

# City of Lawrence Strategic Planning Process

*Project Report*

June 2017



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June 7, 2017

Mr. Tom Markus  
City Manager  
City of Lawrence  
6 East 6<sup>th</sup> Street  
PO Box 708  
Lawrence, KS 66044

Dear Mr. Markus:

It has been a pleasure for The Novak Consulting Group to work with the Mayor, City Commission, and City staff on the development of the City of Lawrence's Strategic Plan. This report summarizes the process and documents all elements of the final Strategic Plan. It is our hope that this document will serve as a useful reference as the City begins moving toward its intended vision by entering the implementation phase of this process.

Thank you for the opportunity to work with the City of Lawrence on this engagement.

Sincerely,

Julia D. Novak  
President

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# Table of Contents

<b>Table of Contents</b>	
<b>Introduction</b> .....	<b>1</b>
<b>Using the Strategic Plan</b> .....	<b>4</b>
Recommended Performance Measures to Guide Implementation .....	5
<b>Environmental Scan</b> .....	<b>22</b>
<b>January Commission Retreat</b> .....	<b>42</b>
<b>Community Input</b> .....	<b>59</b>
<b>Employee Input</b> .....	<b>122</b>
<b>February Commission Retreat</b> .....	<b>142</b>
<b>Performance Measurement Staff Workshop</b> .....	<b>148</b>
<b>Appendix A: Performance Measurement Training Slides</b> .....	<b>150</b>

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## Introduction

In October 2016, the City of Lawrence engaged The Novak Consulting Group to support the City in the development of a strategic plan. This report summarizes each phase of the City of Lawrence's strategic planning process.

A strategic planning process involves articulating a clear vision and mission for the organization, establishing goals, identifying priority initiatives, and creating implementation plans. The City of Lawrence's Strategic Plan is intended to represent the Mayor and City Commission's vision for the community and those specific initiatives that will help accomplish that vision. The process of developing a strategic plan explores three specific questions:

1. What do we know to be true today? – Where are we?
2. What do we hope will be true in the future? – Where do we want to go?
3. What must go well in order to make it so? – How do we get there?

In this way, the City of Lawrence's Strategic Plan is a road map to move the community towards its intended vision. Ultimately, a strategic plan is a fundamental management tool that exists to help the organization improve its delivery of services to the community.

To answer the first strategic planning question – ***What do we know to be true today?*** – The Novak Consulting Group worked with City staff to develop an environmental scan that included quantitative data on trends in local, regional, and national demographics, as well as historical data about the City of Lawrence's government organization. This information helped provide the context within which the City of Lawrence operates today and the challenges that the City organization and community may face in the future.

In January 2017, the City Commission and the City's management team worked to answer the second question – ***What do we hope will be true in the future?*** – by articulating a desired future for the community and identifying critical success factors for achieving that vision.

A strategic plan is best when touched by as many people as possible. Therefore, in February 2017, stakeholder input was sought from community members and City employees on the draft elements of the strategic plan. To maximize participation, members of the community and City employees were invited to provide input through in-person meetings or virtually through an online survey. The results of this engagement effort were then shared with the Mayor and City Commission.

Following the stakeholder input sessions, the City Commission and the City's management team met again, in February 2017, to answer the third strategic planning question – ***What must go well in order to make it so?*** During this session, the group finalized the strategic planning framework consisting of the following elements: vision, mission, values, critical success factors, and a list of prioritized initiatives.

Finally, The Novak Consulting Group provided a performance measurement workshop for the City's management team and key staff focused on developing performance measures to track the City's progress on each of the critical success factors. Following the workshop, The Novak Consulting Group worked with each critical success factor team to develop a list of potential performance measures to be used to help ensure progress toward achievement of the City's vision.

# Lawrence, Kansas Strategic Plan



## **Vision**

*The City of Lawrence—  
supporting an unmistakably  
vibrant community with innovative,  
equitable, transparent and  
responsible local government.*

## **Mission**

*We are committed to providing  
excellent City services that  
enhance the quality of life for  
the Lawrence community.*

## **Organizational Values**

- **Character**
- **Competence**
- **Courage**
- **Collaboration**
- **Commitment**

## **Priority Initiatives**

*Inventory and evaluate the role of existing  
advisory boards and commissions, identify  
opportunities to consolidate or sunset as  
appropriate, and adopt consistent operating  
guidelines*

*Review City's practices for ongoing professional  
development and align efforts to achieve  
excellence around the Commission's priorities*

*Identify barriers to having high-speed fiber  
throughout Lawrence and facilitate the  
development of the necessary infrastructure by  
the private sector*

*Review 9th Street plans and develop a proposal  
to complete the road Infrastructure and  
determine ability to add creative and artistic  
elements*

*Develop a City facility master plan and  
comprehensive facility maintenance plan*

*Develop a plan to implement priority based  
budgeting and enhance communication in the  
annual budget process*

*Develop and communicate a long-term  
financial strategy*

*Develop a master plan for Downtown  
that includes needed and desirable assets,  
infrastructure, and uses*





## Critical Success Factors



### Effective Governance and Professional Administration

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.



### Safe, Healthy and Welcoming Neighborhoods

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.



### Innovative Infrastructure and Asset Management

The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.



### Commitment to Core Services

Core municipal services reflect legal mandates and the City's commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.



### Sound Fiscal Stewardship

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.



### Collaborative Solutions

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.



### Economic Growth and Security

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.



## Using the Strategic Plan

The strategic plan provides a framework for City activities. The vision, mission, values, and critical success factors are intended to have a long-term view. The vision is a statement of what the City wishes to become; the mission and values guide City staff in their service to the community; and the critical success factors are those big buckets of “things that must go well” in order for the City to achieve the vision.

The critical success factors provide a lens for viewing and understanding City business. Initiatives were developed within several critical success factors that, when accomplished, move the City towards the vision.

The City can do many things to reinforce the strategic plan and truly integrate it into the life and work of the organization including the following examples:

### City Commission Agenda Items

- City business can be connected to one (or more) of the seven critical success factors. This can be included routinely as part of staff reports. Using the “icons” for the success factor can create a quick visual connection.

### Budgeting and Goal Setting

- The Government Finance Officers Association (GFOA) encourages the inclusion of a strategic planning framework in the public budget document.
- Budget initiatives can be connected to how they support one or more of the critical success factors.
- When the governing body meets to adopt goals, the strategic planning framework can be used to categorize priorities.

### Communication

- The City’s newsletter, website, and other similar communication tools can include updates on the implementation progress of key initiatives in the strategic plan to keep the public informed.
- Copies of the strategic planning framework can be posted around City buildings.
- Employees exemplifying the City’s values can be acknowledged using cards on which behavior can be described and values can be circled. Employees can be rewarded using gift cards, etc.
- The City’s vision and/or values can be printed on the back of City employee business cards.

### Performance Measures

- Performance measures serve to monitor and guide implementation of the Strategic Plan. A comprehensive list of potential performance measures developed in consultation with City staff for each critical success factor follows.

## Recommended Performance Measures to Guide Implementation

Performance measures are specific metrics for each aspect of performance to be monitored. In March 2017, the City of Lawrence’s Critical Success Factor (CSF) teams began the process of developing performance measures for each of the seven CSFs in the City’s newly adopted Strategic Plan. After defining what success looks like to various stakeholder groups, each team explored ways of measuring progress toward those definitions of success. The result was a list of the various aspects of each CSF to be monitored.

Once the aspects of performance to be monitored have been determined, relevant performance measures can be developed. When developing performance measures, it is important to build some context into each measure whenever possible. For example, the number of businesses in Lawrence is not a useful measure on its own – it is just a number from which we cannot tell if progress is being made. Adding context grounds the data, making it more useful (i.e., percent change in the number of new businesses locating to Lawrence).

The aspect of the CSF being measured, relevant performance measures, data source, and reporting frequency are presented in the following tables.

### Effective Governance and Professional Administration

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
<b>Transparency and Access to Information</b>				
Effectiveness of City communication	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the effectiveness of City communication</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Availability/timeliness of information	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the availability/timeliness of info provided by the City</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Licensing Responsiveness	<ul style="list-style-type: none"> <li>Average processing time for licensing requests</li> </ul>	City Clerk	Quarterly	City Clerk Division

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
Social media engagement	<ul style="list-style-type: none"> <li>Percent change in social media active monthly users</li> </ul>	New	Monthly	City Manager's Office
Direct communication efforts	<ul style="list-style-type: none"> <li>Open rates of all direct communication efforts</li> </ul>	New	Monthly	City Manager's Office
Customer service	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the quality of customer service provided by the City</li> <li>Percent of utility billing survey respondents who are "very satisfied" or "satisfied" with the quality of customer service provided by Utility Billing division</li> <li>Average speed of answer on the Utility Billing customer service line</li> </ul>	Citizen Survey/Utility Billing Division	2 years on election cycle beginning 2019	City Manager's Office/Utility Billing Division
<b>Civic Engagement</b>				
Citizen involvement	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the City's efforts to keep residents involved</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Voter turnout	<ul style="list-style-type: none"> <li>Voter turnout rate</li> </ul>	STAR	Every election	City Manager's Office
Diverse community representation on City Advisory Boards and Committees	<ul style="list-style-type: none"> <li>Percent female appointees (target = community composition)</li> <li>Percent racial/ethnic minority appointees (target = community composition)</li> </ul>	Measurement tool to be developed	Late 2017 and every other year thereafter	City Manager's Office
<b>Professional Administration</b>				
Engagement in professional associations	<ul style="list-style-type: none"> <li>List of relevant professional associations that Department Directors are members of</li> </ul>	Measurement tool to be developed	Annually	City Manager's Office
Value of City taxes/fees	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the overall value received for City taxes/fees</li> </ul>	Citizen Survey	2 years on election cycle	City Manager's Office

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
			beginning 2019	
Quality of life	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the overall quality of life in the City</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Quality of City services	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the overall quality of City services</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Supervisory training	<ul style="list-style-type: none"> <li>Percent of supervisors that have completed at least one quarterly supervisory training</li> <li>Percent of supervisors that have completed more than one quarterly supervisory training</li> </ul>	HR	Annually	Human Resources Division
Employee turnover	<ul style="list-style-type: none"> <li>Employee turnover rate</li> </ul>	HR	Annually	Human Resources Division
Employee engagement	<ul style="list-style-type: none"> <li>Percent of employee survey respondents who “strongly agree” or “agree” that morale is good in their department</li> </ul>	Employee Survey	3 years	City Manager’s Office
Employee empowerment	<ul style="list-style-type: none"> <li>Percent of employee survey respondents who “strongly agree” or “agree” that adequate facilities, equipment, personnel, and other resources are available to them</li> </ul>	Employee Survey	3 years	City Manager’s Office
Internal services customer satisfaction	<ul style="list-style-type: none"> <li>Percent of employee survey respondents who are “very satisfied” or “satisfied” with the overall quality of internal services</li> </ul>	New (Employee Survey)	3 years	City Manager’s Office
City Commission Leadership	<ul style="list-style-type: none"> <li>City Commission leadership as gauged by employee survey and citizen survey</li> </ul>	Employee Survey/Citizen Survey	Employee Survey: 3 years	City Manager’s Office

Aspect of the CSF Being Measured	Performance Measure	Data Source	Reporting Frequency	Responsible Department
			Citizen Survey:2 years on election cycle beginning 2019	
City Management Leadership	<ul style="list-style-type: none"> <li>City Manager performance evaluation annually from City Commission (acceptable/unacceptable)</li> </ul>	City Manager's Performance Appraisal	Annually	City Manager's Office

### Safe, Healthy and Welcoming Neighborhoods

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Healthy Lifestyle</b>				
Satisfaction with Parks & Recreation	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the quality of the City’s parks &amp; recreation system</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Health and Wellness	<ul style="list-style-type: none"> <li>Number of Health and Wellness classes and programs offered</li> <li>Number of Health and Wellness class participants</li> </ul>	Parks & Recreation	Annually	Parks & Recreation
Recreation Programming	<ul style="list-style-type: none"> <li>Number of special population and 50 plus programs offered</li> <li>Number of special population and 50 plus program participants</li> <li>Number of youth and adult sports programs offered</li> <li>Number of youth and adult sports program participants</li> <li>Number of learn to swim and aquatic fitness classes offered</li> <li>Number of learn to swim and aquatic fitness class participants</li> </ul>	Parks & Recreation	Annually	Parks & Recreation
Park Attendance	<ul style="list-style-type: none"> <li>Attendance in Parks &amp; Recreation facilities</li> </ul>	Parks & Recreation	Annually	Parks & Recreation
Beautification	<ul style="list-style-type: none"> <li>Dollars spent for landscaping and beautification</li> <li>Dollars spent for maintenance of parks, right-of-way’s, athletic fields, and open spaces</li> </ul>	Parks and Recreation Department	Annually	Parks and Recreation Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Access to parks	<ul style="list-style-type: none"> <li>Percent of housing units located within a .5-mile distance of a public park land</li> </ul>	STAR	Annually	City Manager's Office
Park land	<ul style="list-style-type: none"> <li>Total acres of parkland and open space per capita</li> </ul>	New	Annually	Parks and Recreation
Bicycle paths	<ul style="list-style-type: none"> <li>Miles of bicycle paths and lanes per 100,000 population</li> </ul>	New	Annually	Parks and Recreation
Overall health	<ul style="list-style-type: none"> <li>Health Factor and Health Outcome rankings</li> </ul>	Robert Wood Johnson Foundation County Health Rankings	Annually	Parks and Recreation
Access to healthy food	<ul style="list-style-type: none"> <li>Percent of population within a .25-mile distance of a healthful retail food outlet</li> </ul>	STAR	Annually	City Manager's Office
Safety	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who feel "very safe" or "safe" riding a bicycle in Lawrence</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
<b>Access to Safe and Affordable Housing</b>				
Housing costs	<ul style="list-style-type: none"> <li>Percent of the census block groups where a household earning the Area Median Income (AMI) would spend less than 45% on housing and transportation combined</li> </ul>	STAR	Annually	City Manager's Office
Code compliance	<ul style="list-style-type: none"> <li>Percent of code enforcement violations resolved</li> <li>Percent of code enforcement violations resolved within 60 days</li> <li>Average number of days to resolve code violations</li> <li>Average number of days to resolve rental violations</li> </ul>	Planning and Development Services Department	Annually	Planning and Development Services Department
Hazard mitigation	<ul style="list-style-type: none"> <li>Number of residential dwellings in a floodplain</li> </ul>	Planning and Development Services Department	Annually	Planning and Development Services Department



Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Sidewalks	<ul style="list-style-type: none"> <li>Percent of outstanding sidewalk violations brought into compliance</li> </ul>	Public Works Department	Annually	Public Works Department
Safety	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who feel “very safe” or “safe” walking in their neighborhood after dark</li> </ul>	Citizen Survey	3 years	City Manager’s Office
<b>Diverse and Unique Neighborhoods</b>				
Community cohesion	<ul style="list-style-type: none"> <li>Percent of residents that live within one mile of a community venue that is open to the public and offers free services and/or events for residents</li> </ul>	STAR	Annually	City Manager’s Office
Quality of life	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the overall quality of life in the City</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Neighborhood livability	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the livability of their neighborhood</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Neighborhood upkeep	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are “very satisfied” or “satisfied” with the upkeep of their neighborhood</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Tree canopy	<ul style="list-style-type: none"> <li>Tree City USA Designation</li> </ul>	New	Annually	Parks and Recreation

## Innovative Infrastructure and Asset Management

The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities, and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Transportation Options</b>				
Walkability	<ul style="list-style-type: none"> <li>Percent of roadway length with sidewalks on both sides</li> <li>Percent of crosswalks that are ADA accessible</li> </ul>	STAR	Annually	City Manager's Office
Connectivity	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents who are "very satisfied" or "satisfied" with the connectivity sidewalks/paths</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Transit Access	<ul style="list-style-type: none"> <li>Percent of population within a quarter (1/4) mile of transit stop</li> </ul>	New	Annually	Transit Administrator
Ridership	<ul style="list-style-type: none"> <li>Percent change in overall public transportation ridership</li> </ul>	New	Annually	Transit Administrator
Cost	<ul style="list-style-type: none"> <li>Public transportation cost per passenger</li> </ul>	New	Annually	Transit Administrator
Commute mode	<ul style="list-style-type: none"> <li>Percent of commuters using a travel mode to work other than a personal vehicle</li> </ul>	U.S. Census Bureau	Annually (but data lags)	City Manager's Office
Commute time	<ul style="list-style-type: none"> <li>Mean travel time to work</li> </ul>	U.S. Census Bureau	Annually (but data lags)	City Manager's Office
Vehicle miles	<ul style="list-style-type: none"> <li>Vehicle miles traveled</li> </ul>	STAR	Annually	City Manager's Office
Pedestrian safety	<ul style="list-style-type: none"> <li>Number of reported pedestrian injuries per 100,000 population</li> </ul>	New	Annually	Public Works Department
<b>Infrastructure, Facilities, and Assets</b>				
Water quality	<ul style="list-style-type: none"> <li>Drinking water compliance rate (% days)</li> <li>Wastewater compliance rate (% days)</li> </ul>	Utilities Department	Quarterly	Utilities Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	<ul style="list-style-type: none"> <li>Number of City main SSO's</li> </ul>			
Treatment Efficiency	<ul style="list-style-type: none"> <li>Drinking water gallons processed per kWh</li> <li>Wastewater gallons processed per kWh</li> </ul>	Utilities Department	Quarterly	Utilities Department
Water System Reliability	<ul style="list-style-type: none"> <li>Number of water main breaks</li> </ul>	Utilities Department	Quarterly	Utilities Department
Water Conservation	<ul style="list-style-type: none"> <li>Water produced per capita</li> </ul>	Utilities Department	Quarterly	Utilities Department
Energy efficiency	<ul style="list-style-type: none"> <li>Percent change in City-owned public infrastructure energy use</li> </ul>	STAR	Annually	City Manager's Office
Pavement condition	<ul style="list-style-type: none"> <li>Percent of lane miles with a Pavement Condition Index (PCI) rating of unacceptable</li> </ul>	Public Works Department	Annually	Public Works Department
Satisfaction with infrastructure	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that are "very satisfied" or "satisfied" with the condition of major City streets</li> <li>Percent of citizen survey respondents that are "very satisfied" or "satisfied" with the value they receive for water/wastewater utility rates</li> <li>Percent of citizen survey respondents that are "very satisfied" or "satisfied" with the reliability of their water service</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Infrastructure maintenance	<ul style="list-style-type: none"> <li>Percent of preventative fleet maintenance completed as scheduled (Quarterly)</li> <li>Average operational readiness of the fleet (Quarterly)</li> <li>Capital dollars spent to maintain current infrastructure (Annually)                             <ul style="list-style-type: none"> <li>Parks and Recreation</li> <li>Public Works</li> <li>Utilities</li> </ul> </li> </ul>	Parks and Recreation Department/ Public Works Department/ Utilities Department	Quarterly/ Annually	Parks and Recreation Department/ Public Works Department/ Utilities Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Natural and Historic Resources</b>				
Scheduled maintenance on historic properties	<ul style="list-style-type: none"> <li>• Dollar amount of budgeted maintenance for historic city-owned properties</li> <li>• Dollar amount of needed maintenance for historic city-owned properties</li> </ul>	Parks and Recreation Department/ Planning and Development Services Department	Annually	Parks and Recreation Department/ Planning and Development Services Department
Number of historic properties and districts	<ul style="list-style-type: none"> <li>• Number of city-owned properties listed on a historic register</li> <li>• Number of city-owned properties within a historic district</li> </ul>	Parks and Recreation Department/ Planning and Development Services Department	Annually	Parks and Recreation Department/ Planning and Development Services Department
Natural Resources	<ul style="list-style-type: none"> <li>• Number of acres in the floodplain that are developed</li> <li>• Number of acres of parks maintained as nature areas or preservation areas</li> <li>• Number of nature education classes offered</li> <li>• Number of nature education class participants</li> </ul>	Parks and Recreation Department/ Planning and Development Services Department	Annually	Parks and Recreation Department/ Planning and Development Services Department
Green stormwater infrastructure	<ul style="list-style-type: none"> <li>• Percent of City’s land area that has designated green stormwater infrastructure</li> </ul>	STAR	Annually	City Manager’s Office

### Commitment to Core Services

Core municipal services reflect legal mandates and the City’s commitment to meet health, safety, and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Health</b>				
Diversion rate	<ul style="list-style-type: none"> <li>Solid waste diversion rate</li> </ul>	Public Works Department	Annually	Public Works Department
Recycling rate	<ul style="list-style-type: none"> <li>Solid waste recycling rate</li> </ul>	STAR	Annually	City Manager’s Office
Resident satisfaction	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that are “very satisfied” or “satisfied” with residential trash services</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
<b>Safety and Welfare</b>				
Overall satisfaction	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the quality of police, fire, and EMS</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Perception of safety	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that feel “very safe” or “safe” in the City</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Crime rates	<ul style="list-style-type: none"> <li>Property crime rate per 100,000 population</li> <li>Violent crime rate per 100,000 population</li> </ul>	FBI	Annually	Police Department
Clearance rate	<ul style="list-style-type: none"> <li>Average crime clearance rate</li> </ul>	Police Department	Annually	Police Department
Response times	<ul style="list-style-type: none"> <li>Average response time for Priority 1 calls- Police</li> </ul>	Police Department	Annually	Police Department
Response times	<ul style="list-style-type: none"> <li>Average response time for Priority 1 calls- Structure Fires</li> </ul>	Fire/Medical Department	Annually	Fire/Medical Department
Response times	<ul style="list-style-type: none"> <li>Average response time for Priority 1 calls-EMS City Limits</li> </ul>	Fire/Medical Department	Quarterly	Fire/Medical Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
Fire services	<ul style="list-style-type: none"> <li>Current Insurance Services Office (ISO) rating</li> </ul>	Fire/Medical Department	5-year	Fire/Medical Department
Fire Accreditation	<ul style="list-style-type: none"> <li>Accreditation status</li> </ul>	Fire/Medical Department	5-year	Fire/Medical Department
<b>Resident Satisfaction</b>				
Overall satisfaction	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the overall quality of life in the City</li> <li>Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the quality of City services</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Disproportionate Minority Contacts	<ul style="list-style-type: none"> <li>Add Measure in Future once methodology determined county-wide by the Criminal Justice Coordinating Council</li> </ul>	TBD in future	TBD in future	TBD in future

### Sound Fiscal Stewardship

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Fiscal Stewardship</b>				
Bond rating	<ul style="list-style-type: none"> <li>Bond rating</li> </ul>	Finance Department	Annually	Finance Department
Overall value	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the value received for City taxes/fees</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Debt per capita	<ul style="list-style-type: none"> <li>Debt per capita</li> </ul>	Finance Department	Annually	Finance Department
Affordability of services	<ul style="list-style-type: none"> <li>Water and sewer charges as percent of median household income (should be less than 4.5%--EPA)</li> </ul>	New	Annually	City Manager’s Office
Budgeted expenditures	<ul style="list-style-type: none"> <li>Percent of budget expended</li> </ul>	Finance Department	Annually	Finance Department
Liquidity	<ul style="list-style-type: none"> <li>Days of cash</li> </ul>	Finance Department	Annually	Finance Department
Capital funding	<ul style="list-style-type: none"> <li>Percent of identified capital needs funded</li> </ul>	New	Annually	Finance Department
Capital project completion	<ul style="list-style-type: none"> <li>Dollar value of CIP project change amendments</li> <li>Dollar value of CIP project change orders</li> </ul>	Measurement tool to be developed	Annually	Finance Department
Forecast accuracy	<ul style="list-style-type: none"> <li>Actual property tax collection vs original budget</li> <li>Actual Property tax collection vs revised budget</li> <li>Actual Sales tax collection vs. original budget</li> <li>Actual sales tax collection vs. revised budget</li> <li>Actual Water/sewer fee collection vs. original budget</li> <li>Actual water/sewer fee collection vs. revised budget</li> </ul>	New	Annually	Finance Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	<ul style="list-style-type: none"> <li>Actual Payroll expenditures vs original budget</li> <li>Actual Payroll expenditures vs. revised budget</li> </ul>			
Audit	<ul style="list-style-type: none"> <li>Was a Substantial finding noted</li> </ul>	Finance Department	Annually	Finance Department
Awards	<ul style="list-style-type: none"> <li>Number of years GFOA and CAFR awards have been received</li> </ul>	Finance Department	Annually	Finance Department
<b>Access to Information</b>				
Availability/timeliness of information	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that are “very satisfied” or “satisfied” with the availability/timeliness of info provided by the City</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager’s Office
Ballot initiative voter turnout	<ul style="list-style-type: none"> <li>Voter turnout rate on ballot initiatives</li> </ul>	City Clerk	Election-based	City Clerk Division
Understanding of budget process	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that “strongly agree” or “agree” that they understand the City’s budget process</li> </ul>	New (Citizen Survey)	2 years on election cycle beginning 2019	City Manager’s Office
Understanding of financial reports	<ul style="list-style-type: none"> <li>Percent of citizen survey respondents that “strongly agree” or “agree” that they understand the City’s financial reports</li> </ul>	New (Citizen Survey)	2 years on election cycle beginning 2019	City Manager’s Office



### Collaborative Solutions

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Partnerships</b>				
Partnerships	<ul style="list-style-type: none"> <li>Number of partnerships and sponsorships received for Parks &amp; Recreation classes and events</li> <li>Scholarship dollars provided to youth for participation in Parks &amp; Recreation programs</li> </ul>	Parks and Recreation	Annually	Parks and Recreation
Citizen perception of collaboration	<ul style="list-style-type: none"> <li>Percent of survey respondents that “strongly agree” or “agree” that Lawrence is a connector of local and regional partners</li> </ul>	New (Citizen Survey)	TBD	City Manager’s Office
Standardized components of agreements	<ul style="list-style-type: none"> <li>Partnership agreements include standardized components</li> <li>Partnership agreements includes evaluation of equity</li> </ul>	New	Annually	City Manager’s Office

### Economic Growth and Security

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people’s ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
<b>Individual prosperity</b>				
Poverty level	<ul style="list-style-type: none"> <li>Percent of residents living below the poverty line</li> </ul>	STAR	Annually	City Manager’s Office
Free and reduced lunch	<ul style="list-style-type: none"> <li>Percent of students qualifying for free or reduced lunch</li> </ul>	Kansas Department of Education	Annually	City Manager’s Office
Median household income	<ul style="list-style-type: none"> <li>Median household income</li> </ul>	U.S. Census Bureau	Annually	City Manager’s Office
Unemployment rate	<ul style="list-style-type: none"> <li>Unemployment rate</li> </ul>	Bureau of Labor	Monthly	City Manager’s Office
Number of jobs	<ul style="list-style-type: none"> <li>Jobs-to-resident ratio</li> </ul>	Bureau of Labor	Monthly	City Manager’s Office
Personal income	<ul style="list-style-type: none"> <li>Percent change in personal income</li> </ul>	U.S. Census Bureau	Annually	City Manager’s Office
Employer diversity	<ul style="list-style-type: none"> <li>Percent of workforce employed by the State</li> </ul>	EDC	Annually	City Manager’s Office
<b>Vibrant, Sustainable Local Economy</b>				
Owner-occupied-housing	<ul style="list-style-type: none"> <li>Percent of owner-occupied housing units</li> </ul>	U.S. Census Bureau	Annually	City Manager’s Office
Assessed commercial real estate value	<ul style="list-style-type: none"> <li>Assessed value of commercial and industrial properties as a percentage of total assessed value of all properties (MSA-level)</li> </ul>	EDC	Annually	City Manager’s Office
Development review cycle time	<ul style="list-style-type: none"> <li>Average number of days to process site plans</li> <li>Percentage of building permits and plans processed and reviewed within 5 business days (residential)</li> <li>Average number of days to process building plans and permits (residential)</li> </ul>	Planning and Development Services Department	Annually	Planning and Development Services Department

Aspect of the CSF Being Measured	Performance Measure	Source	Update Frequency	Responsible Department
	<ul style="list-style-type: none"> <li>Percentage of building permits and plans processed and reviewed within 15 business days (commercial)</li> <li>Average number of days to process building plans and permits (commercial)</li> </ul>			
Real GDP	<ul style="list-style-type: none"> <li>Percent change in real GDP (MSA-level)</li> </ul>	EDC	Annually	City Manager's Office
Arts and Economic Impact	<ul style="list-style-type: none"> <li>Arts and Economic Prosperity V Indicators</li> </ul>	Americans for the Arts	Annually	City Manager's Office
Special Events and Tournaments	<ul style="list-style-type: none"> <li>Number of special events, tournaments, and meets offered by Parks and Recreation</li> <li>Number of participants for special events, tournaments, and meets offered by Parks and Recreation</li> <li>Economic impact of special events, tournaments, and meets offered by Parks and Recreation</li> </ul>	Parks and Recreation Department	Annually	Parks and Recreation Department
Economic development	<ul style="list-style-type: none"> <li>Percent of survey respondents that are "very satisfied" or "satisfied" with the City's efforts to promote economic development</li> </ul>	Citizen Survey	2 years on election cycle beginning 2019	City Manager's Office
Business vacancies	<ul style="list-style-type: none"> <li>Percent of retail vacancies</li> </ul>	Planning and Development Services Department	Every 2 years	Planning and Development Services Department

## Environmental Scan

This environmental scan discusses the City of Lawrence in the context of larger demographic trends as well as the City's historical budget and staffing levels. Although the following sections of this report provide specific insights into these trends, it is useful to summarize these findings to present a broad view of the City's operating environment. The following statements encapsulate major trends and themes regarding the City as they exist today.

**The City of Lawrence is growing.** In 2015, the City's population was estimated at 93,917, an increase of 17% since 2000 and 7% since 2010. The City's population is growing at a faster rate than that of the State of Kansas. The number of housing units increased by 15% between 2000 and 2014 to 37,763.

**The City of Lawrence is young.** Residents age 19 to 24 years make up nearly one third of the City's population – due in large part to the presence of the University of Kansas – and nearly half of the City's population is age 19 to 34 years. The City's median age is 27 years.

**The City of Lawrence is a university town.** Approximately 23,623 students are enrolled at the University of Kansas' campus in the City of Lawrence. Approximately 25% of these students are enrolled in graduate programs and the remaining 75% are undergraduates. Additionally, approximately 55% of the City's housing units are occupied by renters, which is much higher than the state average of 33%.

**The City of Lawrence is educated.** A total of 26% of residents have a graduate or professional degree and more than half have at least a bachelor's degree. This is much higher than the State average; only 11% of State of Kansas residents have a graduate or professional degree and 31% have at least a bachelor's degree.

**The City of Lawrence is homogenous.** A total of 82% of the City's residents identify as White, 5% identify as Asian, and 5% identify as Black or African American. Approximately 7% of the City's population identifies as Hispanic or Latino. However, the City is slightly more diverse than the State of Kansas as a whole.

**The City of Lawrence is employed, but low income.** The City's 2015 unemployment rate is at pre-recession levels (3.7%), after a peak of 6.2% in 2010. However, the median household income in the City of Lawrence (\$46,929) is less than that of the State of Kansas (\$51,872) and the City has an individual poverty rate of 21%, which is higher than the state rate of 14%.

**The City of Lawrence is getting safer.** The violent crime rate decreased by 33% and the property crime rate decreased by 22% between 2006 and 2013.

**The City of Lawrence is spending more than it is generating.** For the last four years, the City has spent an average of \$20M more than it has generated in revenue. Expenditures have increased by 22% over the last six years while revenues have decreased by 8%.

## Introduction

In October 2016, the City of Lawrence retained the services of The Novak Consulting Group to conduct a strategic planning effort. This process focused on three specific questions:

- What do we know to be true? *Where are we?*
- What do we hope will be true in the future? *Where do we want to go?*
- What must go well in order to make it so? *How do we get there?*

The purpose of a strategic plan is to consider past, present, and future factors that impact these questions. In strategic planning, the process of defining and determining what an organization “knows to be true” is called an environmental scan. An environmental scan considers the factors that will influence the direction and goals of the organization. Elements considered in an environmental scan include any events, trends, and relationships that might be relevant in this planning. Environmental scans set the stage for strategic planning by identifying challenges and opportunities, and allowing the organization to improve its future position.

In developing this environmental scan for the City of Lawrence, significant quantitative data was gathered. Data showing trends in local, regional, and national demographics were compiled, as well as historical data about the Lawrence community. This information helps provide the context for the environment in which the City of Lawrence operates today and the challenges that the City and community may face in the future.

## Community Characteristics

The City of Lawrence is located in Douglas County, Kansas. To identify and compare trends relevant to the City, data presented in this scan was obtained from a variety of sources, including:

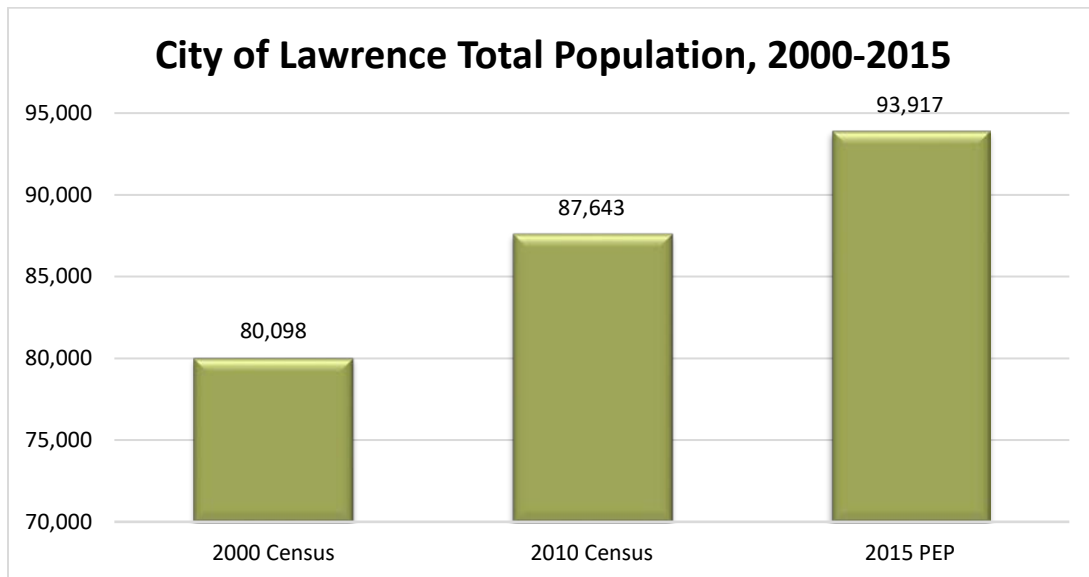
- U.S. Census Bureau
  - 2000 and 2010 Decennial Census Results
  - American Community Survey (ACS) Five Year Estimates, 2009-2014
  - 2015 Population Estimates Program
- U.S. Bureau of Labor Statistics
  - Unemployment information
- Federal Bureau of Investigations (FBI)
  - Uniform Crime Report (UCR)
- City of Lawrence Government
  - Financial data
  - Employment Information

This information was examined in historical and geographical contexts to understand how trends in the City of Lawrence compare to county and state-level trends, as well as how the City has changed over the last several years. The following sections provide an overview of these trends in greater detail.

### Population

#### Total Population and Population Characteristics

According to the 2015 Population Estimates Program (PEP), the total population of the City of Lawrence is approximately 93,917 persons. This represents an increase of 17% compared to the 2000 Census and 7% compared to the 2010 Census, as illustrated in the following figure.



**Figure 1: City of Lawrence Total Population, 2000-2015**

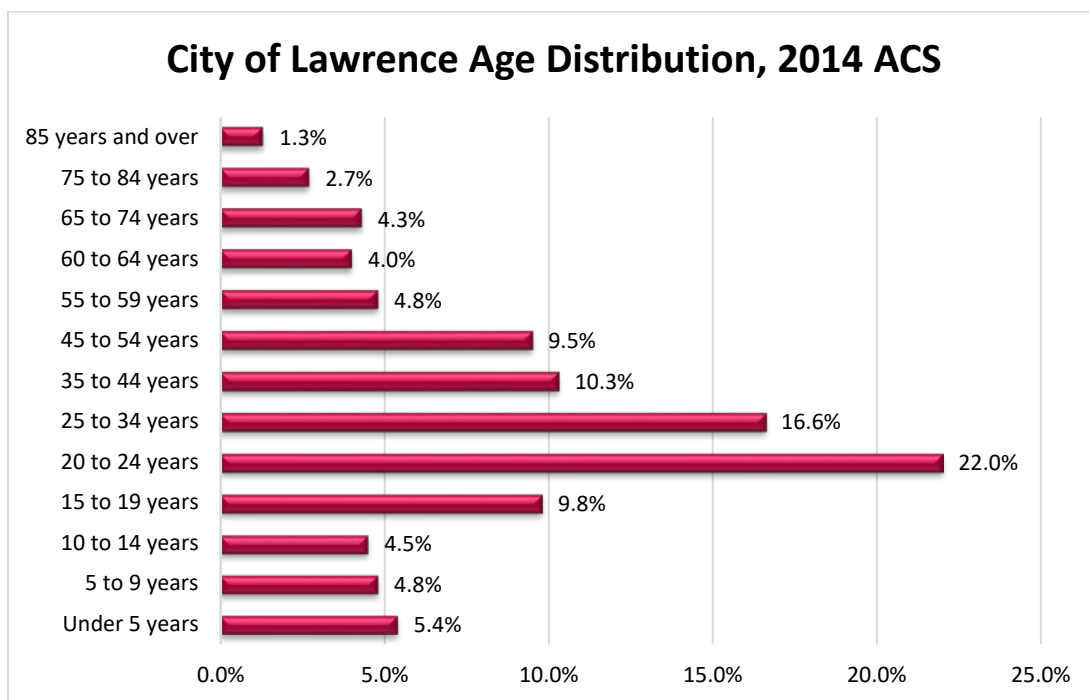
The City of Lawrence is the most populous community in Douglas County and the sixth-largest city in Kansas. The City has been home to 80% of the County’s residents since the 2000 Census. As a result, growth patterns in Douglas County largely mirror those of the City of Lawrence. Population increases in Lawrence and Douglas County have outpaced growth in the State of Kansas over the same period, as illustrated in the following table.

**Table 1: Comparison of Population Trends, 2000-2015**

Total Population	2000 Census	2010 Census	2015 PEP	Percent Change 2000 to 2015	Percent Change 2010 to 2015
<b>City of Lawrence</b>	80,098	87,643	93,917	17%	7%
<b>Douglas County</b>	99,962	110,826	118,053	18%	7%
<b>State of Kansas</b>	2,688,418	2,853,118	2,911,641	8%	2%

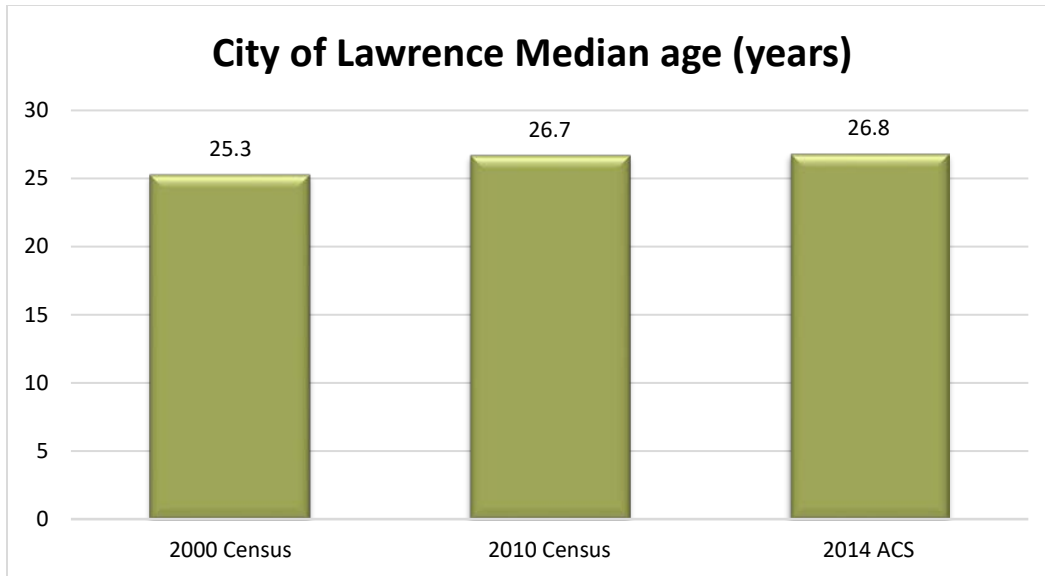
**Age of Population**

Persons aged 20 to 24 years constitute the largest proportional group in the City of Lawrence, due in large part to the presence of the University of Kansas near downtown Lawrence. This age group comprises 22% of the City’s residents, followed by persons aged 25 to 34 years (16.6%) and persons aged 35 to 44 years (10.3%). Together, these categories account for just under half of all Lawrence residents, at 48.9%. The following figure illustrates the City’s total population by age group according to the latest ACS data.



**Figure 2: City of Lawrence Age Distribution, 2014 ACS**

The proportion of persons by age group is substantially similar to the 2000 and 2010 Census. Because 63% of the City’s residents are under 34 years old, the City’s median age has hovered around 26 years since the 2000 Census. The following figure illustrates the relative consistency in the City’s median age over this timespan.



**Figure 3: City of Lawrence Median Age, 2000-2014**

While these age distribution trends heavily influence Douglas County, notable differences exist between the City's age groups and those in the state at large. The following table compares the proportion of each age group in the City, Douglas County, and the state as of the 2014 ACS.

**Table 2: Proportion of Population by Age, 2014 ACS**

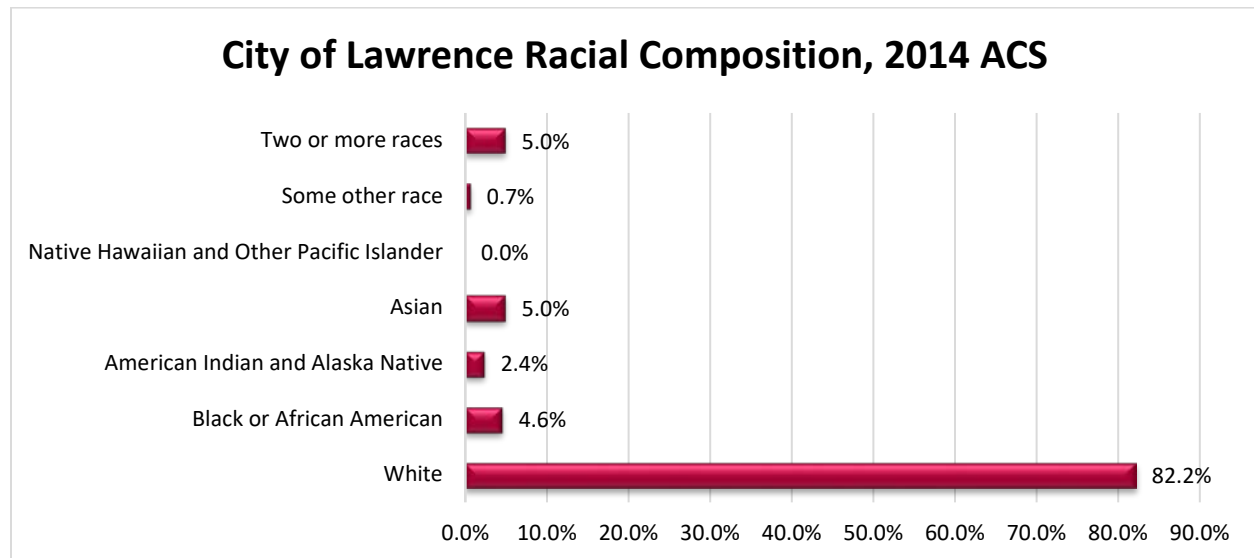
Population by Age	City of Lawrence	Douglas County	State of Kansas
Under 5 years	5.4%	5.4%	7.0%
5 to 9 years	4.8%	5.2%	7.1%
10 to 14 years	4.5%	5.4%	6.9%
15 to 19 years	9.8%	9.3%	7.0%
20 to 24 years	22.0%	18.4%	7.3%
25 to 34 years	16.6%	15.3%	13.3%
35 to 44 years	10.3%	11.0%	12.0%
45 to 54 years	9.5%	10.6%	13.4%
55 to 59 years	4.8%	5.4%	6.6%
60 to 64 years	4.0%	4.5%	5.6%
65 to 74 years	4.3%	5.3%	7.2%
75 to 84 years	2.7%	2.8%	4.4%
85 years and over	1.3%	1.4%	2.1%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The City of Lawrence and Douglas County have significantly more persons aged 20 to 24 years on a proportional basis compared to the State, as well as a higher proportion of persons aged 15 to 19 years and 25 to 34 years. The proportion of other age groups is generally lower in the City and County compared to the State. As a result, the State's median age is higher than the City's at 36.0 years compared to 26.8 years.



### Race and Ethnicity

The City’s population is racially homogenous, with 95% of residents identifying as one race and 82.2% identifying as White. According to the 2014 ACS, the largest racial subgroup is Asian, followed by persons identifying as two or more races and Black or African Americans, as illustrated in the following chart.



