for the top 5 to the bottom. (Inaudible).

Commissioner Markley said I just want to clarify. These are priorities for where we want to spend more money or where we want to take money away from? **Ms. Shockey** said no. I should start back here.

UG Organizational

Strategies – Focus these in 2023-2024 on Priorities



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Either you are going to kind of rework that service and you're directing the staff to go back and say let's look at best practices and let's look at different service delivery, let's look at cost containment, let's look at—but these are areas of focus for 2023 and 2024. If you're handing the new manager or Administrator, the areas we think you should focus on and these are areas that we think, hey, we've got it, they're not as high a priority, that sort of thing. We're not really talking as much money as we're talking areas of (inaudible).

Commissioner McKiernan said so you're just really trying to find the correlation between community priorities and Commission priorities. You're just trying to align. **Ms. Shockey** said absolutely. You are correct (inaudible).

Commissioner Stites said I think it's interesting that some of them are actually the same exact thing. I mean one says overall cleanliness of streets and public areas and then one says cleanup junk, trash and debris citywide. That's the same thing. **Ms. Shockey** said (inaudible) bring those together (inaudible). **Commissioner Stites** said community appearance and maintenance is the same thing. Maintenance of streets and neighborhoods is the same thing. **Ms. Shockey** was inaudible. **Commissioner Stites** said I didn't see where it said that.

Commissioner McKiernan said this is where we got in a little bit of trouble because we tried to focus one set of questions broadly and questions down to your neighborhood level. **Commissioner Stites** said right, gotcha.

Someone said maintenance of streets, the experience of being (inaudible) can be different than the way the question was proposed by BTC. (inaudible). **Commissioner Stites** said I'll watch you guys do this one. I think it would all be on the same side. **Ms. Shockey** said, again, if property tax administration and please lower my property taxes, we all agree that's what it means but I would think (inaudible). **Commissioner Markley** said people taking the survey (inaudible). **Commissioner Bynum** said it can work. **Someone** asked, where did Melissa find that. What did she say? Where did Melissa find that one about reducing taxes? **Someone** said I think she was just thinking in general. (Commissioners were talking amongst themselves and were inaudible).

Commissioner Stites said that's codes. I mean we should enforce it, right? If we do, then we have an abatement team that can go out there and take care of it.

EXERCISE
PRIORITIES for 2023-2024

Infrastructure & Basic Services	Citizen Survey Intersection of Importance and Satisfaction - Investment Priorities	Categories	Citizen Survey Investment Priority Ranking Major Change to Score from 2020 to 2022	Your Ranking (Select Top 10 Priorities: 1 is highest priority and 10 is lowest) for 2023 & 2024	Select 5 of the Items that would be at the bottom of your priority ranking and number 45 - 50 (with 50 being lowest priority) for 2023-2024	YOUR NOTES:
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Ms. Shockey said (inaudible) and we're going to name those 45 (inaudible).

(There was a dinner break).

Ms. Shockey said while everybody is enjoying their dinner we're going to go ahead and go back to the list that you've generated, you're rankings to compare kind of Commission priorities to what the Citizen Survey said that they thought needed the most improvement, the most emphasis, the most looked at to try to make change. I'm going to start over here with the Mayor. Can you give us your number one and we'll see how many people agree with that one in their top ten.

Mayor Garner said my number one is property tax. **Ms. Shockey** asked, how many people did we have on that one, top 10? Okay, so that looks pretty consensus oriented. Okay, great, awesome. Go ahead and give us your number two. **Mayor Garner** said my number two was community appearance, cleanup of junk, trash and debris citywide. **Ms. Shockey** said okay, so community appearance. How many people had that in their top 10? Okay, great, awesome. Let's go with number three. **Mayor Garner** said number three I had mowing, trimming on private vacant property citywide. I guess that kind of goes in with that community appearance as well. **Ms. Shockey** said yeah, mowing. **Someone** was inaudible.

Ms. Shockey said so, Brian, other than code enforcement, what else do you have in your top 10?

