

City of Lee's Summit, Missouri

Environmental Scan

March 2019

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March 25, 2019

Honorable Mayor Bill Baird
Members of the City Council
City of Lee's Summit
220 SE Green
Lee's Summit, MO 64063

Dear Mayor Baird and Councilmembers:

We are pleased to present this Environmental Scan for the City of Lee's Summit as part of the City's strategic planning process. The Environmental Scan includes data and analysis intended to provide a holistic view of the current state of the community.

The Scan includes both qualitative data, as provided by members of the Lee's Summit community and City organization, as well as quantitative data gleaned from a variety of local and national sources. The demographic data in this scan comes primarily from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and the Federal Bureau of Investigation's Uniform Crime Reporting database. School performance data comes from the Missouri Department of Elementary and Secondary Education. Data on local industry, workforce, and commuting patterns were sourced from the U.S. Census Bureau and the Lee's Summit Economic Development Council. Financial and staffing information received from the City was also incorporated into the Scan.

This Environmental Scan is intended to assist the City leadership and the community in making informed decisions about the desired future state of Lee's Summit. By better understanding the current state of the community through this report, including the opportunities and challenges unique to Lee's Summit, leaders and community members may set a vision for Lee's Summit that builds on prior accomplishments while also setting clear priorities to attain future successes. To that end, we hope this Environmental Scan proves beneficial in helping to build a bright future for the City of Lee's Summit.

Sincerely,

Michelle Ferguson
Organizational Assessment Practice Leader

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Executive Summary

This Environmental Scan provides a snapshot of the City of Lee's Summit's demographic trends as well as the City's historical budget and staffing levels. Councilmember, citizen, and staff input from in-person meetings, forums, and online engagement were also analyzed to distill commonalities and trends.

This report provides a thorough explanation of the data, trends, and commonalities. However, some key themes emerged. These summary statements capture major themes only and should not be considered an exhaustive list of analyses or indicators provided throughout the report.

Lee's Summit is growing. In 2017, the City's population was estimated at 97,290 residents. This is an increase of 110% since 1990 and 38% since 2000.

Lee's Summit housing occupancy rates exceed the state average. The number of housing units has increased by 37% since 2000, keeping pace with population growth over that same timespan. Housing occupancy rates in the City measure at 94.4% in the 2017 U.S. Census American Community Survey. This compares to an average housing occupancy rate of 86.4% across Missouri.

Lee's Summit residents are well educated. A total of 53% of residents aged 25 years and older have an associate's degree or higher, compared to 36% across Missouri.

Lee's Summit is young. Persons aged 5 to 14 years constitute the largest proportional group in Lee's Summit. One-third of the total population of Lee's Summit is younger than 25 years of age.

Development in Lee's Summit is strong. Since FY2014, the City has added over 8 million square feet of new construction valued at over \$914,000,000, including 2,700 new housing units. There is continued demand for new multi-family and single-family units, and the potential development of an additional 4,000 acres of land within the City creates significant opportunities for future growth.

Lee's Summit's government revenues are growing, but so are its expenditures. General Fund revenues have grown by 18% over the last five years, primarily due to increased charges for service, property tax, and sales tax. General Fund expenditures increased by 17% over the same period, primarily due to supplies for resale; other supplies, services, and charges; and interdepartmental charges.

Lee's Summit citizens, stakeholders, and employees are engaged. The City promoted two open community forums, eight community focus groups, an online community engagement tool, and an employee survey to solicit initial input for this strategic planning process. In total, 500 stakeholders came to the table, real or virtual, to provide ideas, thoughts, concerns, and feedback about the current and desired state of the City.

- Participants identified the quality of life in Lee's Summit as a central strength of the community.
- Community members and employees alike believe the City does a good job of providing public safety, community engagement, and parks and recreation services.
- Effectively managing the City's rapid growth was viewed as a challenge by community members and employees. Conversations at the community forums tended to focus on balanced economic development, while online and employee feedback focused more on sustaining services in the face of rapid growth.

- According to community participants, key opportunities the City should take advantage of included job growth, housing development, sidewalk or trail expansions, and corridor beautification. City employees identified improved communication by the City as a different key opportunity.
- Participants expressed a wide variety of views regarding where Lee's Summit should be in 10 years. Community input focused on maintaining a high quality of life and quality public safety services; City employees focused on Lee's Summit being an attractive community that serves as a regional or national model.

These trends are discussed in detail in the following sections.

Community Characteristics

The City of Lee's Summit is primarily located in Jackson County, Missouri, although a portion of the City is located in Cass County. To identify and compare trends relevant to the City, data about Lee's Summit was obtained from a variety of sources, including:

- U.S. Census Bureau
 - 1990, 2000, and 2010 Decennial Census Results
 - American Community Survey (ACS) Five Year Estimates, 2012-2017
 - 2017 Population Estimates Program (PEP)
- U.S. Bureau of Labor Statistics
 - Unemployment information for Jackson County
- Federal Bureau of Investigations (FBI)
 - Uniform Crime Report (UCR)
- State of Missouri, Department of Elementary and Secondary Education
 - Lee's Summit R-VII Report Card
- Lee's Summit Government
 - Financial data
 - Employment information
- Lee's Summit Economic Development Council
 - Lee's Summit 2018 Labor Shed Study

The Novak Consulting Group collected data for multiple years to identify trends and outliers. To help illustrate and contextualize data patterns, the analysis included in this report often illustrates trends in the City of Lee's Summit alongside statewide trends. The following sections review many of the core characteristics of the Lee's Summit community, including measures of population, demographics, housing, educational attainment, employment, development, income, and crime. These community characteristics provide the foundation from which a better understanding of the current state of the community can be provided.

Population

Total Population and Population Characteristics

According to the 2017 PEP, the total population of the City of Lee's Summit is approximately 97,290 persons. This represents an increase of 110% compared to the 1990 Census, 38% compared to the 2000 Census, and 6.5% compared to the 2010 Census, as illustrated in the following figure.