**Figure 4: City of Lawrence Racial Composition, 2014**

This pattern is similar to the City’s racial distribution in the 2000 and 2010 Decennial Censuses. Since the 2000 Census, the proportion of White residents has declined from 83.8% to 82.2%, and the proportion of persons identifying as Asian increased from 3.8% to 5.0%. Additionally, the proportion of persons identifying as two or more races increased from 3.0% to 5.0% over this same period.

Compared to the County and the State, the City has relatively fewer White and Black or African American residents, and proportionally more American Indian and Asian residents, as illustrated on the following table.

**Table 3: Comparison of Population by Race, 2014 ACS**

Racial Composition - 2014 ACS	City of Lawrence	Douglas County	State of Kansas
White	82.2%	84.5%	85.3%
Black or African American	4.6%	3.9%	5.8%
American Indian and Alaska Native	2.4%	2.1%	0.8%
Asian	5.0%	4.2%	2.5%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.1%
Some other race	0.7%	0.7%	2.3%
<b>Total One race</b>	<b>95.0%</b>	<b>95.4%</b>	<b>96.7%</b>
<b>Two or more races</b>	<b>5.0%</b>	<b>4.6%</b>	<b>3.3%</b>
<b>Total Population</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The U.S. Census Bureau currently classifies Hispanic and Latino origins as an ethnic category, to which persons of any race may belong. The proportion of Hispanic and Latino persons has increased in the City of Lawrence from 3.6% of the total population in 2000 to 6.5% according to the 2014 ACS, but has remained largely stable since the 2010 Census.

However, the City has proportionally fewer Hispanic and Latino residents than the State. The following table illustrates the relative size of each ethnic group in each community according to the 2014 ACS.

**Table 4: Comparison of Population by Ethnicity, 2014 ACS**

Hispanic or Latino Ethnicity	City of Lawrence	Douglas County	State of Kansas
Mexican	4.7%	4.0%	9.2%
Puerto Rican	0.4%	0.4%	0.3%
Cuban	0.3%	0.2%	0.1%
Other Hispanic or Latino	1.0%	0.9%	1.3%
<b>Total Hispanic or Latino (of any race)</b>	<b>6.5%</b>	<b>5.5%</b>	<b>11.0%</b>
<b>Not Hispanic or Latino</b>	<b>93.5%</b>	<b>94.5%</b>	<b>89.0%</b>
<b>Total Population</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

While approximately 6.5% of Lawrence residents identify as Hispanic or Latino, 11.0% of Kansas residents share this identity. The proportion of Mexican residents in particular is higher in the State than in the City. Specific factors behind this trend are unclear, but may be connected to immigrant migration patterns that affect more rural parts of the state differently from more urban areas such as Lawrence.

### University of Kansas

Lawrence is home to the University of Kansas (KU), which was founded in 1866 and currently spans five campuses in Lawrence, Kansas City, Overland Park, Wichita, and Salina. As of the fall 2016 semester, approximately 23,623 students were enrolled at KU's Lawrence campus. Approximately 25% of these students are enrolled in graduate programs, and the remaining 75% are undergraduates. Nearly 90% of these students live on-campus, and the average age of undergraduate students is 21 years.<sup>1</sup>

In the last several Census cycles, the Census Bureau has counted college residents at the place of their usual residence, which for most full-time students is their college address.<sup>2</sup> As a result, KU students comprise nearly one-quarter of the City's reported 2010 Census population and affect many of the demographic characteristics described below.

### Households

The number of housing units in Lawrence increased 14% between the 2000 and 2010 Censuses, from 32,761 units to 37,502 units. According to the 2014 ACS, the City's estimated number of housing units is 37,763 which represents a marginal increase over 2010 levels.

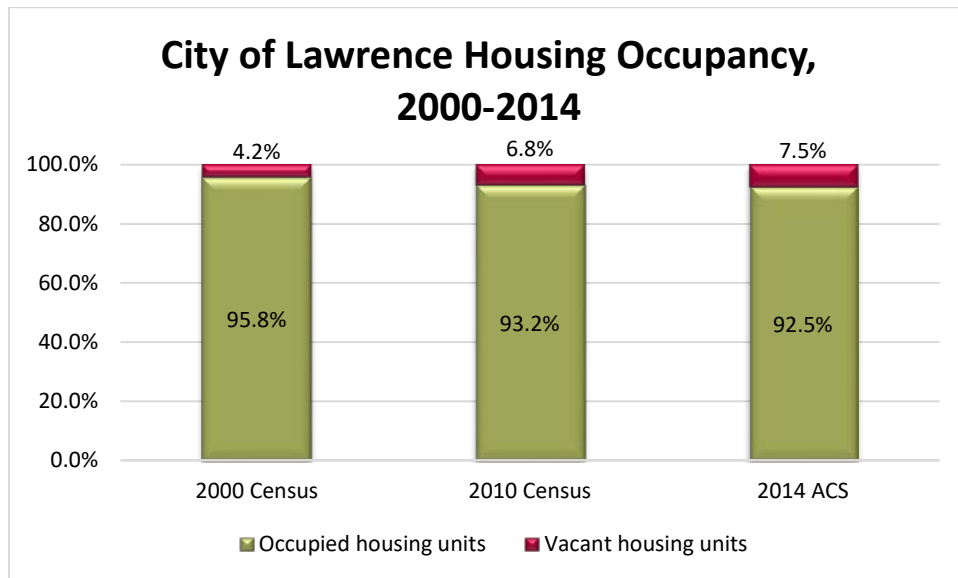
### Occupancy

The City's occupancy rate is very strong, with over 92% of housing units in the City occupied according to the 2014 ACS. However, occupancy rates were higher in both the 2000 and 2010 Censuses. In total, the

<sup>1</sup> <https://oirp.ku.edu/sites/oirp.ku.edu/files/files/Profiles/2017/4-005.pdf>

<sup>2</sup> [http://www.census.gov/2010census/partners/pdf/langfiles/qrb\\_English.pdf](http://www.census.gov/2010census/partners/pdf/langfiles/qrb_English.pdf)

proportion of vacant housing in Lawrence has increased 3.3% since 2000, as illustrated in the following figure:

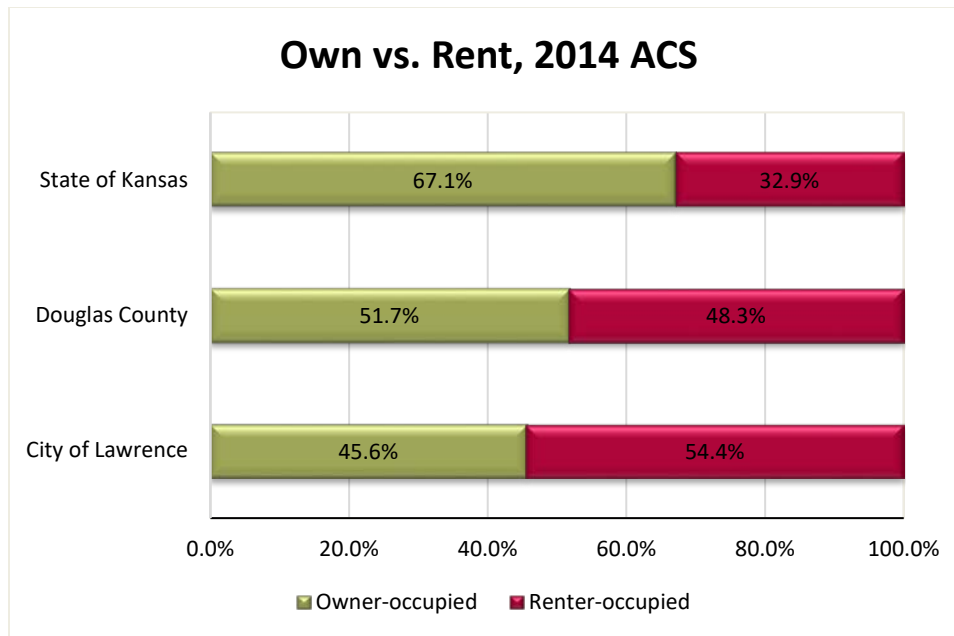


**Figure 5: City of Lawrence Housing Occupancy, 2000-2014**

The City has proportionally fewer vacant housing units than the County and the State, with over 10% of the State’s housing classified as vacant compared to 7.5% of the City’s total available housing.

### **Ownership**

In addition to comparing occupied and vacant housing, it is useful to examine the proportion of homeowners and renters in the community. Of the City’s occupied housing units, 54.4% are home to renters, while 45.6% are occupied by homeowners. The higher proportion of renters is attributable to the presence of student housing serving the University of Kansas population, and differs significantly from the County and the State, as illustrated below.



**Figure 6: Comparison of Home Ownership, 2014 ACS**

## Education

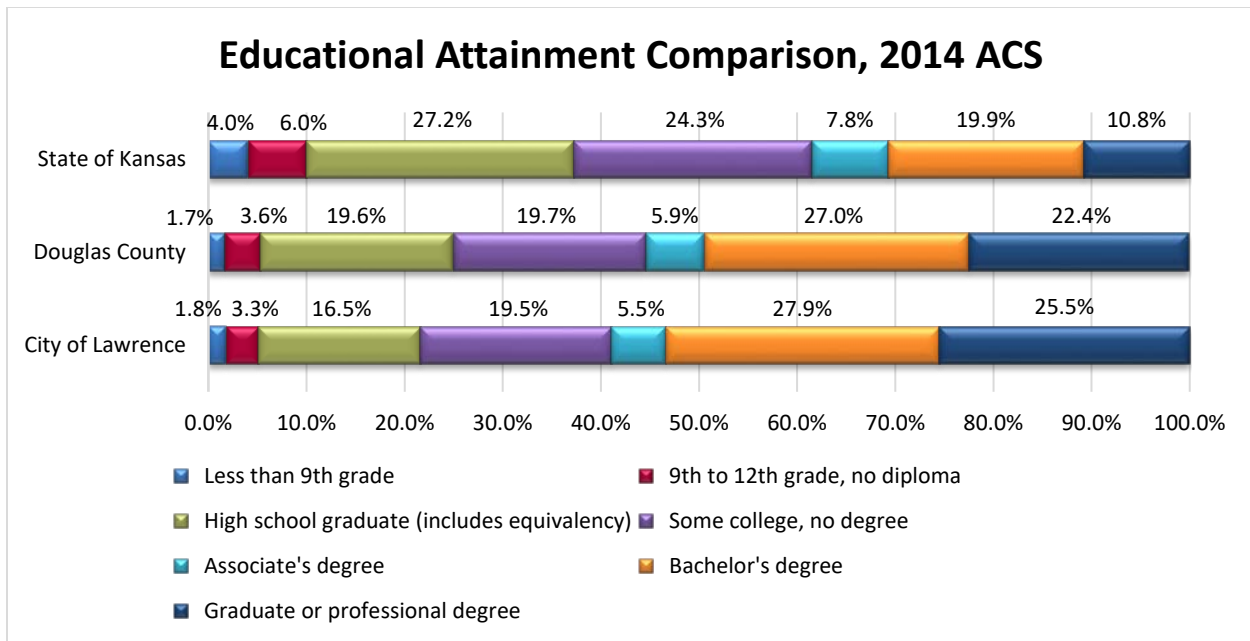
### Educational Attainment

The City of Lawrence enjoys high educational attainment among residents aged 25 and over, with over a quarter of residents having earned a graduate or professional degree according to the 2014 ACS. Only 5.1% of Lawrence residents lack a high school degree, and 53.4% of the City's residents age 25 and over have achieved a bachelor's degree or higher. The following table illustrates changes in the proportion of residents achieving educational milestones between the 2000 Census and the 2014 ACS.

**Table 5: Proportion of Educational Attainment for Persons Age 25 and Over, City of Lawrence, 2000 and 2014**

Educational Attainment	2000 Census	2014 ACS	Change
Less than 9th grade	2.1%	1.8%	-0.3%
9th to 12th grade, no diploma	5.1%	3.3%	-1.8%
High school graduate (includes equivalency)	18.5%	16.5%	-2.0%
Some college, no degree	21.9%	19.5%	-2.4%
Associate's degree	4.8%	5.5%	0.7%
Bachelor's degree	26.9%	27.9%	1.0%
Graduate or professional degree	20.8%	25.5%	4.7%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

This distribution compares favorably with Douglas County and the State of Kansas. Of these, the City of Lawrence has the highest proportion of educated residents, and the lowest proportion of residents who lack high school diplomas or equivalencies.



**Figure 7: Comparison of Educational Attainment, 2014 ACS**

**Enrollment**

The City has experienced a greater proportional enrollment of preschool and children age 5 to 9 years in school compared to the 2000 Census. The percentage of 3 and 4-year-olds enrolled in school increased from 47.2% to 57.4%, and the percentage of 5 to 9-year-olds enrolled in school increased from 68.4% to 96.8% over the same period.

A greater proportion of the City’s population is currently enrolled in school at all ages compared to the State of Kansas, as illustrated in the following table.

**Table 6: Percent of Age Group Enrolled in School, 2014 ACS**

Percent of age group enrolled in school	City of Lawrence	Douglas County	State of Kansas
3 and 4 years	57.4%	57.9%	45.2%
5 to 9 years	96.8%	96.2%	95.5%
10 to 14 years	98.6%	99.1%	98.3%
15 to 17 years	98.5%	98.4%	96.9%
18 and 19 years	94.2%	93.2%	76.6%
20 to 24 years	72.4%	71.9%	43.8%
25 to 34 years	26.6%	24.2%	13.3%
35 years and over	4.0%	3.8%	2.9%

The differences in enrollment are particularly noticeable among 3 and 4-year-olds, as well as persons over age 18. A significantly higher percentage of persons aged 18 to 34 are currently enrolled in school compared to the same age groups at the state level.

## Employment

### Commuting

Over 85% of commutes to work in the City of Lawrence take place in a car. Approximately 75% of all commutes consist of persons driving alone, with an additional 11% consisting of persons who carpool. Walking is the third most prevalent commuting method with 6.1% of employed persons in Lawrence. These commuting methods are compared to Douglas County and the State of Kansas in the following table.

**Table 7: Comparison of Commuting Patterns, 2014 ACS**

Commuting to Work – 2014 ACS	City of Lawrence	Douglas County	State of Kansas
Car, truck, or van – drove alone	74.8%	76.4%	82.1%
Car, truck, or van – carpooled	10.9%	10.5%	9.5%
Public transportation (excluding taxicab)	2.4%	2.0%	0.5%
Walked	6.1%	5.3%	2.4%
Other means	2.1%	1.8%	1.3%
Worked at home	3.7%	3.9%	4.2%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

As illustrated in the table above, employed persons in the state are proportionally more likely to drive alone than to walk to work. The City of Lawrence also has proportionally more persons who walk and take public transportation to work.

### Labor and Industry

The available labor pool in the City has remained stable between the 2000 Census and the 2014 ACS. In 2000, approximately 71% of the City's population was in the labor pool, compared to 69.9% in 2014. The ratio of available labor is similar in Douglas County (69.7%) and the State of Kansas (67.4%).

Industry in the City of Lawrence has experienced minor changes since the 2000 Census. Most growth has occurred in educational services and health care and social assistance, which is also the largest industry according to the latest ACS data. Retail trade and arts, entertainment, recreation, accommodation, and food services are the second and third largest industries, as illustrated in the following table.

**Table 8: Percent of Workforce Employed by Industry, City of Lawrence, 2000 to 2014<sup>3</sup>**

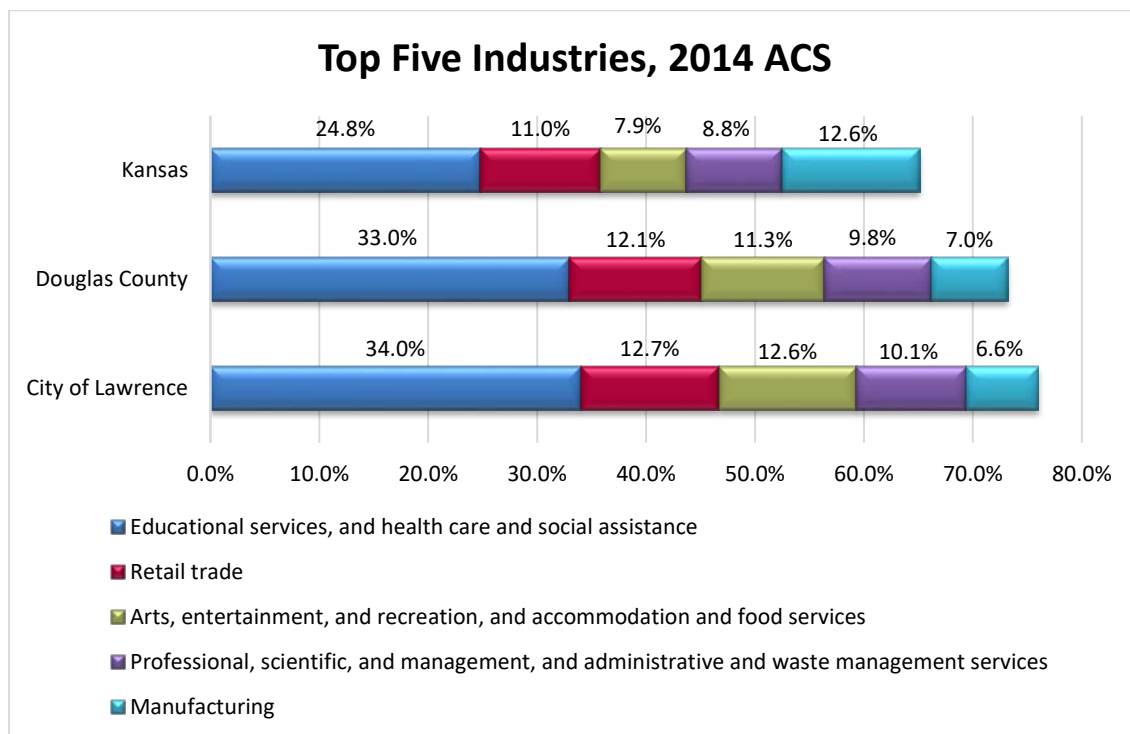
Industry Category	2000 Census	2014 ACS	Change 2000 to 2014
Educational services, and health care and social assistance	30.3%	34.0%	3.7%
Retail trade	12.4%	12.7%	0.3%
Arts, entertainment, and recreation, and accommodation and food services	12.1%	12.6%	0.5%
Professional, scientific, and management, and administrative and waste management services	8.4%	10.1%	1.7%
Manufacturing	8.0%	6.6%	-1.4%
Finance and insurance, and real estate and rental and leasing	6.0%	5.2%	-0.8%

<sup>3</sup> 2010 Census data was not available

Industry Category	2000 Census	2014 ACS	Change 2000 to 2014
Other services, except public administration	4.5%	4.4%	-0.1%
Public administration	3.8%	3.7%	-0.1%
Construction	5.0%	3.4%	-1.6%
Information	4.7%	2.9%	-1.8%
Transportation and warehousing, and utilities	2.7%	2.2%	-0.5%
Wholesale trade	1.6%	1.7%	0.1%
Agriculture, forestry, fishing and hunting, and mining	0.4%	0.7%	0.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

Modest growth in professional and management services has been offset by declines in manufacturing, construction, and information industry.

Notably, while manufacturing is the fifth largest industry in Lawrence in terms of the proportion of workers employed in that industry, it is the second largest industry in the State of Kansas. Over 75% of the City’s employed workforce is employed in educational services, health care and social assistance; retail trade; arts, entertainment, recreation, accommodation and food; professional, scientific, management, administrative, and waste management; or manufacturing industry. Statewide, these industries account for 65% of employed workers, as illustrated in the following figure.

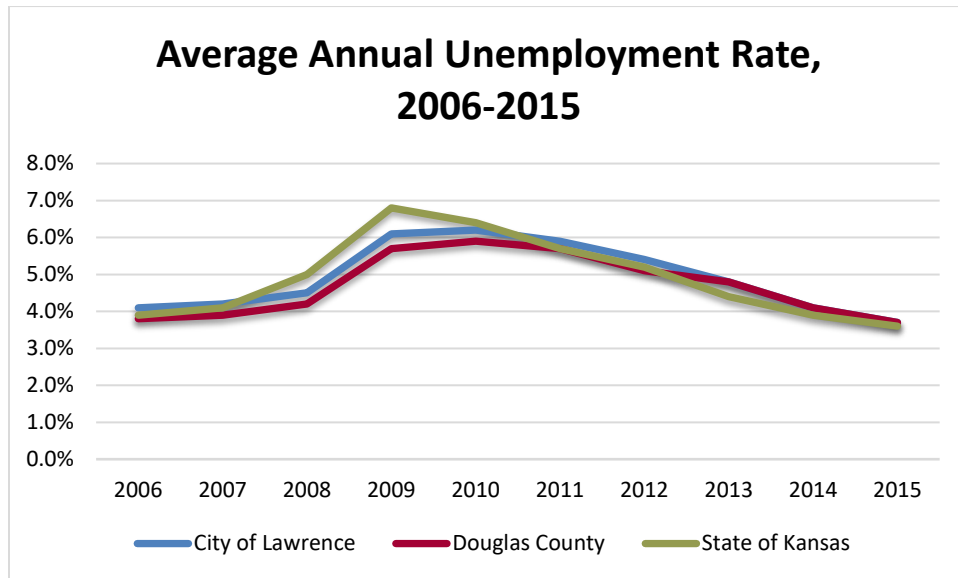


**Figure 8: Comparison of Industry Employment, 2014 ACS**

This indicates that the City’s workforce is more concentrated and its industry composition is less diverse compared to the State as a whole.

According to the 2014 ACS, approximately 25% of workers in Lawrence are classified as government workers, with 70% classified as private wage and salary workers and the remainder classified as self-employed or unpaid family workers. While these ratios are similar to Douglas County, the State of Kansas features proportionally fewer government workers (16%) and proportionally more private wage and salary workers (77%).

Based on unemployment data provided by the U.S. Bureau of Labor Statistics, the City's average annual unemployment rate is at its lowest level in ten years. This pattern is similar to unemployment in Douglas County and in the State of Kansas, as illustrated in the following figure.

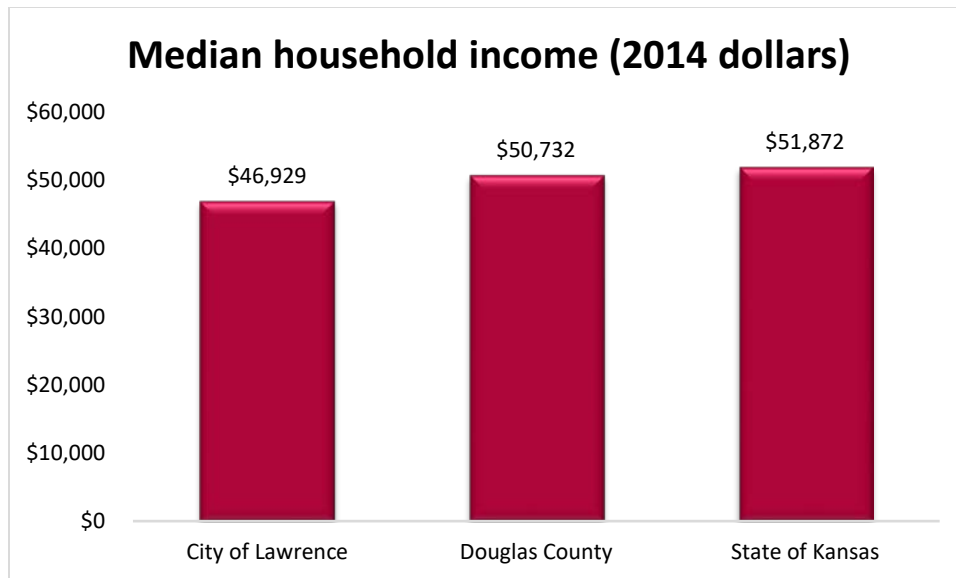


**Figure 9: Comparison of Unemployment Rates, 2006-2015**

### Income

Median household income in the City is \$46,929 as of the 2014 ACS, which is comparatively less than Douglas County and the State of Kansas. The City's relatively young median age and high proportion of younger residents directly contributes to the lower median household income; these residents are more likely to be enrolled in school and less likely to earn income at a rate comparable to mid- or late-career professionals. The following figure compares the median household income in the City of Lawrence to Douglas County and the State of Kansas.





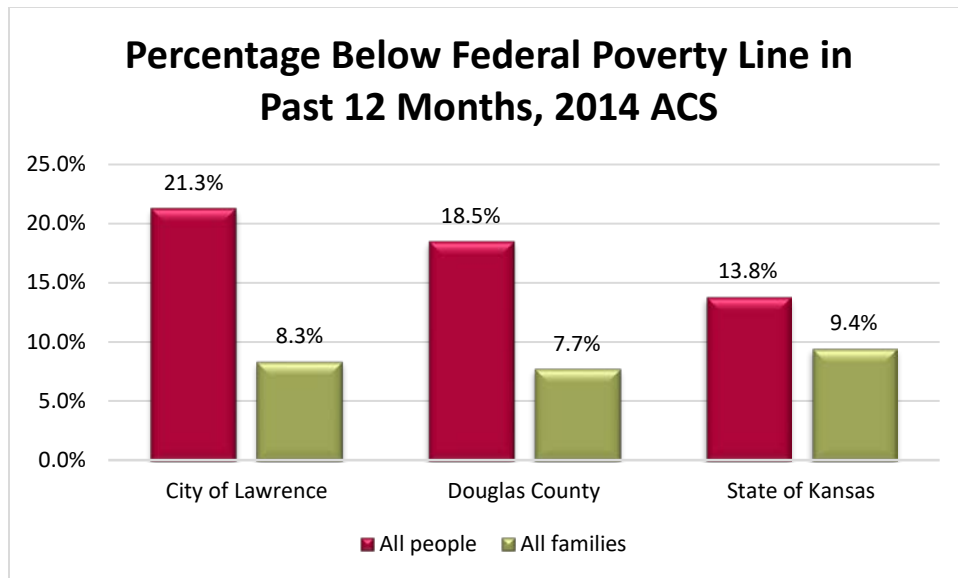
**Figure 10: Comparison of Median Household Income, 2014 ACS**

Examining earnings by educational attainment illustrates comparable patterns among the City, County, and the State. Persons with less than a high school education earn less than half of what college graduates earn, and persons with graduate degrees or higher report the highest earnings. Median earnings statewide are higher than those in the City, which mirrors the trend in median household incomes.

**Table 9: Median Earnings by Education Level, 2014 ACS**

Median Earnings by Education	City of Lawrence	Douglas County	State of Kansas
Less than high school graduate	\$13,008	\$12,976	\$22,073
High school graduate (includes equivalency)	\$24,797	\$26,457	\$27,338
Some college or associate's degree	\$28,544	\$31,381	\$32,047
Bachelor's degree	\$37,150	\$39,047	\$45,339
Graduate or professional degree	\$50,262	\$51,058	\$57,376

As a result of lower earnings and income, more Lawrence residents meet federal poverty criteria than in Douglas County and the rest of the State. The individual poverty rate in Lawrence is 21.3%, and the family poverty rate is 8.3%. The following figure compares individual and family poverty rates between these jurisdictions according to the 2014 ACS data.



**Figure 11: Comparison of Poverty Rates in the City of Lawrence, Douglas County, and the State of Kansas, 2014 ACS**

## Crime

The Lawrence Police Department, like many police departments across the country, participates in the FBI's Uniform Crime Reporting (UCR) system. This system provides a framework for analyzing crime patterns in a community by organizing incidents according to their kind and severity. UCR Part I crimes include serious crimes which are likely to be reported to police, and which occur with regularity across the country. These crimes include homicide, forcible rape, robbery, assault, burglary, larceny, motor vehicle theft, and arson. Participating departments report offenses reported, those cleared by arrest or exceptional means, and demographic information regarding those arrested for Part I offenses.

Over the last eight years, the total number of violent crimes has decreased by 33%. The following violent crime types have seen decreases in the City of Lawrence: murder and nonnegligent manslaughter (67%), aggravated assault (42%), and robbery (6%). The following figure shows the number of violent crimes reported by type each year from 2006 through 2013.

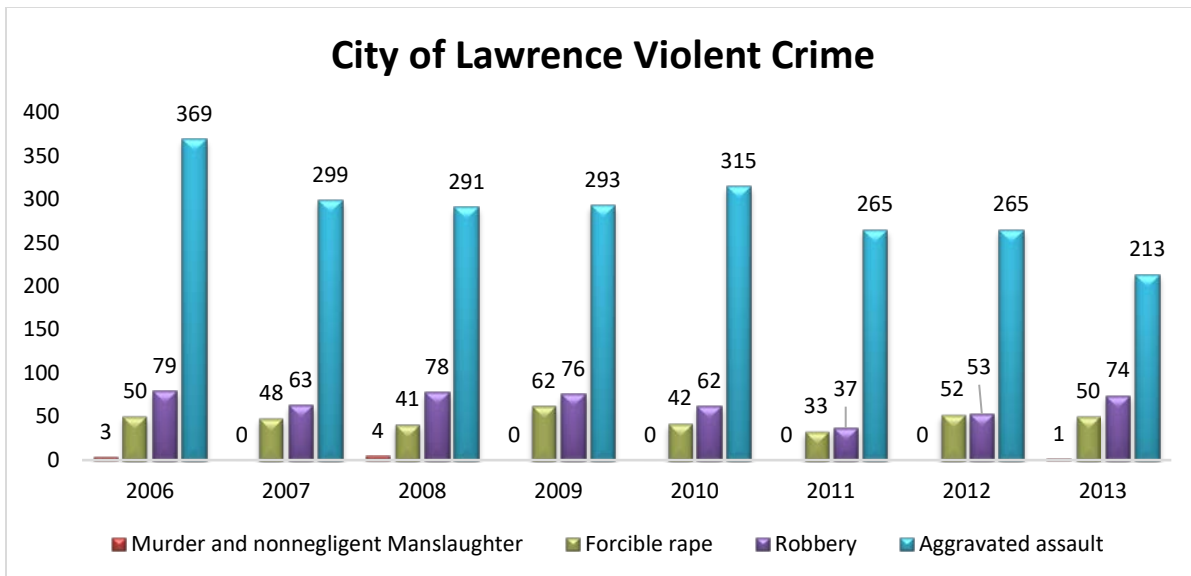


Figure 12: Violent Crime in the City of Lawrence, 2006-2013<sup>4</sup>

Over the last eight years, the number of property crimes has decreased by 27%. The following property crime types have seen decreases in the City of Lawrence: larceny-theft (29%), burglary (18%), and motor vehicle theft (16%). The following figure shows the number of property crimes reported by type each year from 2006 through 2013.

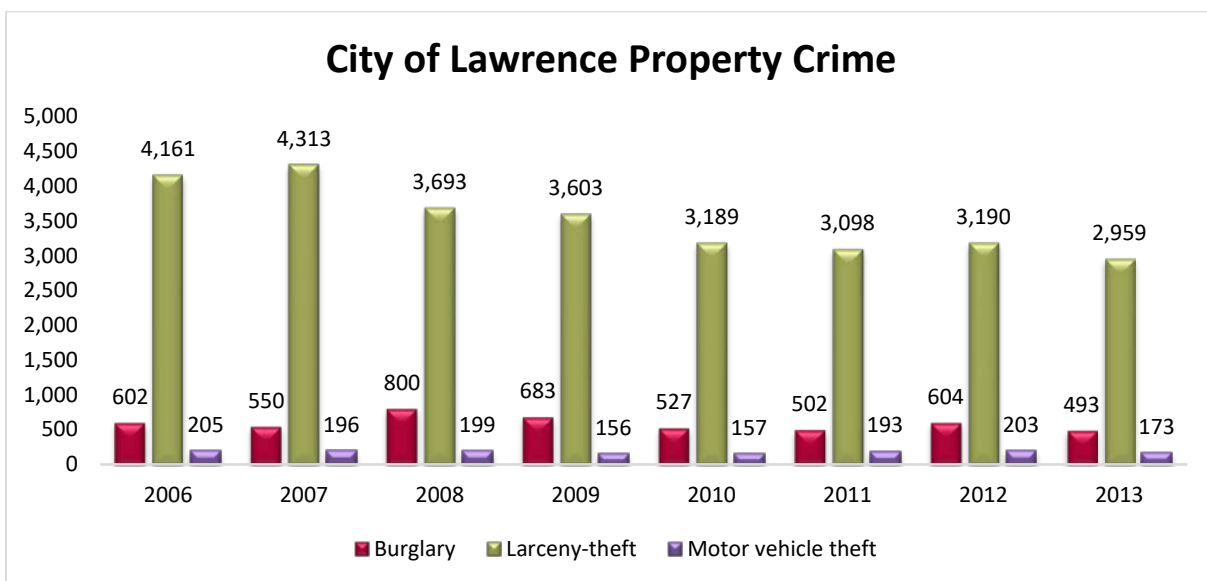


Figure 13: Property Crime in the City of Lawrence, 2006-2013<sup>5</sup>

<sup>4</sup> FBI Uniform Crime Report

<sup>5</sup> FBI Uniform Crime Report

## City Trends

The following categories describe the current and historical trends in the City organization, including its budget and staffing.

### Staffing

The number of full-time equivalents (FTEs) employed by the City of Lawrence has increased by 5% over the last six years. The following figure shows the budgeted number of FTEs each year.

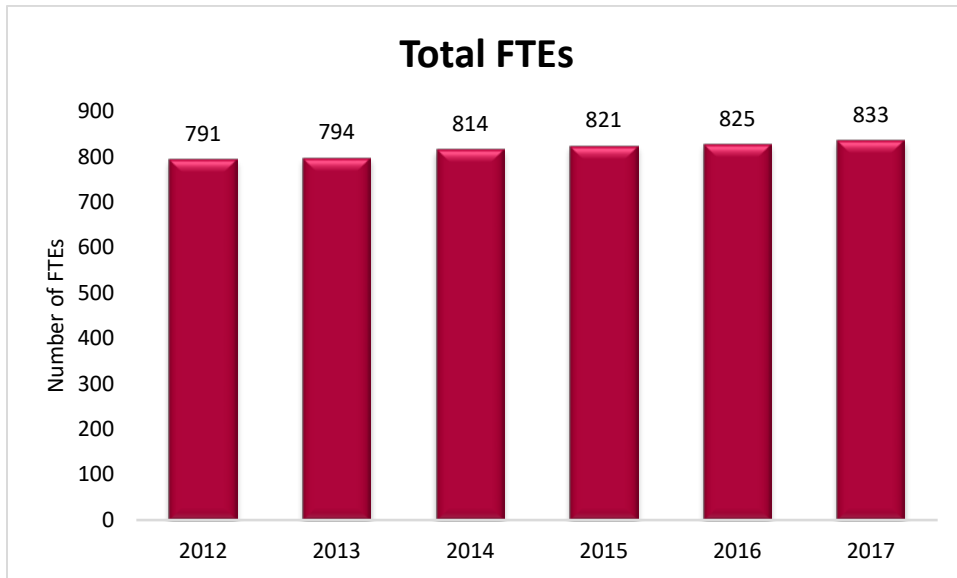


Figure 14: City of Lawrence FTEs, 2012-2017

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## Revenues

Overall, City of Lawrence revenues have decreased by 8% over the last six years. During this time, Enterprise Fund revenues have increased by 24%, Special Revenue Fund revenues have increased by 20%, and General Fund revenues have increased by 6%. Meanwhile, Capital Improvement revenues have decreased by 100% and Debt Service Fund revenues have decreased by 13%. The following table summarizes the City’s revenues by fund from 2012 through 2017.

**Table 10: Total City Revenues by Fund, 2012-2017**

Revenue by Fund	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Budgeted	Percent Change
General Fund	\$67,833,902	\$70,092,265	\$73,652,535	\$76,156,261	\$69,334,082	\$72,226,263	6%
Special Revenue Funds	\$31,415,749	\$29,874,899	\$32,448,432	\$35,230,865	\$42,460,817	\$37,689,526	20%
Debt Service Fund	\$11,182,592	\$10,965,305	\$10,944,651	\$10,955,141	\$10,381,000	\$9,691,051	-13%
Capital Improvement	\$36,295,751	\$60,150,893	\$64,345,773	\$20,725,953	\$0	\$0	-100%
Enterprise Funds	\$50,821,115	\$48,916,125	\$51,193,459	\$54,253,229	\$101,043,089	\$62,911,730	24%
<b>Total</b>	<b>\$197,549,109</b>	<b>\$219,999,486</b>	<b>\$232,584,849</b>	<b>\$197,321,449</b>	<b>\$223,218,988</b>	<b>\$182,518,570</b>	<b>-8%</b>

As was previously mentioned, the City’s General Fund revenues have increased by 6% over the last six years. The following table summarizes the changes by revenue source. Revenue from charges for services increased by 777%, intergovernmental revenue increased by 48%, and revenue from licenses and permits increased by 41%. Meanwhile, miscellaneous revenue decreased by 93% and revenue from City-wide sales and use taxes decreased by 24%.

**Table 11: General Fund Revenues by Source, 2012-2017**

Revenue Source	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Budgeted	Percent Change
Property Taxes	\$15,497,754	\$16,627,572	\$17,080,266	\$18,464,948	\$18,849,000	\$19,746,198	27%
Franchise Fees	\$6,482,183	\$6,822,828	\$7,645,920	\$7,127,746	\$7,966,000	\$8,192,000	26%
City-wide Sales and Use Taxes	\$23,007,680	\$23,360,472	\$24,635,195	\$25,563,595	\$17,152,348	\$17,495,000	-24%
County-wide Sales and Use Taxes	\$9,401,628	\$9,284,355	\$10,155,857	\$10,510,321	\$10,930,734	\$11,049,000	18%
Intergovernmental	\$868,339	\$865,141	\$818,646	\$5,666,456	\$909,000	\$1,287,502	48%
Licenses & Permits	\$982,746	\$1,041,875	\$974,690	\$1,511,839	\$1,200,000	\$1,382,100	41%
Fines, Forfeitures and Penalties	\$2,731,108	\$2,979,218	\$3,177,454	\$2,895,570	\$2,950,000	\$3,029,000	11%

Revenue Source	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Budgeted	Percent Change
Charges for Services	\$684,093	\$659,946	\$461,222	\$498,954	\$5,370,000	\$5,997,062	777%
Interest	\$75,587	\$51,505	\$98,659	\$46,544	\$88,000	\$93,000	23%
Miscellaneous	\$4,446,577	\$4,743,212	\$4,948,486	\$214,092	\$262,000	\$298,650	-93%
Operating Transfers	\$3,656,207	\$3,656,141	\$3,656,141	\$3,656,194	\$3,657,000	\$3,656,751	0%
<b>Total</b>	<b>\$67,833,902</b>	<b>\$70,092,265</b>	<b>\$73,652,536</b>	<b>\$76,156,259</b>	<b>\$69,334,082</b>	<b>\$72,226,263</b>	<b>6%</b>

## Expenditures

Since 2014, the City's annual expenditures have been larger than the City's annual revenue. The City's total expenditure budget has increased by 22% over the last six years. Enterprise Fund expenditures increased by 98% and Special Revenue Fund expenditures increased by 41%. During this same period, Capital Improvement expenditures decreased by 100%. The following table summarizes the City's total expenditures by fund from 2012 through 2017.

**Table 12: Total City Expenditures by Fund, 2012-2017**

Expenditures by Fund	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Budgeted	Percent Change
General Fund	\$67,790,623	\$69,912,801	\$73,499,034	\$76,376,469	\$69,075,078	\$72,226,263	7%
Special Revenue Funds	\$29,870,580	\$25,558,179	\$30,754,383	\$38,067,546	\$47,322,081	\$42,241,215	41%
Debt Service Fund	\$10,370,414	\$10,609,674	\$9,929,140	\$10,865,034	\$10,959,248	\$12,195,000	18%
Capital Improvement	\$26,154,829	\$54,073,459	\$86,729,718	\$24,999,329	\$0	\$0	-100%
Enterprise Funds	\$48,836,709	\$46,968,613	\$49,821,924	\$52,033,929	\$111,528,430	\$96,522,225	98%
<b>Total</b>	<b>\$183,023,155</b>	<b>\$207,122,726</b>	<b>\$250,734,199</b>	<b>\$202,342,307</b>	<b>\$238,884,837</b>	<b>\$223,184,703</b>	<b>22%</b>

The City's General Fund expenditures have increased by 7%. The budget of nearly all City departments increased during the last six years. The Parks and Recreation Department experienced the largest percentage increase, followed by the City Commission/Auditor. The only department to see a decrease is the Finance Department (65%). The following table shows the changes in individual department budgets from 2012 through 2017.

**Table 13: General Fund Expenditures by Department, 2012-2017**

Department	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Budgeted	Percent Change
City Commission / Auditor	\$111,953	\$118,827	\$125,873	\$131,740	\$133,000	\$185,000	65%
City Manager's Office	\$1,850,393	\$1,980,436	\$1,956,727	\$2,282,426	\$2,380,000	\$2,587,730	40%
Planning and Development Services	\$1,946,408	\$1,975,446	\$2,209,066	\$2,376,780	\$2,624,000	\$2,911,721	50%
Finance	\$21,045,294	\$21,182,420	\$22,815,683	\$24,231,997	\$15,066,498	\$7,408,401	-65%
Information Systems	\$784,215	\$842,548	\$937,372	\$932,584	\$936,840	\$1,065,415	36%
Legal Department	\$1,958,227	\$2,081,465	\$2,183,362	\$2,179,294	\$2,070,573	\$2,186,788	12%
Police	\$15,705,191	\$16,555,305	\$17,429,957	\$17,649,290	\$18,382,647	\$22,300,063	42%
Fire Medical	\$13,999,716	\$14,413,835	\$14,830,465	\$15,512,234	\$15,716,678	\$19,197,803	37%
Public Works	\$6,184,087	\$6,497,622	\$6,721,251	\$6,720,796	\$7,138,368	\$7,766,085	26%
Parks and Recreation	\$3,240,268	\$3,286,079	\$3,282,465	\$3,321,848	\$3,582,796	\$5,561,258	72%
Health Dpt./ Health Bldg. Maintenance	\$964,871	\$978,818	\$1,006,814	\$1,037,480	\$1,043,678	\$1,055,999	9%
<b>Total</b>	<b>\$67,790,623</b>	<b>\$69,912,801</b>	<b>\$73,499,035</b>	<b>\$76,376,469</b>	<b>\$69,075,078</b>	<b>\$72,226,263</b>	<b>7%</b>

## January Commission Retreat

The City of Lawrence held a strategic planning retreat at Bioscience and Technology Business Center on January 13-14, 2017. The retreat was facilitated by Julia Novak and Michelle Ferguson from The Novak Consulting Group. The purpose of the retreat was to develop a strategic planning framework for the City.

### Day One

#### Setting the Stage

The retreat began with several introductory comments by the facilitator and the City Manager. The facilitator reviewed the agenda for the day and everyone agreed to the following norms to guide behavior during the retreat:

- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably
- Be:
  - **BOLD**
  - positive and realistic
  - candid and honest
  - patient and respectful
  - engaged and fully present
- Strive for consensus
  - Look for opportunities to agree
  - Remember the power of “if” and “and”
- Have fun!

The group then shared their expectations for the retreat.

- Get the roadmap for our future out of this process
- Open minded about the process, excited to see where it goes
- Make sure what we are doing as a department aligns with community’s direction
- See that the Fire/Medical strategic planning process blends into the elected official’s plan
- Want to see the vision of the City become a reality
- Open mind, eager to learn
- Give staff the ability to focus their work and prioritize what they are trying to achieve
- See Commission and community priorities and provide services as best we can, get on the same page to work toward common goals
- What else can we do to help achieve objectives?
- Opportunity to think about the long view and outside of the current goals
- Tie department vision with City vision to ensure we are rowing in the same way
- What does public think about how we fit into the strategic plan?
- Help departments and governing body with the financials to support the mission and goals
- To know what the plan is – what elected to be bold and vocal about the direction
- Get a better understanding of the puzzle and how our piece fits into the whole
- To learn, try to get an idea of what is realistically possible for our community
- More than just a statement but a measurable set of objectives



- One document that summarizes all of the things that we want to accomplish as a city, including public input, and refer to the document to stay on course, focused
- See how my thought processes help make this plan; hear frank discussion among colleagues
- Whole mission and objective, rather than departmental missions; see how the pieces feed into the whole; departmental ownership of the whole mission
- Opportunity to understand and learn what it is as a commission and a city how we want to move forward to make a better community; tangible, measurable goals for the next 2 years

### "This I Believe..."

Each member of the City Commission was given 5 to 7 minutes to share "what they believe" about the future of the community. The exercise was loosely based on the "This I Believe" Essay format made popular on National Public Radio. Each person was asked to prepare for the exercise by following these guidelines:

- Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience the role of leadership in government.
- Name your belief: Focus on a core belief and talk about why it is true.
- Be positive: This is what you DO believe, not what you DON'T believe. Avoid speaking in the editorial "we," and make sure this is about what you believe. Speak in the first person.
- Be personal: Write in words and phrases that are comfortable for you to speak.

The following is a summary of the key themes of each person's statement.