Commissioner McKiernan said number 1, maintenance of city streets, maintenance of streets and neighborhoods, maintenance of major city streets, and maintenance of the alleys in neighborhoods. **Ms. Shockey** said so basically it's infrastructure maintenance and it looks like everybody had that in their top 10. Commissioner Burroughs, how about you. Do you want to share one of your items in the top 10?

Commissioner Burroughs was inaudible. **Ms. Shockey** said okay, police visibility. Does anybody else have police visibility? **Someone** was inaudible. **Ms. Shockey** said okay, so commercial and residential. **Someone** was inaudible. **Ms. Shockey** said okay. Let's go to Commissioner Markley, give us a top 10.

Commissioner Markley was inaudible. **Ms. Shockey** said animal control. Does anybody else have animal control? Okay, I have a few in there, animal control in top 10. Commissioner Davis, how about you?

Commissioner Davis said I had overall park and equipment maintenance, so Parks & Rec, anything related to that. **Ms. Shockey** said park maintenance, like maintenance particularly. Okay, Commissioner Stites, give me one of your top 10 please.

Commissioner Stites said motor vehicle registration. **Ms. Shockey** said okay, streamlining that, okay. Commissioner Ramirez.

Commissioner Ramirez said trash collection and recycling. **Ms. Shockey** asked, anybody else have trash? Okay, three. That one had people that had most improvement in that area. That was one of them that was high improvement area. **Someone** was inaudible. **Ms. Shockey** said yeah, perception. Okay, great, Commissioner Kane.

Commissioner Kane said I'm not really good at following orders. I've got Public Safety, Police, Fire and Sheriff. I don't care what anybody's survey said, that's what I hear the most about no matter where I go. **Ms. Shockey** said let's dig into that a little bit more. If you had to kind of

prioritize the top out of those, what would you say? **Commissioner Kane** said all of them. **Ms. Shockey** said okay, what would you say if you had to prioritize not all of them is not a choice. **Commissioner Kane** said I would still say all of them. My specialty is safety. All of them are equally as important. **Ms. Shockey** said okay, gotcha. Does anybody else have a public safety item in their top 10? **Someone** was inaudible. **Ms. Shockey** said okay, Community Policing. **Someone** was inaudible. **Ms. Shockey** said okay, all right. Let's see, let's go over here to Commissioner Johnson.

Commissioner Johnson was inaudible. **Ms. Shockey** said in your top 10. Yes, please.

Commissioner McKiernan said as you can see I have multiple that I've grouped. One of my groupings was above the ground infrastructure. My other grouping is below the ground infrastructure. **Ms. Shockey** said oh, interesting. **Commissioner McKiernan** said that is the combination of stormwater, runoff, and management and sewer and wastewater. **Ms. Shockey** asked, does anybody else have that? Commissioner Kane, did you have that? **Commissioner Kane** said no. **Ms. Shockey** said nope, you're going to tell us another one.

Commissioner Kane said I'm glad this is on here, county parks, but one of the things that we don't have, and this is across the board, we have very few community centers where we have access to. **Ms. Shockey** said okay. That was one of the items I think was access to community centers. **Commissioner Kane** said and I think that's wherever you're at in all of Wyandotte County, in all four corners. We do not have enough community centers and if they are, we don't have enough access to them. **Ms. Shockey** said okay, so that's a little bit different than maintenance of parks, parks and community centers.

Does anybody else have a top 10 they wanted to share? **Someone** was inaudible. **Ms. Shockey** said okay, anybody else have public transportation? So, we've got three. Anybody else want to share.

Commissioner McKiernan said my last of my top 10 that hasn't been picked is Public Health Services. **Ms. Shockey** said okay, Public Health. Okay, three Public Health.

Commissioner Davis said this is probably more specific on the infrastructures, but I hear about it a lot in my district, sidewalks. Either maintenance or—**Ms. Shockey** asked, is it maintenance or connection or both? **Commissioner Davis** said both, for Wyandotte County, both.

Commissioner Markley said alley's. **Ms. Shockey** said alley's. Oh, sidewalks, okay. Anybody else have anything else in their top 10 that has not been mentioned?