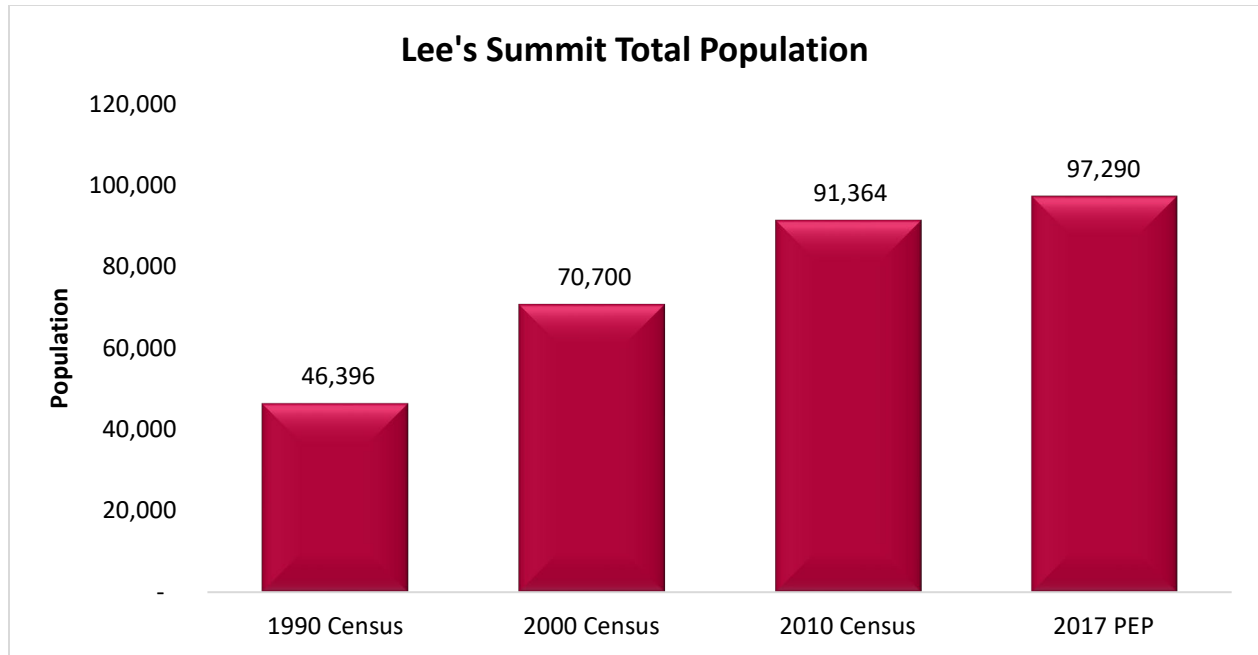


Figure 1: Lee's Summit Total Population, 1990-2017

Age of Population

The median age of Lee's Summit residents is 38.4 years, an increase of approximately three years since 2000 when the median age was 35.1. Persons aged 5 to 14 years constitute the largest proportional group in Lee's Summit, followed by persons aged 45 to 54 years. The following figure illustrates the City's total population by age group according to the 2017 ACS.

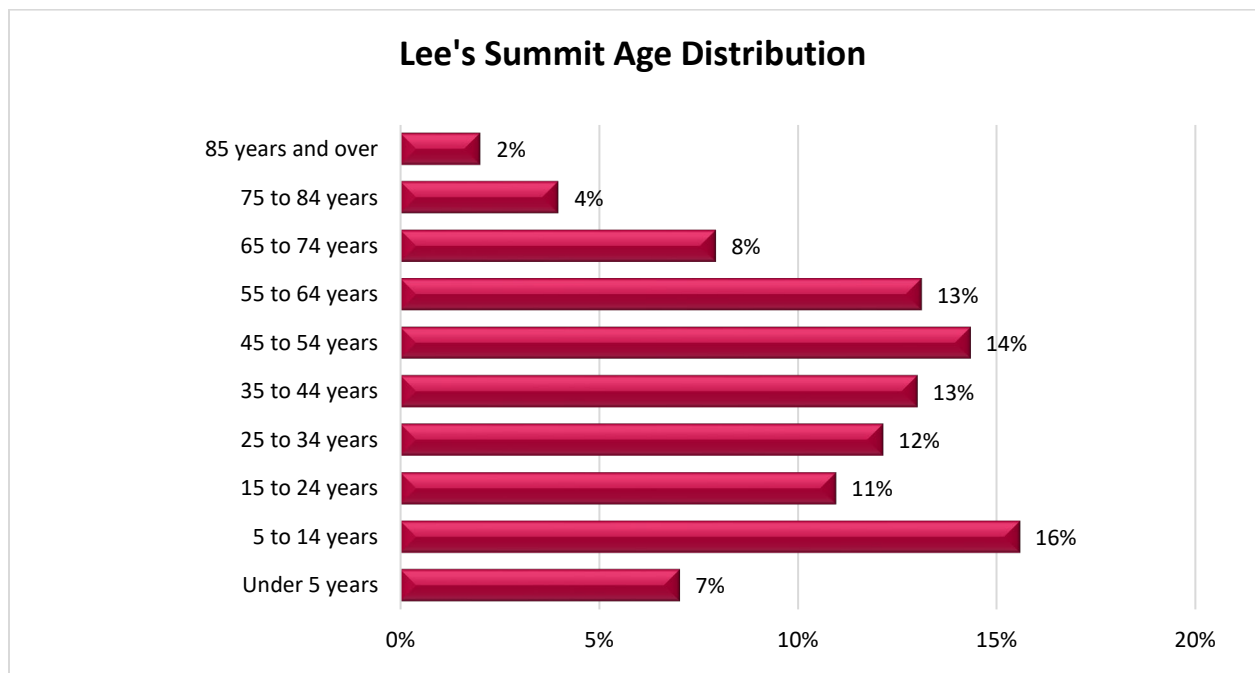


Figure 2: Lee's Summit Age Distribution, 2017 Estimates

The representative distribution of residents across all age groups in Lee's Summit is very similar to the age distribution across Missouri. All age groups in Figure 2 are represented at the same distribution or within three percentage points of the Missouri population at large. Likewise, the median age in Missouri is 38.4 years, just as it is in Lee's Summit.

Race and Ethnicity

The City's population largely identifies as White. According to the 2017 ACS, 98% of residents identify as one race, with 85% identifying as White and 8% identifying as Black or African American. No other racial subgroup is significantly represented, as illustrated in the following figure.