**Mayor Leslie Soden** – The strategic planning process is critical for future wellbeing; power of change and transformation; child of divorced parents, latchkey kids, grew up in Topeka urban core, Lawrence was seen as the beacon, went to K State; moved to San Francisco; learned how a dense city works and creates community; moved back to Lawrence because I wanted a dog, porch, and a yard; been fortunate to overcome my background and history; many others do not have the same experience; government is for and by the people; it is the duty that people have a valued position in the community; Lawrence has always become a beacon of tolerance, and can be the leader of Kansas in terms of policy and services.

**Lisa Larsen** – Childhood influenced my core beliefs; grew up as a middle child in a military family; settled in Western Kansas; exposed to people from all parts of the country; exposed to diverse cultures; as military children, we were never connected to a physical city, but to each other; military kids learn to make friends quickly or not at all; learned to embrace differences in others.

Had a dream about walking through downtown into neighborhoods; it was a mix of the Law Vegas strip and Mayberry; divide between the two was extreme and disturbing; dream spoke to my core beliefs – extreme beliefs stunt growth; it has become the shovel that has buried our country and threatens our city; we must find common ground; all views to be heard and validated; take the best and make better; there will be times that some of our beliefs may not be what is needed at that time; each of us is the sum of our whole; we must stay engaged because the answer has to come from each of us.

**Mike Amyx** – I am a barber; I own the same shop that my grandfather and dad owned; product I sell has resulted in weddings, national champions, significant events in peoples' lives; it is important to understand where I come from; the people of our community are the real strength of our community; Lawrence needs to retain that sense of community; to be a barber on Massachusetts is the closest thing

to Mayberry there is – people who aren't comfortable coming to City Hall will come to my shop and talk about the issues; I remember the people I serve on a daily basis.

**Matthew Herbert** – People typically move to where the jobs are – creates industrial and urban centers; decreasing populations in western Kansas, need to build a community for future; brick and mortar is not as critical as in the past; now people can locate anywhere based on standard of living they desire, not just where the industrial centers are located.

I chose to live and work in Lawrence; Lawrence needs to position itself to attract the 20<sup>th</sup> century creative class; reinvest in our strength; embrace our uniqueness; unmistakably Lawrence; artistic and creative center of Kansas; expand our standing by what we do, not what we produce; top notch schools for creative class; make sure we don't suffer brain drain; we serve as an incubator; invest in the talent we have here; industrial park is never going to be the cornerstone of the City; modernize our infrastructure for high speed; invest in community policing; value social justice as high as economic development.

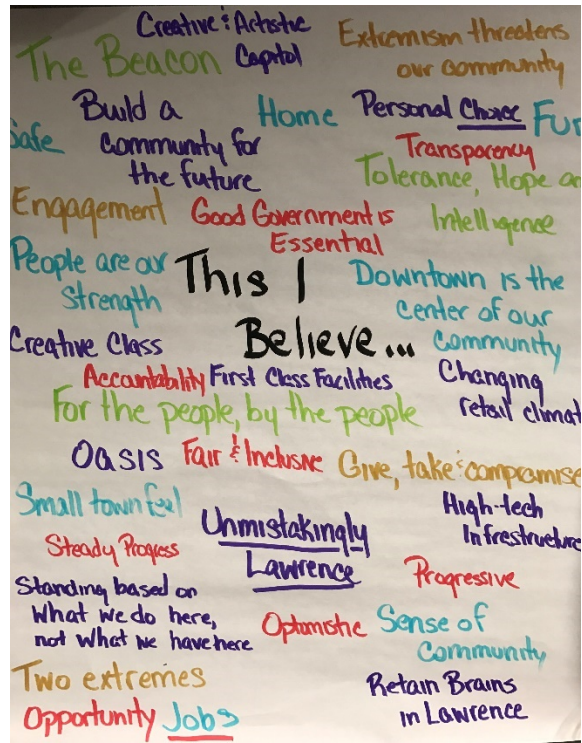
**Stuart Boley** – Grew up in Lenexa and saw dramatic events happening in other places; taught that government policies that supported segregation were wrong; family advocated for a fair housing ordinance – Fair Housing, Fair Play, It's the American Way; instilled beliefs that remain with me today.

I believe that what government does effects everyone and therefore good government is essential; there is reason to be optimistic; good government is fair and inclusive, including sound financial management, transparency, good budgeting, best allocations of resources are made; we have new issues today; hardships; lack of affordable housing; mental health issues; disproportionate incarceration rates; food deserts; this has devastating impacts on our community, particularly on our young people.

As I was before, I remain optimistic; City ensures steady incremental progress on issues that impact youth and families, progressive city working for all of its citizens.

The group then reflected on what they heard from the City Commission.

- Passion
- Optimism
- Desire to serve the whole community, not just pockets
- Change – we are a different world
- Lawrence is a special place
- Idealism
- Well thought out ideas of the role of government
- Caring
- Sense of fairness
- Commission spent a lot of time on this, take it very seriously
- High quality of life
- Personal stories remind us Commission is just like the rest of us and the residents
- Service people, not programs or budget
- Balance of the past and thinking of the future
- Desire to make things better for the community



### Sharing a Common History

The participants worked in small groups to identify the people, events, and actions that have defined each period in Lawrence. Following the exercise, the group was asked to name each of the periods.

	Pre-1977	1977 to 1986	1987 to 1996	1997 to 2006	2007 to 2016
	Trauma and Turmoil	Growing Pains and Preservation	Maintaining-Celebrating – Quality of Life	Growth and Regulation	A Decade of Dichotomy
People	<ul style="list-style-type: none"> <li>Langston</li> <li>Hughs</li> <li>Wilt Chamberlin</li> <li>Ted Owens</li> <li>Bud Stallworth</li> <li>Buford Watson hired as City Manager (1970)</li> <li>Phog Allen</li> <li>Billy Mills</li> <li>Bob Billings</li> <li>Chancellor Chalmers</li> <li>Chancellor Murphy</li> </ul>	<ul style="list-style-type: none"> <li>George Williams</li> <li>Mike Amyx</li> <li>Ed Carter</li> <li>Buford Watson</li> <li>William S. Burroughs</li> </ul>	<ul style="list-style-type: none"> <li>Buford Watson passes – 1989</li> <li>Mike Wildgen named City Manager</li> <li>Danny Manning</li> </ul>	<ul style="list-style-type: none"> <li>Dave Corliss named City Manager</li> <li>Mangino</li> </ul>	<ul style="list-style-type: none"> <li>Fritzel controversy</li> <li>Mayor Farmer resigns</li> <li>Bill Self</li> <li>Tom Markus named City Manager</li> </ul>
Actions	<ul style="list-style-type: none"> <li>Haskell founded</li> <li>KU founded</li> <li>Jim Crow</li> <li>Segregation</li> <li>US Bank Building</li> <li>Clinton Lake Construction</li> <li>Passed Fair Housing Act</li> <li>Last time a police facility was built was 1975</li> </ul>	<ul style="list-style-type: none"> <li>Clinton Lake opens</li> <li>15<sup>th</sup> Street extended</li> <li>Cornfield Mall decision</li> <li>Downtown Mall constructed</li> <li>Eldridge Hotel redone</li> <li>City Hall built at 6<sup>th</sup> street to anchor downtown rehabilitation</li> <li>SW Bell Tower Downtown</li> </ul>	<ul style="list-style-type: none"> <li>Equal Rights/Anti-discrimination legislation expanded to include sexual orientation</li> </ul>	<ul style="list-style-type: none"> <li>2000 Smoking Ban</li> <li>6<sup>th</sup> Street Walmart</li> <li>The T</li> <li>Aquatic Center</li> <li>Free State High school built</li> <li>Gaslight Trailer park – Home Depot</li> <li>Fireworks Ban</li> </ul>	<ul style="list-style-type: none"> <li>K-10 Crossing</li> <li>Oread Inn</li> <li>31<sup>st</sup> Street</li> <li>2008 Infrastructure Sales Tax passes</li> <li>2015 Sales Tax Fails</li> <li>Rock Chalk Park and the Sports Pavilion (Community Center) opens</li> <li>South Lawrence Traffic Way opens</li> </ul>

	<b>Pre-1977</b>	<b>1977 to 1986</b>	<b>1987 to 1996</b>	<b>1997 to 2006</b>	<b>2007 to 2016</b>
	<b>Trauma and Turmoil</b>	<b>Growing Pains and Preservation</b>	<b>Maintaining-Celebrating – Quality of Life</b>	<b>Growth and Regulation</b>	<b>A Decade of Dichotomy</b>
	<ul style="list-style-type: none"> <li>• Haskell Stadium built</li> <li>• Library transition</li> <li>• Swimming Pool</li> </ul>	<ul style="list-style-type: none"> <li>• Kentucky Houses demolished for Douglas County Bank</li> <li>• LAN Established</li> <li>• South Lawrence Traffic Way discussions</li> <li>• SLT Wetlands</li> <li>• K-10 Controversy</li> <li>• Alvamar</li> <li>• E Hills Business Park</li> <li>• St. Lawrence Center built</li> <li>• Clinton Water Plant built 1980</li> </ul>			<ul style="list-style-type: none"> <li>• Strategic Planning initiated!</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>• Quantrils Raid</li> <li>• 1951 Flood</li> <li>• Protests</li> <li>• Civil Rights issues</li> <li>• Racial tension</li> <li>• Social unrest</li> <li>• Fires at Lawrence High School</li> <li>• Kansas Union burned</li> <li>• Clean Water Act of 1972</li> </ul>	<ul style="list-style-type: none"> <li>• Tornado</li> <li>• The Day After</li> </ul>	<ul style="list-style-type: none"> <li>• KU National Basketball Championship – 1988</li> <li>• 1993 Flood</li> </ul>	<ul style="list-style-type: none"> <li>• Westward Expansion</li> <li>• North West Sewer Crisis</li> </ul>	<ul style="list-style-type: none"> <li>• KU National Basketball Championship – 2008</li> <li>• Downtown Celebration after the championship</li> </ul>

### What do we know to be true today?

The Novak Consulting Group shared a high-level summary of the Environmental Scan that was provided to the City that emphasized where the City is today. The group also reviewed the results of a Strengths, Weaknesses, Opportunities, and Challenges/Threats exercise that the department directors completed. The Environmental Scan summary is included as an attachment to this report.

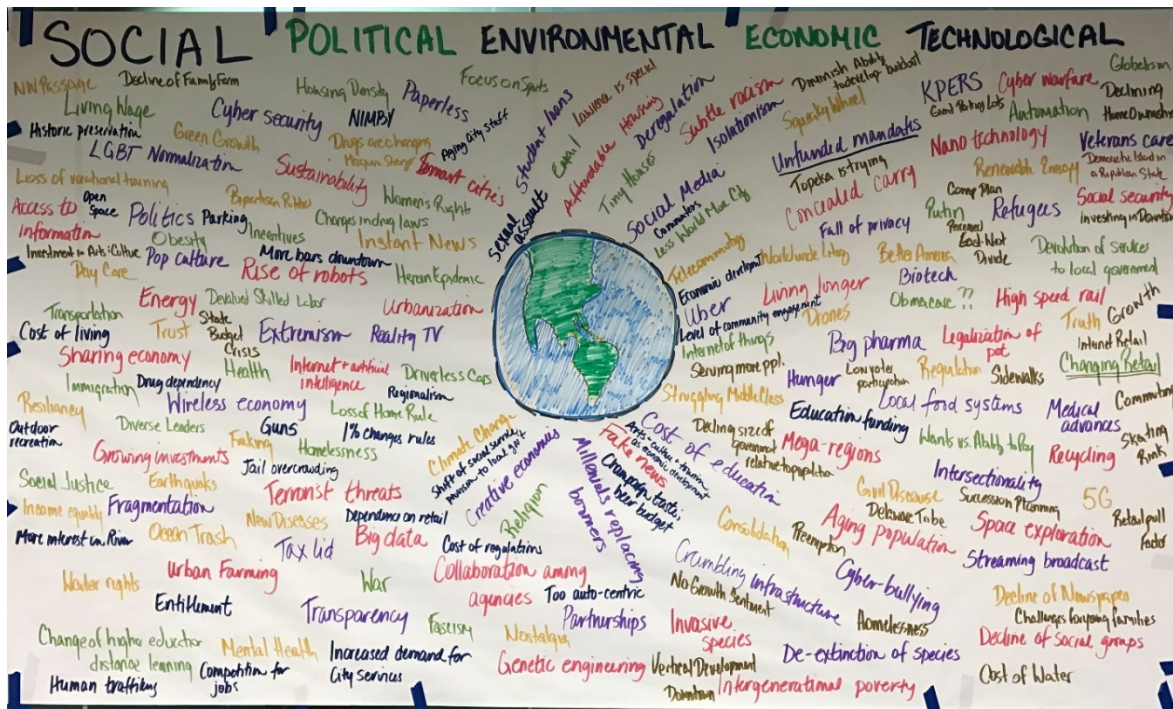
About the Lawrence community:

Strengths	Weaknesses	Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Proximity – KC Metro, State Capital</li> <li>• Access to transportation</li> <li>• Open and accepting community</li> <li>• Cultural identity of Lawrence</li> <li>• Community wants to take care of its people</li> <li>• K-12 education system is strong</li> <li>• Presence of the Universities</li> <li>• Community support – for education and government</li> <li>• Willing to be taxed to pay for things</li> </ul>	<ul style="list-style-type: none"> <li>• Appetite for providing services exceeds ability to pay</li> <li>• Pay for amenities by sacrificing basic services</li> <li>• Not truly integrated</li> <li>• Homogenous</li> </ul>	<ul style="list-style-type: none"> <li>• Grow and diversify economically</li> <li>• Smart Growth – K-10 Corridor; downtown revitalization, smart streets</li> <li>• Educated workforce</li> <li>• Room to grow</li> <li>• Make smart decisions on our future development</li> <li>• Develop networked governance solutions</li> <li>• Develop capacity in social service sector to address community challenges</li> <li>• Strategic planning is a huge opportunity to get it right!</li> <li>• Enhance our untapped assets – river, river walk; Core property, Downtown</li> <li>• Change the characterization of our communication – make things a positive.</li> </ul>	<ul style="list-style-type: none"> <li>• Taking care of people comes at a cost – mental health issues, etc.</li> <li>• Matching fiscal resources to unlimited demand</li> <li>• Prioritizing</li> <li>• Leadership</li> <li>• Geography – rivers and physical nature of how the town is set. Where you can and cannot grow</li> <li>• Form of government – five, at-large representatives; Mayor elected by the group annually – does not work like the model is designed</li> <li>• Fund economic development in a meaningful way – need to be willing to accept the fact that there is a game you have to play</li> <li>• Not business friendly</li> <li>• Overcome negative to get to an honest conversation.</li> <li>• Vocal minority – same people engage and object to a variety of projects</li> </ul>

About the Lawrence City government:

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Highly educated staff</li> <li>• Experienced staff</li> <li>• Common sense</li> <li>• Well-trained staff</li> <li>• Dedicated people – at all levels</li> <li>• Caring staff</li> <li>• Problem solvers</li> <li>• Focused on maintenance</li> <li>• Open and transparent</li> <li>• Accessible</li> <li>• Community has an opportunity to engage</li> <li>• Willing to experiment</li> <li>• Meet the demand/ pressures people place on us – unending demand for parks and recreation</li> <li>• Operate in a City that by and large likes government</li> <li>• Proud of the services we provide</li> <li>• Operations – every operating department does a good job, operates efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Risk-averse</li> <li>• Infrastructure – facilities, vehicles, tools, etc.</li> <li>• Support departments are stretched thin (Finance, HR, IT, Legal)</li> <li>• Not an accurate self-image</li> <li>• Lack focus</li> <li>• Don't use good facts and analysis to support our opinions – think people should trust us because we are the professionals</li> <li>• Disjointed – decentralization v. centralization</li> <li>• Barriers to knowledge sharing create inefficiencies</li> <li>• Operate out of over 50 buildings – spread out and decentralized</li> <li>• Lack of long-term vision and planning</li> <li>• Partnerships are weak – KU, County, School District, etc.</li> <li>• Vulnerable to special interests</li> <li>• Lack project management discipline</li> <li>• Culture of silos</li> <li>• Employees have a strong sense of entitlement (benefits)</li> <li>• Staff willing to go to media</li> <li>• Lack of accountability</li> <li>• Poor role definition</li> <li>• Staff and elected officials are insular –lack of training in recent years</li> </ul>	<ul style="list-style-type: none"> <li>• Take over the county? Consolidation is an opportunity. (We already have a couple of consolidated departments.)</li> <li>• New generation can step up – younger, smarter, faster, better – new energy</li> <li>• Create a new kind of work environment that is cutting edge to provide unique opportunities for the workforce</li> <li>• Empower employees and give them the power to solve problems – “I can help you with that”</li> <li>• Technology</li> <li>• Creative problem solving</li> <li>• Growing</li> <li>• Universities provide opportunities we haven't tapped</li> <li>• Sustainability opportunities</li> <li>• Opportunity to build efficiency into new systems and buildings</li> <li>• Environment – river and downtown, can bring people closer and capitalize on them</li> <li>• Master planning opportunities – downtown and K-10 Corridor</li> <li>• Staff needs to lead through the Strategic Planning process and get our commissioners to that level</li> <li>• New City Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Topeka – state government and state legislature</li> <li>• Election cycle</li> <li>• Special Interests</li> <li>• Future of the Universities – distance learning; affordability of college</li> <li>• Economics well-being of the citizenry</li> <li>• Aging infrastructure</li> <li>• Silver Tsunami</li> <li>• Homeland security</li> <li>• Racial tension</li> <li>• Housing market is challenging – affordability</li> <li>• End of the career public servant</li> <li>• Pension system changes</li> <li>• Inability to hire part-time and seasonal workers</li> </ul>

After considering this information, the group reflected on economic, technological, environmental, political, and social trends – both from a global and local perspective.



The group was then asked to provide words that describe what they want Lawrence to be known as.

- Leading the way
- Forgiving, Desirable
- Unmistakable
- Diverse in people and employment
- Ethical
- Healthy
- Walkable
- Musical
- Exporting
- Opportunity
- Caring
- Full of opportunity
- Scrappy
- Exciting
- Free state
- Environmentally responsible
- Safe
- Physically active
- Where I want to live
- A magnet
- Accessible
- Progressive
- A good place to retire
- Familial
- Artsy
- Fun
- Self sufficient
- Fiscally sound
- Compassionate
- Conflicted
- Environmentally responsible
- Inclusive
- Creative
- Weird
- Accepting
- Cooperative
- Special
- Youthful
- High quality city service
- Independent
- Free bus rides
- Beautiful
- Bold
- Home
- Youthful
- Affordable
- Unpredictable
- Entrepreneurial
- Growing
- Balanced
- Unified
- Don't need a car
- Ethical



## Defining Our Legacy

At the conclusion of Day One, the group was asked to think about the next decade in the City of Lawrence and write a headline they would like to see in the future.

- A new hope
- We grow together
- Building the proper foundations
- Responsible, progressive growth
- Era of compassion
- Realistic optimism
- A decade of decision
- Quality of life through sustainability
- Seized opportunities
- Unified progress
- Came together
- Got smart
- Well prepared
- Practical ingenuity
- Innovation and excellence
- Infrastructure and facility investments
- Lawrence blossomed
- Future thinking
- Best in the state
- Growth and public appreciation
- Social justice
- Focusing on people not things
- Equity

## Day Two

At the start of Day Two, the group shared their reflections on the Day One.

+	Δ
<ul style="list-style-type: none"> <li>• Liked hearing from my colleagues and the amount of work they put into their “This I Believe” statements</li> <li>• Kept us on point, on task</li> <li>• I want to hear a lot of staff – we are newbies on Commission</li> <li>• Insightful comments from elected officials</li> <li>• Enjoyed the things we did that kept us focused on the local level</li> <li>• History – learned a lot and thought of new things afterward</li> <li>• Liked hearing the passion and the whys; now want to hear the hows</li> <li>• Everyone stayed engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Heard too much from staff and not enough from elected officials</li> <li>• Focus on what we have jurisdiction over</li> </ul>

The group was asked to share one word to describe how they were feeling today:

- Enthusiastic
- Happy (x2)
- Excited
- Intrigued
- Amazing
- Caffeinated
- Curious (x2)
- Energized
- Great
- Optimistic (x3)
- Un-caffeinated
- Comfortable
- Fun-filled
- Ready
- Excellent
- Anticipated

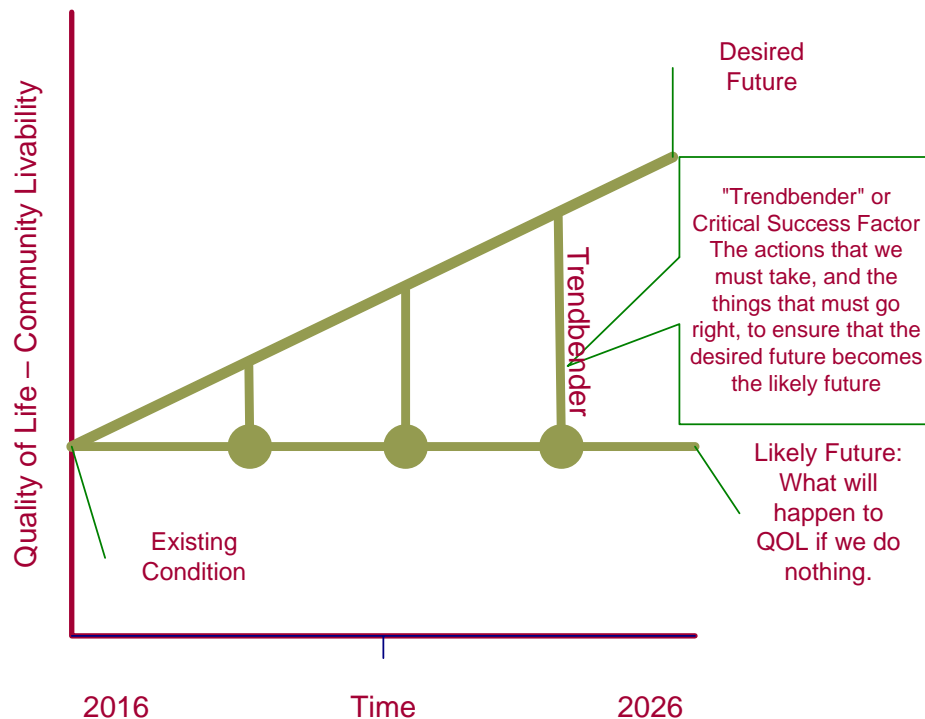
### Vision and Critical Success Factors

A vision statement articulates a desired end state. It is a statement describing the clear and inspirational long-term state of how the community will be known by others. Several draft vision statements were discussed.

Following discussion, a small group was tasked with refining the vision. The group agreed on the following vision statement:

**The City of Lawrence –  
supporting an unmistakably vibrant community with innovative, equitable,  
transparent and responsible local government.**

A “Trendbender” diagram was presented, which illustrates the concept that critical success factors or goals influence the development of a community’s quality of life. The group was asked to rate the current quality of life in relation to the draft vision in Lawrence on a scale of 0% – 100%. The Trendbender diagram is reproduced below for reference.



The group was then asked to imagine that the City did not plan for the future or think about where it wanted to go, and to rank where the City’s quality of life would be after ten years. The group was then asked to think about what must go well in order for the vision of Lawrence to be realized. The group then condensed these suggestions into broad critical success factors for the City.

These critical success factors included:

#### **Effective Governance and Professional Administration**

- Long-term planning
- Long-range planning
- Strong professional local government
- Priorities
- Public access to big data
- Transparent
- Bold ideas – fearless
- Effective leadership
- New/upgrade strategic plans
- Stability of leadership
- Stop finding reasons not to do something, but find reasons to do something
- Truly objective staff analysis
- Unbiased opinions
- Controlled labor costs
- Incorporate diverse opinions
- Effective communication
- Effective community to the community

#### **Safe, Healthy and Welcoming Neighborhoods**

- Public safety
- Quality of life
- Basic health services for everyone
- Attractive community
- Unified community
- Sense of place
- “Just” city
- Safe and affordable housing for everyone
- Social funding – social safety net

#### **Innovative Infrastructure and Asset Management**

- Optimize city facilities
- Improved transit system
- Innovative street design
- Effective transportation for everyone
- Internet for everyone
- Autonomous cars
- Renewable energy
- Infrastructure
- Stewardship of resources

#### **Commitment to Core Services**

- Public safety
- Understand service needs

- Commitment to consistent service delivery
- Effective management of resources
- Parks and recreation
- Maintaining what we create

#### **Sound Fiscal Stewardship**

- Tax base
- Sound fiscal policies
- New revenue streams
- Participatory budgeting
- Priority budgeting
- Taxpayer support, community support
- Retail sales tax changes
- Managing debt levels
- Stewardship of fiscal resources
- Address tax lid
- Broaden tax base

#### **Collaborative Solutions**

- Successful community institutions
- Regional awareness
- Positive relationships and partnerships
- A forgiving criminal justice system for non-violent crimes
- Convene collaboration
- Collaboration solutions
- Collaboration with contractors
- Leverage partnerships

#### **Economic Growth and Security**

- Social and economic prosperity
- Economic development
- Community stability through economic development
- Business retention
- Infill development
- Green growth
- Smart growth
- Economic ecosystem
- Providing a level playing field
- Vibrant local economy
- Population change
- Middle class incomes
- Primary jobs
- Accessible child care
- Economic security
- Sustainable economic growth

- Density growth
- Arts and culture
- Prosperous families
- Data driven growth management

### **What Do We Mean By...**

The group then broke into small groups to develop initial directional statements for each Critical Success Factor. The purpose of these statements was to clarify what each Critical Success Factor Means and how the City will define progress and success in the future. The following statements are the drafts shared by the group.

#### **Effective Governance and Professional Administration**

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate and boldly and professionally implement using sound leadership and relevant best practices.

#### **Safe, Healthy and Welcoming Neighborhoods**

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated by creating a stronger community as a whole.

#### **Innovative Infrastructure and Asset Management**

The City of Lawrence provides accessible sustainable transportation for all citizens. We have well-maintained, functional and efficient infrastructure and facilities. We are innovative and forward thinking to meet the needs of citizens today and in the future.

#### **Commitment to Core Services**

The City's greatest priority is to ensure core services are provided to meet the community's expectations. The success of core services is a reflection of performance measures, meeting strategic goals, and community acceptance.

#### **Sound Fiscal Stewardship**

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using industry best practices and standards to ensure decision makers understand the current and long term impact.

#### **Collaborative Solutions**

The City of Lawrence actively seek opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

#### **Economic Growth and Security**

Fostering an environment that provides both individuals and business the opportunity for economic security and empowers people's ability to thrive. These resources may include infrastructure, technology and transit. Successful outcomes would be prosperous families and a vibrant local economy.

## Polishing the Deliverable

After listening to each group report, the group further refined the directional statements. The following statements will be put out to the community to gather feedback during the public input portion of this process.

### **Effective Governance and Professional Administration**

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

### **Safe, Healthy and Welcoming Neighborhoods**

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

### **Innovative Infrastructure and Asset Management**

The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.

### **Commitment to Core Services**

Core municipal services reflect legal mandates and the City's commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

### **Sound Fiscal Stewardship**

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.

### **Collaborative Solutions**

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

### **Economic Growth and Security**

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.

## Closing/Next Steps

With the elements of the strategic plan framework completed, the group discussed next steps. The Novak Consulting Group will conduct community meetings in February to solicit public input on the framework. This feedback will be provided to the Commission at the February 20 strategic planning retreat. At that session, the framework of the strategic plan will be finalized and priorities identified to outline a plan of work for the City for the next 12 to 24 months.

At the close of the retreat, the facilitator asked participants to share a parting thought.

- Mayor – Enjoyed the last couple of days – hearing everyone’s thoughts. It’s a lot to think about, my head hurts – wordsmithing. It’s all fabulous; the one thing that concerns me is that they are all a little bit vague so I’m interested in drilling down farther.
- Lisa – Really appreciate the collaborative efforts. I look at this as a funnel – yesterday we threw out a lot of words and we have shaken things down and now we are here. Next step is with the public – I see now how the process brings it down and fine-tunes it.
- Tom – It is a funnel; it is broad and then it starts to narrow our focus. The City has selected a technology platform and we will already be reporting out on specific objectives with dates, expectations by different departments to meet completions. We will use the strategic plan when we make recommendations to the City Commission – it will be part of the agenda and, ultimately, we will relate the strategic plan to what each employee does. This is a start. We like to think when we begin that we will get it exactly right – things don’t always work that way. We have to be adaptable. We will revisit this in November to be sure that incumbents and newly elected officials are bought into the plan. We will continue to do an ongoing process – not always as in-depth, but it is a new habit. This needs to be part of the City’s system. Love that the staff and elected officials have worked together on this at a different level. Thanks to City staff and compliments to City Commission.
- Diane – Started with enthusiasm and ended the day that way. I have been impressed by the process and how the group has worked really well together. We are finishing early and it shows we really are on the same page. I look forward to the next steps.
- Dave – The dialogue around Core Services has been a little overdue – hope it continues to be a consistent dialogue and want to give the Commission good information to help them make good choices. We can do a better job providing data to the Commission.
- Danielle – The process was encouraging it helps provide focus and a vision to look to when we make decisions.
- Chief Bradford – Speechless.
- Mark – been sitting here thinking where is my department and I see it in many places and it is interesting to think how it will funnel down to parks and recs.
- Porter – I appreciate creative process and appreciate the grounding that this group brings together. Appreciate the human connection of people I work with every day in a different process.
- Brandon – appreciate the commissioners being willing to engage with staff in a different way. We have needed this type of process for a while and we share a lot of common vision and goals and passion for the community; the next step in this process is getting at strategies and tactics and more tangibles and this sets us up for a productive conversation.
- Casey – echo a lot of what I said; Diane and I were reflecting yesterday on imagining where we would be today if we had always done this! Excited to think about what Strategic Planning initiative there we will be in 10 years. Excited that we were positive and BOLD!
- Chuck – Interesting process – excited to hear what the public says and what projects will be our priorities.
- Jim – Appreciate the process from the last couple of days. Appreciate the ability to hear from the Commissioners and think about the changes we will implement. When I think about processes and how to improve things and things, maybe, we should have been doing for years like strategic planning and improving our purchasing policy, etc. that makes it easier to do our jobs...
- Ernie – Really enjoyed the professionalism and the thought process of professional staff and our commissioners. Bottom line, everyone has some different thought processes, but we are all

looking for the same thing. I wish we would have done this a long time ago instead of being reactive. Nice to be reflective and look forward and follow a path.

- Toni – Leaving this today inspired! Listening to everyone speak is evident that everyone loves this community and wants to move it forward in a positive way. There are a lot of responsibilities and problems that come in my office – it is good to have this inspiring day.
- Bryan – Sitting here – excited about this process – and I am thinking about in a few weeks we will be working on our CIP and I can already see how this could push things – the challenge of departments getting it funneled to the governing body in this context.
- Scott – I am a projects oriented person – Cities are built on individual elements. I have heard a lot about being proactive and I'm eager to hear about how to take the next step – riverfront development – the next big quality of life initiative, etc. There is a large menu of things that can proactively take us into the future.
- Anthony – Interesting watching the funnel get down and I'll be interested to see the ideas. Ultimately, I want to see how this impacts decisions.
- Stewart – the word unique is overused, but here I think it is appropriate. This has been a unique learning experience for me and I appreciate the opportunity.
- Matthew – Came into this with a different idea of what it would be than what we are leaving with. That isn't a negative thing. When I first saw big pieces of paper on the wall it reminded me of an in-service day "bigger the paper, the smaller the outcome". I have in files piles of mission statements – I am optimistic about this, but I am going to be most excited about this when I look at tangible things and say this happens because we came together. The Kansas open meetings act has lots of positive intents, but sometimes it makes my job more difficult because I just can't call folks and have a cup of coffee and talk for a while. One unanticipated outcome was to sit down over a cup of coffee and hammer out this "what the heck are we doing sentiment." The biggest complement I can give to this room is that our biggest arguments have been about using innovative or creative. We have a unified voice. There may be discussions about what "core" means and how far are we willing to go in a collaborative solution, but the fact that we are here arguing over semantics tells me we have a pretty good idea where we are going. I am walking away with some things.
- Tarik – Going to disagree a bit – I think this was very helpful, but I too wish we would have done it before. My expectation was more along the line of what specific things or tasks are we going to do because over the last 10 to 15 years the horse has left the barn and now we are trying to come up with a plan to be innovative and collaborative. The reality is that we are fiscally not looking very good. How do we do these things, what have we prioritized in the past that wouldn't have been a priority if we had done this before. We have ignored some core services – how do we circle back and take care of these things. We have to take care of the basics first.
- Mike – After being around off and on for 30 years, it's that I don't want this just to be another plan. I have been involved with plans that are sitting on shelves; if this one is supposed to work it needs everyone's commitment – and I think it does. I will remain guarded. One of the things I really appreciated was to hear from the Commissioners and also to hear the frankness of our staff. I hope one thing that comes out of this is that I hope staff will tell us if we are going down the wrong path. Don't be afraid of us! If we are in a meeting and going a wrong direction, you know how to help us do it. I have appreciated being able to hear from you all and the strong beliefs you have. Liked the small group and hearing the belief in core services. Yeah, we needed to have this conversation 30 years ago, but here we are.



## Community Input

In January 2017, the City Commission and the City's management team met to develop the draft elements of the strategic plan, which included a draft vision statement and seven critical success factors intended to move the community towards its vision.

The City wanted to solicit input on the draft elements of the strategic plan. Therefore, the public as well as City employees were encouraged to provide their feedback in either a meeting format or through an online survey. The input received during this phase of the process is included in this section of the report.

On February 15, 2017, members of the community were invited to provide input on the draft strategic plan. A total of 26 community members attended the two community input meetings. Attendees worked in groups to answer a series of questions about the draft elements of the strategic plan. Attendees were also invited to provide additional input or ideas that they believed were not captured in the strategic planning framework. Those comments are included in the "Bike Rack" section.

A total of 65 community members provided input virtually through an online tool that was available from January 26 through February 15, 2017. All the comments received during the community input phase are included.

## Vision

The City of Lawrence – supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

### **How does this statement capture your hopes for the future of Lawrence City government?**

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- In alignment with our hopes, but 'unmistakably Lawrence' needs to be defined.
- Safety also an important issue.
- It captures my hope. However, for this to have meaning, there has to be follow up with policies and procedures. An example of where I see this missing is in how we are currently responding to the sidewalk issues. Doubling down on enforcement of a bad law is neither innovative or equitable.
- Like the statement – consider switching innovative for progressive. Innovative is overused. Progressive is a nuanced term – culturally, economically, and politically.
- Unmistakably vibrant is a mouthful but it works.
- I think that this vision statement is rather divisive. It sets the city government APART from the community instead of reinforcing it as a government OF the community.
- Some people are left out of the planning. Poor people and individuals with disabilities plus senior citizens are marginalized.
- Very well.
- Good.
- Very well.
- Include support for "diverse". Really, really dislike the whole "unmistakably" branding concept. It's hard to pronounce correctly, self-conscious, dated, too long, and what does it really mean, anyway? The conservative, Midwestern version of "Keep Portland Weird?" Nah...
- Very well, but the statement is missing the concepts of being an equitable government.
- Marginal. We've longed for transparent government and haven't seen it yet.

- Is the city supporting the government, or is the government supporting the city? If this is a vision statement for the city, then, "The city of Lawrence is and will remain a vibrant community supported by an innovative, equitable, transparent, and responsible government."
- Fairly well. Vibrant, not sure how you define it, but I like the rest.
- Diverse and vibrant community.
- Empty and hollow meaningless speak. Does the City really need to say these things for it to be the goal? How about all the other presumed similar considerations that are not spoken? Should we assume the City does NOT want to be those??
- Very well.
- I like it, with a focus on a vibrant community; it will be accomplished with an innovative, equitable transparent and responsible local government.
- If this statement can be applied fairly to ALL of Lawrence, this is good statement.
- Seems a bit bloated, but ok.
- Pretty well. I like the "unmistakably vibrant community" phrasing. The 4 descriptors are all important, but it's kind of clunky. Would the meaning be maintained if it were innovative, equitable, and accountable? To me accountable includes both transparent and responsible.
- Quite well. I like vibrant coming first and all the other adjectives are very nice indeed.
- So-so. I would like for the city to retain the charm it has, and not go crazy with new building initiatives.
- It is a good statement but it is not measurable.
- Broadly Yes. Although there isn't anything particularly aspirational here. I suppose "unmistakably vibrant" suggest that we are reaching for some bar above just "vibrant." Vibrant doesn't really tell us much about ourselves, as it is very likely to be in the eye of the beholder. Perhaps it is the only aspiration metric that commissioners could agree on. I do think that all communities should aspire to provide innovative, equitable, transparent and responsible local government at a minimum. But those descriptors speak more to how government should behave and not necessarily describe a Vision for the City.
- Very well.
- I would prefer a city that focuses on the central missions - citizen safety and vital infrastructure care and maintenance.
- I would like to see the word "creative" added as a descriptor of our local government.
- Sounds promising.
- "Supporting" is pretty weak and passive. How about "proactively encouraging" or "fueling?"
- Very well!
- It's a nice thought; government tries and is fairly successful.
- Reasonably well.
- It's suitably vague enough to capture any desire for our city to be better and responsible.
- It leaves out a lot. But if it has to be limited one sentence it's a good start. "Supporting" can be thought to cover a lot of ground.
- Good.
- Fairly well. The idea of being a just society is captured in the word "equitable." The goal of government to be responsive to citizens is captured in "responsible" and "transparent." The need to be forward-looking is captured in the word "innovative."
- I care less about innovative government and would prefer a competent local govt.
- Pretty vague.
- I think they try. It's difficult in the age of social media to have a single outlet for information that a majority of taxpayers have access to.
- It's pretty good. While unmistakably vibrant might be a bit vague, I do like the four adjectives listed.

- I like including the words vibrant and equitable. It will only be vibrant if everyone can afford to live here.
- I would like to see a transparent govt. that is responsible to the people of Lawrence. Too often, it seems that city govt. (non-elected) has been on the side of developers much more than on the side of the wishes of the population of Lawrence. When they do listen to the population, it is to those who have money and influence, not the public. It's been one of the most depressing things to see in the 29 years I've lived in Lawrence.
- It does an okay job, even if it's a bit lame.
- I think it's okay. Vibrant is a pretty overused, not very descriptive term. And while I rejoice in the idea of an equitable community/government, I'm not sure citizens will know exactly what that means.
- I would like it better if it were actually a statement and not a fragment. Try this statement: The City of Lawrence supports a vibrant community by providing transparent, innovative, equitable, and responsible local government. Get rid of the word unmistakably. It invites negative feedback. Get rid of the word with and edit to read by providing. Place the word transparent first in the series.
- Hopeful & excited!
- It addresses some of our needs, but not all.
- Very well, thank you.
- It's okay. Pretty bland.
- Very well.
- Very well.
- I think it is exciting. The word innovative to me can be tricky, as it leads to a multitude of various ideas in relationship to technology and the future.
- Very well.

#### **What does the City need to do in order to achieve this Vision for our future?**

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- Focus on what makes us vibrant and innovative.
  - Art, music, festivals, arts education, restaurant, dining, high degree of education
- Downtown arts district makes us unique and unmistakable.
- Develop the strategic plan around what makes us unmistakably vibrant, not on what makes us like everyone else.
- Emphasize connection of art and economic development as central to City.
- More focus on equity. There are many wonderful activities in Lawrence which are not economically accessible.
- More effective and equitable process for establishing economic incentives.
- Getting involved in local government, whether running for office or just going to Council meeting, is very intimidating for the average person who is overwhelmed working and paying taxes. Could volunteers help mentor citizens who want to get more involved (i.e., here's how you read a budget, here's how zoning works, etc.). In order to achieve the vision, more citizens need to get off their butts and take ownership. The City could help.
- Increase local newspaper readers.
- Better local governance can only be achieved by council members that are willing to RECUSE themselves from an issue that is central to their own businesses or investments.
- The city needs to get input from many types of people without censoring their opinions. People need to get along with one another regardless of their age, race, gender, etc.
- I feel that this is a vision that the city has purported since I came to work here 20 years ago. If we set up our reward systems that promote creativity, open discussion, information sharing and collaborative problem solving we will succeed. Promoting the needs, interests and success of others

even at the risk of losing something in our own domain. If we reward creativity and new innovative ideas and are willing to listen to employees at all levels of the organization we will succeed.

- Educate on voting.
- I'm a newcomer here (1.5 years) but the frequent local government turnover is confusing and seems to lack consistency. I could be wrong, but swapping out the Mayor every year gives an impression of a lack of clear vision/strategic thinking, and cohesiveness for the entire city.
- The City is too often swayed by the interests for the real estate business community, rather than the interests of the community as a whole.
- BE transparent. Don't just say it. Involve community in decision that affects development, especially downtown.
- It seems to me that we are lacking in professional, high paying jobs. Lawrence has become a bedroom community and a large percentage of the wealth in this town commutes to the east or west every day. That makes it difficult for them to take an active role in our community whether it is serving on boards, attending events, or even just enjoying downtown.
- Welcoming to new comers (out of states, international) as well as celebrating local people, history and culture. There is a lack of knowledge regarding native Indians. The city should embrace its unique history.
- Support the arts.
- Stop wasting time with meaningless garbage like this.
- Support Arts & Culture.
- Be open to new ideas, see what other communities might be doing to resolve issues, sustain what we have and find new sources of revenue. Incentives may need to be offered to entice new companies to come to Lawrence, but after the incentive period is over, the community will realize a steady stream of new tax revenue.
- Development in ALL areas of Lawrence, not just west of Iowa St. Community buildings for East side Lawrence residents. Making Arts more available to lower income residents in Lawrence. Bus benches in East Lawrence. Better shopping in East Lawrence. Not just broke down stores like on Haskell Ave. And 19th St.
- I question 'innovative'. I would like to see more evidence of that. Share more on how the city is touching on all categories listed.
- Get more vibrant--we're great for a Midwestern college town, but we don't have the arts and the energy from people around the community integrated into our landscape nearly as much as we could. Also, the City government historically hasn't been particularly innovative. Send commissioners off to meet with leaders in places like Fort Collins, CO and other cities that are truly making amazing things happen in new ways. And equitable--to me means really emphasizing development and transportation that serve people who walk and bike, and continuing to think about how we meet affordable housing needs, especially since the east Lawrence restaurants and arts mean that gentrification is probably inevitable. Also, equitable has to include awareness of future generations. What are we leaving? Is it sustainable?
- Renewing a commitment to the arts is a great step. Lawrence has a reputation for supporting the arts well but it is a reputation that should not be taken for granted.
- Keep government out of the way of our everyday lives as much as possible, and keep government costs down. Ensure checks and balances are in place so government abuses don't occur.
- Set measurable goals that address "innovative", "equitable" "transparent" and "responsible" with measurable survey questions or measurable goals.
- Lawrence leaders need to define what "local government" means in terms of the expectations of local citizens, and then develop practical and affordable plans to meet those expectations in a manner that is innovative, equitable, transparent and responsible.

- More innovative city planning for development, transportation and open space. We need to emphasize compact development with safer biking and pedestrian options. We need to start building green infrastructure by incorporating it into storm water infrastructure and street rebuilding. New development should adhere to green building codes including those related to energy efficiency, renewable energy, and water conservation.
- be responsible about infrastructure maintenance and safety.
- The City needs to understand the important that arts, culture, and the humanities play in the vibrancy of our City and our ability to continue to have an innovative and responsible workforce and citizenry.
- I don't think Lawrence is innovative any more. City leaders need to visit cities that are vibrant and exciting to bring back ideas that are fresh and interesting. They also need to consider the needs of all citizens, not just the wealthy ones who want to build more multi-story apartment buildings. In other words, the impression the leaders give is favoritism for business owners, not ordinary citizens. They need to continue to reach out to more citizens and to provide information relating to their decisions.
- Actually DO something creative and innovative!
- I think the need for transparency also speaks to the need for greater outreach and public education on routine City processes and services; helping to make citizens more aware of the role of their city government and their own ability to participate and be heard.
- Work on supporting less fortunate members of our community, promote diversity.
- Find ways to bring in more higher paying jobs and support the creative arts.
- Do more than protect the rights of our diverse population. Make them welcome. Work on the economic hardship many experience in living here: low wages, few good-paying jobs, high sales tax and high cost of living. I would like to see a city minimum wage.
- Use the money available for priority projects; creating job opportunity with a living wage instead of helping to finance more apartment complexes that do not create jobs.
- Support the arts, truly small business, education, and activism.
- Clear communication, running in both directions, is a key to maintaining transparency.
- They need to fulfill core municipal duties--secure clean water supply, maintain sewage systems, garbage disposal, roads and infrastructure, etc., and the police dept. needs to do a better job.
- Be more concerned about the middle class citizens of the city and not the 2 or 3 that own this town. I still want K 10 Crossing and Rock Chalk was not built for us.....
- Perhaps more informational sessions on weekends that citizens can attend to ask questions and hear about current activities. It wouldn't have to be more than one or two commissioners at a time.
- Partner with other organizations. Be open to new ideas. Stretch a little outside the normal comfort zone.
- We do better at vibrant but not so well at equitable. Working people make this city go but are finding it harder to afford to live here. We are not very diverse racially and this is partly a function of lack of affordable housing choices especially for working families. High end apartments are not equitable housing.
- Eliminate financing for elected officials so that anyone can run. Stop giving out special tax incentives and deals to developers who are coming in and going against the wishes of neighborhoods. Examples are legion, but allowing a certain developer to install lights that are against code and then just shrug it off; allowing developers to force the East 9th project onto the community; allowing developers to buy up entire city blocks and build enormous buildings when they are not currently adequately caring for their old buildings. I say allowing, but the city is paying developers enormous chunks of money in tax incentives, breaks, special districts, etc. As if these developers wouldn't do the project without those things. HERE has not exactly been a great neighbor for the city, has it? And the plan should never have been approved in the first place. If the city wants to achieve this Vision, it needs to actually care about maintaining Lawrence's unique attributes rather than turning the city into another Olathe.