Mayor Garner was inaudible. **Ms. Shockey** said okay and I assume that question about cost is it kind of prohibits people from participating (inaudible). We had two I think, three of those. Anybody else have any other items in their top 10 that we haven't discussed? Okay, great. Hold onto your bottom five, we're going to work on that next.

The next thing we're going to do is, we're going to take these items and we are going to prioritize them based on this quadrant, but first we need to come up with our Vision Statement. Ashley has a Vision Statement and we're going to put that up and we can wordsmith on that for a little bit. While she's doing that our next exercise will be that we'll take those items that you have listed here in terms of your top 10 and there was a lot of consensus, so that's good. We're going to kind of further prioritize that based on will that help us achieve our vision and is this an area that needs a high level of improvement or is it just a priority. Does that make sense?

We're going to pop up the Vision Statement.

UG FORWARD: VISION

Vision Revisited

We are a vibrant, healthy community
of compassionate and diverse neighbors,
working together to create an equitable,
resilient future that is uniquely Wyandotte.

#DotteProud

Ms. Shockey said I will just read this out loud to everyone. "We are a vibrant, healthy community of compassionate and diverse neighbors, working together to create an equitable, resilient future that is uniquely Wyandotte." What do you guys think about that? You like it. No. It's a run-on

sentence. (Inaudible) **Ms. Shockey** said yeah, we are a vibrant, healthy community of compassionate diverse neighbors semicolon, okay. **Ms. Shockey** said yes, go ahead. **Someone** was inaudible.

Commissioner Burroughs said financially healthy, physically healthy, emotionally healthy. What does that mean? Because we are ranked here. The following in itself—**Ms. Shockey** said I think you could say that healthy could mean a variety of things. It could be physical health, it could be mental health, it could be financial health but this is kind of what you're aspiring to. Do you want it to be more specific? **Commissioner Burroughs** said (inaudible). Are they going to believe the rest of the Vision Statement. Bring it out for thought.

Commissioner Bynum said point to make because if we use this and we market ourselves with it, we might want to say "Wyandotte will be" so that we're being very clear that this is our aspiration. **Ms. Shockey** said we will be—**Commissioner Davis** said what if we move the healthy part to the working together to create and just say we are a community of—we are a compassionate and diverse community of neighbors forever, working to create an equitable, healthy, resilient future that is uniquely Wyandotte. **Ms. Shockey** asked, did you get that Ashley? **Commissioner Davis** said that way we moved the health part to the aspirational part of the sentence.

Ms. Shockey said, Mayor, you had a thought. Was that—same thing, uh-huh. **Mayor Garner** was inaudible. **Ms. Shockey** said you could have the heading be Our Vision of the Future is or something like that. **Mayor Garner** was inaudible. **Ms. Shockey** said so we will be—so vibrant, healthy community of compassionate and diverse neighbors and so the idea would be we work together to create. You could start it that way if you're going to flip it. **Someone** was inaudible. **Ms. Shockey** said there you go. We work together to create an equitable, resilient future that is uniquely Wyandotte.

Commissioner Burroughs was inaudible.

Commissioner McKiernan said I have a question and I apologize if you covered this while I was out. What is a resilient future? Define that for me. What's that mean? **Ms. Shockey** said resilient,

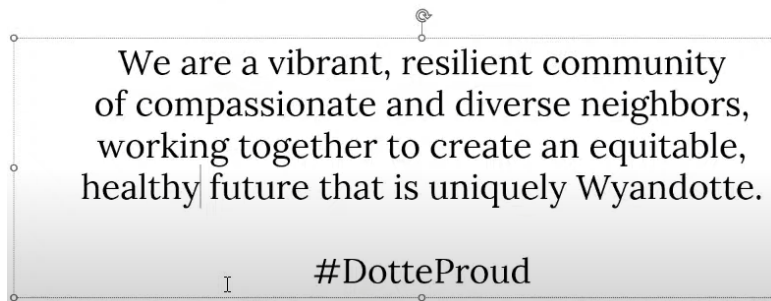
I think—**Commissioner McKiernan** said a resilient future. **Ms. Shockey** asked, does that speak to you guys at all, the term resilient?