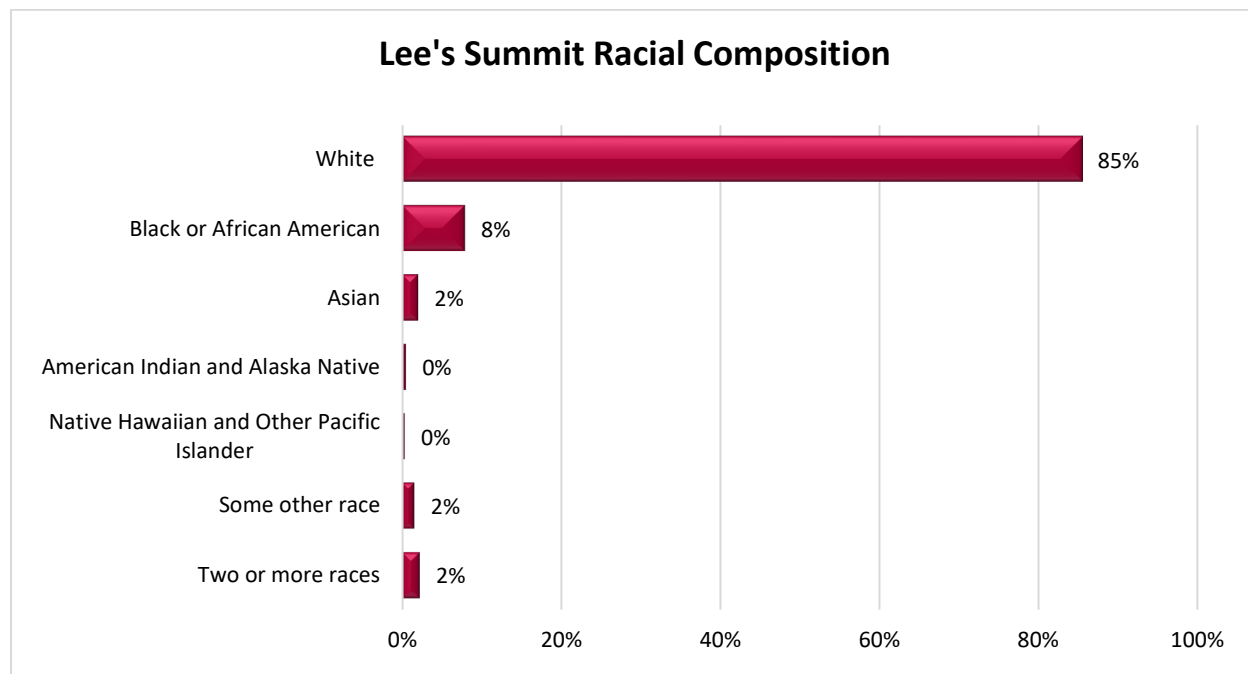


Figure 3: Lee's Summit Racial Composition, 2017 Estimates

The City has diversified slightly since 2000: the White population decreased from 93% to 85%, and the Black or African American proportion increased from 3% to 8%. Approximately 4% of Lee's Summit residents identify as Hispanic or Latino, a two-percentage-point increase since 2000.

Households

The number of housing units in Lee's Summit increased by 37% between the 2000 Census and 2017 ACS, from 27,311 units to 37,389 units. This represents an increase of 10,078 housing units. During the same period, the number of Lee's Summit residents grew by 26,590, according to the U.S. Census Bureau.

Occupancy

More than 90% of housing units in the City are occupied according to the 2017 ACS. This is well above the average occupancy rate for the state of Missouri, as illustrated in the following figure.

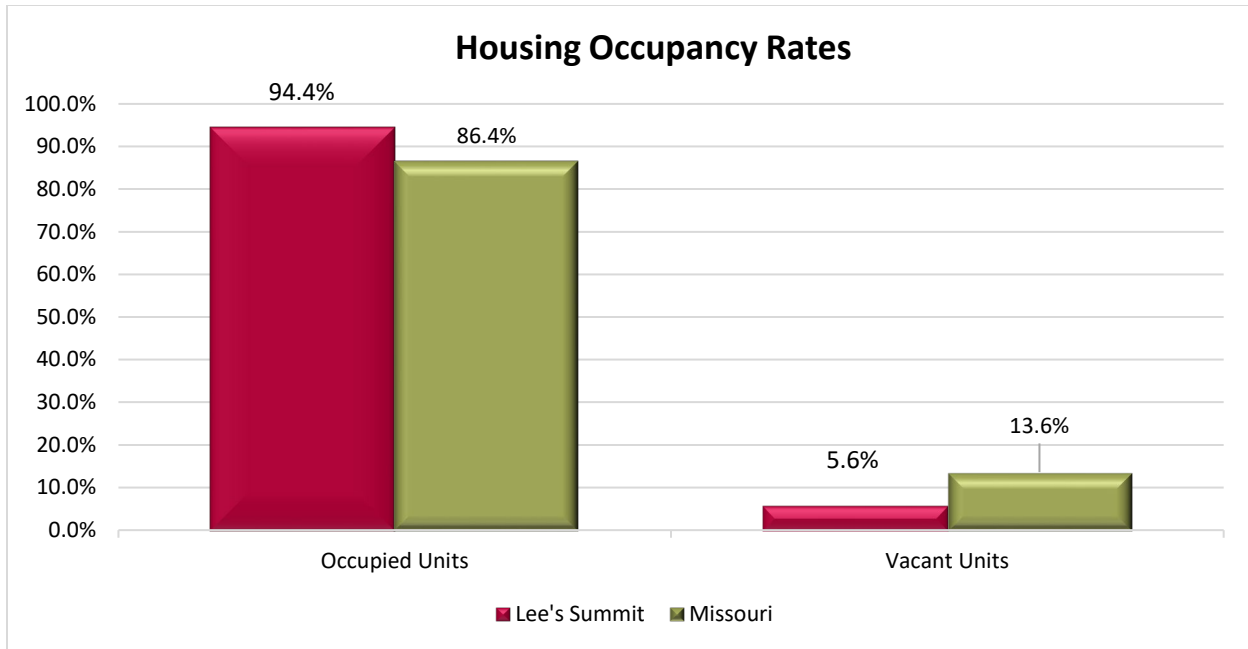


Figure 4: Housing Occupancy Rates, 2017

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, 77% are owner-occupied, while 23% are occupied by renters, as can be seen in the following figure. The Lee's Summit owner-occupancy rate is 10% above the average across Missouri, reported at 67% in the 2017 ACS.