- Slow population growth and lower the sales tax, as it hurts the poor afford their necessities.
- This strategic planning exercise is a first step. We also need to continue to find avenues for citizen engagement. The city is great communicating and is willing to listen, but I don't believe we have the level of civic engagement I would like to see.
- Use every outlet to provide notice of public meetings. Be active in social media. Make sure that appointments to boards and commissions represent every segment of the city. Work to insure this by reaching out to schools, churches, organizations. Keep a contact list so that every time a vacancy occurs, those interested in serving will be notified.
- More hotel/motels for guest to the mid-west area! Brochures for outdoor attractions! A Lawrence Clinton lake visitor's guide distributed outside Lawrence the mid-west as well as the southwest area!
- City leaders need to recognize the vital part economic development plays in providing the "fuel" to fund all of our citizens' wants.
- We need to make the NEEDS of the people who live and work here our priority.
- Stop catering to developers and the University. Fund affordable housing.
- Communicate with the city's population using plain, open, welcoming language, encouraging public opinion and participation, and following through with promised actions.
- Every neighborhood, not just the downtown or the Oread neighborhood get similar attention on their needs, i.e. street lights, sidewalks, safety etc.
- The city should consider how arts and culture are an integral part of its future. This is true when you look at the words innovative, transparent and responsible.
- Make no small plans! Think larger about ways to improve quality of life and capitalize on our strengths. Listen to the common man about desires for more shopping opportunities, more work opportunities, more basic infrastructure needs being met. Enhance vibrancy by capitalizing on the riverfront. The riverfront could be so much more than a running trail, dam and hydro-electric plant.
- Expand tax base with more diverse opportunities for employment.

#### **How can we nurture our unmistakably vibrant community as we grow?**

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- We need to define what 'unmistakably vibrant' means and prioritize those aspects in budget discussions.
- Connect key cultural areas – connect arts districts, connect East with West, North with South.
- If we are to be innovative, City needs to focus on a 'start up' culture, also needs to be willing to take some risks that support our vision – what makes us unique – and supports talent retention.
- Support community members to be advocates for quality of life aspects of Lawrence.
- Support inclusiveness and diversity of population (financial, demographic) – dealing with affordable housing, food deserts, etc.
- Make activities (LPRD classes, for example) more affordable.
- Sidewalks are a disaster, need to be publicly funded.
- Complete the Lawrence Loop.
- Incorporate the arts and design in the development and advancement of our community. Respect the fact that good design affects people's enjoyment of their community and the space they share.
- One of the most visibly vibrant, and impactful, parts of the Lawrence community is its historic commitment to the Arts. Return Arts and Art Center funding to the previous levels.
- We need to show tolerance for diverse opinions. The city needs to work on having safe, affordable housing. It would be nice to have affordable housing with patio and green space.
- Work from a common mission always. Promote what makes Lawrence unique. Tie each and every task from each and every employee to the mission.
- Do not like word unmistakably.

- Please just get rid of that stupid expression! Can't even respond! So forced, precious, 1990s! OK, deep breath. Sorry. Focus on nurturing diversity (racial, economic, and philosophical), the arts, and environment. That will foster economic growth by continuing to attract Baby Boomer retirees looking to relocate, tourists, progressive professionals who can easily commute to OP, Lenexa, and Olathe, and faculty/students.
- We cannot be vibrant in all neighborhoods if the City continues to allow the developers to set the pace of development which goes through frequent cycles of overbuilding.
- Stop raising taxes for fluff.
- By encouraging various interest groups to work and plan together.
- support arts and culture, improve safety, promote civic engagement, encourage investment and sustainable economic growth, preserve history
- Encourage young people to apply their knowledge and skills locally. An incubator laboratory for wider access for all fields --business, arts and culture, innovation. Attract and retain talent.
- Support the arts.
- Go back to government, not well meaning manipulation
- I like the listening sessions that the City Manager is having. It fosters a sense of openness to all ideas.
- Thoughtfully. Lawrence is a community of educated, literate individuals who appreciate our Library and the arts related amenities in our community. Sustaining the quality of what we take for granted is important for the growth of Lawrence. The essence of what makes Lawrence "unmistakable" is unique and should continue to be cultivated.
- Providing the diverse communities with support from the city. Pretty vague I know. But the diversity of these communities it's hard the know what each community needs. Speaking as a native resident maybe a pow-wow hosted by Lawrence or public space made available from the city for cultural events. Helping schools attend the museum to learn about Natives.
- Be more proactive/engaged with entities in the city that work towards these goals daily. Support them in ways that the city can. These ways do not have to be financial.
- Rethink neighborhoods. Fight the Realtor lobbyists so that we can build new mixed use neighborhoods that include mixed values of housing. I live in Barker, and it has occurred to me recently that one of the best things about the neighborhood is the mixed economic levels--that's only possible in old neighborhoods. New developments are all one price of homes. Find research and/or promote mixed prices of housing built together as a value in the community, not a liability.
- Listening to private citizens, business interests and non-profits is a tough balance, but all three should continue to have a seat at the table.
- I think the city already has all of the services it needs. The city needs to control the budget and not spend any money that isn't budgeted.
- Include the Arts and Cultural Plan in the Strategic Plan. Include the Park and Rec plan in the Strategic Plan.
- Not by funding only "core services." Vibrant communities are known not for what they have in common with other communities but by what sets them apart. Vibrant communities have a steady influx of new people, new ideas, new voices, new artistic expression and new opportunities. They are typically hot beds of arts and culture, or centers of business or academics. The most vibrant are a blend of these attributes. Much of local government seems focused right now on what commissioners don't want, or what they believe their constituents don't want. We need to move the conversation to what comes next. What do we want to be known for? What kind of city do we want to live it? What kind of city do we want to have in ten years? Fifty years? Vibrant doesn't tell me much. It isn't enough.
- Equity in city services, transportation and schools. Continued emphasis on non-discrimination.
- Focus on citizen safety and vital infrastructure care and maintenance.

- Ensure that arts and culture always has a place at the table in strategic planning and in the drafting of our annual City budgets.
- Downtown consists of fast food restaurants and bars with few of the creative mom and pop stores that existed 20 years ago. On street parking downtown is confusing with questions about which arrow points to which parking meter. Parking fines are too high, and parking isn't cleared of snow on snowy days. I still don't understand why the shopping mall wasn't approved for south Iowa along the SLT.
- Show much more support for the arts!
- Continue to look ahead and plan by evaluating current data and performance measures; understand the present to plan for the future. Listen to multiple voices and community groups and encourage their interactions and contributions to city processes.
- I think you try. For example, I think improvements to East Lawrence and the 9th St. Corridor great, but local residents know their prop. Taxes will go up, so fight the progress. If you compromise too much, really no improvements. It's tough to play Solomon.
- Continue to fund parks, arts and community fitness.
- Funding the Cultural Plan initiatives and goals.
- Stop letting developers ruin the city by overbuilding what the city doesn't need, creating monopolies which make homeownership and renting unaffordable, and doing it all with taxpayer subsidies. Control insane rent prices.
- Don't lose our unique flavor. People come to Lawrence for that, not for big stores or other mundane things that other towns or big cities offer.
- Encourage citizens to participate, constantly. And if citizens feel their concerns and hopes are being heard, they will be more likely to keep participating. This gets back to the communication piece. The word "unmistakably" confuses me, though. From whose point of view are we unmistakably vibrant -- from the outside looking in, or looking at our own vibrancy? I'm an editor. Adverbs are a weak way of expressing a thought or its intensity.
- Get out of the way. Stop financing and promoting things that are not related to the core responsibilities of municipal govt. Example: plastic skating rink--ridiculous. Stop building new facilities and take care of the ones which already exist.
- Get more citizen involvement and not just those who are business leaders.
- Being open and empathetic and understanding of the needs of the community.
- We are doing more to promote housing for higher income and for lower income singles, creatives, etc. but working families are being closed out. We have to get more serious about housing for working families or we will lose them to W. KCK and Topeka.
- Pay attention to small, unique businesses that come from within. That is what makes Lawrence attractive. Instead, the city is giving giant piles of incentive, tax breaks, and money to anyone who wants to locate a big box store in a flood plain or on a patch of woods or prairie. Meanwhile, the locally owned businesses that make downtown Mass what it is forced out because there is nothing available for them.
- Lower the sales tax and slow population growth.
- We are a community (like all communities) that has limited resources. To be able to support a growing community, we need to grow in smart ways. It is unsustainable to continue to build a bigger footprint to support our city's growth. It is absolutely critical we need to change mindsets and focus planning efforts on ways to create more dense, efficient, walkable neighborhoods within the existing "urban core" of Lawrence. It will promote equity, attract businesses, attract the educated talent needed to attract those businesses, etc.
- Be intergenerational in your approach to every service, and to every responsibility. Lawrence is Lawrence because it stays forever young while it worships its history.



- Different events annually or monthly in different locations thru out the year that Lawrence has to offer!
- Recognize & embrace diversity, but not at the expense of the rights of everyone else.
- Education and support for those who suffer. We especially need to prioritize mental health services, alternatives to incarceration and solve the severe affordable housing shortage within 10 years.
- Make sure that all people who work here can afford to live here without choosing between buying food and buying medicine.
- Take into account the needs and rights of the entire population, regardless of sex, ethnicity, or wealth.
- Listen and truly hear what is being said.
- Include arts and culture as a voice.
- Showing tolerance for the high activity rate of downtown and warehouse arts district and other neighborhood activities.
- Keep the character of the community at the forefront in decision-making. Maintain our stand-alone community identity and do not chase growth that sprawls between KC and Topeka.

## **Effective Governance and Professional Administration**

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

### **What does effective, collaborative, and transparent mean in Lawrence?**

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- Effective means getting things done that support the vision and strategic plan.
- Sometimes collaboration get in the way of effectiveness.
- How can we promote collaboration but balance comments at City Commission meetings so that they tie into the strategic plan?
- Involve citizens in cooperative solutions which do not rely solely on taxing.
- Neighborhood enhancement by neighbors?
- Process considers every individual, environmental resources.
- Citizens know about and have opportunity to submit feedback.
- Effective means that an adopted plan will actually achieve its goal. A recent failure was the support of Mike Bosch's Fiber internet business venture, when the provided evidence proved him to be both untrustworthy AND ignorant of actually providing the service. He should have been turned away at the door. Collaborative means working WITH the community AND other city and state agencies. Transparent means that the city council and government hides NOTHING, and acts as the PRIMARY and ORIGINAL source of information when issues arise...instead of waiting for a journalist or a citizen to break a story.
- What it means for me is to be able to discuss the reasons for a decision as well as the decision. I feel that I am not allowed to discuss why only what. It means having cross departmental work teams that are supported by administration to work on solutions. It means understanding the strengths of each person at the table and using those strengths and talents.
- Open meetings, minutes on website and full disclosure on conflict of interest.
- I believe the government is collaborative and transparent. "Effective"...to a large extent, however, leadership and strategic planning seem a bit chaotic and amorphous. Perhaps that's typical of local governments?

- Effective planning means following the plan. The City is too prone to ignore the plan when developers propose a development that is contrary to the plan. The developer falsely promise great benefits, and the City staff are too timid to identify the falsehoods for what they are.
- It should mean that business deals, especially involving people like Fritzel and Compton, are made in public and not behind the taxpayers' backs.
- When I think of effective I think of efficient. The city runs on our dollars and they need to be used judiciously. Collaborative is a real problem in Lawrence. We go with the winds of the current commission. They do not tend to represent ALL of Lawrence, but their small special interest groups. As for transparency, an example of being non-transparent was the declination of the K-Ten project. The reasoning for voting against it was clearly not articulated in an honest and open way.
- Words. What happens if you do not do this? If this will mean anything, let's attach some personal liability to these declarations. Otherwise, more time waste.
- Effective means that we make progress toward our stated goals. Collaborative means putting aside personal feelings and working together.
- Lawrence is fortunate to have a professional city staff to guide the elected officials. Effective, collaborative and transparent mean to me that all options would be considered and presented to the commissioners at a public meeting. And, as has been the practice, the community can comment. While this provides transparency, I don't know that it is the most effective. Sometimes it seems like the commissioners find themselves bogged down in the details and that staff could take care of.
- Effective would mean that ideas are formed, plans are made, and then executed, and results are known. Using the best in ideas and executed in ways that yield efficient and effective results. I hope that the city aims to collaborate more with entities within the city/region/nation to achieve goals set. Transparent means that the tax payers know what they're spending their money on.
- Effective means having clear goals so that you can invite input from the public but know that there's a direction you/we are trying to move so that comments can be integrated, not things that derail processes.
- It means basing decisions on the needs for the whole community, and explaining the motivation behind those decisions for all to see.
- What the heck does that last clause mean? Platitudes don't help.
- Effective means addressing the needs of residents not just small interest group needs/concerns, but concerns which have been addressed by many people: Combining the Strategic Plan and the Cultural Plan, making art and creativity central goals of economic development, festivals, planning, and building in Lawrence. Timely street and sidewalk repair, neighborhood lighting, especially on the east side of Lawrence, open meetings, all information about city plans available to the media and the public.
- Over the years our community leadership has done a pretty good job of listening to all voices in the community. More recently we have probably fallen short of being transparent and effective because we've entered into contractual agreements with developers without fully vetting the projects and contracts or how they might be implemented. That has led to a loss of government effectiveness in the minds of many citizens. I'm a strong support the commitments made here. They need to be made because we have fallen short of our performance in some of these areas in recent years.
- Citizen safety and vital infrastructure care and maintenance.
- I think the city does a poor job in these areas, and blame the city commission. Too often, they seem to be swayed by a vocal minority in the community, on any major decision they contemplate. It has a significant negative impact on efficiency. Two examples: fixing the cities crumbling sidewalks, and the 9th street corridor. In the first case, we have regulations on the books to insure better sidewalks, but lack the will I force them. In the second case, we had overwhelming support, and a number of local bodies that approved the plan, but the commission lacked the guts to move forward.

- Effective, collaborative, and transparent means that our City Commissioners and City staff truly attempt to represent the best interests of the Lawrence community as a whole, not giving into personal bias or letting past experience carry too much weight.
- Effective means plans and priorities work. Collaborative means more citizen involvement by rich, poor, middle class, retired, student and other people. Transparent means city leaders communicate with citizens regarding decisions in open forums, not just newspaper or website forums.
- If you hire a consultant to make a recommendation, FOLLOW their advice!
- Effective - appropriate in scale, relevant, fulfilling a clear need; Collaborative - proposed to citizenry for approval and input, opportunity for input across city departments; Transparent - governing through established processes, accessible by public for input (i.e. commission meetings).
- Govern probably more transparent than population will admit, since they don't read the paper or attend city commission meetings.
- Ensure that communication is two-way with all the communities that make up Lawrence. This may mean increased outreach to certain groups.
- Communication with city government and citizens is stressed. Coordinating projects with community groups, neighbor associations and stakeholders becomes a habit. Intentions of city proposals are clearly stated.
- Government works for the people, not big business and not developers. Everything is open; few closed-door sessions (except personnel issues). I am appalled that the Fritzel racketeering scam was exposed only because of an anonymous leak. Where was the city who should have been monitoring this?
- Responsive to Lawrence citizens, not special interests. Keeping citizens' needs in mind by staying in contact with us first, not special interests.
- Taking the input of citizens and community groups, as well as that of the business community, in decision making and being clear about where input and influence is coming from.
- Open meetings, detailed agendas, regular public appearances of city staff & elected officials, website info, responsive reactions to inquiries/complaints.
- Not much.
- It means having a government that adheres to long-range plans, works with leaders and citizens from all parts of the community, and provides accessible and truthful information.
- Effective = meeting goals; collaborative = working together with internal and external partners to achieve goals; transparent = providing information and processes that explain the why and how.
- Effective often means consulting professional organizations and following best practices when making changes or improvements. Avoid listening to the loudest, angriest voices when considering public input.
- Serving the needs of a unique college town demographic. Looking for ways to interact with groups and other organizations in the community for more impact. Being as clear as possible when it comes to the complexities of government (tax structures, funding, how decisions get made).
- It means being collaborative with the neighborhoods rather than forcing the city's vision onto the neighborhoods because a developer wants to move in.
- Don't approve Rock Chalk Park type projects for the rich without revealing the need for a new Police HQ or Lawrence citizens will throw everyone out on their . . .
- I think communication is key, and Lawrence does well in this area. While management of a diverse array of advisory boards is certainly a challenge, it is a method to engage the most "active" members of our community who have a vision and interest in public policy for the city. Forums for input and dialogue (like this survey) are also key. More needs to be done to share results of these analyses.
- Governance is not affective in Lawrence unless it is transparent and collaborative. Communicate BEFORE decisions are made. Allow appropriate and lengthy public input.

- Open government willing to learn & listen to former past present & future residence of Lawrence.
- It may be a goal, but it certainly hasn't been practiced by recent and/or current commissioners. Too many hidden agendas.
- Using our resources cost and time effectively. Collaborate with the people of Lawrence on goals and implementation without prejudice or favoritism.
- It means listening to the public will without throwing up red tape procedural requirements or deflecting blame onto higher levels of government. It means abandoning a message of scarcity and being pragmatic about finding ways to make this a great community for all people.
- It means including the entire population in making decisions regarding the city and using resources responsibly to do the best benefit the city.
- Not bowing down to developers whose sole purpose is to line their own pockets. Not handing out tax breaks on construction that would happen anyway. No deals done without the contracts being published for all to see - in time for possible questions to be asked that might not have been covered by the commissioners.
- That all city associates perform their duty in the best interest of all Lawrence residents.
- That we are work together, hear all voices, including arts and culture.
- Currently, it too often means the squeaky wheel get the oil. Effective to me means the city is performing basic services at a high level - the tap turns on, the toilet flushes, and the streets are smooth and pothole free!
- Decisions made in open settings after issues are thoroughly discussed. Trying to reach a decision that is good for the community as a whole and considers the long-term consequences and impacts.

#### **As a consumer of City services, what do you believe the City does well?**

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- Police, fire, trash, recycling.
- Parks and downtown planters and Christmas lights.
- Access to City government.
- Parks and Recreation.
- Water (drinking).
- Recycling.
- Police.
- Fire and Med.
- Accessible.
- I do.
- Trash and Recycling does a great job. Parks and Rec offers plenty of services and variety, but needs to focus on what they have currently to better those programs and classes instead of trying to keep adding more.
- My City is a beautiful place to drive into, to shop and to entertain guests. My streets are always easy to traverse. My trash service, water/sewer service are always working and on time. Everyone is quick to resolve any issue that I may bring up. I think employees are proud of the work they do.
- Maintain city.
- Public space maintenance, animal control, parks n rec, library, downtown, public events, safety.
- The City does a good job on basic services: Fire, police, water, streets and especially parks and recreation.
- Snow removal, trash removal.
- Study things and find ways to attach fees.
- The flowers and landscaping are amazing! City services such as trash collection, recycling, mulching, etc. are fantastic. The Library is wonderful! The Arts Center is also wonderful! I have had excellent interactions with law enforcement!

- As a consumer of City services, I have no complaints about the City services provided. The basics: police, fire and medical, sanitary waste, streets, parks and recreation are models for many communities. Although not a city department, the Lawrence Public Library relies on the tax revenue from the City and needs to be able to compensate the staff at least at an equal level to the City's employees. A situation that is starting to improve, but still needs some adjusting.
- Utilities.
- Water, trash, road maintenance on main roads, love the police department's Twitter as it's fun and I hope helps build good relationships with the community.
- The basics - trash and roads, etc. My children will be entering the school system soon and I will be anxious to see how that goes. The recycling program has been a success to the best of my knowledge.
- I think the services we pay for with the water bill are done well. Snow removal was quick and efficient, even the rec paths got done. I did see a guy plowing one of the massive lots by the RCSP. It was not going to be in use any time soon and it seemed a waste of resources.
- Recycling and trash collection, water services, park and recreation programs. Support of the Lawrence Arts Center, Lawrence Arts Commission and downtown sculpture project.
- Policing is good, fire prevention, garbage collection is predictable, Christmas lights are wonderful downtown, city transparency is good, park and rec classes, park maintenance, and planters and gardens around town are excellent, city staff are uniformly helpful and friendly, most Commissioners are accessible and helpful.
- We take care of basic services pretty well. Fire, police, safety, basic transportation needs. We have distinguished ourselves with our commitment to sustainability of government, access to public information resources (reflected in our investment in the library, access to parks and recreation, and access to arts and culture. Most recently we have put that commitment to arts and culture in question by earmarking these areas for the first area of cuts in a tightening budget.
- City sewer, water, trash, recycling. Parks and Recreation classes and events. Downtown Lawrence events.
- Waste taxes on non-vital city services.
- Provide basic services: water, sewer, trash, and public safety.
- The City's Solid Waste Management division is AMAZING! I love them.
- The Rock Chalk Sports Pavilion is a good example of positive city services. The facility is always well-attended and the staff provides a positive atmosphere. The multitude of programs there is interesting and meets the needs of multi-age citizens.
- At lower levels where there are direct dealings with citizens, I have experienced friendly, helpful service.
- I hear consistently from family and friends that City staff who provide direct services to citizens tend to provide above average, timely customer service.
- Rock Chalk a mixed bag, but a lot of people (myself not included) really like it. When I've had a problem with trash collection, they have been very prompt in responding. Impossible to please everyone all the time.
- Parks and programming.
- Stays in touch with the citizens through open meetings and input like this survey. Parks and Rec programs seem to be well done and attended, street maintenance is noticeably better.
- Solid waste! I am thrilled with the curbside recycling, regular trash service, special large-item pickup and yard waste collection. Great job, no complaints, ever. Great job announcing schedules in utility bills enclosures. Composting of city waste and compost and mulch giveaways is awesome. Please never outsource these services. Someday I hope the city will collect food waste (see Minneapolis which has done this for some time). 2. Water is ok (sometimes tastes awfully chlorinated. But the neighborhood southeast of Anderson and Clinton Parkway (e.g. Surrey Drive) has very poor water

pressure; that is unacceptable. 3. Some commissioners respond to my (civil) emails (Herbert, sometimes Soden) (but most do not). 4. In the past the arts have been fairly well supported. Lawrence Arts Center is a treasure, if under used by most of us (possibly because classes are pricey). Arts are important because they enrich lives and bring money into Lawrence through visitors. (Who picks the awful sculptures though? Do better.) 5. Recreation centers are needed and used and I am glad the city is committed to them (but the city does not always do this well, e.g. Lawrence Sports Pavilion, the construction of which was a debacle without adequate plans for funding maintenance). 6. Parks and their playgrounds. I love that some are poison-free. I do wish we had a tiny zoo (other than the pet store) and a merry-go-round. Look at the small zoo in Idaho Falls, Idaho for a model. I think that individuals and businesses would fund most of this if a campaign were launched ("buy an aardvark its feed for a year"). Children and college students do love zoos. Ditch the ridiculous plastic "skating" rink; what a waste of space and money! 7. Snow removal is adequate. 8. The landscaping is beautiful. The flowers downtown are an absolute joy. Christmas lights and the Christmas events are wonderful. 9. Events and celebrations. Fireworks - awesome. Parades - great. Thank you. 10. All in all the city does a good job. I would refuse to live anywhere else in Kansas. Lawrence is better because it's blue, and I hope the city will remember than when right wingers want to chip away at the services our tax dollars pay for. We don't want to be like Topeka or Wichita. It's the governing philosophy that makes Lawrence a better place to live.

- All is pretty good.
- Utilities and services are handled efficiently, and city staff I have dealt with are professional and courteous.
- Where my life intersects the City, most things it does well.
- It is a very expensive city to live in; I was born and raised here but it has become a bedroom city for KU and people that commute to high paying jobs in KC and Topeka.
- Fire, police, ambulance, snow removal.
- Friendly and willing to help staff.
- Water, waste, streets, recreation, parks.
- City does core services well.
- Trash and streets (including snow/ice removal, pothole repair, etc.). I wish the city would take over more services: electric, gas, and broadband.
- The City isn't completely beholden to the developers anymore, but only time will tell how long that lasts. We need to help the people at the bottom more that we do. I like the biking initiatives, but we have a long way to go before using a bike in Lawrence is a viable alternative to a car.
- The city does well at provision of basic services and maintenance of infrastructure. Sometimes the city commission gets in the way of that work, however. The decision about rebuilding Kasold Drive is a good example, where the city employees highly trained, professional staff to engage in a planning process (including extensive community engagement) and then the commission rejects the recommendations of their subject matter experts on no grounds other than personal preference and "community input" gathered without the use of sound, evidence-based methods.
- It handles major events that happen with style and courtesy. It recognizes diverse neighborhoods, although I think North Lawrence is sorely neglected.
- Customer service is a plus!
- The city interacts reasonably well, but seems to turn a cold shoulder to businesses, both existing & prospects considering an investment in our community.
- You are seeking public input, claiming priorities for the public good, especially the children, families and individuals who suffer. Our recycling program is exemplary and cost effective.
- The city listens, if the outcry is sustained and widespread enough.
- Going green. The sanitation department is great. The recycling is great.

- We are very good at giving all Lawrence residents the opportunity to participate in the development of the city of Lawrence.
- Downtown events. We need to all realize these have an element of arts and culture.
- Most everything, except the streets are falling back into disrepair. This isn't a fault of public works, but seems to be a reduction of funding to fund other issues.
- Provides outstanding public safety/first responder services for myself and my family. Consistently provides quality utility and public works service.
- This is hit and miss. There are times that the City Commission does not act on issues that have been presented to them after enormous staff and community time and input. Putting off decisions is not efficient. Having a clear path is important.

**Where do you see opportunities to apply new, relevant best practices to City service delivery?**

- Infrastructure decisions – who is responsible for sidewalks?
- Get rid of Brownback! Less conservation of regressive taxes.
- Are there alternative methods of taxes besides sales and property?
- Reinvigorate human relations department that could address issues such as race discrimination experienced in trying to obtain housing or in accessing other services.
- Create equitable recreation space and centers in all parts of City.
- Equitable resources for schools in all parts of City.
- Support arts and design for safety and recreation in East Lawrence and beyond.
- Utilities, paying bills online is horrible. Parks & Rec online is horrible.
- The technology for interacting with city service delivery is a dinosaur. Hard if not impossible to interact with the city online. Everything comes back to paper. The City provides services for building permits, water, trash, planning, etc. and should be able to interact with customers without it being an in-person trip to the city to do so. I should be able to pay my bills or take out a permit online. It would be ideal if the city had the technology to allow me to have an account that would let me take a building permit, add or change water service, make comments on commission items, all with one login. Amazon knows who I am when I login why not the city.
- I think if we collaborate more on much of the internal workings of the city we can free up more resources for service delivery. We do not do organizational infrastructure well, we could be much more collaborative. If we reward collaboration and courage we will gain greater service delivery.
- more use of online.
- Two areas are concerning: 1) decisions don't seem to be made with enough environmental awareness, and 2) zoning is too lax to maintain the character of the city which is a huge part of the appeal of living here. For example, I was shocked when I moved here to see a widespread lack of public recycling downtown. And the Riverfront Mall...huh??\*Choice\* downtown waterfront and opportunity to connect the community with the river and educate people about nature, yet it's taken up by a parking garage and what appears to be a vastly under-utilized building, with btw, far too much hardscape. I shudder to contemplate all the chemicals and oil running off into the river from that thing. So many communities would \*kill\* to have a downtown situated on a river! Huge missed opportunity there to nurture environmental connections and strengthen local economy. I realize hindsight is 20/20 but that whole project reeks of "backroom deal" to me, making me lose trust in local government to represent community interests and "do the right thing". RE zoning, I was shocked when I moved here to see a) what historic, place-making buildings were allowed to be torn down and b) such a significant lack of design guidelines for new construction in residential neighborhoods. It feels insulting to see the absolute crap that's been allowed to be constructed, especially as rental housing. Zero regard appears to have been given to preserving neighborhood character and improving quality of life/fostering a stronger sense of community by using the built environment as a tool. Please make

developers comply with some basic design guidelines, for goodness sake! Maintain consistent setbacks, intelligent parking strategies, require landscaping, and require front porches and facade treatments to keep buildings to scale so they don't horribly detract from the surrounding street. If I see one more rectangular box rental duplex with side entrances and a few punched-out squares for "windows" in my valuable, historic neighborhood...OK, end of rant.

- The City should takeover sidewalks as infrastructure.
- I am still a believer that a private company can provide trash and recycling far more affordably than the city does. There is not a profit motive in the city, so cost control is not something important to the departments.
- Stop trying to follow other alleged best practices.
- Must be careful as evaluate new services, that the City is not eliminating support for existing services that are critical to maintaining our "unmistakable" essence.
- n/a
- Figure out a way to share costs with homeowners to fix sidewalks. Surely there are models for this.
- The transparency has taken a hit lately and the current City Council is suffering from the mistakes during Rock Chalk Park. Transparency needs to be an overt priority until trust is regained.
- Parks and Rec needs to be more users friendly at its facilities and pick up trash in the parks.
- Making art and creativity central to the Strategic Plan of the City of Lawrence. Building neighborhood cohesion by participating in or receiving feedback from neighborhood association meetings.
- We should consider further consolidation of government between the City of Lawrence, Douglas County and other surrounding communities. We should engage the private sector, church and NGOs in a more collaborative way as partners rather than just service providers or users. We should fully understand and implement best practices for serving our citizens with mental and emotional issues rather than pushing them into our jails when they derail. Organizations like Lawrence Arts Center and Library should be viewed as tools to address many of our social justice concerns. They exist as much more than just ends in themselves.
- Best practices should include complete street concepts when improving city infrastructure.
- Focus on citizen safety and vital infrastructure care and maintenance.
- I think the basic services mentioned above are done very well. In looking for opportunities for new best practices it would be in the area of infrastructure (roads, sidewalks and buildings).
- I would like to see artists and designed engaged in City planning and City services.
- We used to have to good trash collection services. Now I hear constant complaints about its effectiveness. The shift to recycling services has meant confusion over what can and can't be included in residential trash; where to take items that can't be included--if residents can drive there; items left on the curb with nasty notes attached; blowing trash from overturned containers by residents that don't have room in their garages or homes for the large receptacles; and trash receptacles crowding narrow streets to block traffic flow. The current attitude from city services to citizens is a threatening one instead of a "good citizen" collaborative one. Now we're going to have "sidewalk" surveys done by the city with possible fines or forced sidewalk replacements--not very friendly.
- I think the City could be more deliberate in dispersing information regarding project proposals, budgeting, established routine procedures, new programs or services, or governing processes in general. The City website and Flame newsletter are helpful, but I think a targeted, more visible communications/PR approach could be helpful (A dedicated liaison? Multiple media platforms?) I understand that it is the responsibility of a citizen to be informed and engaged in their community's governance, but I think there would be great value in any sort of program or effort to increase citizen involvement in decision-making processes or create increased awareness of standard city practices or procedures.
- Make sure that programs to improve the city do not result in undue burden on community members.



- Not sure.
- Are City and Planning Commission meeting online? If so please publicize them more. Are they announced in the newspaper? They should be announced in the daily newspaper every time there is a meeting, on that day, along with how to sign up for city emails. 2. Realize the city works for the citizens, not for businesses. Stop doing every ridiculous thing developers want. Profiteers are ruining the city with ugly and unneeded development.
- I think the City should re-trench and re-align its long-term objectives in view of meeting the challenges of climate change--probably facing severe drought and food shortages in my lifetime. City should start helping people become energy independent, secure a safe and abundant supply of water, encourage local food growing/sourcing, management of water.
- The city needs a comprehensive plan for infrastructure repair and long-term maintenance.
- New technology, infrastructure.
- Find a new, equitable method to fund sidewalk maintenance.
- Better marketing and awareness of what the City already provides. Capturing the imagination of citizens. Being inspirational visionary leaders for our community.
- Parks. Lawrence does not value the beauty of the countryside around it. It's not necessary to "develop" a park. Being out in nature on a simple mowed path is so much better than walking in a lighted, citi-fied park. We need open places where we can look across expanses of grass and trees.
- 6th street sidewalks don't have the snow removed when it snows. (Enforce the rules on snow removal.) Sales taxes are too high. ALL bus stops need shelters. We need less people in DG Co. jail and more people in substance abuse programs and mental health facilities.
- Ensure resources are made available for professional development of city staff and leaders so they can continue to learn about emerging, evidence-based practices in community development.
- Provide shuttles to local events so that parking is not an issue. Limit the bar scene downtown. Put benches on sidewalks for tired walkers.
- A complete visitor Guide dedicated to Lawrence & the outdoor activities!
- Timely responses to questions & concerns should be a priority for all departments.
- Cannot understand wasting money on treating trees with Ash borer disease. Why not turn those trees into benches at the bus stops? Last time I took a bus I could have literally walked backwards faster. Do away with boulevards, big waste of money to hire people to trim the grass. The road maintenance crews you hire admit the cheap materials we buy keep them busy with repairs and are very wasteful.
- Fund the affordable housing trust fund and avoid using existing money in the fund to pay for operations and new studies/reports.
- Street repair and putting sidewalks where there isn't any. Stop putting in round-a-bouts until there are sidewalks where school children and adults walk - i.e. 300 - 500 blocks of Kasold, + other areas
- All City of Lawrence associates need to be open to reviewing opportunities that advance the lifestyle of all residents.
- Listen.
- The city is de-centralized to a fault. There is no main campus by which to conduct general governmental services.
- Development of a One Stop Shop can provide much better customer service to citizens involved in development projects. This improvement would make it easier for individuals to access the correct staff members and be more efficient for staff members to coordinate.

## Safe, Healthy and Welcoming Neighborhoods

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

### What makes a neighborhood safe, healthy, and welcoming?

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- Affordable housing.
- Economically diverse.
- Walk and bike friendly.
- Wheelchair friendly.
- Neighborhood associations.
- Neighborhood events.
- Policies to stabilize affordable housing costs.
- Neighborhood schools – don't close them just because numbers decrease – they usually increase again.
- When neighbors know each other and have confidence in the police.
- Ensure that high-density rental areas are well-maintained, clean and safe.
- Improve/increase street lighting so streets are safe for walking (Oread, Barker).
- Enforced codes for building and parking in high-density areas and not making concessions.
- Built environment that promotes safe physical activity.
- Sidewalk solutions that everyone can agree on.
- Clean air/Clean water.
- Parks and green spaces really do matter.
- Traffic calming strategies (e.g., crosswalks).
- Affordable housing.
- Welcoming:
  - Traditional neighborhood design
  - Alleys: parking in back
  - Gridded streets
- Adequate police presence, not just a new police station. I'd rather see more cops on the streets than a shiny new building. Well maintained city grass-ways, maintained traffic signals, and OCCUPANCY in the multi-family structures.
- Clean yards, trees and landscaping kept avoiding overgrown plants that could be used for burglars or other bad people to hide. Well-kept houses. Circle drives instead of dead end streets. Nice sidewalks and curbs.
- There should be safe, repaired sidewalks, adequate parking and litter free and vermin free living spaces. Green spaces with gardens and plantings would welcome a person to the neighborhood. People with disabilities would be able to walk without being intimidated. There needs to be adequate street lighting at night. People of different types would be able to work and play side by side.
- Quick response times to emergency situations, streets in good repair that are easily walkable and drivable. Parks and green space that is well manicured and neat. Trash not visible.
- No pesticides used, green practices, neighborhood watch and awareness.
- Cohesive neighborhood built-environment fabric. Good lighting. Repaired, accessible-to-all sidewalks. Public spaces. Access to nature. Trails.

- Residents who are committed to the neighborhood and invest in the neighborhood make it safe and welcoming. Residents will not invest if the City allows developers to overbuild which cannibalizes demand from the older neighborhoods. With too little demand in the older neighborhoods, investment value diminishes, owners are reluctant to invest in necessary improvements to their homes, and some families leave for newer neighborhoods that they perceive offer better investment returns.
- Enforcement of code. There are too many houses with peeling paint, overgrown lawns, in-home daycares, junk in the lawn, and other issues that turn decent neighborhoods into ghettos.
- Protecting neighborhoods from cut through traffic with planning and retrofitting. Protecting neighborhoods from encroachment. Infill development should be sensitive to the impact on abutting neighborhoods and surrounding areas.
- Lack of crime, lighting, places to walk (sidewalks) and well maintained properties.
- City can lead by example. Partner with nonprofit organization (art center), community group (neighborhood watch) as well as medical community to implement education and sharing information
- Freedom.
- Safe, accessible, well-lit sidewalks. Bus access.
- Allowing individual homeowners in neighborhoods to make improvements to their homes; and not worrying about gentrification. When everyone feels better about the safe, healthy and welcoming nature of their home and neighborhood, everyone benefits. The flowers beds in all the neighborhood parks and downtown are an artistic amenity we may take for granted. But think what Lawrence would be like if we didn't have art. School playgrounds, safe routes to schools, bike paths, trails, all contribute to the community feeling good about where they live.
- A sense of community. Knowing your neighbors. As a parent of 3 kids knowing there are not any child predators in the area. Providing a safe environment for kids to gather to keep them out of trouble. A bigger community building on the east side of Lawrence particularly in the Haskell Ave & 19th street area. There are lower income residents in the area but the only community building could be bigger to accommodate more kids who may not be able to travel to the community center on the west side of town.
- Green space is important.
- Walkable sidewalks, lit pathways.
- People out and about, people of all ages present, destinations to walk to, streets that connect to other streets for walking and biking (not cul-de-sacs).
- Mostly neighbors dedicated to making the neighborhood this way. As for the city, a responsive police force and basic maintenance.
- Homes is good repair, sidewalks that are in good shape on both sides of the street.
- Being clean, well maintained, with natural spaces for exercising. Don't put a playground in every natural space, as seems to have been the trend in the past. For example, they put a playground next to the natural walking trail we use about 2 years ago. We've walked that trail morning, noon, and evening, and have yet to see anybody use that playground. Wasted tax money and an eye sore in an otherwise natural looking space.
- Cops.
- Good roads, good lighting and good sidewalks. A sense that neighborhoods matter to the City and City Commission. Addressing needs specific to each neighborhood as developed by neighborhood associations. Encouraging people to write the City staff a City Commissioners about neighborhood concerns.
- People and the way they interact are what makes a neighborhood safe, healthy and welcoming. Our local community leaders set the standard for how we should treat each other. Obvious investments in infrastructure are critical too: transportation systems, health care systems, police and fire

protection access. Good zoning that keeps dangerous activities separate from residential neighborhoods is important too. Finally, we don't judge you because of your differences, but welcome your different perspective. Freedom is pretty deeply baked into the social and institutional fabric of Lawrence.

- Functional and safe sidewalks on both sides of the street. Minimal traffic traveling at slow speeds. Off-street parking or at least resident-only parking. Parks within walking distance. Mixed income. Variety of housing stock.
- Citizen safety and vital infrastructure care and maintenance.
- Start with streets and sidewalks that aren't crumbling.
- A livable environment that makes it easy for all kinds of people (including those with mobility disabilities) to move throughout the City and engage in civic projects. The East Ninth project would help the City take huge strides towards these goals.
- The walking trails throughout Lawrence, its good hospital and medical services, Rock Chalk, and the public library's many programs are all positive factors.
- Safe - adequate street lighting, usable sidewalks (and roads) for people of varying abilities, routine police presence (neighborhood officer/regular beat); Healthy - reasonable access to basic needs (grocery stores), safe and accessible utilities services (internet), recreational opportunities; Welcoming - proud tenants/homeowners, robust neighborhood associations/organizations, walk-ability or ease of connectivity to other areas of the city.
- Again, I'm in minority about the traffic calmers, unattractive and not maintained. Speed humps and stop signs, gee the old-fashioned solutions. And special pet peeve, sidewalks are a city responsibility (I know, state laws), everyone uses them or we claim we want everyone to walk/exercise. Then make whole city a benefit district.
- Community members that know each other and feel comfortable reaching out to new members. Trust.
- Good street lighting, good sidewalks, lack of abandoned or empty properties, neighbor interactions
- The buildings are not dilapidated. 2. The residents are not wallowing in poverty. 3. There are community areas like parks. 4. The residents welcome diversity among them. 5. Positive kinds of businesses nearby. 6. Police presence visible - not too much or too little. Love police on bicycles.
- Enforce the laws that are already on the books.
- Friendly neighbors who don't try to dictate how others live. Trees and urban wildlife. Lack of billboards or other advertising.
- Well-maintained infrastructure (streets, sidewalks, lighting), houses that are well maintained, opportunities to communicate with neighbors both informally and in organized settings. Green spaces. Controlled traffic.
- Walk-ability to local neighborhood sources of food and other goods or services.
- Homeowners taking responsibility to keep up their homes to keep value high.
- Well-maintained houses and yards, streets that are well-kept, adequate lighting, good sidewalks.
- confidence that work, home and person will be free from crime, access to quality health services, strong support for inclusion.
- One asset of a healthy neighborhood is a street and sidewalk system that invites all travelers, not just cars. Walking and biking should be encouraged and safe streets and sidewalks are critical.
- Decent sidewalks and streets, good lighting, decently maintained homes, access to food and drink (grocery and restaurants), people who know and relate to each other.
- Better food access needed especially in N Lawrence. more responsive code enforcement.
- Trees. There's nothing more relaxing and lovely on a summer day than walking along streets that are bordered by trees. Porches that allow neighbors to sit and chat or wave to each other. The city needs

to take on the responsibility for sidewalk repair. Maybe take away a developer incentive and do something for the people for a change.

- Slow traffic and people that know how to drive. Snow removed from sidewalks.
- Walkable, green, areas near key amenities (recreation, grocery and other stores, schools, etc.).
- Lawrence needs a grocery store in downtown, and in North Lawrence. Sidewalks in East Lawrence, Oread, and Old West Lawrence need attention. Crosswalks should be added. Reinforce neighborhood associations and have a contact list so that residents of a particular neighborhood can be alerted when something is being considered that directly affects them.
- Adequate lighting & patrolling should provide a safe environment for citizens to feel comfortable walking & enjoying all neighborhoods, but unfortunately this is not always the case.
- We definitely have a money side of town (west) and less supported sides (east and north). Most of all the schools in east and north Lawrence need greater support.
- Good lighting, properly maintained sidewalks, walkability, and diversity of residents.
- Inclusion, instead of exclusion. A diverse population, and neighborhood associations and programs which give people the means and method of offering and receiving support while fostering a sense of belonging and community.
- Street lights for starters. Lawrence does a great job with street cleaners cleaning the streets - and the drivers are always courteous. For the most part Lawrence is a clean city, but there are still a few areas that need to have a way to diffuse congregating drunks or have marked areas so one is aware not to drive into those areas at dusk or at night time.
- A safe, healthy and welcoming neighborhood is accomplished by the city making all services available to all residents and the residents ensure that they participate in city governance by voting and ensuring that they maintain a residence that is of a standard of all neighbors.
- Arts & Culture.
- Neighborhood names, annual meetings and outreach, good infrastructure, well-defined boundaries, social networking opportunities, neighborhood schools to rally around, etc.
- Fully funded, adequately equipped police department to include a purpose-built facility.
- Pedestrian facilities, lighting levels, safe streets, character defining features, consistent maintenance of structures, street trees, access to open space and nearby mixed use/activity areas where neighbors can gather.

**How can neighborhood design be improved to ensure all our residents have access to services that meet their basic needs?**

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- Public transportation to get to services.
- Safe sidewalks to get to transportation or events.
- Covered bus stops.
- Access to neighborhood grocery stores.
- Safer speed limits in neighborhoods.
- Revise subdivision zoning regulations to ensure easy, efficient bike/ped access to schools, retail centers, churches, etc.
- Ensure that all neighborhoods have access to buses, retail centers, grocery stores, churches, schools, laundromats, etc.
- Codify renovation to ensure that economic diversity is maintained.
- Provide access to grocery store to East Lawrence and North Lawrence residents.
- Expand/enhance community gardens.
- In City, green spaces plant functional trees (i.e., fruit trees over traditional elm/maple/ash, etc.) – food forests.
- Equity on providing and maintaining public parks around the town.