Commissioner Davis said it might be—part of that first sentence—well maybe that's it. I like what Commissioner Johnson said, we are resilient so what if we just switch resilient and healthy. **Ms. Shockey** said we are a vibrant, resilient community. That doesn't solve Brian's problem with what is resilient. **Commissioner McKiernan** said and we are not healthy. **Commissioner Davis** said that's right, but we are resilient. When I think of resilient—**Commissioner McKiernan** said you aspire to be healthy. **Commissioner Davis** said you asked the part about resilient future. When I think of the word resilient I really think about how our community banded together when COVID came where we were able to withstand a pandemic and withstand a lot of trials. To think of the Armourdale flood. We can think of multiple instances where this community has, you know, stood strong. So that's what I think resilient—**Ms. Shockey** said let me go over here to Commissioner Kane and then Burroughs.

Commissioner Kane said able to withstand and recovery quickly from difficult conditions and COVID was exactly that. We had to make some adjustments for the community so we could get through this and we did and I think that each time we're faced with something, we're going to accept the challenge and get through it. **Ms. Shockey** asked, so do you want a more simplistic word or phrase to describe that, kind of that bounce back or withstand?

Commissioner Burroughs said I think your resilient—I think what our community has accomplished in the last 25 years, compared to where we were and what we were, we have continued to work hard, keep our nose down in spite of those that wanted to see us fail. I can remember when no one wanted anything to do with Wyandotte County and now we've had some successes and everybody wants to control us. So, that's the resilient part I see. Our kids have hope in this community, they're living here. I don't know, that's just the resilient part I see so I do understand and agree with the (inaudible) things to digitally, but that was almost forced on us but to take the long-term approach to turning our community around economically and how we view ourselves I think that's the resilient part that I think of when I think they're resilient.

Vision Revisited



Ms. Shockey asked, what are other thoughts? Do we like how this is organized better now? **Commissioner Johnson** said good. What happened to the semicolon? **Ms. Shockey** said what happened to the semicolon? Do we need it now? We didn't have it in there, but we did talk about it previously prosperous.

Commissioner Burroughs asked is the word working going to stay. Are we going to go with partnering together? **Commissioner Markley** was inaudible. **Commissioner Burroughs** said yeah, partnering. It just shows a semblance of groups coming together versus working together. **Ms. Shockey** asked, what do you guys think about that. Partnering or working together. How many people—**Commissioner Johnson** said working together really speaks to the person to person level to me. Partnering speaks to a more organizational as you're talking about—I prefer working together because it speaks to the individuals. **Ms. Shockey** said okay and we've got something from the Mayor and then we're going to come back to partner and work together, so think about which phrase you would like better.

Mayor Garner said if I'm an outsider, not from Wyandotte County looking to—what is uniquely Wyandotte mean? I know we talk Dotte Proud a lot and I know people have different (inaudible), but what does that mean. What defines, what makes Wyandotte County unique, what makes us special? I mean from a broader sense, how do you explain, okay, I'm a Dotte, I'm Wyandotte, because that can mean a lot of different things to a lot of different people. Some of those could be negative or positive, so how are we defining and looking at ourselves and how do we communicate and message that in a way so it comes across positive to where someone from New York would understand exactly what we're talking about. **Ms. Shockey** said previously it's kind of your