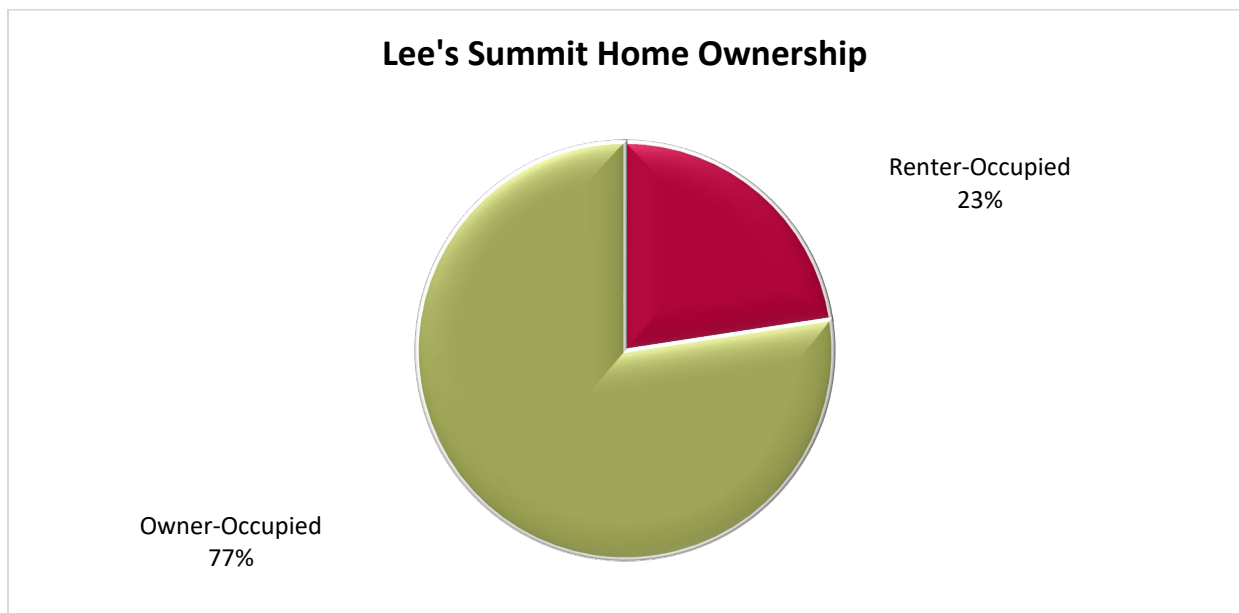


Figure 5: Lee's Summit Home Ownership, 2017

Notably, the proportion of renter-occupied housing units in Lee's Summit has remained steady since 2000.

Education

Lee's Summit is home to several postsecondary institutions, such as Longview Community College and the University of Central Missouri – Lee's Summit, which afford opportunities to pursue educational advancement. Lee's Summit is also home to The Missouri Innovation Campus, a joint initiative of the University of Central Missouri, Metropolitan Community College, the Lee's Summit R-VII School District, regional businesses, and community organizations to help qualifying students earn up to two years of college credits during high school. Those who complete the program may then obtain a bachelor's degree in two years of postsecondary education.

Lee's Summit is served by the Lee's Summit R-VII School District, the Blue Springs R-IV School District, and multiple private schools located within the community. According to the Missouri Department of Elementary and Secondary Education, the Lee's Summit R-VII School District reports favorably on several key measures of the Missouri Public School Accountability Report Card as shown in the following table.

Table 1: Lee's Summit R-VII School District Accountability Report Card Measures, 2017

| Report Card Measure | Missouri | Lee's Summit R-VII |
|--|----------|--------------------|
| Four-Year Graduation Rate | 89.0% | 95.0% |
| Dropout Rate | 2.0% | 0.9% |
| Graduates Entering a 4 yr. College/University | 38.1% | 55.2% |
| Graduates Entering Employment | 22.8% | 7.7% |
| Staffing Ratio: Students to classroom teachers | 17 | 18 |
| Years of Experience of Professional Staff | 12.3 | 15.4 |
| Professional Staff with Advanced Degrees | 58.6% | 80.9% |

Educational Attainment

Lee's Summit residents aged 25 years or more report a higher level of educational attainment than their peers across the state of Missouri. The majority of Lee's Summit residents over 25 (53%) have an associate's degree or higher. Across Missouri, only 36% of adults over 25 hold an associate's degree or higher.

Across Missouri, 54% of residents aged 25 years and older report a high school diploma as their highest level of educational attainment. In Lee's Summit, 43% of the population reports a high school diploma as the highest level of educational attainment. In Lee's Summit, a greater proportion of residents report attainment of associate's, bachelor's, and graduate or professional degrees. The following figure illustrates the highest educational attainment achieved by Lee's Summit residents over the age of 25 compared to their peers across the state.