- Connect the City for pedestrians and bicycles, complete streets.
- STOP BUILDING LARGE APARTMENT COMPLEXES. The City currently has an overabundance of multi-family dwellings, and has a very low occupancy rate. New multi-family dwelling projects need to be STOPPED until a study on occupancy percentages can be done.
- Don't allow parking on narrow roads. Maintenance on sidewalks and curbs.
- Continue with your surveys, have better Internet access. Some of us live in Internet black holes. This leads to unnecessary isolation. Also show tolerance toward those individuals that are not comfortable with online options. Safe, affordable housing is a must for integrated neighborhoods.
- Most neighborhoods meet basic needs I think. Some areas need better lighting at night, some need sidewalks but overall the entire community is welcoming.
- ?
- Green infrastructure as organizing principal and to create accessible, non-car transportation. See above rant about sticking to good, New Urbanist design guidelines. (Previous answer: Green infrastructure as organizing principal and to create accessible, non-car transportation. See above rant about sticking to good, New Urbanist design guidelines.)
- Design is not the issue. Maintaining stable investment value and owner-occupancy is the issue.
- Allow neighborhood commercial within walking distance. Neighborhoods should have influence over neighborhood commercial zones. Otherwise, "neighborhood commercial" is a useless designation.
- No idea.
- Improve access to information. Spend money on marketing.
- Access to arts.
- This is not your responsibility. I need a pool. Build me one.
- City should maintain sidewalks.
- At one time LAN was active and I felt it provided a voice for unique neighborhoods.
- Speaking as an east Lawrence resident, there could be better business development east of Mass. St. Less bail bonds and liquor stores. More banks, better quality of restaurants. There is missed opportunity in it taking advantage of the fairgrounds, in providing business for the fairground goers to frequent. Actual bus benches. More parks. Possibly a tennis court.
- More walking trails, more bike trails, more green space, community gardens, native plant areas.
- Walkable sidewalks, lit pathways, more bike routes.
- Commit to pushing for mixed-use neighborhoods and mixed-home sizes/values in new developments; stop building senior developments that aren't connected to surrounding neighborhoods (seriously, make the sidewalks and roads connect through so seniors and neighbors have a chance to meet while walking). Everything that people love about east Lawrence, Barker, Centennial areas isn't allowed to be built now due to zoning restrictions. But to adopt this will require major education from the City to residents to indicate how denser neighborhoods mean more property tax base so help keep mil levy reasonable; how walking and meeting neighbors helps older people avoid social isolation; how attracting and keeping young people and families means having sidewalks for millennials who don't want to drive. Basically, embrace being Lawrence and stop competing with Johnson County and Topeka housing. Do our own thing.
- This feels like a civil engineering question, and one I'm not qualified to answer.
- We need to move toward a more walk-able community. Citizens should be able to meet their basic daily needs within a mile or so of their home.
- Thru streets, not cul-de-sacs. Will help those of us who try to get out and walk every day.
- No food deserts. Uber/Lyft for those in need. Saves \$

- Neighborhood grocery and liquor stores, good/sidewalks on both sides of a street, streets in good repair, rental inspections with follow-up on property problems, police attention to neighborhood noise, parties, drug dealing bike paths.
- Maintain high and consistent standards for access and quality of law enforcement, fire protection, roads, sidewalks and public spaces. Access to neighborhood schools is also critical but falls more within the USD domain.
- Sidewalks on both sides of the street, reduced setbacks (more compact design), off-street parking or central parking. Bus access. Parks and schools centrally located within walking distance. Allow some small commercial development like neighborhood groceries or non-intrusive businesses like music studios, art studios, and small offices.
- Citizen safety and vital infrastructure care and maintenance.
- This is a tough issue. I'm not sure that government solutions are the answer. "Food deserts" exist because grocery stores have made a financial decision not to locate in a given area. Other than incentives, what can the city do? Force them? That may result in less choice for the entire city, as grocers look for more business-friendly communities to locate in. Same with affordable housing.
- Projects like East Ninth Street use innovative and creative planning and design to create healthy livable spaces that are accessible to all.
- I think mental health and police services need to be improved. We have too many suicide threats, physical attacks, and an increase of armed robberies in Lawrence. City leaders need to continue pressuring the Kansas legislature to modify its concealed carry law and public buildings.
- Continue to enforce existing codes and standards, especially with regard to rental properties. Address apparent inadequacies when possible; ensure existing zoning or codes do not limit the ability to implement additional services in an under-served area. Encourage in-fill development. Increase emphasis on smaller, neighborhood stores, rather than commercial districts.
- Transportation, buses, I don't use. But seems to me a lot of stops so accessible. I guess schedules aren't as often as people would like no surprise there.
- Increased public transportation, public access internet.
- Stop building ugly neighborhoods full of identical duplexes. Stop building tall apartment buildings downtown. Improve existing neighborhoods. Encourage building of small homes instead, or neighborhoods that have homes mixed with duplexes. The monoculture in the neighborhoods is ugly. Do something about the monopoly on rents and the out of control rent prices. No matter how many empty apartments are created by new construction, rents still go up. Developers have already ruined this town. Like locusts they swoop in, make their profit, and leave behind ugly neighborhoods, shoddily built homes, and hideous yards (they literally scrape off and sell the topsoil, then lay down sod, so one cannot even grow a tree or a flower in the clay they left behind or dumped out of a basement hole).
- Fix the sidewalks so walking is not dangerous. Repair the streets, esp. in East Lawrence. Too much money is spent on hiking trails, etc. instead of the maintenance of public infrastructure already in place.
- Always include sidewalks and stop signs.
- Some decentralization is probably needed as the city grows, although keeping a central focus for city offices, the library, and other services is also needed for efficient functioning. The public transportation system needs to be responsive to where people live and where they most need to go -- which includes access to city facilities, not just shopping and dining.
- Sidewalks replaced or installed. Should have a monthly neighborhood cleanup day where the streets, gutters and stormwater drains are cleared of leaves etc. by the residents and have a special pickup of the debris collected. Schools should have weekly cleanup of facilities by the students. Spent how many millions on Lawrence High School--but the facilities are not cleaned or cared for properly. I walk the

grounds every weekend; amazed at the trash and debris lying around for weeks, the simple exterior maintenance which should be done but isn't. The City doesn't control the schools, but this problem is emblematic of City facilities also.

- DO NOT put more money into ventures like Rock Chalk that is so far out and in a wealthy area of town. Put more into the places that already exist. Holcom has tons of room for a walk track to go to and get to know neighbors etc.
- Don't neglect maintenance and improvement in older neighborhoods as you develop newer neighborhoods.
- Avoid cul-de-sac neighborhoods that discourage destination (as opposed to recreational) walking and biking. Return to walkable neighborhoods built on grids.
- Figuring out higher density without increased rents. It seems that when a city core gains density, it gets more expensive. That's why people move further out. How do you get that density and make it feel affordable to middle class residents?
- Stop with the cul-de-sacs already!!
- Lower taxes. Stop expansion. Help local small businesses and I don't just mean Free State and the other few that don't need help. Everyone shops at national chains and eats at national chain restaurants. The city could do a lot to change that.
- Avoid ongoing suburban sprawl that is not sustainable. Create more density. Promote housing in the "urban core" for all socioeconomic levels (not just subsidized and high-end housing).
- New neighborhoods should have alleys.
- Sidewalk maintenance needs to be addressed at the city level. Expecting individual homeowners to make repairs that they likely did not because is unrealistic. At a minimum, a low interest loan program should be made available to those unable to pay for required repairs.
- Stop pushing retail and jobs out to the edges of the city where they are served by once-per-hour busses that arrive five minutes after the top of the hour so all the workers are late for their shifts. If these things were clustered near neighborhoods instead of on the periphery of the community, they would be more accessible. Also, the bus system could be overhauled to provide the same level of convenience to permanent residents as it does for KU students and staff.
- Neighborhoods should have parks, wheelchair accessible sidewalks, and they should have shops or grocers within walking distance.
- Not sure.
- The city should ensure that sidewalks and roads are maintained in all neighborhoods.
- New roads that include arts and culture.
- Integrate more neighborhood scale commercial areas into the fabric of existing and planned neighborhoods. Support transit and mixed use developments that offer options to work and live in same area.
- Permit small-scale commercial uses within walking distance. Continue to fill sidewalk gaps.

#### **What could the City do to celebrate the diverse and unique features of our neighborhoods?**

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- Diverse downtown neighborhood.
- Signage or destination of neighborhoods indicating the neighborhood and key historic or other unique features.
- Finish completion of trails that loop around city.
- Encourage neighborhoods to promote their special events on Explore Lawrence website.
- Neighborhood pot lucks, street parties, and other events to promote and celebrate neighborhoods
- Public landmarks identified and emphasized and named neighborhoods that reflect those special features, ex, LaYarda.
- Integrate more local/small businesses within neighborhoods – less sprawl.



- Mixed-use zoning.
- Burroughs trail signage to celebrate historical significance.
  - Could showcase other neighborhoods to spotlight history of their spaces
  - Lawrence loop trail – info re: each section, nature, history, etc.
- Feature landmark sites from various neighborhoods.
- Bus Stops that are designed by/with a neighborhood's flavor in mind.
- There are many people in the neighborhood who have a great sense and knowledge of history of the housing and neighborhood set up. It is fascinating to listen to their input about happenings changes in the neighborhood. Even new residents have valuable input regarding the neighborhood.
- Probably recognize neighborhoods. Neighborhood centered celebrations. Sometimes even naming them would bring a neighborhood together.
- Hold neighborhood meetings in the neighborhood so community knows you see them.
- See above rant-I think that's the main thing putting these neighborhoods in real jeopardy of being homogenized. Initiatives like the East Ninth project, when approached with thought-full design by long-term-thinking, "neighborhood-first" consultants and a lot of community outreach and involvement up front, can also help celebrate neighborhood diversity and help keep neighborhoods vibrant and diverse. They can also help foster equitable transportation systems, bring people together for stronger communities and better public health, and promote environmental remediation and education.
- Growth management. Keep the pace of growth of homes, offices, and retail space in line with the growth in demand for that space. Adding too much space does not help, it hurts.
- Neighborhoods should have some say in planning, traffic patterns, and other decisions. They should be able to plan their own parks and name them.
- Whether than celebrate, it seems to me that all should be recognized as important to the city. In the recent past, there has been heated debate about investment on the west side of town and the east side of town. We are all Lawrencians, and no neighborhood deserves more services and investment than another.
- Invest in better cityscape. Engage artists, architects and local businesses.
- Support the arts.
- Give them the freedom to build and develop.
- Art, art, art!
- Increased retail and professional development in East Lawrence certainly is highlighting local artists and professionals who are opening their business and investing in that neighborhood. Important to keep downtown vibrant, to bring people downtown since so much growth to the west. Individual neighborhoods are anchored by elementary and middle schools. Collaboration between school board and city and highlight some of that diversity.
- More murals and art from the local artists that reflect the diverse community. Especially East of Massachusetts St.
- Integrate art.
- Great question, but not one I have any answer to.
- I would like to see more support for the need of new residents in the downtown and Warehouse Arts areas, such as facilitating a new grocery store and progress on the 9th Street Corridor arts plan.
- Encourage in-fill development rather than expanding city limits.
- Provide equal services and otherwise leave them alone.
- Have a porch festival like KC does.
- Encourage Xmas light competitions among neighborhoods, outdoor neighborhood gatherings and neighborhood association gatherings on streets blocked for one afternoon/evening, good lighting, parking, and sidewalks.

- Interesting question. I don't know that the city needs to be celebrating features of our neighborhoods. More likely, the City needs to make sure that all neighborhoods have a chance to flourish. The suggested Vision Statement for the City spoke of being a Vibrant City. A vibrant city needs vibrant neighborhoods. Most neighborhoods are in a perpetual state of waxing or waning. Without a consistent influx of public and private resources they start to decline. We should allow our neighborhoods to embrace all of their unique and diverse features without the City screwing them up. But that doesn't mean allowing a neighborhood to decline because some residents want things to stay the way they are or return to the way they used to be. A vibrant neighborhood should welcome new entrants, whether they are residents, services or appropriate centers of economic activity.
- Make sure that neighborhoods are treated equitably in the services and protection (incompatible development) they receive.
- Focus on the vital services: citizen safety and vital infrastructure care and maintenance.
- Step one would be to have a commission that actually represents those neighborhoods!
- Project like East Ninth Street highlight unique elements of our City's physical infrastructure while refreshing it for the needs of our current community and the future.
- The city can finance innovative and creative ideas and programs. How about more money to the Old-Fashioned Christmas Parade or the Arts Center and less public finance to apartment builders? The city can encourage more single family housing--that promotes neighborhoods; apartment living less so. The city can do more to bring jobs to Lawrence so we have more middle class working citizens in Lawrence instead of KC or Topeka.
- Encourage organization of and seek input from neighborhood associations/organizations. Review proposed development plans for conformity with existing/historical neighborhood character.
- Work directly with each neighborhood to determine values and goals, a blanket approach is not going to support the uniqueness of different neighborhoods.
- More public art and cultural events located in neighborhoods. For example - A Langston Hughes event near his home, an athletic event in western Lawrence, a farmers market on southern Iowa.
- Do all the neighborhoods have names? Name them! Encourage neighborhood associations with both business and social purposes. Encourage them to make a neighborhood logo. Encourage block parties. Encourage neighborhood cleanup parties. Encourage neighbors to help each other spiff up their homes and care for yards and remove snow. The newspaper can help here.
- Upgrade the neighborhoods that have less to offer than others. I do not mean the 9th street art project.
- As a resident in an older neighborhood (Barker), I don't want to be celebrated as much as I want to be treated the same as a new neighborhood: street repair, lighting, sidewalks, and traffic calming are very important to us here, as is an awareness of the diversity of our population and its needs.
- This is strange question. Cities "celebrate" sport victories... Shouldn't question be how can the City protect diverse and unique neighborhoods? One critical way is for Lawrence to be more mindful of costs vs. benefits--property tax is getting out of control. Stop spending on non-core functions. Stop building unnecessary facilities which have a lifetime cost of maintenance. Stop agreeing to sprawl and giving tax breaks/incentives to development.
- Make sure that city-owned aspects of all neighborhoods are well-maintained. Don't let older neighborhoods become ghettos. Enforce building codes, parking, and residence codes, especially in student areas.
- Integrate Haskell in to the community more.
- It's all about marketing and showcasing. Be clear and demonstrative and inclusive about highlighting the unique nature of different pockets of our community.
- Support the local neighborhood organizations. celebrate and promote local history.

- Stop ruining them with projects like East 9th and that horrible Del 9 lofts that just dropped down out of the sky and changed the entire feel of the area from unique to "that will look like c\*\*\* after a few years." The Pohler loft and cider gallery were a wonderful addition. Del 9...I have no idea how that got past anyone. And now they want to build 2 more.
- Install bus shelters in black neighborhoods.
- Promote development of more neighborhood associations and provide additional fiscal support for their operation. Create synergy with transportation, parks, arts etc. so that we create attractive, welcoming public spaces that celebrate our history and diversity.
- Feature one neighborhood at each City Commission meeting. Give 15 minutes to the geography and history and landmarks of each neighborhood, and when you have cycled through all of them, repeat it.
- I don't think we need to "celebrate" diverse neighborhoods- just recognize and encourage them.
- Acknowledge that bias is a problem in our community. And embrace discussions about how we can grow through it. Also, continued strategic investment in the arts as an engine of diversity is important.
- Educate neighborhoods on what people in the community are doing to offer them comfort, convenience, and supportive services.
- Certain neighborhoods appear to already be celebrated. I drive down Conn. St. frequently - recently, due to traffic I took a street east of Connecticut St. OMG - I couldn't believe it, so I went down several of the streets. These streets are close to the 'Arts' district and have a grade school. The streets are a mess, pot holes, no pavement, etc. just a disgrace. (And in far west Lawrence, it appears the city is putting in neighborhood round-a-bouts. So unfair) What if out-of-towners visiting the Arts district took a wrong turn and broke an axle and couldn't get to one of Compton's tax break hotels? Other ageing neighborhoods are just there, streets needing repair but not as desperate as in East Lawrence.
- Ensure that all neighborhoods receive city services and are maintained to a livable level.
- Include arts and culture.
- Help organize neighborhood cleanup weekends to instill more pride in neighborhoods. Support property maintenance codes and their enforcement.
- Develop walking tours for different neighborhoods. Install wayfinding signs to identify areas. Continue to invest in existing public facilities such as parks or meeting spaces to provide gathering opportunities.

## **Innovative Infrastructure and Asset Management**

The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities, and assets and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.

### **Are there specific infrastructure, facility or asset initiatives that you believe the City needs to invest in?**

- Introduce a downtown trolley or pedicabs as sustainable transportation alternatives.
- Pedestrian and bicycle infrastructure, including sidewalks and trails.
- Should be funded by all residents, rather than by adjacent property owners.
- Complete system of bus stop shelters – Central HUB.
- Additional traffic calming measures, especially complete streets.
- Complete Lawrence Loop bike/ped trail.
- Street maintenance and repair.
- Recycling pick up for downtown businesses.
- Modern meter system for downtown parking.

- Better identification of downtown access from K-10 (like there is from I-70).
- Get rid of the coal plant/phase in clean energy replacement (wind/solar).
- Improve waste systems.
- Implement more complex/alternative composting systems.
  - Allow for “humanure”
  - Support zero-waste City
- Food protection for the City.
- Water conservation is key (most precious resource).
- Do not invest in Disney-like ventures (e.g., whitewater at Clinton).
- Fiber internet lines, but ONLY from established and proven internet providers. Not some fly-by-night money-sink like anything that has Mike Bosch's name attached to it. The city also needs to develop and invest in some kind of revenue stream (like power or internet) that it can sell to the surrounding area (or KU).
- Older recreation centers need more attention and repairs now that they're older.
- Need to maintain what we have and this should be a priority.
- We just need a better plan for organizing the building and rebuilding of all of the city infrastructure and city facilities. It is still segmented and then fighting over money to implement. The new CIP process is the type of plan we need but it is still in its infancy and needs to mature.
- Bike trails.
- Splash pad for young kids.
- Lawrence Loop as a sustainable, forward-thinking transportation option which can be used as a green infrastructure "backbone" for the whole city. Please look at what San Francisco is doing in this regard now, or what New York did with the High Line, Boulder and its bike trail system. It's happening all over the country, and the world, as people gradually become less dependent on cars and more concerned with public health and community-building.
- Sidewalks.
- The streets! Lawrence streets need a lot of repairs.
- If the city gets involved with another community development project, it should be something other than sports. Lawrence is an educated community. A Pavilion, a science and technology museum,...
- No, but Rock Chalk Park was a home run! We need more assets like that.
- East 9th corridor.
- A reduction in initiatives would be a good investment.
- 9th Street Corridor Project.
- I must mention the public/private partnerships I have been fortunate to participate with the City: the Public Library and the Arts Center. Both entities are open and accessible to the entire community. And, each contributes to the "unmissable" essence we have in Lawrence. However, we are still at a critical juncture in facing some of the social justice issues when it comes to housing and wellbeing for many in our community. As with many things, if we could bring more companies to Lawrence that would pay real estate taxes and provide jobs for those who need them, it would be a win-win in many categories. I don't think it can be resolved without a broader tax base for Lawrence.
- Better community buildings in East Lawrence. Making a shift in city buildings to the use of Solar and wind energy. City buses to run on vegetable oil, or another renewable source of energy.
- More comprehensive biking options, more established green/open spaces that city managed.
- Creative sector.
- That's a fabulous mission statement for infrastructure, but I don't think it's particularly accurate in the present. Absolutely, desperately need sidewalk maintenance that shares costs with homeowners; this sort of accessibility needs to be understood as part of vibrancy and economic development. Same with better bike routes. So much programming for Parks & Rec has been moved to SPL. This is a real

hardship for families on the east side of town. My family has reliable cars and still we don't do things that require us going to SPL for recurring sessions so it must be a big problem for lower income families.

- I believe the City should show progress on the 9th Street Corridor plan that was put forth several months ago.
- Lawrence has improved and is working to improve mixed use recreation paths in the city limits. We need more that actually go somewhere. Let's make sure our cities jewels have safe and relatively convenient paths for citizens to get there by foot or bike.
- Mental health facility -- to alleviate pressure on the emergency room and jail.
- Other than keeping up with potholes, no. It's not government's job to build fancy rec centers, etc. Let the people who use them pay for them. Please just stick to basic, traditional government functions. This in turn keeps property tax down and gives us spending money to use in shops and restaurants.
- STREETS AND SIDEWALKS!! Maintain the interior of the Lawrence Arts Center, continue Park and Rec classes in neighborhood rec centers, GOOD LIGHTING in all neighborhoods, Expand the number of local parks and have a second east side dog park, more trails to walk throughout and around the city
- We need a comprehensive approach to the city's mental health and intersecting law enforcement needs. Any major investment in this area needs to address both fields. Maintenance of existing facilities and buildings should be a priority before expanding our asset base without funding to address current maintenance priorities. The 9th Avenue project should be advanced this year, and make full use of the \$500,000 grant for public art along the street. Voices representing a minority of citizens who have been uncompromising in their opposition to a badly needed street improvement are denying the neighborhood the opportunity to create new jobs, work spaces and affordable housing. Our community is a distinctive Arts community. You can't maintain that identity by doing the same basic improvements that would meet the standard in other communities. We have the opportunity to do something special. We should.
- Complete streets. Sidewalk repair. Bike lanes separated from streets. Green infrastructure. As defined by the EPA, green infrastructure "uses vegetation, soils, and other elements and practices to restore some of the natural processes required to manage water and create healthier urban environments." Green infrastructure also improves the aesthetic qualities of a city.
- Road maintenance.
- Streets and sidewalks are a good place to start! We also need to plan for ways (like the 9th street corridor) to connect downtown more directly with the fast-growing Warehouse Arts district.
- East Ninth Street lighting, new sidewalks, bike lanes, benches, and more.
- Lawrence needs an improved internet delivery system--why don't we have fiber-optic cable in Lawrence? Why do we have so few television services? Why would we want a theme park at Clinton Lake to destroy its natural resources?
- Yes, the Arts Center! More than a decade ago, the city entered into public/private partnership to build an arts center. The city owns the building, but now treats it like a bastard child, totally defunding any support.
- Alternative transportation infrastructure - increased walking/biking paths in and around city, bike lanes in all major roadways, increased public education on alternative transportation options; really anything that helps make alternative modes of transportation more feasible to become primary transportation options.
- Already mentioned sidewalks. Since not everyone has them, I don't feel those who do should foot the bill for everyone.
- Increased public transportation. More fitness facilities in east Lawrence and lower income areas.

- More bike lanes please. There is not an easy way to get to the east part of town from the west part of town and v.v. on a bike. 2. Water pressure is unusably low in some parts of the city, like Surrey Drive area. The water department has no solution.
- Install curbs and gutters in areas that do not have good drainage.
- The bus system needs to be more responsive to where people live and where they need to go, which includes city services and parks as well as access to shopping and dining. It would be nice if there were a top-notch fitness facility like Rock Chalk Park (just the fitness facility, not all of the playing fields) on the east side. Couldn't some of the land in the old Farmland property be used for such a place?
- Sewage and water treatment; water pipes; stormwater management--four of the most obvious infrastructure needs. All of which are now substandard, certainly not adequate for future challenges and apparently not "sexy" enough to warrant attention of govt. The money put into the Rock Chalk Park and any number of other "glitzy" projects would have been much better spent on any one of the four basic infrastructure areas.
- Roads, equality in P&R facilities.
- Better biking and walking paths, not just for recreational use, but for those who wish to bike or walk to work or to shopping areas.
- Facilities that are adequate to house staff (City Hall, police facilities), technology to accommodate better efficiency (energy efficient lighting, heating, cooling), and equipment that provides safe working spaces (scanning equipment if gun carry laws can't be repealed).
- Sidewalks, sidewalks, sidewalks! The city needs to find an equitable way to pay for sidewalk maintenance. The city needs to allocate funds to infill where sidewalks are missing.
- Better internet infrastructure. Why couldn't the City provide internet as a utility like in Chanutte or Chattanooga?
- Need to decide and develop the transportation hub. Too much dithering and no action being taken to move this forward.
- The T would be used more if it were more convenient. Right now, I am 8 minutes away from my work by car; 35 minutes by walking. If I took the T, I would need to walk 1 mile in the opposite direction; take the bus to south of the university; wait 30 minutes for the next bus; and then finally get to downtown. About 65 minutes total. Obviously, I'm not riding the T. At my last job, the T ride would have been over 2 hours while walking the distance was 45 minutes.
- Ticket people who don't remove the snow on the sidewalk like the city code dictates. More bus shelters. Help local businesses and stores. (Do we really need two Walmart's, four Dillon's, and two Hy-Vee's?) More entertainment options for every neighborhood. (Can we get a movie theater on the West side of town? How about anything to do aside from drink or stay home? That seems to describe a lot of young people's weekend plans.)
- The city needs a more robust policy and guidelines that guide street design/reconstruction projects. The city needs to develop a mechanism to replace aging sidewalk infrastructure that does not financially burden the lowest income residents. We need to ensure and develop more green space. Plans for acquisition/protection of natural areas is insufficient.
- Scheduled maintenance is critical. Treat problems before they occur.
- Newer hotels & accommodations! Better roads & streets parking lots need improvement around the area where locals as well as tourists will be walking driving & biking the area! Such as Hollywood theaters!
- The city needs to separate "needs" from "wants." We can't provide everything to everyone without a revenue stream identified & priorities set on community "investments."
- We need to invest in permanent, affordable housing stock. Transitional housing is also a glaring need. The city doesn't seem to want to own or operate these needs but the city should fund them to address the shortage.

- Sidewalks. Every neighborhood should have adequate sidewalks. Also, the humane society has to be supported. I think the city should be commended for their work in that regard.
- A crisis center for people with emotional or mental issues, so that they don't have to resort to going to the hospital, and the city/county doesn't have to resort to spending time and money on incarcerating additional people who could otherwise be assisted.
- Arts and culture.
- Maintain the streets we have at higher levels. Need to invest in downtown parking. Consolidate development-centric departments to serve the customer better. Continue investing in renewable energy change-outs. Need a larger indoor aquatic center to attract meets and grow the sport.
- Sidewalk maintenance as part of the overall transportation system. The City at large should fund maintenance as part of the overall infrastructure system. Continue to support Downtown development to maintain vibrancy and infuse more people living downtown.

### **How could access to sustainable transportation options be improved?**

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- Implement sidewalk infill and repair.
- Fund and build a transit hub.
- Integrate Amtrak station into transportation system.
- Enforce current sidewalk regulations. Get them fixed!
- Bike sharing system.
- Direct access to downtown via public transportation from West and Southwest Lawrence – commuter parking lot and express bus to downtown hub.
- Scrap the current sidewalk regulations – start over. Focus on equity and innovation.
- Consider closing Mass St for “walking mall” like downtown Denver or Boulder.
- “Complete streets” in business-dense areas.
  - Mass St
  - Naismith Blvd
- Improve bike pathways/systems.
  - Bikes as transportation
  - Traffic calming devices
  - Bicycle boulevard
  - City policy (i.e., every road must consider bikers)
  - Enforce traffic safety when bikes/cars sharing lanes
- Help complete Lawrence Loop.
- Subsidize/influence City residents to use City transit systems.
  - “Make it appealing” (wi-fi, nice interiors, lap trays, etc.)
  - Discounts for purchasing bus pass
- Bus Stops need to be improved so they account for inclement weather and handicapped access.
- An integrated strategic plan for all transportation layered on top of each other and integrated with certain points of intersection so one could move from one mode of transportation to another. Now it's seems to be a pile of different plans proposed by different people.
- Light rail between campus and downtown.
- Use the Loop as a connector, with spurs, multi-use trails, bike lanes, buke-sharing stations, and transportation hubs (Depot, Greyhound, public transit, KU shuttles) hanging off it.
- Very little. The City has an admirable public transportation system for a city of this size.
- If you're not going to provide cut outs for the buses, move the stops.
- The T is doing well, but needs to mature. Riders should not have to negotiate large parking lots. There should be sidewalk access to bus stops. Travel times need to be shorter. Bicycle and pedestrian transportation are not safe. Some streets cannot be crossed.

- We are not big enough to need the T. Total waste of tax dollars.
- Start with a transportation department that gives a hoot for cyclists, and not just checking boxes. Another great idea would be to make it possible for businesses to locate and thrive here so that everyone does not have to treat this as a bedroom community.
- 9th Street Corridor project and similar projects when revamping old streets.
- The "t" has provided access to those who need it and although it doesn't always look as if there are a lot of riders, it should be continued and perhaps expanded for those who need it.
- Increasing the frequency route times so there is less of a wait. Providing incentives to take the bus instead of driving.
- More bike paths.
- Better sidewalks and bike paths would count for a lot. The bus hub really does need to be in the center of the city somewhere. Highly inefficient to have downtown.
- See above. (Previous answer: Lawrence has improved and is working to improve mixed use recreation paths in the city limits. We need more that actually go somewhere. Let's make sure our cities jewels have safe and relatively convenient paths for citizens to get there by foot or bike.)
- Continued development of bike lanes.
- Only buy small, fuel efficient vehicles. I see full-size buses with nobody in them all the time.
- Uber/Lyft for those in need to save money and provide better service.
- Start a city-supported Uber or LYFT program and eliminate long bus waits in non-existent bus stop shelters and inefficient bus service.
- Buses are expensive beasts that seem to be lightly used most of the time. Perhaps it is possible to use more comprehensive ridership data to right size our fleet and routes. A working partnership with the university is a must, and more difficult with Johnson County. I've seen bike sharing programs in other cities that looking compelling and they are neighborhood friendly. And I support greater reliance on vehicles that burn natural gas and other more environmentally friendly fuels. As to a possible hub for the bus system, the space offered by the university near Iowa and 23rd street looks very attractive to me. The intersection is a major directional hub with numerous services within a short walk, and there is adequate space without compromising other services (which is a major disadvantage of a downtown location).
- Buses need to be more frequent and schedules and routes need to be posted at all stops. Build bike lanes separated from traffic in key city corridors going north-south (Mass. St., Kasold) and east-west (19th, 15th). Keep up street repair.
- Focus on vital transportation infrastructure care and maintenance.
- Not sure what is meant by sustainable transportation, but the two most sustainable options I can think of are walking and biking. The city has done a tremendous job in building bike lanes and the like. Try taking a walk in either OWL or East Lawrence at night! Sidewalks are a disaster.
- Better sidewalks, better bike lanes, a free downtown trolley run by the City.
- Create centralized transportation hub. Continuously review public transportation routes and ridership for increased effectiveness or improved routes. Increase walk/bike-ability through educational outreach on "share-the-road" responsibilities for motorists and cyclists alike; additional bike lanes and/or off road bike paths through neighborhoods. Incentives for using alternative transportation? - To cut down on traffic congestion and release of greenhouse gases.
- Could we have smaller buses, except on Univ. runs? What I see is never close to half filled. We not a city sorry but want those without cars to be able to get to work and services.
- More bike lanes, paths. Launch a campaign - to get people to ride a bike (or take a bus) one day a week, for example. The bus service is great, keep it.



- The Senior Resources Center needs vehicles, esp. vehicles smaller than the big vans they have now. Not all clients can climb into those big vans.
- Bicycles, motorcycles, and scooters given top driving and parking privileges. Free bike-use program rather than more buses or car lanes. Better handicap access.
- See above. Also, more emphasis on making the streets biker-friendly would help. (Previous answer: The bus system needs to be more responsive to where people live and where they need to go, which includes city services and parks as well as access to shopping and dining. It would be nice if there were a top-notch fitness facility like Rock Chalk Park (just the fitness facility, not all of the playing fields) on the east side. Couldn't some of the land in the old Farmland property be used for such a place?)
- I don't even know what that question means.
- I am not sure the need is great enough to sustain it here.
- Put in bus stop shelters and benches at key bus stops to encourage use.
- Ride sharing and carpooling efforts could be interesting. Is there a way to incentivize something like that? Are there better, smaller, more efficient ways to provide transit that isn't just bus routes? Could the City subsidize Uber or Lyft drivers? Could the gig/sharing economy work to our benefit in a smaller town?
- If you build it, they will come. Maybe try shuttle-style vans for a while and see if ridership improves instead of buying the most expensive buses possible.
- More bus shelters. Remove snow from sidewalks. Stop thinking like car drivers and think like bike riders or people who walk to and from where they want to go.
- Develop a transit hub. City Commission voted against latest recommendation and it is not clear work is being done to develop alternate site. Since actual fare revenue is a small part of transit budget, find a way to have a fare-free system that will create a strong incentive for ridership. We need a core network of east/west and north/south bike and pedestrian corridors to encourage more active transportation.
- Smaller buses that have greater possibilities of being true neighborhood transportation, not just perimeter transportation.
- A Bus route over the Clinton Lake area thru the city of Lawrence!
- I'm not sure what "sustainable transportation" is code word for. Bicycles? Sidewalks?
- Buses need to run after 8pm and on Sundays to meet the need.
- The bus system is designed for KU. Redesign it to serve those with socioeconomic limitations
- Bike lanes on major roadways, especially in West Lawrence and on hilly areas.
- I believe that smaller buses that run more frequently would be more efficient.
- Arts and culture.
- Implement the highest priorities of the recent transit facilities plan that showed how to improve sidewalks and bus stops. Develop complete streets, even against the cries of more conventional street designs, which tend to be lower cost to construct and also transformable into a more traditional street if the design proves inefficient.
- Continue to construct sidewalk gaps; install permanent improvements for bus shelters; increase bus route frequencies.

#### **What natural or historic resources are especially important to you?**

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- Make Kaw River more accessible and bike/walk friendly. The river is an underutilized resource.
- Support downtown Lawrence. Support Clinton Lake as a natural resource.
- Parks and trails, which are also attractive economically to new businesses – maintain what we have and develop more.
- Warehouse arts district.

- Capitalize on interest in local history – especially Civil War and Civil Rights history – support existing historic sites.
- Increase recognition for unidentified sites, e.g. Langston Hughes.
- Find opportunities to promote/celebrate City's heritage – work with existing neighborhood and historic groups.
- Support the East Lawrence community with street improvements and lighting for safety on 9<sup>th</sup> Street.
- Stream protection, development setback.
- Watershed protection.
- Open spaces, Kaw River, Wakarusa.
- Historic buildings.
- Love what's happening in East Lawrence and building downtown.
- Burroughs Trail.
- All green spaces important.
- Do we really need to mow down more prairie for 1200 more apartment buildings?
- Refurb what we have (no urban sprawl).
- Stop annexing prairie for bogus businesses (e.g., Berry Plastics created only two jobs).
- Stream watershed protection, especially Clinton Lake.
- Historically, Lawrence has been a regional Arts hub. Recently, funding has been gutted from the Arts. Return Arts Funding, and make a commitment to the actual future of the Arts in Lawrence.
- Parks.
- I think the historic buildings from the early days of Lawrence are important. There is some spectacular residential architecture to preserve. Preserving the character of downtown is important but it must allow for growth and modernization. The view of KU coming west on 15th street is one to behold...it should be highlighted.
- The green spaces.
- Our parks.
- The river. The neighborhoods downtown. North Lawrence. All the surrounding farmland. The rate of new development on farmland is distressing and shortsighted on all but immediate, short-term cash flow measures.
- Downtown and the older neighborhoods.
- Cemeteries.
- Structures.
- Downtown.
- Trees.
- The Carnegie Building, housing FFHNA and Explore Lawrence, is a treasure and should not lose the importance of the mural in the main hall. Very unique and important to the history and culture of Lawrence. Natural resources would be all of the parks and Clinton Lake. While Clinton not supported directly by the City, we should recognize it as an asset.
- Haskell Nations University. The wetlands, Prairie Park and the walking trails. The wildlife in the wet lands. The Eagles (not the band, lol).
- The wetlands and Baldwin Woods areas to the south, the agricultural areas to the north, prairie and grassland spaces to the east and west. All of them need to be maintained in order to preserve a high quality of living in Lawrence.
- Clean water, clean air.
- Water supply and quality farmland are infinitely important assets.
- Natural, safe walking trails. I also think people in the Parks division should get on the internet and learn about plants before they maintain trails. They have absolutely butchered the natural plants on the one we use the most. These plants feed wildlife, and it used to be fun to see this part of nature.

The city has routinely pruned these plants so poorly that disease set in and they're no longer producing the way they did. They also don't seem to have (or at least use) proper equipment to cut instead of shred plants. Sad considering the plants weren't in the way of anybody in the first place.

- Parks that are cleaned.
- Train Park, South Park, all parks and trails including dog parks, beautiful floral displays at important entrances and parks in the city, beautiful planters downtown, emphasize historic preservation over new construction when possible, courthouse, old downtown stores and facades including the second story.
- Our public parks and green spaces are a valuable resource, and I wouldn't sell any of them unless absolutely necessary to achieve some other high priority goal (like affordable housing). I think both the river and reservoir are under appreciated assets. Our historical and cultural buildings are essential parts of our heritage. But not everything is valuable simply because it is old. For example, we have some residential property in historical neighborhoods that has slipped into disrepair and some leeway could be given to replacing these properties with modern ones that are designed appropriate to the neighborhood.
- Riparian corridors and wetlands.
- None.
- The Burroughs Creek Trail is amazing and beautiful, but it needs to be connected to Downtown. The East Ninth Project brings us closer to this goal.
- Clinton Lake, Baker Wetlands, walking trails, Rock Chalk, libraries and historical society archives, cemeteries.
- Watkins Historical museum needs more financial support from the city, building, if nothing else is one of the city's "showstoppers". Sculpture in front of city hall, best in town, shouldn't be crowded up with walking signal, could have signal placed a few yards differently.
- Preservation of undeveloped areas within city areas. Support for quality renovation of older homes to repair the shoddy work that has been done in the past and prevent demolition of historic homes to preserve the character of Lawrence. Carefully consider development options to prevent loss of the character of downtown and surrounding neighborhoods.
- There's a sad dearth of public land. But the river and Clinton Lake should be treasured. Don't trash them up. Especially say NO to Brownback's crazy idea to build a water park at Clinton Lake (which developer bribed him to do that one?). I love the old courthouse and the gazebo in South Park and the Watkins Museum.
- The marker that was at 11th and Rhode Island. It marked where men and boys were killed during Quantrill's raid. It disappeared and was later found in a previous City Manager's office. Where is it now?
- Wild spaces, wildlife, open undeveloped space.
- Our older structures downtown and in the old neighborhoods. Our parks and trees.
- As much green area, trees and parks as we can manage to sequester from development.
- Downtown buildings, the Kansas River, the wetlands area
- Kaw River.
- Well-maintained historic housing like Old West Lawrence is important to me. The legacy of KU is important to me.
- Downtown Baker wetlands older homes.
- Our parks, our woods, our river. We need natural spaces, not more shopping. Leave the levee trail alone and don't do a boardwalk or anything else to detract from downtown. We have plenty of restaurants and shopping spaces. What we don't have is nature. More east side parks that are natural-no lights, trees and grass.
- The earth and its atmosphere.

- KU recently completed a study of the diversity of flora (woodland, grassland, etc.). We should look to that plan as a baseline for developing a strong plan to ensure we maintain a diverse, natural ecosystem. Use our park system as a starting point for protecting/restoring natural environments. Historic architecture is a really important feature that helps make Lawrence unique.
- Sesquicentennial Point is the most beautiful park setting in Lawrence. It is the least used because there is no infrastructure there. It needs bathrooms, lighting, power sources, and the amphitheater that has been planned since 2004. The Walk through Time should be promoted so that stones continue to be added. When Lawrence has its bicentennial in 2054 and the time capsule is opened, this park should be a well-used asset for the city.
- Outdoor activities! Outdoor themed restaurants or outdoor themed stores! Bass pro shops!
- Greenspaces should be preserved when possible as well as "significant" historical resources. Just because something is old, that doesn't make it of historical significance. (i.e. Quonset hut).
- LEAVE CLINTON LAKE ALONE. Wasting \$70 million on a rapids water park is ridiculous. Make Eagle Bend pay for itself or close this former commissioner's pork belly project - there's plenty of affordable gold in town and in the area now. How much were those golf carts???
- Leave Clinton Lake alone. It is perfect as is. Please do not build a whitewater park, resort, or any other thing out there. It's a beautiful asset within a quick drive of most of the city.
- Proper maintenance of older architectural buildings is important.
- Arts and culture.
- Local govt. (city, county and schools) should lead by example on historic preservation despite the often times higher costs of reconstruction and maintenance. All historic assets should be considered for protection as they provide a window into the city's past. The river is an untapped resource for getting residents and visitors closer to the water.
- Sensitive Riverfront development. Historic Downtown. Do not commercialize Clinton Lake with extension of city utilities.

## Commitment to Core Services

Core municipal services reflect legal mandates and the City's commitment to meet health, safety, and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

### What does a commitment to Core Services mean to you?

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- Commitment means not deferring maintenance.
- Identifying equitable and sustainable ways to fund core services.
- Assuring the City supports funding and accountability for these services (have a strategic plan)
- That they continue to be funded at an adequate level.
- A city will not only provide Core Services, but will ALSO succeed at finding the proper amount of capital to fund those services. Road Work is nice, but we simply don't need to re-do EVERY major street EVERY summer. It's wasteful and unnecessary. Spend more on better quality materials and workmanship, and you will SAVE money in the long run by only having to re-do it half as often. That frees up a LOT of money for the other services.
- Providing the essentials for what we must have.
- Core services vary with the needs of each individual. It is of utmost importance to have adequate police, fire, ambulance services, and vermin free neighborhoods. Clean water, passable roads are an important part of the infrastructure. Core services are not limited to these suggestions.

- I think that core services are those that our community takes for granted. We want and value the product of beautiful streets, efficient trash service, quality police, responsive fire medical services and coordinated community planning. If we didn't have core services delivered at high level, people would not live here and commute to Kansas City and Topeka to work.
- Funding at strong level.
- Understanding that public safety and health should have a high priority for the City.
- Water is safe, streets are well maintained, and social services are available to the elderly.
- I believe the limits of the city services should be to only the service that a private company can't provide.
- Not very known. There should be more outreach into those people who need it most. There should be conversations with those who need these services most.
- All you should do.
- Investing in programs that support health, wellness, safety, education and arts & culture. These are all necessary for a thriving community.
- Safe drinking water, trash pickup, streets without pot holes, police, fire and medical assistance when needed and a presence for the public safety. Parks in neighborhoods, swimming pool open to all, band concerts, brown bag lunches with the music.
- Providing basic needs for people who cannot help themselves. Providing mental health care for the homeless. Providing drug and alcohol counseling to criminals, lower income and homeless.
- Sticking to only the basics. Conservative.
- Exactly what this statement says--it means lots of people won't consider innovative programs and projects if the streets are full of potholes and trash isn't getting picked up. If those things are going well, there's more room for other conversations.
- Maintenance and vigilance for the benefit of the populace.
- Keep it simple - don't try to be everything to everyone. Police, fire, waste management, etc. Building expensive rec centers is not a core service.
- Doing your job in a professional and courteous manner.
- Clean, repaired streets, inclusion of downtown and park-based festivals and concerts, good sidewalks on both street sides, continued good garbage and recycling but have recycling pickup every week and garbage every other week, supporting arts and arts-based economic incentives for local artists and to attract creative businesses.
- This is a minimum standard of service delivery that I expect of Lawrence or any community. Services should be accessible to all with reasonable costs when appropriate. But it also means investing in the future of the community. Investments in future water and sewer supply can't be made the day the demand for services moves into town. Rather, they must be made with an eye towards the future needs of the community. I find it true that not all communities have the same Core Services. The expectations of citizens in Hugoton or Salina could certainly be different than those of Lawrence. Lawrence puts a high priority on our cultural and arts history and the ongoing arts/culture community. I would argue that Core Services in Lawrence means more than the basics common to all communities, and needs to include maintaining those community investments that make Lawrence the special place it is. The funding of core services unique to all communities will not make Lawrence a Vibrant community. A Vibrant community needs more than that.
- Adequate funding for good and equitable schools, law enforcement (including neighborhood liaisons and school resource officers), fire protection, mental health facilities/services, affordable housing, water quality, parks and recreation.
- A strong focus on citizen safety and vital infrastructure care and maintenance.
- That the basic services of any city government will always take a priority: fire, police, trash, water & sewer services.