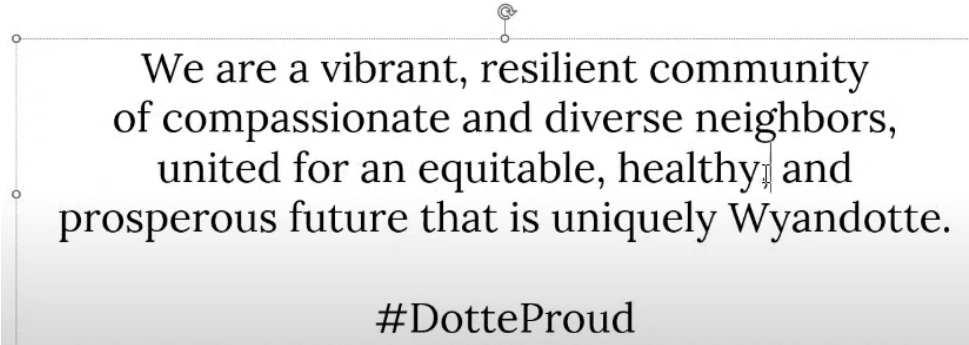
distinctive neighborhoods, your diverse neighborhoods, that's kind of what the visual I thought of when you were talking about kind of uniquely Wyandotte. So, other thoughts. Let's go back to partner versus working together. **Commissioner Davis** said collaborate. **Ms. Shockey** said you could say of compassionate and diverse neighbors united. I like united for an equitable healthy future.

Commissioner Bynum said make a plug for united for an equitable, healthy and prosperous future.

Commissioner Markley said since we're shortening some of the words, if we use united, then we can add that other word in and not be too—**Commissioner Bynum** said well I was kind of going there too. **Ms. Shockey** said yeah, so united, that does—I like that connection. **Commissioner Bynum** said equitable, healthy and prosperous or whatever order we think those words—I do think equitable—**Ms. Shockey** said take out to create and just say for a—**Commissioner Bynum** said for an equitable healthy and prosperous future, prosperous and healthy. **Someone** was inaudible. **Mr. Shockey** said maybe prosperous last. Equitable, healthy and prosperous future. Are you an Oxford comma person Commissioner Johnson? Oxford comma, what do we think? **Commissioner Johnson** said I'm good on the second—**Commissioner Bynum** said no comma, it's a big no-no.

UG FORWARD: VISION

Vision Revisited



We are a vibrant, resilient community
of compassionate and diverse neighbors,
united for an equitable, healthy and
prosperous future that is uniquely Wyandotte.

#DotteProud

Ms. Shockey said we are a vibrant, resilient community of compassionate and diverse neighbors united for an equitable, healthy, and prosperous future and then let's discuss uniquely Wyandotte.

Commissioner Bynum said uniquely Wyandotte still speaks to me because I truly believe that there is something quite unique about this community and it does transcend our diversity. **Ms. Shockey** said does the statement above kind of explain what uniquely Wyandotte is or maybe you need to adjust it? **Commissioner Johnson** said I think so.

Commissioner McKiernan said I think the Mayor is completely right on this one. Those of us who've been around here—I mean I think I have a pretty good sense of what uniquely Wyandotte means, but I'm not sure that resonates with anybody who doesn't have a background here. So, while I appreciate it and while I would aspire to be that, I think we are already. I think we need to reconsider how we phrase that for all of the people who aren't from here who want to be here.

Mayor Garner was inaudible. **Ms. Shockey** said wow, OG Got Dotte. I'm loving this.

Commissioner Kane said back in the old days we put some boxing gloves on and we figured who was from the Dotte. Mayor, you're kind of right and you're kind of wrong. Those of us that have lived here our entire life are extremely proud and when a lot of people move in here—Mary from BPU became a Dotte as soon as (inaudible) become a Dotte and we are unique and everyone knows it. Commissioner Burroughs is correct, 20 some odd years ago it was a bad thing. Now all of a sudden people are moving here. We've had more growth than we've had in a heck of a long time and we need more affordable housing. We need a whole lot more stuff but this to me—there are people that have tattoos that say Wyandotte on them and we all have a certain (inaudible). **Ms. Shockey** said we have to get back on track here. **Commissioner Kane** said this is important, leave it the way it is in my mind. **Ms. Shockey** said you like uniquely Wyandotte. Is there something that we could say that would be different than that that captures that spirit but makes it so that somebody from the outside would know what that is. Can you guys think of anything?

Commissioner Markley was inaudible.