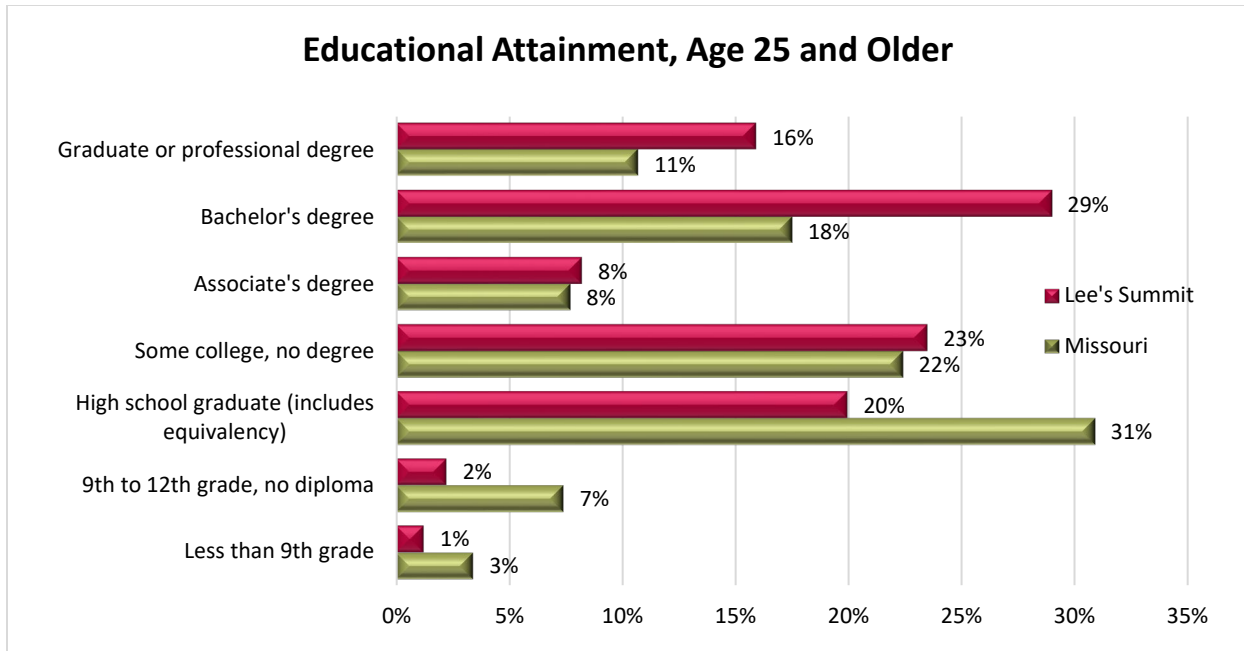


Figure 6: Educational Attainment for Persons Age 25 and Over, 2017 ACS

Enrollment

According to the 2017 ACS, more than 90% of Lee's Summit children aged five to nine years are enrolled in school, and 99% of children aged 10 to 17 years are enrolled in school, as illustrated in the following figure.

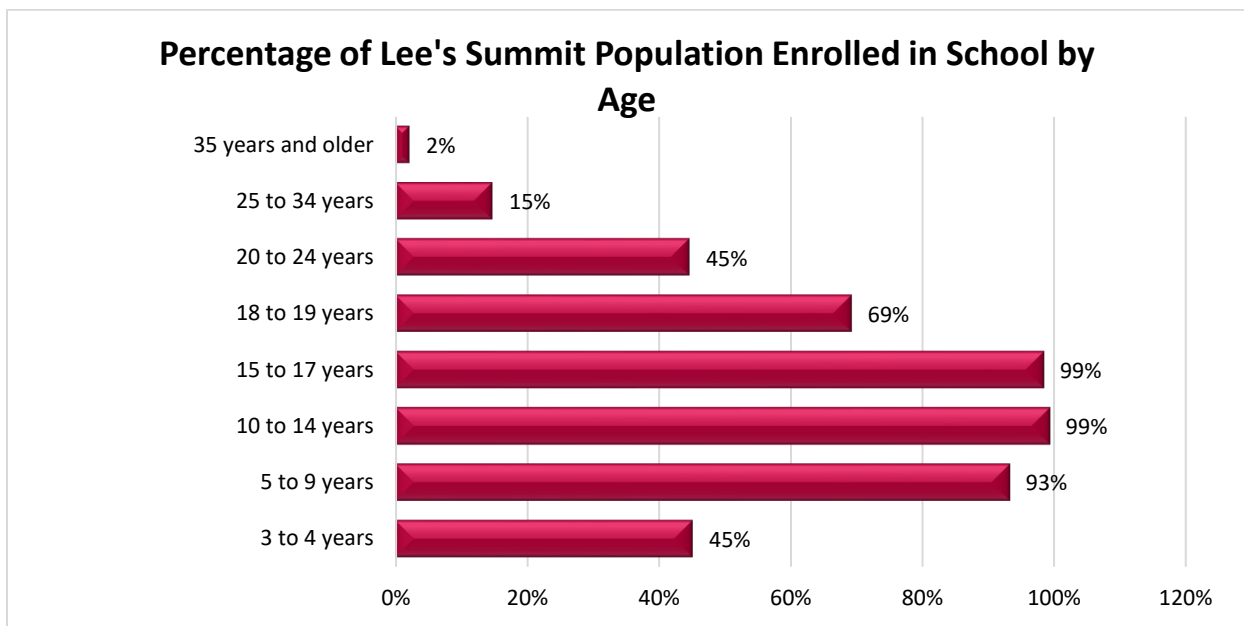


Figure 7: Percent of Age Group Enrolled in School, 2017 ACS

The number of adults enrolled in school has grown slightly since the 2000 Census. At that time, 31% of residents aged 20-24 years were in school compared to 45% according to the 2017 ACS.

Employment

Industry

According to the Lee's Summit Economic Development Council (EDC) 2018 Labor Shed Study, jobs in Lee's Summit grew 3.8% between 2012 to 2017, slightly slower than Missouri's growth of 4.9% over that same period. The EDC reports a Lee's Summit labor force of 71,500, estimated.

The 2017 ACS by the U.S. Census Bureau reports that 24% of the Lee's Summit workforce is employed in the educational services and health care and social assistance industry. The industry with the second-highest rate of employment is professional, scientific, and management, and administrative and waste management services, which employs 14% of residents. The following table illustrates employment by industry.

Table 2: Percent of Lee's Summit Workforce Employed by Industry, 2017 ACS

| Industry | Percent of Employment |
|--|-----------------------|
| Educational services, and healthcare and social assistance | 24% |
| Professional, scientific, and management, and administrative and waste management services | 14% |
| Retail trade | 11% |
| Finance and insurance, and real estate and rental and leasing | 10% |
| Manufacturing | 9% |
| Arts, entertainment, and recreation, and accommodation and food services | 7% |
| All Others | 25% |

The EDC 2018 Labor Shed Study projects future growth of industry in Lee's Summit to follow these existing trends. Some of the most significant increases in future occupations in Lee's Summit are expected to be in the healthcare and social assistance field. Well-earning software developers are also expected to be in demand in Lee's Summit in the coming years. Top occupations in Lee's Summit with projected changes between 2017 and 2022 are shown in the following table.