- Core services to me are water, clean air, police officers, medical services, safe homes and streets, refuse collection.
- A commitment to fulfilling customer expectations by providing services of adequate quality, safety and scope - affordably.
- Ensuring a safe environment for community members (i.e. waste removal, street maintenance, public space maintenance).
- Utilities, Solid waste removal, Fire and police, Roads, Sidewalks, Decent housing, Parks, Events (holidays, parades), Arts (yes, I believe that is a core service and essential).
- It means providing services necessary to help citizens go about their daily lives.
- Making sure that before new investments or tax incentives are given to developers, the basic services of the city are adequately funded and promoted.
- Effective management of sewage, garbage, water, stormwater drainage, maintenance of roads and bridges, effective and friendly police.
- Specific planning and budget allocations for infrastructure maintenance, fire, police, and ambulance
- Providing basic city services and doing it well.
- Safe water, health clinics, public transportation, supporting services like Bert Nash, etc. Community friendly police. Firefighting.
- Providing tax dollars and tax breaks equally to all areas of town. Collecting all the taxes on existing residents and spending it expansion is how you create urban dead zones. Fix the streets we have before building new ones named after another developer or their kid.
- Strong public works, public health and public safety.
- Your legal team cannot keep you out of trouble unless you meet these commitments. Besides, it's the right thing to do.
- Expecting what the needs of the citizen's needs & wants!
- Prioritizing funding for basic city services ahead of endless lists of "wants."
- Commitment to core services includes AFFORDABLE HOUSING FOR THE PEOPLE WHO WORK HERE! MENATAL HEALTH SERVICES NOW, NOT YEARS FROM NOW IS ALSO CORE SERVICES. I still don't understand how or why LMH steps aside from this community service in our community hospital?
- It means avoiding future pitfalls like the whitewater center and minimizing the damage of past mistakes like Rock Chalk Park that reduce available funds for core services like housing, transportation, and infrastructure.
- Commitment to core services means that the city will dedicate itself to providing basic human rights to the entire population, especially in regards to services for at risk individuals.
- Not quite sure.
- This is a commitment to water, sewers, trash and recycling collection, which the city does very well.
- Arts and culture.
- Ensure water is safe to drink, sewage is clean enough to go into the river, streets are pothole free, and the trash is picked up on time.
- Consistent commitment to include funding, staffing, equipping departments which provide core services, to include utilities, solid waste, police and fire.
- Fund public works programs (street & storm infrastructure, solid waste), water/wastewater systems, fire/public safety, and the park system and planning & development services/life safety activities.

### **What services that the City provides are essential to meeting health, safety, and welfare needs of the community?**

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- Street maintenance, water, sewer, library, transit.
- Trash collection and recycling, dump maintenance.
- Fire and police – safety!
- Open space, walking/biking trails.
- Safe bike access to all main streets.
- Social services – affordable housing, Bert Nash, health care access.
- Publicly funding sidewalks.
- Safe, lead-free water.
- Police and fire.
- Community rec centers and parks.
- Recycling program.
- Proper (more than we do now) funding of emergency services (police, fire, medical).
- Recreation Centers, free play for those who have nowhere else to go, free showers, safe place to hang out.
- There needs to be adequate medical and psychiatric care. Safe, non-abusive housing that is affordable is an essential service. See above for more suggestions. Also, dependable transportation is essential for a healthy community. Sanitary trash services that discourage rats are essential for positive communities. (Previous answer: Core services vary with the needs of each individual. It is of utmost importance to have adequate police, fire, ambulance services, and vermin free neighborhoods. Clean water, passable roads are an important part of the infrastructure. Core services are not limited to these suggestions.)
- Lawrence needs to be a full service standalone City. It is important to keep a hospital in the community, provide quality healthcare to include mental health, skilled and developed public safety departments. Quality water, sewer, trash services. We need to have services for those that are disadvantaged in our community.
- Hospital and health care should be considered to be invested in.
- Public safety, water and sewer, hospital.
- Street maintenance, trash and recycling pickup.
- Quality healthcare. Responsive government and police.
- access to the arts through community programs
- Ask your team of lawyers. Your "commitment" says it is a legal mandate.
- Fire, Police, Utilities, Library, Arts & Culture.
- In answering the previous question, obviously, not everything I mentioned is "essential" for meeting the health, safety and welfare of the community; however, the statement is "to meet evolving community expectations" and we in Lawrence have come to expect what is "extra" as becoming "essential". Perhaps the City should remind us all of that more often.
- S.R.S. helping people with finding a home. Especially single parents.
- Recycling. Police.
- The normal water, roads, trash, etc. But for me it definitely includes Parks and Rec in core services as that's an area where, if the City pulled back, it would directly impact quality of life negatively. They fill huge needs for families in the community.
- The basic services we expect a city to provide but also looking at services that are too often considered optional, namely services related to mental health.
- Police, fire, waste management, road maintenance, exercise trails.

- Rental inspections with follow-up to ensure that landlords keep rental properties in good shape and safe for tenants more lighting in dark neighborhoods, particularly the Oread, East Lawrence, Brook Creek and Barker neighborhoods, safe sidewalks, and streets in good repair.
- Interesting that we have to ask people what are essential services. If they were truly essential you'd think that we would all agree on the list. The only reason to ask the question is to determine what has the strongest and weakest support as essential services. I'd likely default to a broader description of essential services than those are required by law or viewed as the minimum required. For example, I believe public transportation system should be included while others may not. I also support public funding for our arts and culture programs, our parks and recreation programs and our efforts to be inclusive in our decision making. Others might consider those frills, but those are important elements of our community that the city should continue to invest in.
- See above. (Previous answer: Adequate funding for good and equitable schools, law enforcement (including neighborhood liaisons and school resource officers), fire protection, mental health facilities/services, affordable housing, water quality, parks and recreation.)
- Citizen safety and vital infrastructure care and maintenance.
- Clean air and water, adequate police force, good street maintenance, recreational and medical facilities, refuse collection.
- Water treatment and transmission; wastewater collection and treatment; solid waste, recycling and yard waste collection; law enforcement and fire/med emergency services; municipal courts
- Police, fire, utilities, well-maintained roads and sidewalks, rental inspections.
- Law enforcement and protection, transportation, fire dept. services, available medical resources and a positive healthy environment.
- Clean water and air, sanitation, utilities, recycling and sustainability, police and public safety, maintaining streets and sidewalks, enforcing housing codes, affordable housing, adhering to development planning to avoid needless sprawl and duplication of services.
- See answer to previous question. (Previous answer: Effective management of sewage, garbage, water, stormwater drainage, maintenance of roads and bridges, effective and friendly police)
- Sewer, water, fire, police, ambulance.
- A public library, parks, gyms, clean water, cops trained to deal with mental health issues, safeguards for the homeless.
- Water, firefighting, sewer, etc. With safety: I would like to see police officers who walk neighborhood beats again. I think this means the officers know the people in their neighborhoods and know the situations. People react better to the police as well. In a town the size of Lawrence, this would be a simple solution. Stop with the high-speed "bad guy" chases; the guns, the macho, the big vehicles.
- Snow removal from sidewalks. Bus shelters on the East side. Clean air and water. Taking people who shouldn't be driving off the street. Lower taxes so people can afford to live here. Last, but not least . . . do something about the number of rapes that occur in Lawrence, especially on campus. How is this not a bigger deal? Are we numb to it and see it as an inevitable evil or do we just not care?
- See above. (Previous answer: Strong public works, public health and public safety.)
- Public safety cannot be compromised. Those who are hungry or homeless must be cared for. Public health must be protected.
- Expansion of current memorial hospital!
- Police & fire protection, public works, building & development code enforcement.
- I think that on the whole our Police services are exemplary. Overall we have strong social services and there is much more collaboration. There is also much less federal and state funding. So the city and our citizens need to step up.
- Mental health care services. Affordable housing. Infrastructure like sidewalks and bike paths.



- Affordable housing and family services are essential to the community.
- Sanitation services - doing a great job. Police department - not sure about what to think about them. City commissioners - appear to take in every facet not just the developers ideas of what is acceptable.
- Police and fire services are the most important services along with water and sewer responsibilities.
- Arts and culture.
- Police, fire, utilities, public works, planning, parks, general govt. support.
- All services are essential, those that directly impact the quality of life to me would include Police, Fire/Med, public works and utilities.
- The Planning & Development Services provides important service in guiding and regulating development projects and determining the design/character of the community as development occurs.

### **What other expectations do you have for the City with regards to providing City services?**

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- I expect the City to prioritize core services to serve the greatest number of residents at affordable rates.
- Downtown business recycling!
- Address mental health services as it pertains to corrections (jail).
- Making more of an effort to connect to families needing these services.
- I want the City to consider sidewalks as part of our basic publicly funded services.
- Support of the arts.
- The city tries to provide good services, but favors some people more than others. Conflicts of interest and under-the-table deals with landlords need to stop!
- I have high expectations. I have lived where there are visible hard substances in my water...not fun. I have lived where there is no community planning and it was scary to make improvements to my property because I never knew if property values would hold. It is a quick way to get affordable housing however. I've lived where I was afraid to go from my car to my house at night and listened to the helicopters fly over looking for the latest convenience store robber. I like living where I can forget to lock my door and know that I and my possessions will be okay in the morning.
- More walkable city.
- I expect the City to continue its commitment to the Library and to Parks and Recreation (and not make more mistakes like Rock Chalk Park.)
- Less emphasis on recreation and sports.
- We have turned our back on the mentally ill.
- Constant learning from the best practices from other cities.
- Support the East 9th Corridor project.
- Ask your team of lawyers.
- Whenever replacing old infrastructure, find a way to make it innovative!
- The City does an excellent job providing the essential services. My expectation would be that they will maintain those and update when needed.
- Helping with mental illness, which leads to criminal behavior, drug and alcohol abuse. Which leads to a less safe community. Providing a place for kids to stay off the streets and find good worthwhile use of time.
- Diligence. Efficiency. Innovation. Collaboration.
- It would be great if there were published calendars somewhere with expected timelines for road maintenance. It's always a surprise what's getting worked on, and other roads never seem to get worked on even though there are major issues. And again, sidewalks. This has to be considered a core service.

- My hope is that the city will keep costs down so home owners can stay in their homes and not get blown away by property taxes.
- Courtesy. Let's treat those who use services like a business treats its customers not like the DMV treats those who have to be there. Let's make our community inviting rather than building attitudinal walls.
- Follow through on the Cultural Plan that so many people worked hard on, do SOMETHING NICE on East Ninth Street.
- We should dare to be great. We should be willing to make the investments that will make us an outstanding community for the 21st century, creating a space for all citizens to fully realize their potential in our community. We should be willing to be distinctive. We should embrace our special places, like our downtown and historical neighborhoods, but not think that we can put them in a time capsule and keep everything as it was some time ago. We need to allow them to evolve and continue to mature. Something isn't sacred simply because it's old.
- Sidewalk repair - it's a public good.
- focus on citizen safety and vital infrastructure care and maintenance.
- The price of city services keeps rising, sales taxes in Lawrence are too high and encourage people to shop in KC, and those of us who are home owners are increasingly asked to vote property tax increases to fund this or that program. I'd like to see more innovative ways developed to budget prices of services and perhaps spread costs to apartment dwellers, not just property owners.
- Oversight of existing programs/services for effectiveness - in terms of cost, quality of service provided, and adequate fulfillment of needs; implement new programs or adjustments as needs arise or change
- I want the city to address the imbalance that exists: few jobs, fewer good-paying jobs, low minimum wage, high sales tax, high costs of homeownership, sky-high rent. Especially rent because renters are usually the poorest. Demanding more from developers is a start.
- Prompt and professional responses to citizens' concerns, willingness to listen and change course if needed based on citizens' input.
- I expect the City and its employees and officials to behave rationally, with common sense guided by strong motivations of public service, to have long-range plans and not just knee-jerk reactions.
- Please develop a comprehensive sidewalk plan that includes city support and financing as well as homeowner payments. It's not fair in areas where there are sidewalks on one side of the street for those homeowners to assume sole responsibility for maintaining what are really public services.
- I think it's sad that the city keeps trying to privatize their services when it is precisely those services that citizens like. Stop with the insane incentives and make developers pay their fair share of taxes. Instead, the city has been giving handouts to the 1% and taxing the 99% to pay for the services that should be paid for by the 1%.
- I don't expect anything to change. The police will continue to want more money without making Lawrence any safer for women on campus. The downtown businesses who have influence will continue to prosper as the rest of downtown turns into apartments and hotels. The developers will continue to run this town in the ground or Overland Park, whichever comes first. Lawrence will continue to become blander and blander.
- Maintain what we have before planning to build more. The city does a great job with current services, but taxes have continued to rise. The citizens of Lawrence don't mind paying for services, but we need to create efficiencies so the cost per unit of service doesn't increase unnecessarily.
- I would like to see greater city-county cooperation in planning. Much of what is now the county will soon be annexed and within our city limits. Plan for it.
- Cancer centers! Where one doesn't need to go out of town for!
- Long term planning to maintain fiscal health.

- Meet the affordable housing shortage. Provide adequate 24/7 mental health services. Alternatives to incarceration. If you build the beds policy will fill them. Holding people in jail while they await hearings or trial often destroys their lives by losing their jobs and/or housing. We need a better system!
- That the city will listen to the whole public body of opinion and not to developers like Fritzel and Compton, KU special interests, the chamber of commerce/realtors, and rich downtown business owners/west-siders.
- I expect the city to provide services for the elderly and people with physical and mental health issues.
- To remember not everyone has a voice that can be heard.
- The City needs to offer transportation, recreational and waste removal services which they do very well. Individual residents need to ensure they assist in these processes by ensuring proper usage of all city services.
- Arts and culture.
- I expect the city to make the connection between the need for higher valuation and increase in sales tax to pay for all of the services. We frown upon certain development opportunities and in the same breath add on new positions that are not critical to providing services.
- Fiscal considerations.

## Sound Fiscal Stewardship

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.

### **Are there ways you believe the City can be a better fiscal steward of its resources?**

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- Make forecasts (like Horizon plans) to a forward-looking budget which includes long term plans for neighborhoods, development.
- Consider raising taxes vs. deferring maintenance.
- I need to see that the city is actively seeking out and developing revenue streams that are NOT property or sales taxes. Reliance on taxation alone is no longer the model we should follow. The city can certainly develop revenue streams to supplement the tax revenue. Also (along with transparency) a city commissioner or advisory committee member who works at (or owns) a significant portion of a contractor or vendor should recuse themselves from any financial or contract discussion involving that contractor, vendor, or project.
- Parks & Recreation.
- I am curious about the makeup of the general fund's fund balance. I am fearful that it is only the healthcare fund balance and the central maintenance garage fund balance. That is scary. I am still trying to figure out how we propose capital improvement projects for a certain year without any budgeted funds. That doesn't seem consistent with a balanced budget. I can read the budget and understand what is there, but those two things are hard to drill down.
- More towards security for schools and parks.
- I read the City budget annually. I follow the amount spent on the various departments and on external organizations such as the Chamber of Commerce.
- I have looked at the budget and even with an MBA, it is difficult to understand. I think things are too aggregated to be meaningful.
- Funding for arts and culture events.
- Actual expenditures and not shifting funds between accounts and departments.

- Who voted for what, and their reasoning?
- Total revenue available, budget requests made and determining reasonable reserves for the future.
- How and where money is spent. What resources are deemed more important than others.
- Revenue generated from tax incentives. revenues generated from TGT funds.
- I've poked around a little on Kansas City, Missouri's data sites that are accessible to the public and have been winning recognition and awards. I feel like I don't know what I don't know, so would love to see things like that. I would add that there's a lot of room for communicating back with people after projects are complete. Celebrate when the timeline and budget are met; super celebrate when either comes in better than planned; let folks know what happened when it doesn't.
- I would like to see data on more of the long-term maintenance costs associated with new developments.
- The City Commission needs to risk losing an election to get more money for the city\}. Period. We are not and cannot now provide even decent streets and sidewalks, least of all decent wages and benefits for the majority of City employees.
- Some comparisons with other peer cities are helpful, but not always as insightful as you might think. For example, not all of our peer communities have the same priorities as Lawrence, but it could provide some benchmarks and help us identify when we might be an outlier for some reason.
- Breakdown of the city's tax incentives and an analysis of their effectiveness.
- Why do we underbudget citizen safety and vital infrastructure care and maintenance?
- What's provided today is more than adequate.
- Where is the "easy access" located which is mentioned in the Directional Statement? Do we have access to information regarding city leaders' priorities for making decisions? What's the source for "industry best practices?"
- Revenue vs. expenditures year-to-year. Data used to indicate/verify a need in support of decisions.
- Use of incentives for development projects and oversight of these agreements to ensure appropriate use.
- All of it. Every single penny must be accountable. Including the "deals" the city made with developers. We found out we were cheated on Rock Chalk Park only because Chad Lawhorn dug that up. Fritzel's racketeering was discovered only because of an anonymous tip. This is unacceptable!
- All.
- I am not a budget geek and don't want to look at numbers, but I know there are people who do. Transparency is the key here -- making sure critical documents and decisions are publicly accessible.
- As much data as possible.
- Information about tax abatements provided to developers that shows expected benefits to the community with follow-up information showing actual benefits to the community. The recent Oread issue highlights the need for city managers to scrutinize any business that receives this type of support.
- All of it.
- How many people in rich neighborhoods live in houses owned by a "trust"? (I'm sure it has nothing to do with avoiding taxes at all.) How does a lack of bus shelter impact the use of the transit system thereby dooming it from succeeding? Can everyone in Lawrence walk to school/work and a place for entertainment/food? Can they ride their bike there? How many people in Lawrence buy a bike and realize soon after that it's unusable in our town? What is the city willing to spend to prevent a crime like rape from happening? Why are kids chased away from the school playgrounds after school is out and not provided with a supervisor that can let them play and get home safe instead?
- City continues to increase transparency around fiscal management and budget. Efforts should be made through multiple channels to provide basic, "101" information about these issues to try to reach the broadest audience.

- All of it.
- Accurate, timely information on operating performance of all departments without transfers to hide shortfalls.
- All data! it seems that money can be found when someone who is in leadership decides to prioritize it, whether that priority is an actual need, or just something someone wants.
- I am a member of Justice Matters and have a strong commitment to ensure that we offer affordable housing for all, and this includes dedicated revenue to this problem, city residents support this.
- Arts and culture.
- How these decisions fit in with long term planning or the established strategic plan the city has created and agreed upon for itself.

**How can the City make the budgeting and decision making process more accessible to the community?**

- Appreciate having City meetings now available online – would be helpful to have “key” so you know at what point to listen to issue.
- How zoning and development decisions are made is a mystery to the average Joe. Yet often most controversial issue. Don’t know solution but we must make it more translatable. USDOT has an Action Communities Academy – maybe something like that.
- Full disclosure – we appreciate Chad Lawhorn but we shouldn’t have to read about shady stuff on front page of LJW (e.g., Rock Chalk Park).
- Post the budget requested amounts online PRIOR to the discussions about those requests.
- I think that the budget documents on line are a fantastic thing. With few exceptions, I can figure everything out and I think someone who skims through the documents would feel the same way.
- ?
- The City is among the best at making the budget accessible. Not much more can be done.
- Publish financials in the paper and on social media.
- More newspaper coverage.
- Really tired of the CC throwing our dollars around (the \$10K one commissioner slid in at the last second). budget process not open.
- Post it all online.
- A simple spreadsheet of the budgeting decisions on the website should be sufficient.
- Publishing budgets, allowing for public comment makes the process accessible and transparent.
- Provide the community with information as to when budget decisions will be made. Is the budget meeting open to the public? I don't even know this information or how it works. Maybe a statement on a website about the process and how the community can be involved.
- Keep them open.
- Surveys, but not terribly long tedious ones like this, continue access to City Commission meetings, BUT limit the amount of time each speaker has so the meetings are not so long and boring. People need to be succinct or politely turned off.
- Recent improvements have been helpful. Online access to the Strategic Plan material and to previous city planning documents is very helpful. Anyone with access to a computer or the library has almost as much information as a commissioner. Tuesday evening Commission meetings are a conflict for some, but other input points are adequate for now. More public meetings are almost always better than fewer. An important component is for Commissioners and City staff to be open and candid with their comments so that citizens understand their opinions and can participate with that knowledge. For example, if the Director of Public Works thinks an infrastructure investment is critical or stupid, I want them to tell us straight up and not confuse us with polite bureaucracy speak.
- Publish results of budgeting and decision making on the city website so citizens can attribute responsibility to specific decision makers.

- No changes needed.
- The city needs to hold semi-annual public meetings to explain budgeting and major decision making as well as providing an internet site with video access to city council meetings.
- Educational opportunities to increase citizens' understanding of revenue sources - taxes, bonds, mill levies, etc.
- I've never looked, but I'm fairly sure the info is there if one wants to bother to look, rather than just mouthing off.
- Put every line item online.
- Website.
- I haven't explored any of this, so I don't know what you already do. So I can't comment on how to make it more accessible.
- Show more transparencies about trade-offs; if do this, can't do that. Make the policy visible in the spending decisions.
- Again, more meetings on weekends.
- People some have trouble reading budget documents. Perhaps a video that explains something like the city manager's recommended budget? Something that draws a citizen's attention and is available to view online, perhaps even shown on Channel 6? Have the City Manager interviewed on the local TV news?
- The city tends to tell the public that it has to raise taxes for essential services; then the next day they are handing out enormous sums to developers. I'd like to see a breakdown of city funds that shows everything for a change so that people can actually see the money the city spends on economic incentives and consultants. Amazing how we used to be able to make decisions without spending \$200K on consultants....
- Show how much money is spent per block on tax breaks as well as direct spending. Broadcast City Commission meetings on YouTube and Facebook live. Read the questions and comments during and after the meetings. Have town halls around town, preferably at schools or local businesses and not churches or one place downtown.
- Multiple channels. Traditional media. Social media. Presentations to civic groups. Presentations sponsored by churches and social service agencies.
- Again, take advantage of social media. Invite dialogue.
- It is already better, but continued online access with "executive summaries" will help.
- The city is effective in doing this; all residents should be committed to participate.
- Arts and culture.
- I believe that what the city is doing is adequate; however, I wish the interest at the citizen level from start to end would increase. Instead of those that come into the final session with complaints or try to change the focus.

**Are there new policies or best practices the City should consider when prioritizing how resources are used?**

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- There are many new models which incorporate art and economic development – use them!
- Some cities take small part of budget and allow citizens to vote on use – Lawrence should consider (helps everyone better understand how democracy works).
- Completing the strategic plan and the succession plan are two critical steps. In the end, we will need to fund (put our money where our mouth is) when it comes to developing employees to meet the succession plan goals. That will need to start by 2018, 2019 for sure.
- Serve core needs first. Fewer frills like the skating rink.
- Try 0 based budgeting.
- Honor the lease of the Lawrence Arts Center & provide access to the arts to community members.

- Follow the legal mandates...
- Yes, especially in integrating arts & culture into more aspects of city life.
- I think the processes are there, the public just needs to make sure they are involved if they have comments, to make sure they are heard.
- Getting the community involved in how the process works and what we can do as citizen to be involved.
- Climate change is going to get real impactful real soon for all of us. I think short term fixes need to be considered in light of what can be changed or tweaked to have a meaningful effect on spending less money, helping sustainability and building toward the longer-range vision for the community.
- I really like the Strong Towns philosophy. <https://www.strongtowns.org/>
- Look at existing buildings for mental health facility. Change from big empty buses to Uber/Lyft to get people around more cost efficiently and effectively.
- Emphasis on arts-based and creative industries over more line production facilities, but continue to offer tax breaks with HONEST business practices and track records.
- I am concerned that the City may give lip service to the Creative Capital - Cultural Plan approved unanimously by the Commission in fall 2015. Our Cultural and Art assets are more than frills, they are a distinctive and essential and part of what makes Lawrence Lawrence. Our cultural and arts assets include the Lawrence Arts Center, Library, museum historical properties and other related facilities and places. These assets shouldn't be regarded simply as assets, but also as critically important tools to implementing the City's Cultural Plan. In addition, the Arts are an essential tool in addressing social justice issues. The Arts Center in particular gives all city residents the tools to give voice to their aspirations, concerns, judgments and politics. If City leaders considered as peer communities those communities that have a strong Arts and Culture reputation they would find that those communities invest much more in support of their community Arts Center than does Lawrence. Notwithstanding that public funding shortfall, the Lawrence Arts Center has grown its programs and services to the community dramatically over the past ten years. Private citizens have recognized the valuable contributions of the Arts Center and have been generous in funding the expansion of services, including scholarships for those who are unable to afford any of the LAW educational offerings, including the pre-school. As a model of collaboration, the Arts Center is a great place to start. LAC partners with the school district, Boys and Girls Club, VanGo, KU, Parks and Recreation, Explore Lawrence and more.
- focus on citizen safety and vital infrastructure care and maintenance.
- Listen to more people and not just business leaders.
- Yes. Citizens first. Businesses second. Developers last.
- The city should use available money on projects that will help the citizens who pay the bills. Too much money has been given to contractors and development groups for private projects that will not help the citizens of Lawrence.
- People's quality of life trumps profit.
- I would like to see a focus on "quid pro quo" in granting tax incentives to developers. What community benefit will a developer provide in exchange for a healthy tax incentive? How can developers be encouraged to locate new businesses on the east side, not just on the "more wealthy" west? Food deserts are a particular concern of mine, given the overlapping market areas of the many grocery stores on the 6th Street corridor and the relative lack of them on the east and south sides.
- Pay for core services first, if anything left over, parks and rec and other non-necessary services.
- The city needs a comprehensive plan that makes sense for the needs of the community. I would like information about apartments and how many apartments are currently vacant. I can't believe that there is as great a need as the developers seem to insist there is.
- Spend the resources on the city and the people; not the developers, consultants, etc.

- Poor people and the environment. It seems like Lawrence is trying so hard to accommodate new residents that we leave so many current residents by the wayside.
- As mentioned earlier, tools like street design guidelines, purchasing guidelines (with emphasis on sustainability) so that decisions are evidence-based and less prone to political whim.
- Public safety must be #1.
- Recognize that citizen surveys with limited respondents do not always reflect the opinions & priorities of the majority of citizens. Expand outreach for citizen input for long term planning.
- Agreed community benefit for building subsidies is a great step forward!
- Fund the affordable housing trust fund. Let's get serious about solving this problem.
- The city should consider how new policies will infect everyone in the city before making a decision on any certain matter, and they should take the basic quality of life of all members of the community into account.
- The city should always look at other cities with our demographic properties for ideas and solutions.
- Arts and culture.
- Follow the strategic plan understanding that there will be outliers but focusing on decisions made with less variance.

## Collaborative Solutions

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

### Why are collaborative solutions important to Lawrence?

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- Brings greater variety of solutions to the decision-making process.
- Brings a variety of assets, beyond the City's, to the table.
- Broadens opportunities to find solutions.
- Involves more groups in problem-solving, not just the City.
- Brings organizations/groups of varying economic means together to support diversity in people 'at the table.'
- City infrastructure and art, design and safety to promote community improvement.
- Seek help for more community health care services, like free health clinics.
- Don't duplicate services.
- Partnerships are how our government gets things done. The bureaucracy is already stretched to the limit.
- As I said earlier, different types of people and agencies need to work together in a positive way and leave out personality issues and focus on solving the problem in question.
- We waste too much time and energy when we are not collaborative with each other and other organizations in the city. We cannot be great as long as we are not one.
- Private public partnerships are important - everyone needs skin in the game.
- Not all partnerships work well. The continued subsidy of the Chamber of Commerce is not effective spending. Economic development planning needs to be conducted by professional planners who answer to the City Manager, not by business advocates without knowledge of effective economic development planning who answer to business interests.
- Leverage resources. Diverse view allows creative solutions with less cost.
- Free State Festival.
- This is your factor, shouldn't you know?



- Collaboration provides opportunities for innovation. There is a direct correlation between the population of cities and their level of innovation. With the digital age, we can collaborate with people all around the world and incorporate new ideas into our own way of life.
- A City cannot do everything on its own. Collaborating brings out the best in all sides; allowing those with more expertise in an area to utilize that expertise with the support of the City. The collaboration to bring public outdoor art through the Downtown Sculpture Exhibition, the Percent for Art so that with each new public project with have art dedicated to that project, are examples of collaboration with the City and local artists to make sure we have art within our environment
- Lawrence is rich with resources that could fuel innovation.
- Because incomes have been stagnant for families for decades so people are going to continue fighting against paying taxes. Collaborative solutions leverage resources of multiple entities and serve larger publics.
- Because we're all in this together.
- Because the City seems reluctant to do on its own. City staff seems more interested in digging in their heels and resisting change than trying to make Lawrence accommodating.
- People who live here, business owners who have businesses here all need to have input into political decision-making. They will all be affected. Sometimes the city must raise taxes, especially in times, like the present, when the state is seriously faltering financially.
- You don't have all the answers yourself. You don't have all the resources yourself. Collaborations allow you to extend your resources to have a greater impact for the community. And they allow you to create inclusion which should be a social goal of the community.
- Support citizens who are willing to volunteer to support non-vital city services.
- The City needs partners to succeed.
- We are a community and city leaders need to know about and respond to our concerns.
- Collaborative solutions ensure that multiple voices are being heard - whether from professional groups, across multiple city departments, neighborhood associations, or other community organizations or interest groups.
- Fiscal responsibility is important; however, it is also important to maintain public services in the public sector. Privatization of services has not shown itself to be an effective method for preservation of high level of services at reasonable cost for many other organizations.
- Opens up to innovative ideas, foreshadow any problems, citizen input creates a sense of ownership
- If you are talking about partnerships with businesses (e.g. selling renaming of our public spaces) then I disagree. I'm sick of corporate sponsorship of everything, and seeing thousands of ads every day. Please don't trash up the city this way. Renaming a road or building should be done rarely and only after a lifetime of selfless service. Want to sell an engraved brick or a small plaque? Do that.
- For citizens to feel they are truly a part of their community, they need to know their voices are heard, even if decisions are made that don't follow all of their wishes. The perception of a distant, uncaring government makes engagement much less attractive, and nobody benefits in the long run.
- Consensus means cooperation.
- So that the community has input and involvement in decisions.
- Collaborative solutions provide access to best practices.
- Too many organizations provide overlapping services and it creates redundancy, inefficiency, and at times confusion. Many non-profits and other governmental entities share common goals and objectives with the City. Leveraging partnerships and collaborative solutions make our community stronger and everyone more well informed of what other organizations and groups do.
- This is an incredibly vague statement. Partnerships with what entities? It sounds like a sneaky way to say that the city should seek to privatize services currently held by the public.

- It is difficult to move policy priorities forward in Lawrence if you don't have buy-in of citizens/neighbors that will be impacted by decisions. Efforts will also not have positive impact if they aren't community-directed change. So, working across sectors/factions/etc. is important in Lawrence.
- Well, Rock Chalk Park is a public relations disaster. Don't make a mistake like that again.
- Working together with outside organizations that help promote the Growth of Lawrence!
- Citizens need to feel like they are part of the process rather than having executive decisions handed down from staff.
- They enhance transparency and avoid the appearance of catering to special interests and developers.
- They are important providing that the collaboration is good for all or almost all, not just the majority.
- City services cannot be improved or sometimes even offered unless out of the box ideas are pursued.
- Arts and culture.
- The alternative wastes tax dollars.
- To strengthen the value of the investments provided by the City. Hopeful that all stakeholders are publicly recognized and project transparency is in place.

### **What opportunities do you see for the City to further strengthen and leverage partnerships?**

- Create a standard process for actively reaching out and engaging community so that a variety of solutions are considered.
- Have a convener for public meetings who is not a stakeholder, yet is in charge of caring for the process.
- Engage stakeholders from the beginning, even getting various board to suggest stakeholder who should be represented in conversation. This will also complement need for greater transparency.
- The partnership with Lawrence Transit is important to keep our transit service strong.
- Army Corp of Engineers has a program called Silver Jackets that helps leverage resources (Fed and State) for climate resiliency.
- Collaboration with Downtown Lawrence, Inc. is important to continue promotion of local business.
- THE LAWRENCE ARTS CENTER needs to be funded adequately. The most recent budget is simply absurd for what that organization does for this community. Return funding to appropriate levels. 2) The city should work with cyclists on designing adequate, safe bicycle lanes...and PROSECUTE infractions by motorists.
- Sponsorships with local businesses are a great start to a partnership.
- We need to have one vision with the university, the county, the school district and the hospital. Currently they are all separate.
- Ideas such as the arts district - business and corporate should invest, not just public funding.
- The City should focus on achieving every higher levels of professionalism of its staff rather than partnerships.
- There seem to be lack of collaborations between KU and Haskell University. Their partnership could reflect a stronger city who is confident and welcoming.
- Keeping a business or two would be a good start.
- Arts & Culture / Business / City Infrastructure / Education.
- Individuals involved with the Arts Center, both Board and Staff have been instrumental in the development and adoption of the Cultural Arts Plan. And, would like to, with collaboration, strengthen and leverage the partnership that will strengthen the climate for arts related businesses, cultural tourism and the creative sector for economic development to thrive.
- Generally, celebrate the Arts Center as a resource every chance you get and help bring them into this Unmistakably Vibrant thing.
- I see opportunities presented to the City very often and would like to see more of them considered through the lens of improving downtown living and renewing a commitment to the arts.
- The new City Manager seems to get it. Hopefully he can instill a sea change in the attitude at City Hall.

- Have citizens on various city boards participate in decision-making, allow input from local non-profits of all types, encourage people to write or speak to City officials and City Commissioners. encourage articles from the Lawrence Journal World and news from WOW (or whatever it is now).
- The Lawrence Arts Center provides services to the City in much the same way as the Parks and Recreation Department provides services. Without the Arts Center, the city's need for arts education would be largely unmet. All students of all ages, backgrounds and skill levels are welcome at the Arts Center. The Arts Center is the largest employer of artists in the community. It provides a financial foundation and access to free expression for scores of artists living in our community. Its STEAM curriculum has been hugely popular and is being adopted by other communities. The Arts Center can rightfully say it put the Art in STEM education. Its preschool provides a unique curriculum that attracts students from across the community but also serves as an essential neighborhood asset.
- The City must streamline some of the bureaucratic processes surrounding new partnerships and projects. It must be more decisive about moving forward in the face of controversy and take a stand for what is best for the City.
- More public meetings, surveys included with city bills.
- The city still has the ability to leverage a partnership with the NEA to rebuild the 9th St corridor in an innovative way. East Lawrence would welcome it!
- I generally disagree with privatization of public services.
- Stop letting developers bribe the city to get their way. Everyone knows this is happening even if no one has absolute proof. Once upon a time businesses felt obligated to give back to the community that made them prosper. We need to get back to THAT philosophy. I'm ok with thinking a business publicly and profusely for doing that.
- I would like to see more emphasis on the many community nonprofits and churches who are doing good work in areas that supplement city services, especially regarding food, housing, and environment. Couldn't we have an annual "nonprofit fair," the same way that we have craft fairs and sporting events? If more people were aware of what these groups are doing, and groups made stronger.
- Don't know enough to answer this.
- More ad hoc groups to participate in planning and development. Include key players in decisions that affect them. (i.e.: LMH should be included in discussions about emergency services, etc.).
- Researching City-County consolidation would be worth doing. Do we need a sheriff and a police chief is a county our size? Where can working together be more beneficial, less confusing, and more efficient for citizens. A good understanding of social service organizations is important as well.
- If you are talking about something like a partnership with KU, there are numerous ways to take advantage of having a big university in your town from inviting the, for example, computer science students to design a new city website as a project to having the public administration dept. figure out an adequate way to handle public transportation or parks. If you're talking about how to give away the city to outside business interests, I'd like to see this whole "leverage" struck from the strategic plan.
- What are these questions even asking? Do you want to sell advertising to Pepsi or something? Or just the chamber of commerce and the developers? Probably that one.
- Again, I would like to see greater city-county cooperation in fire protection, health services, and transportation.
- A new trade school for culinary Art's in Lawrence! Not just one that represent KU & HINU!
- Work with local & prospective businesses to identify common goals & leverage strengths.
- Avoid working with developers who have previously flamed the city. Work to incorporate or enhance partnerships with nonprofits.

- I'm just watching. Please DON'T throw our tax dollars (in any form) at the Whitewater development at Clinton Lake. If this company thought this would be a money maker, they would use their own money. Plus, it would gaudy up the lake.
- The city should pursue more opportunities that would allow us to enhance economic development.
- Arts and culture.
- County govt., water districts, state parks, other cities.
- Leveraging the City's value to the partnership is essential. The City should not appear to be a "bully" however; it should hold its ground more than past practices.
- Continued partnerships with Douglas County and the school district.

#### **Are there new collaborations you believe would enhance service delivery and quality of life?**

- Involve City reps with existing neighborhood groups.
- Involve existing City advisory groups/committees in identifying community partners to address City issues.
- Neighborhood associations can respond to and predict impact of proposed actions on their neighborhood.
- More involvement of Director of Culture and Arts to involve arts and business in City.
- Collaborations with neighboring counties to address environmental issues, such as water management.
- Follow through with commitment to grants, like 9<sup>th</sup> Street.
- Work with the Lawrence Arts Center instead of against it. Avoid charlatans for vendors.
- Give more money to maintenance Parks & Recreation facilities and for additional marketing to make the public more aware of the FREE facilities that are available to them.
- Work on the big ones above first.
- Healthcare provider could do more outreach.
- Return to private enterprise and stop absorbing services in house.
- Library / Arts Center / KU / Haskell / Explore Lawrence.
- Affordable housing is an important issue that we somehow need to resolve; and, perhaps it can be with collaboration. It would be interesting to see what other communities are doing to resolve this problem.
- 9th street corridor has the right ingredients for innovation, collaboration. The lack of insight and ability to execute by the city seemed evident. The Director of Arts/Culture is vastly underutilized.
- With USD 497. Those are community buildings that could be better used to host Parks & Rec classes to spread things out around town. And work with them more to promote their parks as City parks where possible. This would also be a great thing to do with churches. All those churches along Kasold sure would be great, middle-of-the-city locations for programming. Do more partnering to maintain flowerbeds around town with clubs. Cross promote activities on calendars among City departments, and the hospital, and the Arts Center.
- The 9th Street Corridor project offers many opportunities for collaboration within the community and definite quality of life benefits.
- Any. Working with others is always good. Staff just seems to want to play by their own rules and in a difficult way to boot.
- Yes. Include the Cultural Plan in the Strategic Plan. Pay attention and take advantage of Lawrence's reputation as a creative and innovative town, more collaboration with KU faculty and students.
- I believe a new collaboration with the Lawrence Arts Center could continue and enhance public access to Art and Art Education, and address broad quality of life and social justice issues in our community.
- East Ninth will provide a better quality of life for East Lawrence residents and those trying to access downtown on foot or bike.

- Many people feel as if city leaders and representatives don't care or listen to their concerns. So it's important to find more ways to collect and to share information with more people.
- Implementing the Cultural Plan will focus the city on bringing in the culture of KU and Haskell to the citizenry.
- Any collaboration with private business ought to involve a greater good. Solar energy. Sustainable agriculture. Urban agriculture. Eco friendly transportation. The arts. Landscaping to save water. Don't just sell us off to the highest bidder. Remember businesses owe the city something, not the reverse!
- See the above. (Previous answer: I would like to see more emphasis on the many community nonprofits and churches who are doing good work in areas that supplement city services, especially regarding food, housing, and environment. Couldn't we have an annual "nonprofit fair," the same way that we have craft fairs and sporting events? If more people were aware of what these groups are doing, and groups could become more aware of ways to collaborate with others, the fabric of the community is made stronger.)
- Probably.
- The City should become a member of the National Association of City Transportation Officials and utilize their services to make better decisions regarding transportation infrastructure. The city should adopt and use their design guides when building or maintaining streets, sidewalks, and bikeways.
- Again, keeping city and county governments in sync and perhaps consolidated could be good.
- See above. (Previous answer: If you are talking about something like a partnership with KU, there are numerous ways to take advantage of having a big university in your town from inviting the, for example, computer science students to design a new city website as a project to having the public administration dept. figure out an adequate way to handle public transportation or parks. If you're talking about how to give away the city to outside business interests, I'd like to see this whole "leverage" struck from the strategic plan.)
- Work with the schools to create safe places for kids to go after school, like the playgrounds . . . at the school or the library . . . in the school. Collaborate with neighborhoods in deciding what they need, rather than ignoring them in favor of expansion and high dollar glitz. Do we really spend more money on landscaping than rape prevention? (I don't even need to look that one up.)
- It is not clear that city/county collaborative is as effective/efficient as it could be. There are also multiple interests that want to enhance the quality of life (arts, recreation, health, education, economic development) and there are not many formal "forums" that bring these diverse perspectives together, along with "underserved voices," to help provide direction to the city.
- I do not think we have a very strong collaboration with the University of Kansas or with Haskell Indian Nations University. Why is that? There are many ways that KU would benefit, Haskell would benefit, and the city would benefit. I think a strong effort to develop these relationships should be made.
- Outdoor city guides welcoming new tourists & visitors to the Kansas area! Outdoor themed activities! A Mall!
- None come to mind.
- I'm sure there are many that I'm not aware of.
- With our central location in the US, we can be a hub for distribution companies, the I70 and I35 connection should be enhanced.
- Arts and culture.
- Public works opportunities between city and county to share equipment and staff resources.
- Collaborations with the University of Kansas/KU Athletics to include payment for city services required for events, etc.

## Economic Growth and Security

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.

### What contributes to individual economic security and empowers people to thrive?

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- Vibrant economic community/vibrant arts to attract young people.
- Competitive wages.
- Supporting public education vs. private education.
- Well-paying secure jobs.
- Housing.
- Access to healthcare, mental health, public assistance.
- Good education systems – counteract effects of decreased state funding, re-invigorate state funding.
- Living wage.
- Opportunities for recent grads.
- Easier for businesses to relocate here.
- Startup businesses.
- Affordable housing.
- Food security (no food deserts).
- Accessible transportation.
- Available greenspace.
- Less dependence on expensive transportation (i.e., cars).
- Disposable income.
- Education.
- Good wages.
- Better jobs.
- Jobs. We are really inadequate at attracting high paying jobs.
- The arts.
- Less government.
- Jobs, health care, education, arts & culture.
- A FEELING OF SELF-WORTH AND ACCOMPLISHMENT, HAVING BASIC NEEDS MET, AS WELL AS THOSE THAT SPEAK TO THE INTRINSIC VALUE OF LIFE -- ART, MUSIC AND CULTURE.
- Middle-income jobs. Forgot to note collaboration with KU in the previous question, but it's crazy how little the presence of KU and our wildly educated population is promoted. We should be much more able to compete for middle-sized businesses than we are. Also, a vibrant entrepreneurial community. Help foster this by creating spaces and programming for startups.
- A community with a strong to commitment to each other, even when that commitment is difficult to maintain.
- Economic security for individuals comes from having a little money left over after paying for basic necessities and taxes, and being able to save for retirement and bad times.
- Jobs and affordable housing. You are not going to get affordable housing or jobs if you restrict building and make it uninviting for companies to come here.
- Good places to work near home, parks, the Arts Center, the Lied Center, Theatre Lawrence, Beautiful flower displays all around Lawrence, great parks and rec centers, great non-profits of all types that care for and about the community.

- Freedom. Access to education. Opportunities to work. An environment that lowers barriers to work and job development for all.
- Jobs, affordable housing, lower taxes on food.
- A focus on citizen safety and vital infrastructure care and maintenance.
- First, by attracting businesses that pays well, and by supporting local entrepreneurs to build companies in our community.
- The arts and arts education contribute significantly to the creative economy here in Lawrence and the strength of the Lawrence workforce.
- Jobs in Lawrence that pay a living wage would help. Too many of the city's jobs are geared toward college students or their spouses. Economic security in Lawrence currently means finding a job outside of Lawrence.
- Adequate employment opportunities with living wages within the city, affordable housing in safe neighborhoods, access to affordable child care.
- I think Compton has gotten more than his fair shakes of opportunity .and then there's HERE, good heavens you let apts go up (like round Walmart) and then we, the city, are expected to run bus service out there. The developers should have to put some initial money in.
- Lawrence should require a living wage and benefits from all employers. This will have community wide effects that will allow for greater prosperity.
- Both a macro and micro approach to economic development. Policies to support large companies along with individual businesses.
- Job choice. Good wages. A safety net when the unexpected interrupts the ability to work (such as catastrophic illness). Affordable housing. Affordable healthy food. Access to transportation.
- A living wage job is the key to economic security for the average citizen. Too many jobs in Lawrence are low wage with little opportunity for advancement.
- Personal freedom, not corporate favoritism.
- Good jobs at a living wage, stable housing at an affordable price, access to health care and financial opportunity in the community where they live.
- Jobs held by taxpayers who fund govt.
- JOBS.
- Knowing that my house and neighborhood are stable and safe and that my taxes will be fair and that the value will be sustained. This means adequate fire, police, and infrastructure management.
- Quality jobs that provide quality wages and help build personal wealth.
- Public libraries provide a strong base for citizens to research and learn about how to navigate their lives economically, from classes on financial literacy to books and research resources on creating a business or building skills to find new employment. Understanding how to shepherd people through the complicated structures to be entrepreneurs and create new businesses is important to be embraced by the City and its partners to help our local economy thrive.
- Jobs with livable wages. Lawrence wages are low making it difficult for many to thrive.
- Not bringing in more low-wage manufacturing jobs would help. When I moved to Lawrence, the cost of living was fairly normal and it wasn't hard to find a job that would sustain you. Now rent and housing costs are very high and wages hover at about the same level above federal minimum as they did in 1988. If you want a sustainable local economy, inviting more big-box retail and hotels and apartment complexes in with your incentives isn't going to help local wages.
- These directional statements assume these things to be true, so any criticism is seen as an attack. When attacked, people become defensive and less willing to take the criticism seriously. If Lawrence is really interested in changing, start changing and stop believing the hype. Fix our dependency on national chains. Fix our rape crisis. Fix the streets in poor neighborhoods. Fix the imbalance of power certain businesses and families hold.