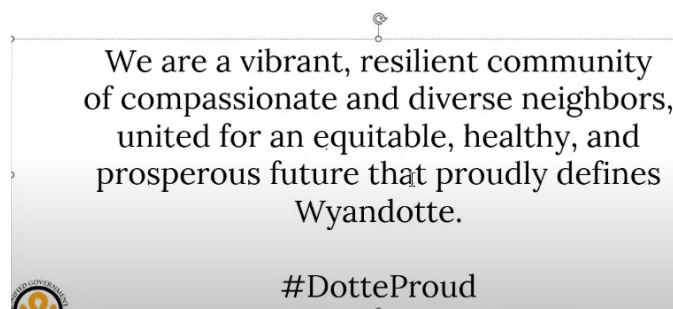
Ms. Shockey asked, is there something else that you think that maybe we're trying to focus on this but if you didn't you weren't thinking about this, would that apply to any community. What makes it about what you're trying to create. You need it to be a little bit—I mean I don't want to say

unique because I'm not proposing that you keep that. I just think maybe think about—**Someone** was inaudible.

Someone said about the future, that would be fine. **Ms. Shockey** said okay, so you're saying to kind of put the Wyandotte is explaining—**Mayor Garner** was inaudible.

UG FORWARD: VISION

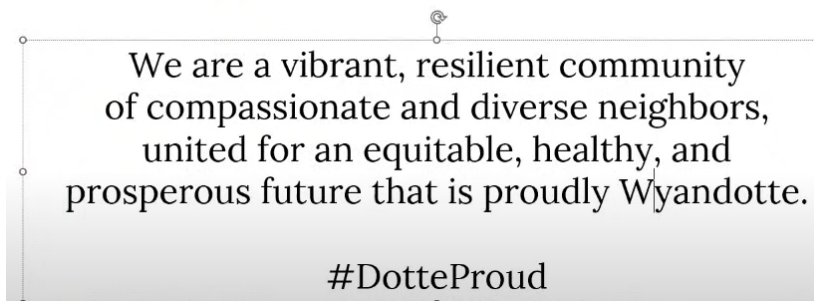
Vision Revisited



Ms. Shockey said so we are vibrant, resilient community of compassionate diverse neighbors, united for an equitable, healthy, and prosperous future that proudly defines Wyandotte. Does that help you guys or that defines Wyandotte. **Someone** was inaudible.

Ms. Shockey asked, do you want to keep proudly or take that out? **Commissioner Johnson** said prosperous future that is proudly Wyandotte. **Ms. Shockey** said okay, that is proudly Wyandotte. **Commissioner McKiernan** said I would go with that and take out defines. It speaks to a community pride and so it speaks to a pride of the community and that pride doesn't matter where you've been, where you're going, where you came from, but there is a pride in the community. **Ms. Shockey** asked, so does this help you Mayor?

Vision Revisited



I'm going to read this again. We are a vibrant, resilient community of compassionate and diverse neighbors, united for an equitable, healthy, and prosperous future that is proudly Wyandotte. Do we like that?

Okay, we're going to keep this phrase up and go to the next part. Bill, my lovely assistant, has sorted your top 10 items that we had listed over here and we are going to categorize them and prioritize them even more. So I want you to think about this Vision Statement and does it have a low impact on the Vision Statement or a high impact on the Vision Statement. So, the service—the top 10 service areas that we're talking about, I want you to think about is it low or high as it relates to the vision. Give us the first one Bill.

Bill Ebel was inaudible. **Ms. Shockey** said but infrastructure. **Mr. Ebel** was inaudible. **Ms. Shockey** said high, okay and while we're on that topic, is that an area that you need a low or a high level of improvement? Okay, so we're just going to put infrastructure. So infrastructure maintenance is going to be in the high category.

Mr. Ebel said the second one is community appearance. **Ms. Shockey** said community appearance. **Mr. Ebel** was inaudible. **Ms. Shockey** said vision high and high. **Someone** was inaudible. **Ms. Shockey** said okay, high and high on community appearance. What's your next one Bill?