Table 3: Top Occupations in Lee's Summit (2017) and Projected Growth (2017-2022)

| Occupation | Numeric Change, 2017-2022 | Percent Change, 2017-2022 |
|--|---------------------------|---------------------------|
| Personal Care Aides | 114 | 21% |
| Software Developers, Applications | 75 | 20% |
| Nursing Assistants | 82 | 13% |
| First-Line Supervisors of Food Preparation and Serving Workers | 31 | 8% |
| Registered Nurses | 82 | 6% |

Unemployment

Lee's Summit unemployment declined to 2.7% in 2018 according to the U.S. Bureau of Labor Statistics. The average unemployment rate for the state of Missouri has also dropped in recent years but remains above that of Lee's Summit, as shown in the following figure.

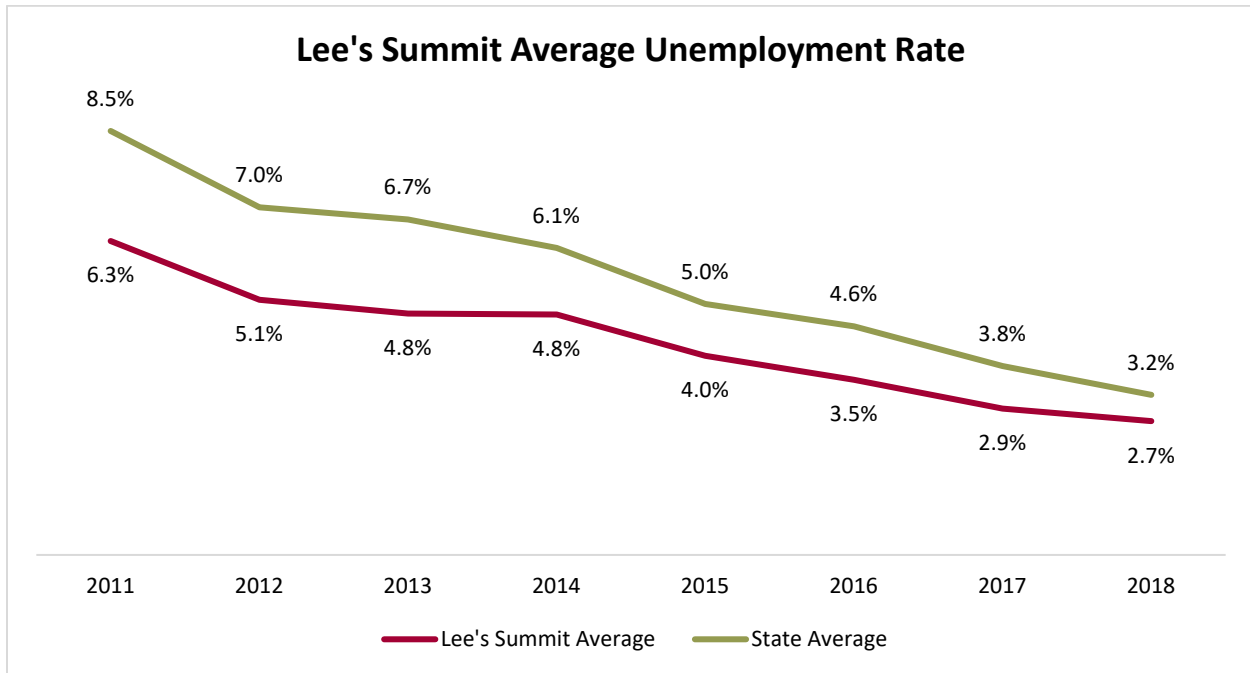


Figure 8: Lee's Summit Average Unemployment Rate, 2011-2018

Commuting

Lee's Summit residents have an average commute of 24.5 minutes, and 8.3% of City residents work outside the County. As shown in the following table, more than 90% of residents drive to work, either alone or with others.

Table 4: Lee's Summit Commute Method, 2017 ACS

| Commute Method | Percent of Population |
|----------------------------------|-----------------------|
| Drove alone | 86.1% |
| Carpooled | 5.7% |
| Public transportation | 0.5% |
| Walking | 0.3% |
| Bicycle | 0.1% |
| Taxi, motorcycle, or other means | 0.8% |
| Worked from home | 6.5% |

According to the EDC 2018 Labor Shed Study, 20.6% of Lee's Summit residents live and work in Lee's Summit. These locally employed residents make up 25.1% of all workers employed in Lee's Summit. A large proportion of Lee's Summit residents leave Lee's Summit for work, while a large population of

residents from other communities enters Lee's Summit to work. The EDC Labor Shed Study compared this flow of work commuters entering and leaving Lee's Summit and found that in 2015, the year most recently available, Lee's Summit experienced a net outflow of 10,892 work commuters.

Development

New Construction

To better understand development patterns in the City, The Novak Consulting Group requested and received information from City staff regarding permits issued for new residential and commercial construction from FY2014 through FY2018. This information specifically included commercial permits for new additions, new commercial construction, new multi-family residential construction, and new shell buildings. Residential permit information included new three- and four-family units, new duplexes, and new single-family residential structures.

On average over the last five fiscal years, the City issued 383 permits for new residential and commercial construction each year. New permit activity has been increasing since FY2014 and peaked in FY2017. Overall, the number of new construction permits issued in FY2018 was 34% higher than the number issued in FY2014. These factors illustrate continued demand for new construction in the community, as illustrated in the following figure.