- Safe and affordable housing; well-paying jobs; good childcare and education; affordable basic services
- High rentals on Massachusetts cause too many turnovers. We need a strong business incubator with collaboration from KU and Haskell.
- High to middle wage jobs that promote growth in the area! Non minimum wage jobs!
- Quality local jobs. Don't continue to turn your back to new businesses desiring to come to town that would offer additional employment opportunities.
- Fair wages. Landing living wage jobs that are not based in retail. Creating housing stock that is affordable to all income ranges and those in need of transitional housing.
- A safe, affordable home and community support.
- Having the freedom to grow.
- As stated before, pursuing "distribution" type companies would be a boost to our economy.
- Arts and culture.
- Codes that permit working at home and in mixed use settings. A strong downtown with a good balance of office, retail and residential.

### **How can the City foster an environment where businesses can prosper?**

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- Positive, aggressive approach to economic development.
- Positive environment to attract new businesses.
- Can't stay in the past, take a risk.
- But unlimited growth is not desirable.
- Provide zoning that supports business needs.
- Affordable housing for workers.
- Infrastructure and support services.
- Accessible to businesses – make effort to understand their needs and concerns.
- Support a startup culture/community.
- Open to incentives.
- Have space in industrial park.
- Incentivize urban agricultural jobs.
- Diversity of job availability.
- Plan for what industries the City wants to attract.
- Work with the Chamber.
- Start "brainwashing" kids at early age to buy/support local.
- Encourage local businesses to stay open late/do internet business for those of us that commute.
- Stop over-taxing businesses, and work to re-evaluate property values to appropriate levels. Artificially inflated property values have (and continue) to force rent prices upwards. New businesses have to struggle to make rent in this town...especially in the downtown area. Small businesses fail in this town where, in other towns, they would succeed with the same sales figures.
- Promote smart development and avoid our special interests. We need to remember that developers are in it for themselves so regulation and oversight is good. On the other hand, they also will only build if they think they will make money, we should remember that.
- Small business supportive services.
- Taking steps to improve human capital and the wages that steps can foster.
- It already does. The major employers in town offer low wages because they can.
- The city is very open to business. Avoid variances, exceptions, and special deals. Let the business community know that access is equal and consistent.
- The city is very difficult to deal with. Building inspectors, for example, are adversarial and add to the affordability problem. The planning commission will not even consider a plan without EXPENSIVE architectural plans. Way too many diverse opinions in the city offices. I am reminded of the ridiculous



exchange with the Mayor over an arch at a restaurant located on Mass St. Or the battle by another downtown merchant over a small sign to be attached to the building.

- Encourage a culture of creativity.
- Lol, stop asking questions presuming you actually can be of help in any fashion other than backing away!
- Fair policies, low (but NOT non-existent) taxes, invest in arts & culture so that people want to move here. Investing in local artists' businesses.
- Our attractive downtown is an environment that draws people to come, which in turn, helps local business' prosper. Downtown Lawrence, Inc. collaborates with merchants and the City, to achieve the ambience that makes Lawrence "unmistakable". Parks and Rec keep the lights up until mid-February, understanding the festive feel that comes from the environment. The colorful flower planters and banners add to the feeling. The outdoor sculpture and multiple art shops make people feel good when they are downtown. Access to arts and entertainment, music, performing arts, help create a community that is attractive for a business to locate, bringing employees to live and work. AND, AS STATED BEFORE, IF WE CAN BRING MORE BUSINESS TO LAWRENCE, WE CAN GENERATE MORE TAXES AND MORE JOBS.
- Area amenities are essential to attracting businesses. Younger workers are looking for recreational activities, green and natural space to enjoy bus and bike transit options, etc.
- Incentives. Re-prioritize how important those organizations/businesses that foster 'quality of life'. Collaborate with them more.
- Peaslee Center (and workforce center? Are those the same or separate?) Seems key. Why don't you offer and promote monthly open houses there? Other than the grand opening, I haven't heard a thing about what's going on there. Don't know what I ought to help call attention to for the young people in my life, my son, etc.
- The City can judiciously consider proposals from businesses and community business leaders. I appreciate the City's reluctance to let business interests run roughshod over the long-term good of the community. I think a good business proposal for the near term is not necessarily a good proposal for the City's desire for a "vibrant sustainable local economy" in the long run (such as the proposal for an indoor mall that was rightly killed some decades ago). However, I would like to see the City be more helpful toward some proposals in the downtown area (specifics below).
- Keep taxes down so people have money left to spend.
- Be positive and helpful.
- Tax incentives to responsible businesses which offer good jobs, good neighborhoods, good police and fire departments, good schools.
- We have been spoiled for so long. With the exception of a few high-profile projects that have created controversy in recent years, Lawrence has chugged along and grown steadily for many years without much help from the City. We have a reputation for telling businesses why they can't do something rather than helping them make investments in our community. Communities have a hard time picking and choosing the jobs they want. Private investment has to choose our community. We can't force the investments we want. We should spend more time talking about the investments we'd like to have in our community and discuss ways to encourage them rather than let a couple of controversial projects turn us into the last place anyone can do business. Small investments can make a big difference if we think holistically; small public investments in institutions like the Library, Arts Center, Parks and Recreation, and Explore Lawrence contribute significantly to our quality of life reputation and create jobs for hundreds in the private sector. Protecting and enhancing some of those investments will pay dividends in economic activity for the City.
- Businesses can handle regulation, what they can't handle is inconsistency and surprise.
- A focus on citizen safety and vital infrastructure care and maintenance.

- I think the most important thing to do is to ensure that we are seen as the best place to live in Kansas. Next, we have to find a way to make companies feel welcome. This goes beyond regulations and incentives; it also means lessening the vocal minority that constantly rails against almost any large business.
- More money for arts education, arts events, and cultural experiences that improve workforce development and community quality of life.
- The city needs to quit limiting the businesses that can move into Lawrence. Why don't we have furniture stores or Olive Gardens or Red Lobsters? Why do we have so many chicken restaurants? I agree that downtown Lawrence is important and I used to treasure its creative shops and jazz bands in bars, but I think its unique flavor left with the 2008 national financial recession. Limiting businesses and limiting where they be located in Lawrence just means more people use the SLT to shop in Overland Park and KC.
- I like that sometime, finally, the commission has said no to new business.
- Maintaining the unique identity Lawrence has cultivated. This is a town that people enjoy living in and that alone should appeal to businesses seeking to bring in employees.
- When wages are good, people have money to spend. Money trickles up. As you solve the economic problems of the citizens, you make opportunity for businesses to harvest. Poor people don't support businesses!
- The Economic Development and the Chamber of Commerce need to do a better job of attracting businesses that pay a living wage. All they do is give excuses. The money spent to clean up Venture Park has been wasted as it still has no productive businesses there.
- Only allow businesses to start up in Lawrence that have the people's best interests in mind. Favor small business over megacorporations.
- Balance the needs of citizens with the profit-making desires of businesses. Encourage responsible corporate behavior, especially when tax incentives are granted. Quid pro quo. Be fair but also act to preserve what makes Lawrence unique: our downtown, the diversity of our people, our history.
- Get fiber optic cable to residences and businesses--city and state govt. have fiber but not for its own citizens!! Stop trying to "invest" in business with tax incentives, industrial parks, etc. They don't work. Instead, city govt. should re-assess its business permit/license/regulation inventory regularly to improve and prune them to be rational and limited to what is really needed.
- There has to be some way to balance both large and small (local) businesses and to provide support for both. The city should find ways to help lower the cost of living in Lawrence so that people of all ages will choose to live here.
- Truly earn a "business friendly" reputation. Don't vilify growth and those willing to invest in the community. Make decisions based on project merits. Support local attraction and expansion through simplified, expedited processes.
- The City should invest in helping people in our community help themselves to better situated to thrive in our new economy, from creating an Etsy business to coding for a local startup to telecommuting at a large multinational company. The world of work has changed. Providing resources like our burgeoning Peaslee Tech, KU's Biotechnology and Business Center and providing adequate resources to our public library helps us have a community creating its own businesses and prepared to work for businesses that choose Lawrence as a place to be.
- Incentives geared to living wage job creation and affordable housing for workers and less for high end residential developers.
- Stop creating an unfair playing field for the local, long-term businesses vis-a-vis the new ones.
- Remove snow from the sidewalks. Rezone so that all the businesses don't reside in business parks and are instead incorporated into neighborhoods, where local businesses can compete with giant chains.

If you had a local grocery closer to your house, wouldn't you be more likely to shop there than driving to one of the big box stores?

- Consider use of form-based codes; they eliminate some of the red tape associated with code compliance. Support more pronounced, visible change in public spaces (streets, parks, etc.), particularly in the urban core, that allow Lawrence to compete with the region for educated talent. Housing stock in Lawrence is going in the wrong direction; we continue to build \$400k houses in suburban Lawrence and both "affordable housing" and upscale condos in the city center. We need policies and practices that keep East and North Lawrence affordable. While young our elder population is also growing. If you want to attract more affluent older adults we need to encourage the development of housing those appeals to these seniors (as well as more middle-income seniors) that want to live in walkable neighborhoods, close to key services, etc.
- Have regular sessions where new businesses can come together and air their concerns to the city.
- Stream-line its building permits process! Make it easier for new businesses wanting to set up shop in Lawrence! To encourage them to come to Lawrence!
- Don't over-regulate businesses. Work with them to find common solutions to perceived issues.
- Housing for all income ranges is a solution. If workers of all skill and education levels can't afford to live in the community, the labor pool dries up.
- Encourage economic growth at every level. Provide just as my jobs for low income households as high income households.
- Give the same tax breaks to the small business owners and startups that was thrown away with big developers.
- Any new opportunities have to above minimum wage jobs.
- Arts and culture.
- Certain codes are necessary, but city should approach businesses with the heart of a teacher and facilitate meeting their needs.

**Are there any specific initiatives you would like the City to consider that would contribute to a vibrant, sustainable local economy?**

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- Make sure population growth/housing doesn't exceed supply.
- Invest in heritage tourism venues and promotion to increase tourism economic impact.
- Capitalize on existing attributes to attract tourism.
- Leverage the vibrant arts and entertainment scene as a difference vs. other communities.
- Don't overbuild apartments and high-end lofts/condos at the expense of affordable housing.
- Implement 'smart growth' guidelines to ensure future growth does not result in 'sprawl' and drain the City resources.
- Decrease funding for big developments and increase incentives for local businesses especially in mixed commercial/residential (maybe related to zoning as well?) – behold 1900 Barker.
- Support art initiatives such as 9<sup>th</sup> Street improvements.
- Seek federal job training grants, for example from EPA.
- Raise the minimum wage - \$10/hour.
- Better collaboration with the Chamber of Commerce.
- Increased density
- Reinstate fire protection grants for downtown Lawrence business development and safety.
- The Free State Festival brought in quite a bit of sales revenue and hotel tax dollars to this city. Return funding to the Arts Center and that Project specifically!!
- I think we need to realize that we can have two or three small business centers in town (downtown, south Iowa and west 6th seem to be those three areas). We need to make it easy for area communities to access our businesses and want to come here versus Topeka and Kansas City.

- Consider micro loans for small business start - then when paid off reinvest in new small business
- Lawrence Loop and a re-envisioned, rebooted East Ninth Street.
- Professionalize economic development by bringing it inside City Hall.
- Less residential development. We are creating a bedroom community. Bedroom communities are not sustainable.
- Promote population density in down town. Invest out tax dollars in projects based on the long term and not based on opinion. The "experts" decide a project, like the infill project on Vermont Street meets the parameters set by code, but the project is declined for personal reasons.
- Free State Festival, East 9th Corridor.
- Return to your legal mandated services.
- CONTINUE TO SUPPORT ECONOMIC DEVELOPEMENT TO BRING NEW COMPANIES TO LAWRENCE AND WORK TO FIND A WAY TO SAY YES WHEN THEY WANT TO BRING A NEW COMPANY TO TOWN.
- Supporting local food networks. Young farmers are young professionals too, and we should do what we can to support their development as business people as well as farmers.
- Get more active about communicating the fact that higher density development means more property tax revenue with lower infrastructure costs.
- The downtown grocery store and the 9th Street Corridor project.
- Continue to support community programs especially arts and creative ventures.
- Don't know how much role the city has in it without overstepping their bounds, but a lot of great mom & pop stores have had to leave Mass Street because of the rents. It'd be a shame if it turned into a street of chain stores. Personally, I hope the city doesn't get much bigger. KC is right down the road, so we have a bigger city to go to if we want. We pretty much have everything we need here without the big city problems.
- Be supportive of companies bringing jobs and/or housing. It is simple supply and demand. If you restrict both then taxes for rest of us go up and housing that is here becomes even more unaffordable.
- Support the arts and artists more, expand Parks and Rec parks and Rec Center offerings to locals as well as bringing in tournaments from other places that are paying customers more festivals and events of all kinds that bring people from out of town.
- Build out the 9th Avenue ArtWalk project. Restore funding to the Lawrence Arts Center. Consider further long term investments in new Arts Center facilities. Maintain funding for the City's Arts and Culture Director. Update workout facilities at the downtown Community Center.
- A focus on citizen safety and vital infrastructure care and maintenance.
- East Ninth Street, Transient Guest Tax Grant, Lawrence Cultural Arts Commission Community Grants – all of these projects needs more funding to survive and thrive.
- I'd like for the city to quit contributing to the Chamber of Commerce and develop its own business and job recruiting programs. Does City Hall have a specific person in charge of business recruitment and development? I'd like to see that land by O'Connell Road occupied by businesses and job producers, and I'd like to see the proposed mall on south Iowa become a practicality. Businesses could also locate on 6th Street by Rock Chalk--but do they just have to be hotels that bring in temporary business and moneys?
- I'm not sure, but there does seem to be a lack of adequate employment opportunities within the city; employment that allows a citizen to purchase a home, afford to support a family/childcare, without commuting to a neighboring community.
- A long-time complaint of retail downtown is that there are too many restaurants. People come eat, don't shop, and take spaces so shoppers can't park. And we are spoiled; want to park RIGHT in front of the business. I've no suggestions, just saying. But I do think our retail has gotten less variety.
- Living wage ordinance.

- Implement the Cultural Plan when considering other programs like infrastructure, new developments, capital improvements....
- Do more with the "living wage" and "reasonable rent" definitions. Some pressure to treat employee's right is required. Can the city evaluate and publicize how businesses treat employees? Can the newspaper? A chart showing average wages would make it clear. Can the city publicly call out the best employers? I say give no incentives to out-of-town-owned businesses that send their profits out of the city, unless they are giving back to the city big time doing good works. The city should be fighting projects like Uncork Kansas which would be an enforcement nightmare in this college town and which would take money from local small businesses and send it to Dillon's corporate.
- The city had the opportunity to bring in businesses at the south end of Iowa St. and they voted not to allow the development even though no tax money was being requested.
- Only allow businesses to start up in Lawrence that have the people's best interests in mind. Favor small business over megacorporations.
- See earlier answers regarding food deserts and nonprofit collaborations. (Previous answer: Balance the needs of citizens with the profit-making desires of businesses. Encourage responsible corporate behavior, especially when tax incentives are granted. Quid pro quo. Be fair but also act to preserve what makes Lawrence unique: our downtown, the diversity of our people, our history.)
- Continue to permit Lawrence to host "events" in South Park and elsewhere in town; reduce spending and taxes. Levels of taxation in Lawrence are driving out the middle-class retirees and homeowners; don't know how those who are not at least in the middle class can afford life in Lawrence.
- Help eliminate the tax lid. Raise quality of life by increasing the local tax base.
- Our city is chock full of bright, creative, well-educated without a lot of employment opportunities. How do we harness all this potential and build a successful local economy? I think it comes from building an infrastructure that gives people in our community more confidence to take more risks. More and more people need to see themselves as an independent agent of their own economic destiny rather than a clock puncher at a business for four decades. How does government assist our citizens with gaining the confidence to boost our economy with their new ideas? Again, tech and business centers---and public libraries! -- are well suited to help in these endeavors.
- Need higher paying large employers and incentives for more affordable housing.
- Incentives were created to target companies that were bringing in long-term, living-wage jobs. Instead, the city is using incentives to promote development in housing, apartments, low-wage retail space.
- Bus shelters, safer streets, snow removal, and lower sales taxes.
- An urban growth boundary to stop inefficient, unsustainable development on the edge of the community. Even today I hear complaints from residents on the far west side of town about how they stay away from downtown because it's a pain to get down there (too many stoplights, congestion) and poor parking. The solution is not more parking...it's LESS, with better options to get around town. The T is actually very good, but it needs to continue to evolve so there is a perception among ALL residents it is a viable transportation option. Ridership is growing, but it is still used primarily by students, KU (staff and faculty get free use), and those with financial or physical barriers that make use of public transportation about the only viable alternative. Free transit would make a huge difference, as would as system with a hub.
- We need cerebral jobs for a well-trained workforce. Wouldn't it be nice for college grads not to have to drive to Topeka or Lenexa to have employment?
- An outdoor themed store(s) Restaurants that cater to them fresh water fish restaurants! Bass-pro shops!
- Encourage & expand funding for economic development. We cannot survive, let alone prosper without job growth.

- Affordable long term housing.
- Hmmmmmm.
- Warehousing and distribution are very well suited for our location.
- Arts and culture.
- City should consider asking the voters to support a new tax that would be dedicated to both economic development and affordable housing equally.

### Other Comments (Bike Rack)

- Is the vision for City Government or for the City of Lawrence as a community/place to live?
- Ensure diversity (racial, ethnic, economic) of attendees at these input session – perhaps by targeting facilities or organizations whose members should have a voice in this process.
- Secure Director of Arts and Culture position in City budget as well as funding for arts and culture project as line item in budget.
- Think about finding a way to ensure that future Commissions follow your plan. A plan is only as good as its implementation.
- Respect the vision of the Lawrence Cultural Arts Plan and the goals it proposed and were adopted by the City Commission.
- Those goals mesh well with the critical elements of the Strategic Plan...and well ensure that the essences of Lawrence are maintained with arts and culture – the DNA of our community. Making it “unmistakable.”
- Capitalize on the contributions from the innovative and creative industries – economic growth, social justice and creative developments are areas that arts and culture and tourism can improve.

(written letter provided at session)

Mayor Soden, City Commissioners, City Staff and the Novak Group

Congratulations to all of you for an excellent start on a strategic plan for our community. The Vision Statement and Critical Success Factors demonstrate thoughtful, focused effort on your part, and point to the kind of community we can all be proud of.

As most of you know, in the last few years I have been encouraging you and my fellow citizens to work toward and invest in a transportation system that meets the needs of all Lawrence residents. The Planning Framework mentions this goal in many of the success factors, including Safe, Healthy and Welcoming Neighborhoods, Innovative Infrastructure and Asset Management, and Commitment to Core Services.

I am encouraged that you share my concerns. However, I see that you listed access to transportation as a strength. True, our streets are in good shape and for the most part well designed, and we have an excellent, well-managed bus system that is improving every year. However, this is one vital component in any exemplary transportation system that is woefully inadequate in Lawrence, and that is our pedestrian infrastructure. Access to transportation is more than smooth streets, on-time buses, and plenty of parking. If resident can't walk safely to schools, churches, stores, or bus stops, we do not have good access to transportation.

Last year the City Manager advised you that the best way to repair our crumbling sidewalks was to enforce the existing ordinance that places all of the cost on adjacent property owners. A program to implement this is just beginning, and only time will tell it if will be successful. Many community groups and your own

Pedestrian Bicycle Issues Task Force have told you in no uncertain terms that they consider sidewalks a public good, and that as such the cost of their maintenance should be borne by the community at large, not just by resident whose property they cross. Your solution was neither innovative nor equitable. I encourage you to keep a close watch on this latest maintenance efforts, and be ready to rethink your position if it proves unworkable and inordinately burdensome on those least able to afford it. Perhaps you could consider revising the “Innovative Infrastructure” success factor to read, “The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities and assets, and supports accessible, sustainable, equitably financed transportation options.’

Thank you for your time.

Gary Webber  
907 Morrow Ct.

## Employee Input

On February 15, 2017, a group of 43 City of Lawrence employees gathered to review the draft strategic plan, as well as discuss the City organization's mission and organizational values. Similar to the community sessions, employees worked in groups to answer a series of questions about the draft elements of the strategic plan. Employees were also invited to provide additional input or ideas that they believed were not captured in the strategic planning framework. Those comments are included in the "Bike Rack" section.

Additionally, the City received 12 online responses. All input received from staff is included in the following section of the report.

## Vision

The City of Lawrence – supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

### **How does this statement capture your hopes for the future of Lawrence City government?**

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- How/why these words?
- Use of the word "unmistakably" – is there a better word?
- Agree with the description of Lawrence as a City (innovate, equitable...).
- Agree all departments are innovative.
- Use of transparent supported by employees; citizens don't agree.
- Need a better word than "transparent" – many services and much information should be confidential (privacy statement does not reflect safety concerns).
- Hopes
  - Responsive community
  - Diverse community
  - Provides hope for green energy
- Local government not just "responsible."
- Missing these words:
  - Diversity
  - Integrity
  - Professionalism
  - Partnerships
- Keep these words:
  - Innovative
  - Supporting
  - Transparent
- I think we lack transparency at several levels of our government. From tax incentives to promotions and pay raises, there is no way we can be sure we are treated equitably; it is left to trust and to the word of City Hall.
- It's just okay. I'm personally not at all crazy about the "unmistakably" part of it. It reads a bit overboard. The simpler, the better.
- Statement is very broad.
- I think unmistakably is already used by explore Lawrence so I would choose a different work. Other than that, it is what I hope for us.



- Consider "Supporting and partnering within an unmistakably . . . ." There are opportunities for partnerships between city departments that are not being used and potentially with community businesses and groups. This would increase efficiency in using resources and a sense of ownership for employees and citizens.
- Good.
- Sounds like a community that is willing to listen and grow -- to be forward thinking and understand that communities are made up of many wants and needs.
- This is well written and accurate.

#### **What does the City need to do in order to achieve this Vision for our future?**

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- Continue to listen and allow the citizens and groups to feel free to talk to the Commission to be heard
- Keep open ear to groups that want to come in (arts/culture) as Lawrence is a very unique community.
- Write a new vision.
- Be responsible AND responsive.
- Talk to the people who actually deliver the services before you make major decisions.
- Front line people should have input – mechanism for online comments?
- Be prepared to listen to experience (local schools, local grocery stores).
- Do all we can to service areas that are older. Support inner-City older neighborhoods.
- Balance growth.
- Make stated goals; spend money and effort to achieve those goals. As it is, we throw money at every area of interest and never seem to get anywhere on any of them. We have hundreds of thousands of dollars in software and equipment that doesn't work, isn't being used, or is out dated. We hire experts and consultants yet we never get to the outcomes we want. By being clearer about our goals, we can prioritize our spending and expect success.
- Whatever catch phrase that ends up being adopted, needs to have buy-in from the employees and the public.
- The city needs to clarify the business of the local government. What are their very specific roles and responsibilities? How will innovation be applied? Who is the City "government" responsible to?
- try new ways of doing things, treat everyone the same regardless of who they are and/or who they know on the Commission, and make sure that decisions are really being made in the open rather than behind closed doors between commissioners.
- Regarding transparency-the website is abysmal. Recent changes have made it less user friendly and less attractive. Accuracy and timeliness are a problem-for example this page still has the "snow warnings, travel discouraged" under city news. Our department has been hobbled in any attempts to improve our own piece of the site and receive frequent customer complaints.
- Stay focused.
- Keep focused on priorities, without getting distracted by the hundreds of other alternatives that we could be pursuing at any given moment.
- Actually listen to all and not just the political vocal few. Look at the future further than a political election --- set a game plan and continually work to that means.
- We are on the right track and simply need to continue.

#### **How can we nurture our unmistakably vibrant community as we grow?**

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- Continue bringing events to town (arts and culture).
- Don't make big obstacles for people to have to jump to come or put on events.
- What is an unmistakably vibrant community?
- Other than "supporting" an unmistakably vibrant community, how is this a vision?
- Balance growth between new and old neighborhoods.

- Grocery stores in older communities.
- Vibrant community = affordable health, basics, core services, support.
- Not a vision. Just “supporting.”
- Continue to look for opportunities to put Lawrence on the national map. This community has little else to offer besides the youthful, vibrant attitude we enjoy. Young people want something to do besides enjoy this attitude and we will need to give them something besides bars if we don't want to continue to see the negative impacts of that trend. We need recreation options for several age groups that get people to enjoy the natural resources we have. We need to invest in those resources.
- Obviously communication is important. However, many conversations still seem to be dominated by single voices. We need to be more specific about the expectations of what the City can do and care for and what is the developer, property owners, residents, and business owns responsibility. The University must be more engaged in the community.
- The city can provide support, seed money and expertise, and does so.
- Listen and learn.
- Be aggressive is seeking business development.
- Be clear in the mission and priority of tasks. be excited about this community. don't get mired down thinking the people that speak most often actually represent widespread opinions.
- Be creative not regressive --- do not be afraid to dream. Do not get hung up on individual wants but look at the whole and what is best for the long term of our city.
- Vibrant for me first brings the image of clean. We must continue to keep properties clean, mowed, trash free, and as keep the illegal signs to a minimum.

## **Effective Governance and Professional Administration**

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

### **What does effective, collaborative, and transparent mean in Lawrence?**

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- Do as I say, not as I do.
- Listen to vocal minority.
- Stuttered.
- Lots of turnover in terms of vision and leadership.
- Over-focused on growth negatively impacts effectiveness.
- Knowing community and meeting needs of the public.
- Examples:
  - Community-Oriented Policing Service (COPS)
  - Parks and Recreation
  - Multi-year capital funding programs (within departments) and strategic planning to implement
- Need to enhance outreach into underserved or silent community members so everyone has feedback but only after setting budget for core/departmental services.
- Retain experienced employees.
- Listen to experience.
- I'm not too sure about that. I think of the East 9th street project and wonder just how effective and collaborative that process has gone. Considering the fact that the project is actually not moving, I'm not sure we can say we are effective at collaborating. For transparency, I think about the mess that

has become 19th and Ousdahl. The city is letting the University dictate the changes in that neighborhood without consideration for the folks who live there. It stinks of back room agreements and there is no transparency for the people in that area.

- That all city staff and commissioners are open and available and professional. It also means that the public needs to be aware of what the limitations are for local government, and that we all will work together in a civil manner to reach common goals.
- Effective means you achieve the outcome you set out to achieve. Collaborative means you find ways to work with other agencies, developers, citizens, to achieve your goals. Transparent means everyone has the same information when making decisions.
- Effective- getting job done with least resources required. Prioritize- a long range, broad scope that is proactive to the big picture rather than reacting to vocal or connected groups.
- People working together and being open about what is going on, what the priorities are for the city and how we plan to get there.
- Listen to professional opinions as well as stake holders and citizens.
- Being open to the process of decision making.
- It means a lot of things but to be effective and collaborate with partners there has to be give and take and transparency is important but everyone needs to remember that when you partner expect to bend to meet everyone's need not just what the city officials expect.
- The city's ability to do its job working both with outside entities and between departments. Also, doing so in a manner where we can be held accountable by the public.
- Using things such as this survey and having online information easily accessible as we currently have.

#### **As a consumer of City services, what do you believe the City does well?**

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- Parks and Recreation is awesome.
- LPD does a good job without a stand-alone building, promoting diversity within a lot of tension.
- Streets.
- Utilities.
- Trash.
- Supports KU.
- Snow removal.
- Allows every voice to be heard.
- Meet expectations of the City.
- Great people that work for City services.
- Recruiting good people who work hard and are committed to their work.
- Collect our payments.
- Addressing immediate needs. Provide decent salaries and benefits. Try to focus on core needs.
- Customer service - Most city employees that I interact with (parks and rec, solid waste, parking meter readers, police) are very polite, friendly, and positive. They seem to want to help. I think we offer a wide variety of recreational services. Our public safety departments cater to our citizens. our city utilities (while not the most affordable) are excellent - water is clean, safe, and tastes good; my trash and recycling gets picked up very reliably. Our website contains a lot of information (although it can be challenging to find it sometimes).
- Transparency and accessibility to the public. Parks and Recreation. City Sanitation including the compost and mulch services.
- Nice to have the bike paths around town and the city keeps them fairly well maintained.
- Parks and Recreation classes.
- Streets, police, trash pick up.

- Professional staff knows their jobs and what the consumers expect from working with them daily... Elected officials need to listen to staff more as the professional and not make decisions because of their personal preferences or a few people that are in their ears. 90% of city staff time is devoted to the 1% of the population that complain -- and usually it is always the same 1% regardless of the issues.
- provides good recourses to city services.
- Landscaped areas are beautiful, parks mowed, downtown clean, trash collected and the Police are keeping us safe.

#### **Where do you see opportunities to apply new, relevant best practices to City service delivery?**

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- One-stop location for services (within City and campus).
- Consolidate.
- Improve online.
- Kiosks.
- Staggered work hours, more flexibility.
- Sustained leadership, remove at-large elections so have constituencies.
- At-large representation, not districts.
- Consistent vision and leadership.
- Stricter guidelines being set for the "eligible" tax credits.
- By using smart utility meters. Also, the city has a Fat Oil and Grease program but doesn't have the ability to enforce it. If we took the initiative to collect the grease from large producers, we could very simply create diesel fuel to power the trucks used to collect the waste. The byproducts can be added to existing process at the WWTP to generate large quantities of methane which are already harvested for reuse. This simple process would protect our collections system, reduce backups and regular line flushing, and eventually pay for itself. Most of these types of initiatives would necessitate more staff, however.
- The city needs to pay attention to, and fix what they already have before going off in too many directions on too many tangents here and there. That starts with the commission.
- Our downtown could use a renovation - the sidewalks and planter and streetlights, etc. We need more long term planning (strategic planning is a great start) We need more procedures for little things - advisory boards, how items get on a commission agenda. This is also a small thing but we need to eliminate the need to process so much paper related to credit card receipts. We need a way to fund more frequent vehicle and equipment replacement.
- Inter-department coordination in use of resources.
- No idea.
- I don't.
- Better technology ... Better relations with our business community, Universities and USD 497. More collaborative planning and uses of resources.
- Look at city growth and consider how this will affect the public school systems. as the city grow so should the borders of the Lawrence school district.
- I don't have any thoughts on this.

## **Safe, Healthy and Welcoming Neighborhoods**

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

### **What makes a neighborhood safe, healthy, and welcoming?**

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- Good lighting.
- Good property maintenance (i.e., no cars sitting out).
- Neighborhood watch.
- Public spaces.
- Greenspace and parks.
- Street signs – where you are at.
- Accessible sidewalks.
- Blended household costs/income in each neighborhood.
- Connectivity – sidewalks and streets.
- Define safe (socially, economically, healthy).
- Better definition on terminology.
- Back up whatever statements that we put out.
- Demand of core services exceeds ability to provide core services.
- Better description of zoning.
- Planning that limits surprises.
- Disagree that “all” people live in good neighborhoods.
- Good infrastructure (streets, utilities, sidewalks).
- Neighborhood schools and walkability to school.
- Safe trails that connect neighborhoods.
- Sidewalks and streetlights would go a long way to making my neighborhood safer, healthier and more welcoming. It isn't news that the poorer and lower socioeconomic areas of town do not get the same treatment with respect to sidewalks and lighting. This attitude is past due for a change.
- Making them as crime free as possible. Providing good water and sewer and solid waste services. Clean, well-lit streets and sidewalks that are maintained. Yards, houses, fences, etc., that are well maintained too.
- Sidewalks and amenities such as benches, gathering places, clean public spaces with "eyes" on the street.
- Clean, well-lit streets; trash get picked up. a complete network of well-maintained sidewalks so you can walk and bike to meet your needs. Neighborhood schools and parks. Trees and other landscaping. diversity of neighbors and opportunities for neighbors to interact.
- Good design - walkability, lighting, public areas, a sense of identity and connection to neighbors. I think the directional statement is not correct. Not everyone that lives in Lawrence lives in those types of neighborhoods. There are people who do not have access to grocery stores or transportation. Access to services, recreation opportunities, safe sidewalks and making sure residences are kept up to code make good neighborhoods.
- Good schools. clean streets, healthy trees and green spaces.
- Adherence to cleanliness and good upkeep.
- Strong city departments --- Police, fire, streets, P&R etc. Also strong relationships with special service organizations like Burt Nash, Health Dept. LMH etc.
- As long as city ordinances are followed neighborhoods and are properly lit at night then the city has done its job.
- Cleanliness is certainly the first think that will be noticed. Well light streets at night, good streets and sidewalks, minimum clutter, ROW trees trimmed are all very important and easily noticed.

### **How can neighborhood design be improved to ensure all our residents have access to services that meet their basic needs?**

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- Connected sidewalks.
- Closer bus stops (more stops/shelters).
- Collaboration/partnership (e.g., Eagle Scout projects for benches).
- Mixed use neighborhoods with jobs, shopping, recreation at neighborhood scale.
- More mixed-use development.
- Adequate sidewalks.
- Good road system.
- Bus stops/public transportation.
- Allow businesses to locate in areas that already meet zoning requirements.
- Define basic need.
- Residential plot zoning for services.
- Adequate services for all sides of the City (grocery stores).
- Reflective house numbers off curb.
- Building too many apartments.
- Access to trail system.
- Look for ways to include parks and convenience stores in neighborhoods. Consolidate trash storage and mail delivery where possible like on dead ends and cul de sacs.
- Not enough time to answer this in this format.
- Each neighborhood is unique. Development of neighborhood plans helps to define and refine those needs for each neighborhood.
- More mixed use across town rather than concentrating retail on the outskirts; more effective transportation networks to move traffic (roundabouts, bike paths, keeping speed humps off collector streets, etc.)
- Road diets and walking. Trust best practices and research over public opinion. For example- I was not a fan of roundabouts, but the research certainly supports their safety and in researching, I found much validation of road diets as well. There have been some hard sells and I think the Kasold project should have proceeded.
- Help ensure that they have access to basic services by encouraging stores to go in and neighborhood development.
- Don't over build apartment units, so parking is an issue on the surrounding neighborhood and businesses.
- Don't know.
- I do not believe Lawrence is large enough yet to have to have satellite offices of Libraries, hospitals etc. -- good transportation system and streets/safe bike routes etc. --- in a car can still get anywhere in Lawrence in 15 -20 minutes...
- I simply don't see anything that needs improved.

### **What could the City do to celebrate the diverse and unique features of our neighborhoods?**

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- Block parties.
- Holiday celebrations.
- Signage, street signage.
- Distinctive characteristics of neighborhood (recognize associated cost).
- Entry markers.
- "Welcome to Lawrence."
- Downtown lights.
- Does City still have a welcome wagon?

- National night out.
- Promote neighborhoods and allow character to develop.
- Allow public art and unique streetlighting.
- Look for ways to modernize the area. Most neighborhoods where I live have blight and vacant houses and very run down privately owned mobile home parks. Update and enforce the codes so we don't have to look at 60-year-old trashed mobile properties being rented to people who need affordable housing.
- Encourage more Neighborhood Watch areas with active participation. Same for LAN, except leaving the politics behind.
- Signage perhaps, entry markers, mini parks creating places for public gatherings. Engaging neighborhood leaders and developing neighborhood leadership for all neighborhoods.
- Educate people that requiring people maintain property to a basic, safe level isn't an assault on the character of their neighborhood. Work to find ways to preserve the past but adapt for the future.
- Listen; by all means impose development that is related to safety, but not aesthetics. The ninth street project will be back soon-look at lighting, parking, and affordable housing but do not force gentrification.
- Clean up the streets and sidewalks to be able to access these areas!
- Offer a festival of cultures events and sister city events. Offer architectural history tours and or other ideas, that help the public get to know one another. Set up and participate in volunteer events.
- Don't know.
- I think we do some of this with our parks and neighborhoods showing and marketing the history of the areas...more of this on a larger scale. More social events, community events, celebrating and educating about our heritage.
- I believe we are already doing this with urban agriculture but we must be careful not to turn the City into the country with too many animals and crops that detract from the enjoyment of those who don't care for this type of living.

## **Innovative Infrastructure and Asset Management**

The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities, and assets and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.

### **Are there specific infrastructure, facility or asset initiatives that you believe the City needs to invest in?**

- Better work spaces for staff.
- Consolidating staff.
- More one-stop shops
  - Coordinated with KU for students
  - And others
  - Use technology to help
- Database of all City equipment - what can be shared and share among work groups and what or who can be contacted for use (would benefit with emergency preparedness and response).
- Keep up on up-to-date equipment/tools.
- Streets/road.
- Water and sewer lines.
- Water tanks.
- Storm water.

- Pump stations.
- Single, unified, purpose-built justice center building for LPD/municipal court with room for training academy, secure parking, and proper evidence storage.
- Larger city garage for accommodating more vehicles.
- Consolidated public works building.
- Consolidation of planning and development services.
- North Lawrence gateway to community - first impression.
- The Kaw Water Treatment Plant has multiple pipes and valves that are rusted out and not functional but due to the difficulty to replace them, they are ignored. This attitude will cause a massive failure that will be more expensive to fix.
- It seems there still needs to be better cooperation between City street / water / sewer maintenance what private / state contractors to in the same areas. One group comes in for service and repair/replace and then several months later the next group comes in on top of that and tears up what was just rehabbed.
- Sidewalks and green infrastructure.
- A new city garage, a one-stop shop, transit transfer facility, police facility.
- Parks, trails, recreation facilities are important to quality of life, community development and maintaining land values. Safe streets and water supply.
- A POLICE STATION! The police need to be able to communicate with each other and know what each other are doing to help the organization run more efficiently. They can't do that in separate buildings all over town. The current patrol building is full of gross things in the stairwell and is falling apart. Does anyone else work in a building where the ceiling tiles are falling out around you and water leaks into where you change your clothes on a daily basis? Also, the streets are kind of a mess and need to be patched.
- Downtown parking lots are over 40 years old, and many need redone.. with larger grow space for mature trees, and other green spaces. The downtown sidewalk dining discourages shopping and should be removed in the winter, when it is not in use. these areas are unsightly and hard to walk around.
- No.
- If we wish to enhance and maintain historical structures special budgets dollars need to be established to go to planning and upkeep of these structures. Expecting departments to manage these assets with general budget operating funds is not feasible for the long term.
- City needs to evaluate long term financial stability highest investments should be made for what parts of the city have and will bring in the most money. at the end of the day if there is no city capital nothing can be accomplished so it is better to put off non income based investments if need be.
- I believe we are providing plenty.

#### **How could access to sustainable transportation options be improved?**

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- This statement must really be clarified. What are you asking? Reframe as: what is the need for public transportation (i.e., bus)? → more routes, more stops, do we want to sustain? What is cost/benefit?
- Improve convenience.
- Teach more non-drivers to use.
- Is there a less expensive on-demand model that would work versus a fixed-route model?
- Better streets for buses.
- Wider streets in North Lawrence to accommodate bikes.
- Don't work on all major streets at once.
- Truck routes.
- Bike sharing.



- Electric charge stations.
- Explore natural gas/electric for City vehicles if feasible.
- Park and ride/carpool parking zones on applicable routes.
- Sidewalks!
- Better start looking for more grants.
- It is not my opinion that transportation can be sustainable at the community size and intensity of development. Perhaps recognition that the system requires support. Finding ways to prohibit vehicles in some areas may make use of multi-modal transportation more desirable. An education campaign is needed to teach young adults how to use the transit system. If they can find that it is a convenient and reliable method of travel they may be more apt to use the system. There are a lot if individuals [collage age] in the community that do not own or have access to a car for one reason or another. Tapping into this group could be beneficial.
- If the city commission could decide on a location for the transit transfer center, the service could be increased and improved, making transit a better option for many. More sidewalks and bike lanes would allow more people to use bikes for transportation.
- Road diets, education of drivers and enforcement of biking laws.
- Put bus benches out at every location or every other location so we don't look like fools with the plastic "bus bench" chairs all over the east side. I don't know if that's a problem in the rest of town or exclusive to the east side.
- Buses are too big and there isn't enough ridership.
- Not sure -- but with the amount of public dollars going into the "T" I would not expect on long term commitment. Perhaps get out of the dark ages on the thinking of sponsor ships and work closer with our business community.
- For a city of its size I feel Lawrence has an extremely well equipped transportation plan. As transportation routes are planned I feel it would be greatly beneficial to consider access to health care facilities from all areas of town in order to decrease unnecessary burden on the emergency departments for non-emergency events when individuals can't easily reach their health care provider
- Since I don't use any I may not have the full picture but it seems we are doing well and what we have does not need any changes.

#### **What natural or historic resources are especially important to you?**

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- Access to Kaw River needs to be enhanced.
- Old Settlers Cemetery.
- Haskell Indian Nations.
- River (KS basin area and Wakarusa). Clinton Lake.
- Historic buildings.
- Respect natural and historic resources, but current infrastructure needs are a higher priority.
- Dog park.
- Mass. Street and its environs.
- Mass Street Riverwalk (seriously).
- Keep Kaw river clean.
- The Kansas River. The Clinton Reservoir.
- In Lawrence, it is significant and I am a huge believer and active participant of preserving what I can affect in my employment. The City has untapped resources as do the Universities / museum(s) and private citizens. I would like to see more being done with those. I think it's vital to keep downtown as historically significant as we can and use that asset to its best potential while balancing the amount of special activities that have become all too frequent. This is an important topic. Many downtowns in many cities would love to be downtown Lawrence. Protect and preserve.

- Natural areas: Street corridors, riverfront areas. Historic homes and buildings with good architecture that highlight classic design ideas. There is a place for modern architecture as well.
- Mass Street is a historic resource that should be preserved. The river and Clinton Lake are important natural resources.
- Parks and green spaces. Historic structures should be preserved and made functional.
- Clinton Lake. Don't build some gaudy water park. Remember how the ice rink seemed like such a great idea? It's now a flop and nobody uses it. Leave us some wild places to go and just get away without having to drive through a crap ton of tourists to get to it.
- South Park. Please no more events and equipment, walks ... all these things compact the soils for existing mature trees and make it hard to keep the historic park in good shape with healthy plants and green space. It is in the history of the city as an original green space and should be treated with respect. Especially not a good place for a farmers market which is a huge pedestrian & vehicle traffic. Event, on a regular basis. This would destroy the park.
- Parks and architecture.
- Downtown -- Carnegie -- Depot -- Riverfront -- parks.
- We maintain the historic districts very much like they have always been. We must be careful not to go too far when regulating certain houses and accessory structures that would be better off removed.

## Commitment to Core Services

Core municipal services reflect legal mandates and the City's commitment to meet health, safety, and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

### What does a commitment to Core Services mean to you?

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- Commitment means that we WILL focus on funding, adequate staffing, looking forward.
- Buildings, vehicles, and manpower to achieve mission.
- Commitment must be internal and policy makers.
- If you ask for feedback, use it.
- Core services should not be on the ballot – should be a priority.
- Value commitment to funding these services before entertaining other services or requests.
- Prioritize needs before wants.
- Be able to say no.
- Prioritizing core services with financial commitment and planning for future.
- Budget long-term maintenance for facilities and infrastructure.
- Maintaining water, sewer, and trash service.
- That means out-stretched hands for resources that are not core services come after the core service needs are met. The community needs to understand this, too.
- Fire, police, water, sanitary sewer, streets and sidewalks, community planning and connectivity of neighborhoods to each other and to commercial and recreation area.
- It means prioritizing the resources needed for police, fire, utilities, public works (including management, leadership, and support staff for those functions) over lower priority services like arts and culture, affordable housing, mental health. Lower priority services may be very important but may be addressed by the private sector or other levels of government.
- Compliance with legal mandates. It means remembering the dull infrastructure that is necessary for employees to function. Phone systems that work, vehicles and equipment that are safe, providing the necessary training for employees.

- Having enough police and fire available to cover the city appropriately. Having inspectors shut down flop houses that drug dealers/users are using in neighborhoods and then tearing up everything involved.
- Protecting the citizens.
- Core service = basic and meaningful service provided by front-line employees that are traditionally considered city services. Commitment means we will support a defined service level and recognize that when funds are continually cut, we can't always keep doing the same defined level of services. Need to be real about what can get done.
- City services should be funded before any or at least most outside asks: Not just the mandated services but all city services that make Lawrence what it is --- just to have the best streets and best police and fire department does not make a desirable city alone.
- The cities support of its departments future.
- Providing the Police with the buildings and equipment they need. We have done this with the Fire Department very well. Sanitation and Public Works are also core services.

**What services that the City provides are essential to meeting health, safety, and welfare needs of the community?**

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- Police.
- Fire – Med.
- Public Works.
- Water/sewer.
- Streets and sidewalks.
- Recreation.
- Parks.
- Planning.
- Building codes.
- Housing.
- Transit.
- Mental Health.
- Public housing and homeless shelter.
- Airport.
- Accessibility to public transportation and multi-modal.
- Water, sewer, and trash service.
- It starts with professional, polite and prompt services from all departments. It's law enforcement / Fire-Med / water / sewer / waste / streets / Parks and Rec / et.al. If you get right down to it, all departments are interconnected one way or another, and when the machine is not well-greased, there are ripple effects that exposes where gaps are.
- Police and fire protection, safe streets and sidewalks.
- Police, fire protection, ems, water, streets, building safety, sewer, trash, website, recreation opportunities.
- Water, sanitation, code enforcement, police/fire/medical.
- Police, fire, sanitation, codes.
- Streets, trash pickup, police and fire, water.
- Police, fire, water/sewer, public works, parks and recreation, building inspection.
- Community hospital -- police/fire -- P&R have big impact on a healthy community and hosting events/facilities that help divert kids' energy to good rather than bad.
- Police, fire, ems, dispatch, refuse, roads, transit.
- Police, Fire/Medical, Sanitation, Public Works.