Mr. Ebel said these are in no particular order. The next one is property tax and I just left it at that. It's called Administration, but I think you all understood that it was relief—**Commissioner**

Johnson was inaudible. **Mr. Ebel** said understand, but again, according to the quadrants high impact—**Ms. Shockey** said so you feel that high property tax is a barrier to achieving a vision.

Mr. Ebel said Parks & Recreation. **Someone** was inaudible. **Ms. Shockey** said maybe what we do with—if you think that, let's go to this. Do you see any of these on here that you think is not important to the vision? **Commissioner Kane** said it's all important. It's just one person's thinking is different than the other person. Not one of us think those are any less important than the others. **Ms. Shockey** said okay, so does anybody see anything on this list that is not important to the vision?

Commissioner Markley said we could rank them. **Ms. Shockey** said then let's go through and identify ones that we need the most. What could be resources (inaudible) of different options. Are there any on here that would be the top priority or need improvement. I'm going to go around (inaudible) so people join me because even if the top two that you think need the most improvement (inaudible). If you look at these right here, which ones would be the most (inaudible).

Commissioner Johnson said I would say infrastructure for sure. I'm going to go with public health. **Ms. Shockey** was inaudible.

Commissioner Stites said I think this really varies community to community a lot because Bonner and Edwardsville is more rural. I don't really care too much about sidewalks, so I don't hear so much about infrastructure out that way, some, it's high, it's up there, but number one over and above any other is property tax. That's what I hear. We're being taxed out of being able to live in Wyandotte County. **Ms. Shockey** was inaudible. **Commissioner Stites** said services, county services, outside of Kansas City, Kansas. I mean county services, our other two cities that are lacking county services. **Ms. Shockey** was inaudible. **Commissioner Stites** said county services I think maintenance. **Ms. Shockey** was inaudible. **Commissioner Stites** said yes. Then I think, and I don't want to pick on our Sheriff, but I think the Sheriff's Department. **Ms. Shockey** was inaudible.

Commissioner McKiernan said property tax and infrastructure, one and two.

Commissioner Bynum said I guess I was going in a little bit different direction, talking about needs improvements. If by needs improvement and we're saying property tax and infrastructure we mean lower this and more of this, then I'm going to agree but I'm going to throw out my first two thoughts in the Needs Improvement category which would have been Animal Services and Public Transportation so I guess it's just what we're defining as needs improvement. **Ms. Shockey** said you don't have good service levels there to begin with. **Commissioner Bynum** said those service levels could be improved.

Ms. Shockey said you've kind of said you're number one with property tax (inaudible). **Commissioner Burroughs** said it's so important because I believe through code enforcement cleaning up our community, the property tax issue will address itself. There will be more value in our neighborhoods and we can afford to see our—we won't see an incremental infusement within our community about (inaudible), so that's the two I'm going with.

Someone said but I like property taxes.

Commissioner Markley said I would say infrastructure and community or code enforcement; however you want to define it, but same issue, right.

Commissioner Davis said I would say infrastructure as well whether it be our streets, the need for sidewalks, bridge, all that stuff, stormwater. Obviously, yes, property taxes. When I think of property taxes as a priority I think of it as lowering our dependence on property taxes to have a budget that's solvent and that—**Someone** was inaudible. **Commissioner Davis** said yes, that's when I—what I think of property taxes. I will also add parks in addition to property tax administration, infrastructure, parks would probably be number three for me.

Commissioner Ramirez said infrastructure. I think that's all on everyone's number one and two are battling for my number two, so I'm just going to say both of them, property tax and parks and recreation just in general.

Commissioner Kane said infrastructure one, property tax, but I want to explain why. We do not do a very good job when somebody appeals their property tax the way they are treated when they go through there and it's going to come up at one of our meetings here pretty quick about how dissatisfied some of the folks that live in my district about how they're treated when they're going through this process. So I think you talk about needs improvement, I think that we need a huge improvement and I'll take this last chance to say how about a park.