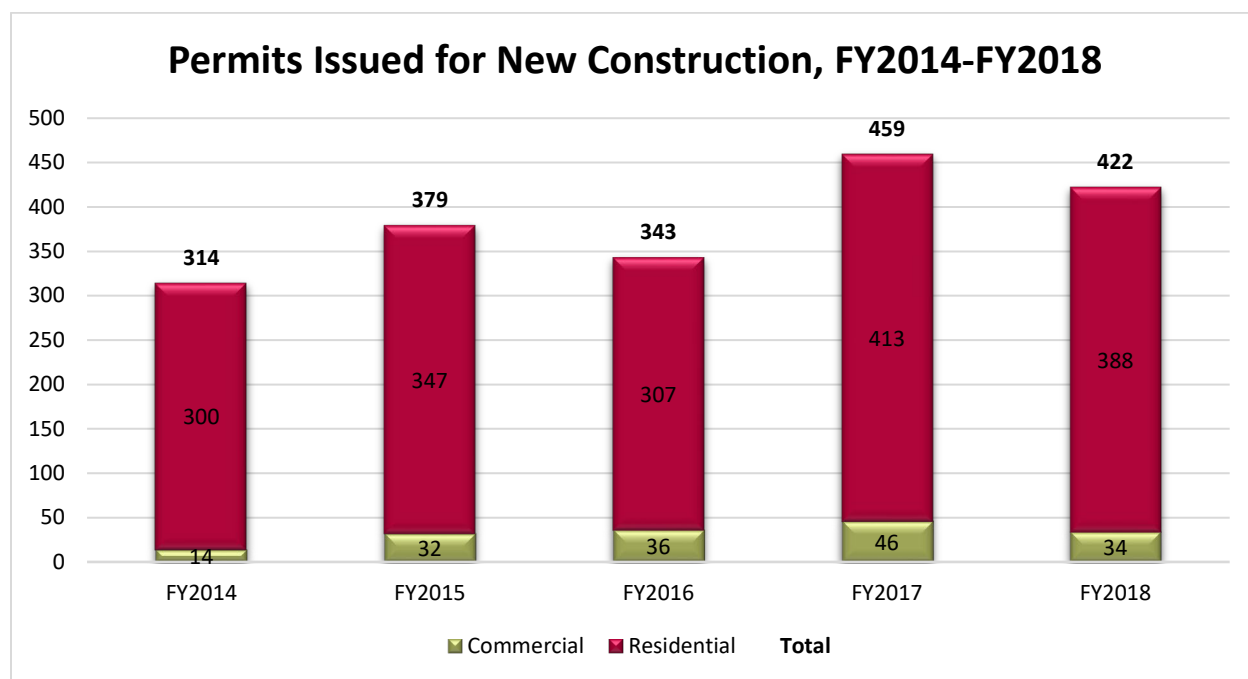


Figure 9: Permits Issued for New Construction, FY2014-FY2018

On a square footage basis, the City has added more than 8 million square feet of new construction since FY2014. Residential construction accounts for 59% of this total, while commercial construction accounts for the remaining 41%, as illustrated in the following figure.

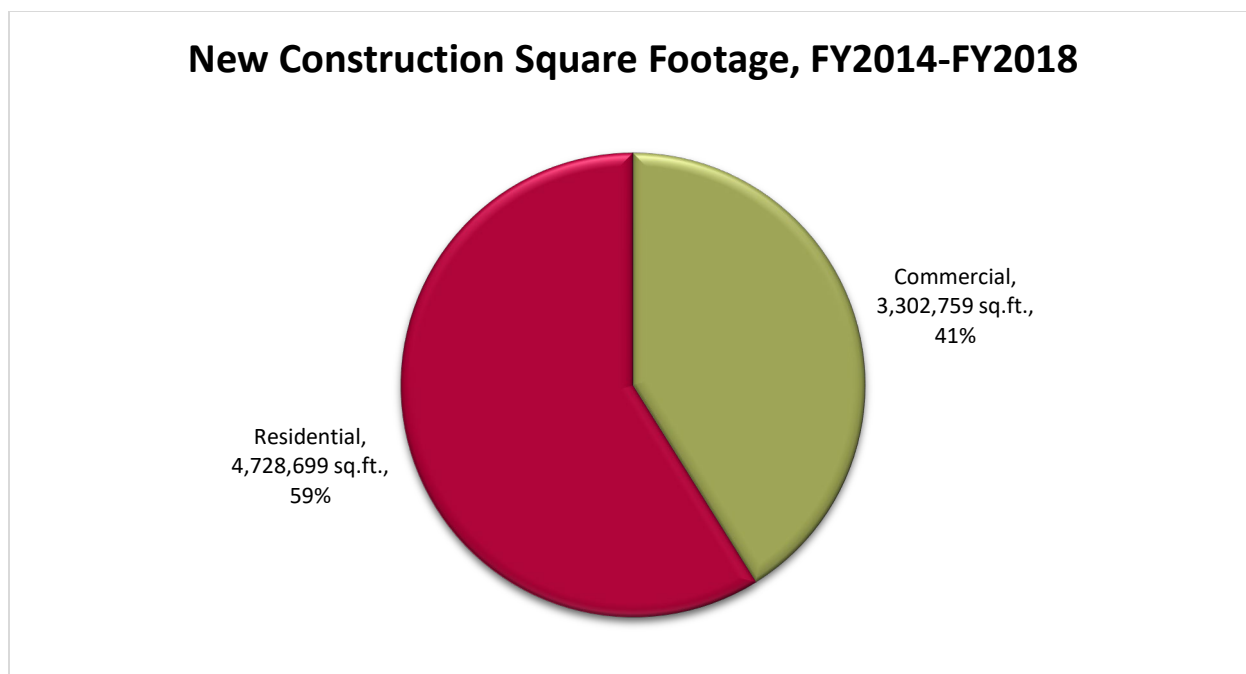


Figure 10: New Construction by Square Footage, FY2014-FY2018

Similarly, the valuation of new construction projects since FY2014 exceeds \$914,000,000. Residential construction accounts for 61% of this valuation, while commercial construction accounts for the remaining 39%.

New Housing

Since FY2014, Lee's Summit has added more than 2,700 new housing units, averaging 553 new multi-family, three- and four-family, duplex, and single-family units per year. Of these, demand for single- and multi-family has been most consistent, averaging 341 and 179 new units per year, respectively. In total, new housing units in FY2018 are 49% higher than FY2014, indicating continued growth in housing. The following figure illustrates trends in new housing unit construction since FY2014.