### **What other expectations do you have for the City with regards to providing City services?**

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- If not successful, cut your loss (ice rink).
- Don't focus on what is new and shiny.
- Expect the ability to recognize differences between wishes and wants.
- Planning emphasis on fair compensation for City employees.
- Employee morale is declining – no overtime, less longevity.
- Facilities declining.
- I'm not sure.
- Stated previously. Professional / polite / prompt.
- City Commission needs to trust the professional who manage the departments. Their role is to set policy not decide how policies are administered and implemented. That is the role of the City Manager and their staff.
- Coordinate efforts between departments. Example: The city training center is also used for LPRD classes. I think the city pays rent for the space and I know the IT department does their best to keep the old computers working. A set of 12 laptops, with projection equipment would not require a room for storage (save rent) and could be used for training and classes at various locations around town making it more accessible to the recipients. The smart room at Fire Station 5, the depot, LPRD locations and city offices could be used for training.
- Don't know.
- Good trash and utilities -- planning, HR, --- it is hard to justify one over the other to have a vibrant livable city that people want to reside in.

## **Sound Fiscal Stewardship**

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.

### **Are there ways you believe the City can be a better fiscal steward of its resources?**

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- Incentive packages
  - SWOT
  - Availability to all businesses
  - Decisions about business wanting no incentives and declines
- More transparency in the “shell game.”
- How are “wants” and “needs” defined and prioritized.
- Want to know what the strategy is – articulate special items and strategic plan for expenditures on current topics (e.g., affordable housing, etc.).
- Interested in continuing multi-year funding strategies to support funding core services.
- I would like to understand the relationship between the members of our Commission and department heads and the vendors we spend money with.
- What the largest cost drivers are and why? What are we doing to control costs?
- Who we are throwing money at to build things that in turn just put a strain on our resources? Like, why are we giving tons of tax breaks to build apartment buildings? They are rented (expensively) to college students who then cause a burden on the police and fire departments. Are we actually planning for how to build police stations or are we now skipped over for schools and bus stations?
- Everything.

- Would like to see discussions about how we are funding core services happen before we start talking about to fund other desires or new ideas and programs. that also means we need to fund employees adequately.
- More interested in the outcome of the dollars -- how have the budgeted dollars improved and enhanced the livability of my city. I think most people except for the vocal few trust the staff and the city officials that are elected and hired to manage this city ... again the ones we hear from are the same 1%.
- How large project priority is decided.

#### **How can the City make the budgeting and decision making process more accessible to the community?**

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- Stop answering to the vocal minority.
- Plan for needs not wants.
- Political transparency. We allow business-owning City Commission members to vote on projects for their friends or against their competitors.
- It is accessible – maybe too often to narrow agendas/narrow interest. Makes the process inefficient.
- Focus on policies and priorities not operations.
- Make affiliations transparent.
- Online information and an involved, independent, media inquiry.
- provide the community with more tools to give feedback on the proposed budget rather than seek input at the beginning of the process before any recommendations come out from the City Manager
- They probably already are at city commission meetings but some people work during those so don't see it.
- Currently do a good job.
- Use the internet.
- I think the city goes overboard with the information they give out know...the community elects commissioners and commissioners hire and oversee City Manager --- not sure most of the community wants to dig into the budgets of departments -- only need to know that they are being managed at the best possible means available. If people want detail it can always be given to whatever dept. they wish.
- I feel most of the public does not seek out this information no matter how important it may be or how much it may affect them. So therefore, keeping informed media sources available to dispatch information is the best ways to reach these individuals

#### **Are there new policies or best practices the City should consider when prioritizing how resources are used?**

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- First step in strategic plan – follow plans in place already and not change plans on whims of elected officials.
- Second step – perhaps a City debt snowball plan. Pay old debt with recently released debts.
- Stop purchasing “wants” and purchase needs first. Then buy wants after core responsibilities are paid.
- Focus on core services.
- Focus on historical core services (police, fire, utilities, streets).
- Different types of commissions and boards – not at large.
- Public committees and board members must have experience and expertise in the subject area.
- I'm not sure.
- Provide for core services first.
- I am interested in exploring the community based budgeting where you give a group of citizens an amount of money to spend according to their priorities.

- I can't figure out how other cities have the money to keep their buildings up and build new ones when needed. How about allowing more businesses to build in town (south) to have more of a tax base? I personally go to Johnson County to shop because they have more stores. Why are we telling people no?
- Don't know.
- The public opinions need to be listened to, but city staff are the professionals that work day in and day out year after year and have the answers to projected priorities of the greatest needs. Many times, the public's thoughts are very much in line with the true needs by priority but public does not understand finance priorities of funds availability for certain projects. Needs to be very cooperative but listen to the professional staff when looking at over all priorities and why. Large community projects may need to go to a vote to get the true thoughts of the public.
- Labor is one of the largest resources used by the city and I understand that. What I want to bring to the cities attention is a problem with labor among the fire department. Currently the city is in use of the extra board firefighter system for bringing on new members. This has however decreased interest in area candidates from working for our city. Lately we have gotten 1/4 of the candidates for twice as many jobs applying for work as most people are scared away by the idea of moving to a part time job with only partial benefits. We are one of very few departments I know who use this system and I feel it is beginning to hurt the department enough to consider the risk benefit involved with changing this system. I feel that it should be evaluated along with some of the other systems in use by nearby cities who are not having this problem of having very few applicants. I know it is in use to cut down on overtime costs but the overtime is still always there and by overstaffing there are very few days on the calendar that will actually end up being overstaffed due to vacation used. The overstaffing done would be by new (the cheapest) employees on the department. I feel it was worth bringing this up.

## Collaborative Solutions

The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

### **Why are collaborative solutions important to Lawrence?**

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- Community.
- Diversity of skills.
- Perspective.
- Because that's Lawrence – community is very engaged, but we could do better improving diversity in many aspects.
- ?
- There are other public and private entities in the city / county / region that can benefit as much as the City in working in a collaborate manner. At times costs can be lowered, partnerships formed, and resources put to better use.
- Collaboration avoids service duplication and helps ensure efficiency and effectiveness. It also shows respect for the taxpayer. People support what they help create so buy in from partners helps programs be more successful.
- Efficient use of resources, better vetting of programs and ideas, more buy-in from the community.
- Provides points of view.
- Having partnerships are most important -- develops trust/additional leverage/many time dollars -- again give and take -- many times to get a solution that is long term may not have everything one group may expect but have to weigh the overall good with the collaborative outcome.

### **What opportunities do you see for the City to further strengthen and leverage partnerships?**

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- Know and understand current partnerships.
- Ensure agreements are documented.
- Review documents periodically.
- Work towards mutual success.
- From employee perspective, improve interdepartmental relationships and cross-support to enhance services for community.
- Better engage University (do well with transit but room for improvement in other areas).
- Identify/improve overlap between community non-profits and engage with City and City-services to provide more stream-lined response.
- ?
- City, county, school board, KU and HINU, and the state do work together in some projects. Perhaps a separate oversight board could be formed to expand those partnerships. It's mostly all tax money, except for the overly deep pockets that KU has at their disposal.
- More active discussions with the university.
- Consolidation with the county; more cooperation and engagement with KU and Haskell.
- Interdepartmental partnerships with the understanding that internal customer service is as important as external. For example: Many departments require first aid/CPR training for their staff-Fire and Medical could provide monthly certification training free (or significantly reduced) to city employees. Currently they are much more expensive and we don't have the same continuity across departments. The city garage has a monopoly on servicing vehicles, at times to the detriment of service. Police officers could be a presence at recreation centers as part of community policing and in support (at closing) of staff. Previous example of shared use of training computers/resources.
- Don't know.
- I think some city officials need to be much more open minded about how the benefits of partnerships will outweigh what some consider negatives. This is not something that is new -- look around and see how universities and cities around the county have benefited from strong partnerships.

### **Are there new collaborations you believe would enhance service delivery and quality of life?**

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- Look for partnerships that assist departments to be more efficient and effective.
- Multiple one-stop shops.
- Improve training to staff that have initial interaction with community members to make appropriate referrals for services within community.
- Animal at large response (interaction between LPD, court, Humane Society).
- Utilities (kiosk at KU union).
- LPD assisting court with transports.
- Bus tickets available at court.
- Partnering with the County on all things applicable.
- The university must be more engaged in residential options including affordable options for housing.
- I'm certain there are. Need a bit more time . . . .
- Don't know.
- A number of partnerships have been lost recently because of the attitude some officials have expressed hesitancy in naming rights and partnerships. This has sent a negative message to our business community that the city does not wish to work with them and may be lost for good? I think a number of agencies need to better communicate and plan that use community dollars --: Universities, USD 497, Library, Arts Center, Burt Nash, etc.

## Economic Growth and Security

The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people's ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.

### **What contributes to individual economic security and empowers people to thrive?**

---

- Basic needs
  - Affordable housing
  - Jobs with meaningful wage
  - Accessible, affordable healthcare
  - Sense of safety within community
  - Jobs that match community's abilities and education
  - Parks and recreation
- A lot of people not thriving in the community – mental illness.
- Higher salary.
- Bring in more jobs.
- Cost of living more affordable.
- Small business plays a big part, and when they succeed there is a ripple effect. Providing quality municipal services plays a part in that equation.
- Opportunity for jobs that pay a living wage; opportunity for low cost child care, affordable housing, access to health care.
- Education-vocational. The Peaslee Center working to train directly to the skills local employers express a need for is a good example.
- Stop taxing our food and allow new businesses to come in along south Iowa so that people stop going to Johnson County to shop for clothing.
- Good jobs.
- People have to want to come to our city -- want to live in our city -- have strong city services and schools -- have great quality of life opportunities. We have some of the highest housing costs and yet to lowest wages -- those two do not contribute to economic security that empowers people to thrive. Must get more big business for better paying jobs and have more affordable homes and less renters.

### **How can the City foster an environment where businesses can prosper?**

---

- Less restrictions on business location.
- Willing to expand Lawrence identity beyond KU.
- Foster an environment for business growth.
- Allow open market development and stop small town mentality.
- Act in the best interests of the City – not in the interests of local leaders.
- Stick to long-term plans and zoning.
- Zoning along K-10 for business development.
- Commercial zoning along K-10.
- Plan for K-10 development.
- Encourage more businesses.
- Get citizens to spend money in Lawrence.
- Bring in more family-oriented places (roller skating, fun zones, etc.).



- Continue to partner with the Chamber / KU - HINU / county and school board that supports all local business and keeps Lawrence a place to stay, visit, relocate to. Business friendly from top to bottom. Put out the welcome mat.
- Create a reliable process so businesses know what to expect. Establish a transparent process for considering incentives that weighs the benefits to the entire community against the cost rather than focusing on the developer proposing it. Make decisions quickly, without referring to a bunch of advisory boards or back to staff repeatedly.
- Let businesses come in on their own and build their own business and don't give them tax breaks to do it.
- Be more aggressive in attracting good businesses that pay well.
- Have to be able to have a plan but evaluate each and every request as an individual asset. When professionals -- staff and consultants show and explain in detail this is business request a great deal to give incentives too -- listen and understand the data --- make decisions on what is best for the overall community and future.

**Are there any specific initiatives you would like the City to consider that would contribute to a vibrant, sustainable local economy?**

---

- Implement a standardized, fair, and equal incentive program for businesses regardless of size.
- Redirection of City resources to revitalize existing areas of Lawrence.
- Good safety core services and utility services that develop a confident response from prospective business.
- Affordable business space.
- Lower rent/affordable housing.
- Rather than provide tax breaks to new businesses and development, provide a break to long term established businesses. Their proven track record should be rewarded. Incentives to re-develop existing structures over new building-less core blight. Link development to need-for example no new apartments until be achieve a set % of leased units.
- Don't know.
- Reevaluate the thoughts of incentives --- again look at all statistics and do not be short sided -- look at the long term of the growth and prosperity of our city.

## **Mission**

We are committed to providing excellent city services that enhance the quality of life for the Lawrence community.

**List three to six words that describe the employees of the City of Lawrence**

---

- Diverse
- Dedicated
- Committed
- Professional
- Enthusiastic
- Proactive

**The City's current mission statement dates back over a decade – what about the mission statement speaks to you about what you do and why?**

---

- Simple
- Easy to understand
- “Quality of life”
- Adaptable

**If the City were to update and change the mission statement, what would you want to include?**

---

- Add responsive to change
- High quality
- Efficient
- Continuing

## Organizational Values

All organizations have values, whether they are written down or not. Organizational values guide behavior and are often described as the essence of an organizational culture.

**When City employees operate at their best, what values do you observe?**

---

- Professionalism
- Respect
- Integrity
- Diversity
- Excellence
- Teamwork
- Competence
- Approachable
- Energy/passion about work
- Employee-focused
- Ownership
- Efficiency

**The Management Team brainstormed some potential organizational values (Character, Courage, Competence, Commitment, Collaborative). How do these values reflect the organization from your perspective?**

---

- City departments succeed in spite of elected officials rather than with its support.
- Employees are willing to work through obstacles.
- Values are currently dictated and defined by individual departments rather than the City as a whole. Each department has its own culture.
- Engaged in work.
- Willing to help each other.
- Recognition for displaying values.
- When recognized, will encourage among all employees.
- Sincere and meaningful recognition.
- Don't feel like we have had a see something say something culture.

### **What other values do you believe are critical for the City organization?**

---

- Consistency (expectations, services, treatment for employees)
- Define level of service and mean it
- Loyalty to community we serve
- Adequately fund needs – say no to wants
- Don't balance the budget on the backs of employees
- Transparency of City government
- Provide strategies for recruitment and retention of employees
- Mutual respect across and throughout the organization
- Longevity and experience - provide resources and incentives for employees to stay – retention

### **Other Comments (Bike Rack)**

- If you are going to have a plan – stick to it
- The use of some terminology is non-specific. For example, “safe neighborhoods” mean so many different things to too many people. In 5 years will the use of this term be redefined? Terms and statements need to use specific language or be backed up by definitions. Ambiguity will render future interpretations of the plan subject to renegotiation or provide opportunity for others to take the plan in unintended directions
- Please consider making a connection of this plan the Long Range Comprehensive Plan
- Commit to an annual percent for merit and add a “time in service” raise to it
- Remove extra board position from LDCFM (hire full-time only) and very low applicant pool for 2017
- Consider other services such as urban/nuisance animal assistance

## February Commission Retreat

The City of Lawrence held its second strategic planning retreat at the Bioscience and Technology Business Center on February 20, 2017. The retreat was facilitated by Julia Novak and Michelle Ferguson from The Novak Consulting Group. The purpose of the retreat was to finalize the strategic planning framework and identify priority initiatives.

### Setting the Stage

The retreat began with several introductory comments by the facilitator. Then the group shared how they were feeling as they kicked off the session.

- Excited
- Progress
- Validation
- Ready to start
- Enlightened
- Hopeful
- Hopeful
- Ready
- Get feet underneath me
- Optimistic
- Continuing to learn
- Interested
- Intrigued
- Optimistic
- Enlightened
- Interested
- Guided optimism
- Intrigued
- Intrigued
- Curious
- In the wrong place
- Hopeful
- Ready
- Encouraged
- Optimistic

### Stakeholder Input on the Framework

Michelle Ferguson guided the group as they reviewed the input received during the community and employee meetings on February 15, 2017, as well as through the City's online engagement tool. The key themes that emerged from the stakeholder input phase were then presented and discussed by the group. The group spent some time reviewing the input on the vision statement and discussing whether it captures their direction. The Commission decided not to amend the vision.

### Mission and Values

City staff provided an update on the organization's efforts to update the mission statement and articulate organizational values. Overall, the City Commission was supportive of the mission and values. As a next step, staff will further refine the mission and values and develop statements that define each value.

### Priorities

In preparation for the session, each Commissioner was asked to brainstorm and articulate individual projects or policy initiatives they believe are important in each of the Critical Success Factors. Everyone was then asked to present each of their ideas. City staff also completed the exercise, and they provided initiatives that had not been suggested.

Similar ideas were then grouped and Commissioners went through a prioritization exercise that involved voting for those initiatives and projects each Commissioner deemed most important. A list of all brainstormed initiatives follows, with the number of votes included in parenthesis.

### **Effective Governance and Professional Administration**

- Streamline citizen boards – we do not need a citizen advisory board for everything. Quantity devolves quality (4)
  - Reorganize advisory boards and implement basic policies and guidelines
- Training – staff development (4)
  - Encourage continuing education for staff
  - Prioritize staff at League of Cities functions – staff presence is more important than Commission
- Make Lawrence the leader – constantly being the community other cities want to be like (1)
- Succession planning (1)
- Staffing levels of City departments – prepare plans to show Commission staffing level needs for next several years (1)
- Big data (1)
- Robust City Commission orientation (1)
  - A policy-focused City Commission that stays the course detailed in the Strategic Plan

### **Safe, Healthy and Welcoming Neighborhoods**

- Move rental registration to a fine-based model. Well-kept properties should not be paying the same as slum properties. This model will create real incentive (3)
- Plan for increased density – affordable housing (3)
- Equity for permanent residents, especially for development (1)
- Help campus neighborhoods plan their futures (1)
- Implement ‘Univercity’ program

### **Innovative Infrastructure and Asset Management**

- Develop facilities master plan and maintenance plan (5)
  - Develop plan to consolidate services and streamline the locations of services of City service delivery.
  - Establish a plan for near-term groundbreaking of police facility.
  - Invest in core services and facilities if City population is growing.
- City-wide last-mile fiber internet (5)
  - Remove “red tape” to enable growth of high speed fiber to the community.
  - High speed internet – prepare recommendation to provide high-speed internet to Lawrence. Use partnerships and work with existing businesses or other means.
- Use City infrastructure projects to assist creative community projects (4)
  - Infrastructure – finish E. 9<sup>th</sup> project
- Plan spokes for Lawrence Loop (2)
- Add amenities to library plaza (2)
- Reevaluate approach to transit (2)
  - Implement free transit for middle school and high school
  - Add more frequent bus routes
  - Create transit routes not based on hub policy
  - Install bus shelters at every other stop – install benches at every stop

- Add painted intersections and crosswalks (1)
- Kaw Riverfront (1)
  - Add a public park to roof of riverfront mall
  - Add pedestrian bridges over Kaw River
- Technology – Direct staff to prepare plans to be able to meet technology needs for citizens and businesses (1)
- Build more dog parks (1)
- Implement greenbelt policy along Wakarusa River (1)
- Reinstall brick streets in historic core (1)
- Glow in the dark paths (such as the loop)
- Add gnome village to Mary’s Lake
- City-wide free wi-fi
- Whitewater Recreation Facility
- Install bike paths next to walking paths as expanded sidewalk (instead of street-level bike lanes)

### **Commitment to Core Services**

- Implement priority-based budgeting (5)
  - Overall goal/project prioritization between departments, not department vs. department but umbrella prioritization
  - Initiate priority-based budgeting plan
  - Develop funding options that will ensure core services remain at a high level of service
  - Adopt long-term budgetary plan that requires identifying funding for long-range maintenance before building new City Center
  - City facility cost projections include operational costs, not just construction costs
- Implement commercial recycling ASAP (3)
- Stop prioritizing tournament-level athletics (1)

### **Sound Fiscal Stewardship**

- Long-term financial forecasting (4)
  - Improve our understanding of the sales tax
  - Maintain long-term goals, ignoring shiny objects/projects and fads
- Prioritize spending City dollars locally. Why are KC crews mowing our medians? Why are Topeka crews cleaning City Hall? Why does our community hospital refer estate planning to KC lawyers? (3)
- Develop strategy for sales tax renewal (2)
- Develop sponsorship plans to enable private sector to fund City projects in lieu of taxpayers – Parks and Recreation, transit (2)
- Bidding policy – come up with a better way to keep the City Commission in the loop on change orders and make sure changes we are paying for are not having an effect on the low bids (1)

### **Collaborative Solutions**

- Cooperate in developing crisis intervention center (3)
- Peaslee Tech – do what we can to make sure the facility is financially solid. Work with our partners to make this happen. (2)
- Collaborate with HINU’S needs and wants. (2)
- Encourage partnerships between nonprofits, especially related to affordable housing. (2)
- Develop partnership between transit and ride-sharing. (1)
- Explore possibility for merging City/County services. (1)

- Develop public/private partnerships to increase community events and grow social capital.
- Implement public participation in budgeting projects.

### **Economic Growth and Security**

- Downtown Master Plan (5)
  - Promote locally-owned small business downtown, not bars/restaurants.
  - Plan for the next parking garage (old homeless shelter?). Density is good; density with no plan is not.
- Focus budgetary attention on growing Lawrence as a destination attraction (arts and culture). (2)
- Food desert initiative. (3)
- Affordable housing – prepare report showing what effect our policies have on cost of housing and business. Want to make sure we are not one of the problems. (3)
- Identify the amount of grocery sales tax paid by the 11.3% of the population living in poverty; direct that revenue to food programs. (2)
- Add worker amenities to East Hills Business Park and Ventura Park (daycare, medical clinic, transit, food trucks). (2)
- Expand housing vouchers program. (1)
- Conference Center.
- Provide strategic direction to encourage private sector investment in the community.
- Concentrate on developing a workforce and broadening our tax base.

A total of eight initiatives emerged from the prioritization exercise. As a group, initiative names were developed that are specific, actionable, measurable, realistic, and timed.

1. Inventory and evaluate the role of existing advisory boards and commissions and identify opportunities to consolidate or sunset as appropriate, and adopt consistent operating guidelines.
2. Review City's practices for ongoing professional development and align efforts to achieve excellence around the Commission's priorities.
3. Identify barriers to having high-speed fiber throughout Lawrence and facilitate the development of the necessary infrastructure by the private sector.
4. Review 9<sup>th</sup> Street plans and develop a proposal to complete the road infrastructure and determine ability to add creative and artistic elements.
5. Develop a City facility master plan and comprehensive facility maintenance plan.
6. Develop a plan to implement priority based budgeting and enhance communication in the annual budget process.
7. Develop and communicate a long-term financial strategy.
8. Develop a master plan for Downtown that includes needed and desirable assets, infrastructure, and uses.

The group then worked together to define the problem being solved/opportunity being seized and what success looks like.

Initiative	Problem Solved/Opportunity Seized	What Success Looks Like
Inventory and evaluate the role of existing advisory boards and commissions and identify opportunities to consolidate or sunset as appropriate, and adopt consistent operating guidelines	<ul style="list-style-type: none"> <li>• Unclear/inconsistent operating procedures</li> <li>• Too many boards and commissions</li> </ul>	<ul style="list-style-type: none"> <li>• Clear charge</li> <li>• Advisory boards with clear purpose statements</li> <li>• Consistent guidelines</li> <li>• Eliminate redundancy</li> </ul>
Review City's practices for ongoing professional development and align efforts to achieve excellence around the Commission's priorities	<ul style="list-style-type: none"> <li>• Supportive of staff</li> <li>• Bring new ideas into the organization</li> </ul>	<ul style="list-style-type: none"> <li>• New ideas and out-of-the-box thinking</li> <li>• Succession plans</li> <li>• Innovative thinking</li> <li>• Organization is an industry leader</li> </ul>
Identify barriers to having high-speed fiber throughout Lawrence and facilitate the development of the necessary infrastructure by the private sector	<ul style="list-style-type: none"> <li>• High-speed fiber coverage gaps currently exist</li> </ul>	<ul style="list-style-type: none"> <li>• Everyone has access to purchase high-speed internet</li> <li>• Last mile of fiber</li> </ul>
Review 9 <sup>th</sup> Street plans and develop a proposal to complete the road infrastructure and determine ability to add creative and artistic elements	<ul style="list-style-type: none"> <li>• Lingering project</li> <li>• Desire to do more than the City can afford</li> </ul>	<ul style="list-style-type: none"> <li>• Resolution of the City's plan</li> </ul>
Develop a City facility master plan and comprehensive facility maintenance plan	<ul style="list-style-type: none"> <li>• Ongoing maintenance not taken into consideration in the current CIP process</li> <li>• Not taking a cost-accounting approach to operations</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing maintenance is part of the CIP process</li> <li>• Comprehensive inventory and review of facilities (consider consolidation, expansion, etc.)</li> <li>• Cost of day-to-day operations decreases</li> <li>• Increased collaboration</li> </ul>
Develop a plan to implement priority based budgeting and enhance communication in the annual budget process	<ul style="list-style-type: none"> <li>• Need way to prioritize funding requests</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating, in the annual budget process, how the financial plan was created</li> </ul>
Develop and communicate a long-term financial strategy	<ul style="list-style-type: none"> <li>• Need to make clear linkages between multi-year CIP and long-term financial plan</li> <li>• Communicate assumptions to get input on from the Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Understanding of long-term financial future</li> <li>• Context and cost implications of decisions</li> </ul>
Develop a master plan for Downtown that includes needed and desirable assets, infrastructure, and uses	<ul style="list-style-type: none"> <li>• Downtown is many things to many people</li> <li>• Conflict and tension around how people see downtown Lawrence supporting neighborhoods and supporting tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Define what downtown will look like in the future</li> <li>• Downtown is successful</li> </ul>



## Closing/Next Steps

The next step of the strategic planning process involves identify performance indicators that will be used to gauge progress in each of the Critical Success Factors. The Novak Consulting Group will work with City staff to develop the indicators.

While the strategic planning process is coming to a close, the implementation process is just beginning. For implementation to be successful and to ensure the strategic plan will live on, it is critical that the strategic plan is institutionalized. Some organizations develop staff implementation teams around each Critical Success Factor. The act of reporting to the City Commission is also helpful. These approaches to implementation can have the added benefit of increasing collaboration and communication throughout the organization.

As the session ended, everyone was asked to share their final thoughts.

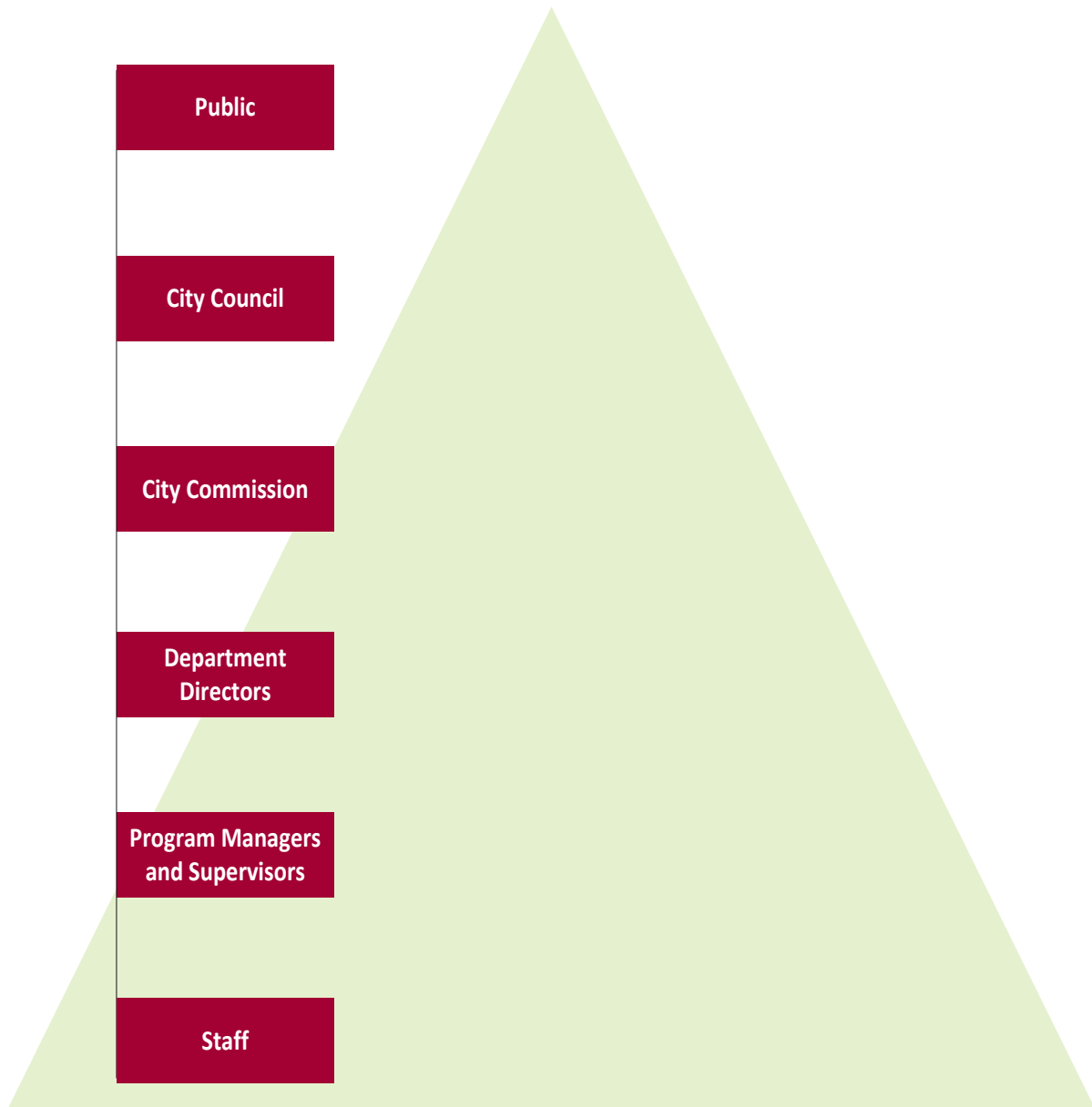
- Clear direction
- Thank you, staff
- Core services need to be highest priorities
- Focused policy making
- Ready
- Interested in implementation
- Optimistic, but it's going to take work
- Appreciate the focus
- Like how this sets intention
- Good exercise
- Optimistic
- Appreciate being a part of this
- Helpful to get to hear the Commission
- Appreciate the focus
- Need time to absorb
- Appreciate the healthy discussion
- Unresolved
- Excited
- Appreciate direction from the Commission
- Optimistic
- Priorities
- Appreciate opportunity to participate
- Appreciate staff
- Appreciate Commissioners and commitment to process
- First step in a long process
- Gives us a language
- Good first step
- Positive
- Looking forward to implementation
- Appreciate dialogue between staff and Commissioners
- Thank staff – priceless interactions
- Concerned to have to narrow down
- Hopeful
- Narrowed focus
- Processes evolve over time and grow stronger
- Trepidation, but in the long run it will serve the community very well
- Appreciate facilitators

## Performance Measurement Staff Workshop

In March 2017, The Novak Consulting Group provided a workshop for the City’s management team and key staff aimed at developing performance measures for each of the critical success factors of the City’s Strategic Plan. After learning about the basics of performance measurement (training slides included as an attachment), attendees worked in groups to complete the following exercises.

### Exercise: Defining Success

Instructions: Consider what success looks like to various stakeholders for this Critical Success Factor.



## Exercise: Developing Performance Measures

Instructions:

1. Review the Critical Success Factor description and the results of the Defining Success exercise. Think about appropriate measures.
2. List some of the measures you are currently using in each category.
3. What other measures would you want to use and would others be interested in seeing?

Effectiveness Measures	Efficiency Measures	Workload Measures

### Performance Measurement Terminology Review

- **Effectiveness Measures:** Indicate how well the service accomplishes the intended purpose and is of direct importance to customers and the public (i.e., quality, cycle time, customer satisfaction).
- **Efficiency Measures:** Indicate how well you are using the resources you have. Expressed as a ratio between the amount of input and the amount of work (output or outcome).
- **Workload Measures:** The completed activity or effort. Workload measures indicate internal activity – the amount of work done within the organization.

## **Appendix A: Performance Measurement Training Slides**



## City of Lawrence

# Strategic Planning – Measuring Outcomes Workshop

March 2017



## Today's Outcomes

- Develop a baseline understanding of performance measurement
- Ability to develop performance measures at the Critical Success Factor level
- Replicable methodology for developing future or revised measures



## The Importance of Performance Measures

"Anything you can collect data on is inherently in the past..."



## The Importance of Performance Measures

- What gets measured gets done.
- If you don't measure results, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results you can win public support.

from Reinventing Government  
by David Osborne and Ted Gaebler

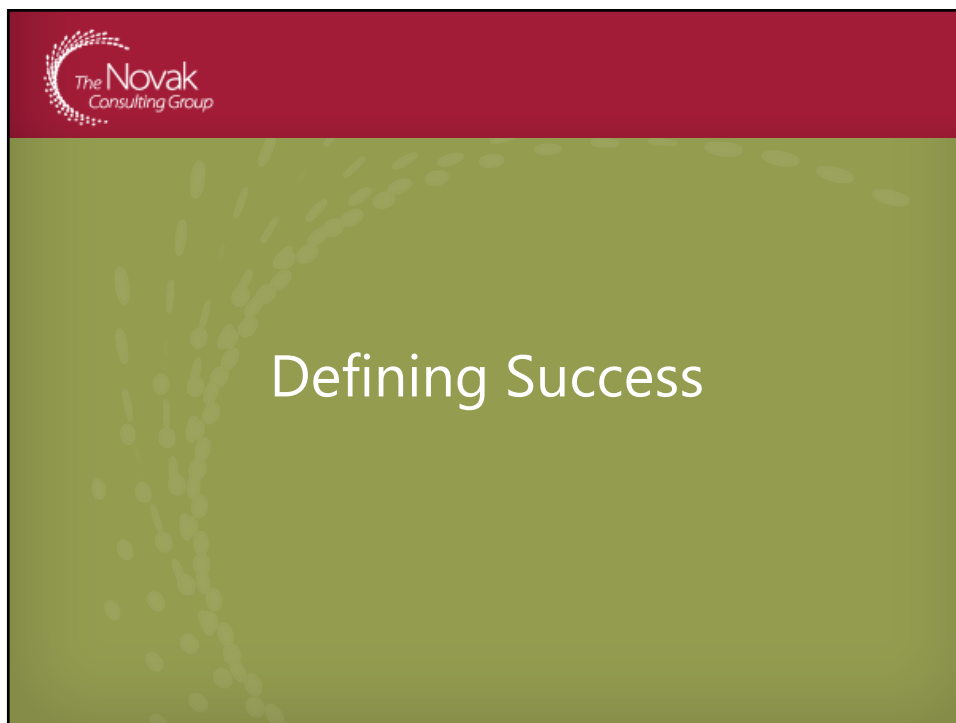
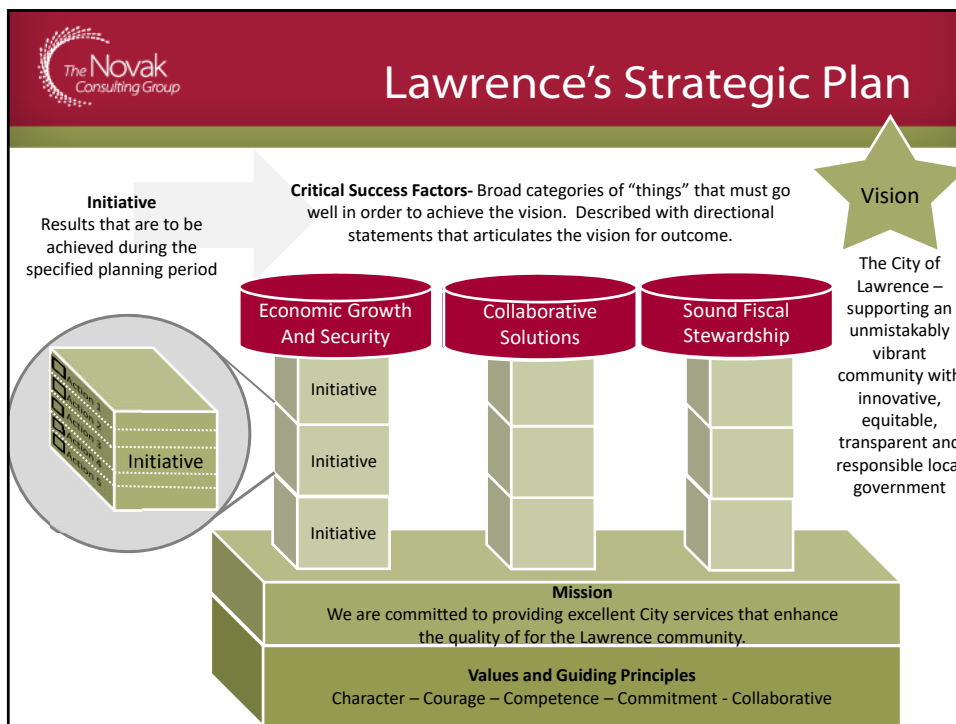


## Alignment with Lawrence's Strategic Plan



## Lawrence's Strategic Plan


- Effective Governance and Professional Administration
- Safe, Healthy and Welcoming Neighborhoods
- Innovative Infrastructure and Asset Management
- Commitment to Core Services
- Sound Fiscal Stewardship
- Collaborative Solutions
- Economic Growth and Security








The slide, titled "Performance Measurement Basics", has a green background with a decorative pattern of white dots. The top left corner features the logo for "The Novak Consulting Group".

 **What are Performance Measures?**

Performance Measures are the specific metrics for each aspect of performance to be monitored – the measurement of results.

 **Performance Measurement Is A...**

True	False	
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Management tool
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Substitute for good management practices and in-depth analysis
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Punitive system
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Method to look at customer satisfaction
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Means of evaluating employee performance
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Method of making decisions
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Method to help define success
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Way of benchmarking
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Method to measure efforts and accomplishments
<input checked="" type="checkbox"/>	<input type="checkbox"/>	System for results-oriented organizations



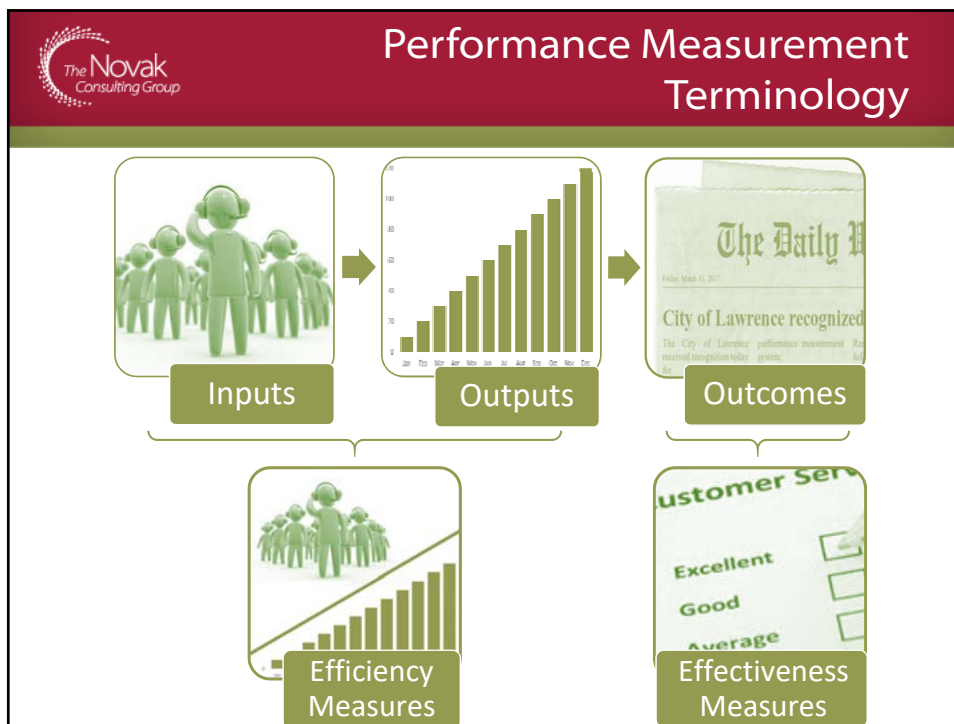
## General Uses for Performance Measurement

- Day-to-day management
- Budgeting
- Program planning and analysis
- Identifying changes in trends toward/away from goals
- Making service delivery comparisons (both internal and external)
- Reporting to management, policymakers, and other stakeholders




## Using Performance Measures

- Increase accountability for results
- Evaluate programs against resources invested
- Assist in budget development and justification
- Help motivate continual improvement in service quality
- Demonstrate linkages between organizational units
- Tell the program's story—communicate and educate



## Inputs

The amount of resources used in producing an output or outcome



Inputs

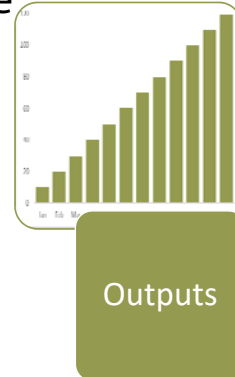
- Dollars spent on dispatch services
- Number of full-time equivalent (FTE) employees assigned to facility maintenance



## Outputs (Workload)

The completed activity or effort. Workload measures indicate internal activity – the amount of work done within the organization

- Number of help desk calls answered
- Number of clients served
- Number of calls for service received




## Efficiency Measures

Indicate how well you are using the resources you have. Expressed as a ratio between the amount of input and the amount of work (output or outcome).




- Average cost per case investigated
- Square feet of buildings maintained per FTE
- Average cost per call for service
- Number of transactions processed per FTE

 **Effectiveness (Outcome) Measures**

Indicate how well the service accomplishes the intended purpose and is of direct importance to customers and the public.

- **QUALITY:** Percent of voluntary compliance
- **CYCLE TIME:** Average response time to emergency incidents
- **CUSTOMER SATISFACTION:** Percent of clients who rate the quality of services received as good or excellent



 **Performance Measurement Success**

- Success is cultural
- Data-based decision making is evident
- Organizational priorities are consistently reinforced
  - Strategic plan translates to expectations for organizational performance
- Success is achieved through a disciplined, systematic approach to management



# Developing Performance Measures



## Example: City of Boulder, CO

### City of Boulder Critical Success Factor: Livable Community

#### Community Indicators


- Percent of the population that is housing cost-burdened, spending more than 30% of their monthly income on housing
- Percent of households within a ¼ mile proximity to activity center

Area of Influence  
Outside of the  
Organization

#### Organizational Performance Measures

- Percent of infrastructure assets that received scheduled maintenance
- Miles of bicycle paths and lanes per 100,000 population
- Percent of code enforcement violations resolved through voluntary compliance



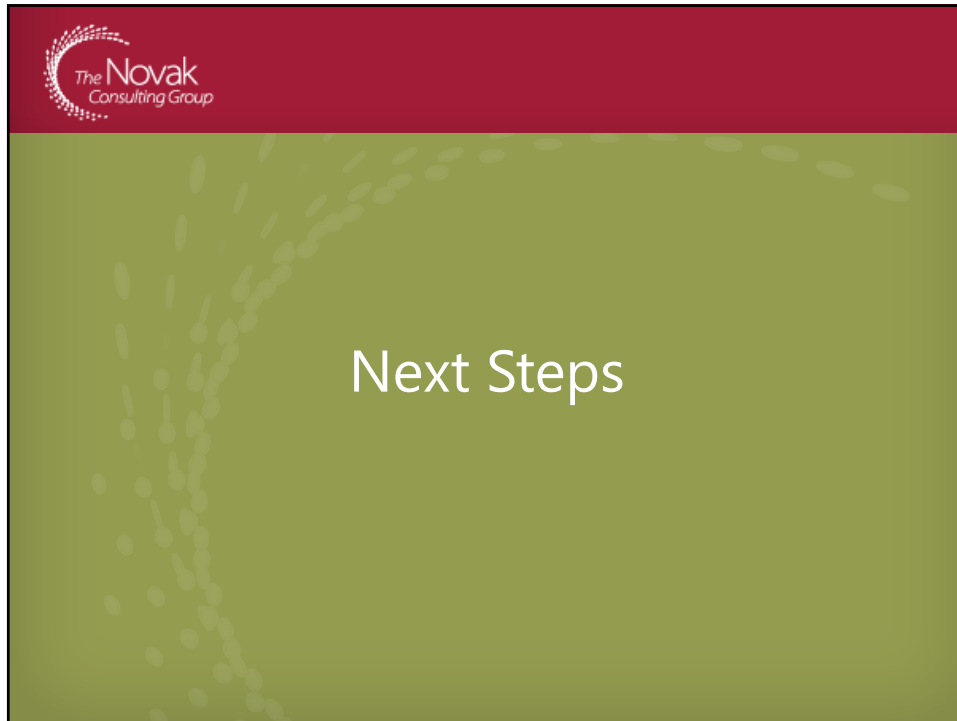
 **Exercise: Developing Performance Measures**

1. Review the Critical Success Factor description and the results of the Defining Success exercise. Think about appropriate measures.
2. List some of the measures you are currently using in each category.
3. What other measures would you want to use *and* would others be interested in seeing?

 **Exercise: Developing Performance Measures**

Critical Success Factor	Effectiveness Measures	Efficiency Measures	Workload Measures
			





The Novak  
Consulting Group

## Next Steps

- Consultations will be held with each Critical Success Factor team
  - Bring today's materials to the consultation
- Outcome measures will be finalized for each Critical Success Factor
- Progress on each measure will be periodically reported to track implementation of the Strategic Plan



Thank you!

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**Organizational Assessment Practice Leader**

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