Ms. Shockey said we have about 15 minutes left. I'm going to give you a homework assignment. The homework assignment is in here too and it says Focus Issue at the top. All right, so we like to use this. It's a process called Focus and the issue here is balancing infrastructure and property tax reduction or solvent revenue for property tax purpose. That's your issue. Write that at the top. Balancing the need for infrastructure and property tax. This is a process I want you to bring to the next meeting. We asked the question what's frustrating you about this issue. Obviously, to brainstorm some things are very difficult to do. Commissioner Davis talked about maybe you have diverse revenue sources, diversified. So what's frustrating.

The second one is obstacles and objections. What's getting in the way of what you want to have. So that's the next question, what is getting in the way of that. The third is circumstances and consequences. So, if nothing changes, what's likely to happen and then we'll go back to Utopia. What's the best case scenario. **Someone** was inaudible. **Ms. Shockey** said yes. That's wait for what—I don't think the next one's going to have enough (inaudible). The final one is I would be satisfied if this is the most important one. I would be satisfied—then turn on the back side and start to write out some—one, two, three ideas for addressing the advantage and you'll bring that to the next meeting and we'll start with that as our discussion.

I do want to say that you did two things that you said you wanted to get done tonight, develop a shared Vision that guide us. We got that done, so let's clap for ourselves. **Ms. Shockey** (inaudible) and then making better decisions together. We have a lot of consensus if you focus your attention on these priorities in your discussions in your meetings it might not be as long so think about you agree. I really do agree on (inaudible) and so with that I'm going to jump back to Cheryl (inaudible) and thank you for your patience and participation.

Ms. Harrison-Lee said first I want to thank you, our facilitators, for the evening and before I close out I also want to turn it over to Commissioner Davis who actually submitted the request to convene this meeting with some of his colleagues and then I have a few closing things for next steps.

Commissioner Davis said I just want to say thank you so much Sheila, you and your team. You all did a phenomenal job and so can we give it up for them one more time. They did so good. Mayor and my colleagues, thank you all so much. To staff, thank you all so much. We have a lot of work to do to really solving our budget goals and our budget issues. I just hope that we are ready to work. We have a lot of transitions coming up with Ms. Harrison-Lee's tenure ending here and we want to set up our permanent Administrator as best as we can so that they can succeed and so our community can succeed. So, Mayor, my colleagues, thank you all so much and, yeah, we will have more opportunities for us to share and keep the conversation going so we have a better budget and a better organization.

Ms. Harrison-Lee said okay thank you. Our next meeting is going to be Thursday, December 8th. It's going to start at 5:00. We'll need you to bring these back. We will start with the homework assignment. Tonight's meeting I think was really good to just kind of put us on a foundation for the next meeting and we just appreciate you providing us with your candor and your input and I would be remiss if I did not recognize the staff because we had several meetings to really plan this so this is not work that's done in a vacuum. Thank you to all the staff for all the material and all the assistance in preparing this and with that, I'll turn it back over to the Mayor.

Mayor Garner said thank you Ms. Harrison-Lee and thank you to the facilitators, thank you to staff and more importantly, thank you to the commissioners. This is a well-needed conversation and I think we all feel good about this, at least I did. Positive dialogue and we've all came to a point to where we can agree on something that really could hopefully move us forward in having these hard discussions in a good way. Thank you everybody and thank you for those that were really involved in moving this conversation. Commissioner Davis, Commissioner Bynum, and I believe Commissioner Markley and Commissioner McKiernan and Ramirez, thank you all and let's give them a round of applause for having that vision.

This concludes our meeting for tonight. I know we have homework, commissioners, so I'm going to ask for a motion to adjourn.

Commissioner Bynum said before we adjourn, I'm really averse to homework. I mean like I barely—I know I barely made it through college and it was because I really hate homework, so I'm just going to need a gentle reminder to please do your homework.

Commissioner Burroughs made a motion, seconded by Commissioner Davis, to adjourn the meeting. Roll call was taken and there were nine “Ayes,” Stites, Davis, Bynum, Burroughs, McKiernan, Ramirez, Johnson, Kane, Markley.

**MAYOR GARNER ADJOURNED
THE MEETING AT 7:20 p.m.**

Brett Deichler
Unified Government Clerk

dt