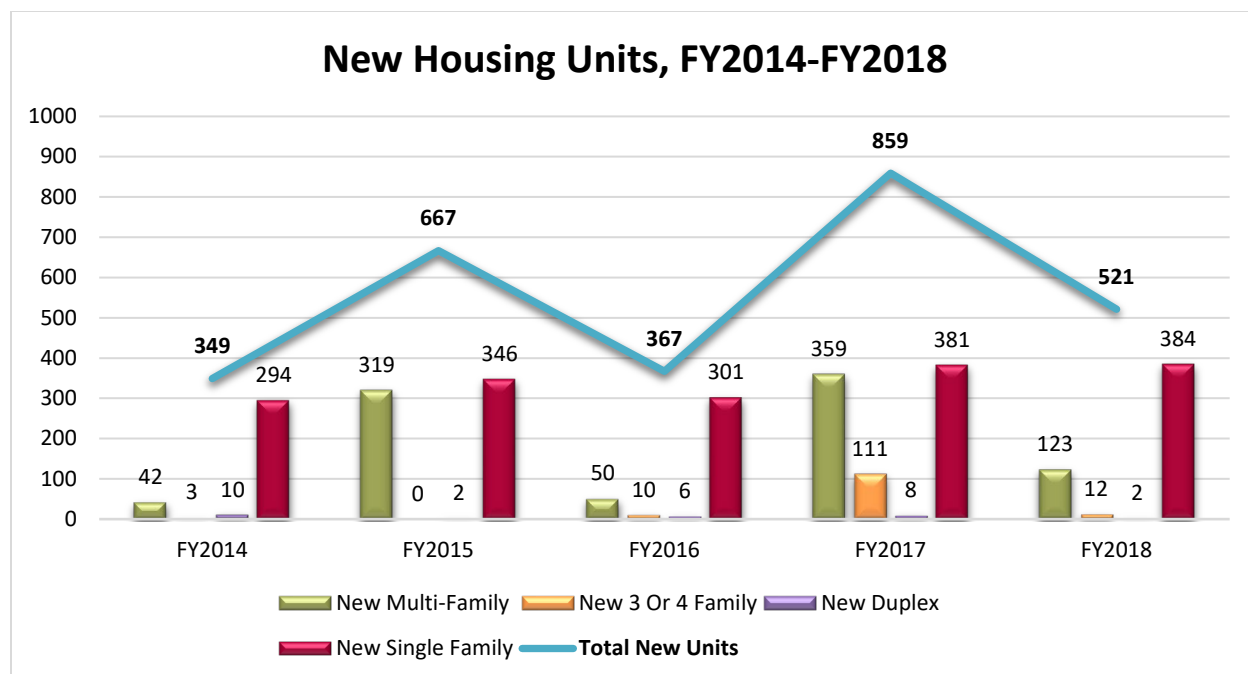


Figure 11: New Housing Unit Construction by Type, FY2014-FY2018

Based on this analysis, it is clear that the City has experienced significant growth and investment in new residential and commercial development over the last several years. These trends are positively correlated with continuing growth in the City's population and number of households.

In early 2019, Property Reserve Inc. (a subsidiary of the Church of Jesus Christ of Latter-Day Saints) announced its intention to develop over 4,000 acres of land in Lee's Summit.¹ The potential development of this land represents a significant and transformative opportunity for the City of Lee's Summit to continue growing housing, population, business, and industry.

Income

Median household income in the City was \$83,601 as of the 2017 ACS, which is 37% higher than the median household income in 2000. However, when inflation is considered, the median income has decreased by 4%. The following figure includes the historical median household income in Lee's Summit.

¹ Ridder, Karen. "City of Lee's Summit wants residents to weigh in on use of 4,000 acres." Kansas City Star. January 29, 2019. <https://www.kansascity.com/news/local/community/ljsjournal/article225140845.html>

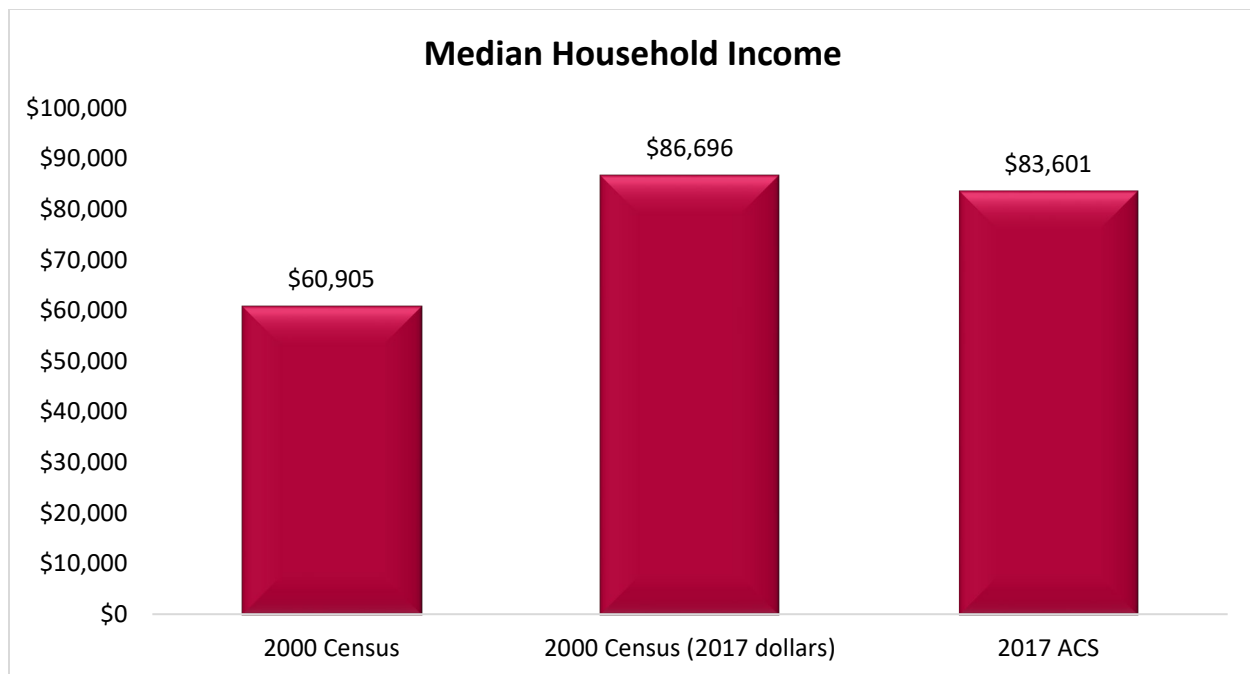


Figure 12: Lee's Summit Median Household Income, 2000-2017 ACS

Examining earnings by educational attainment shows that 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. The following table includes the median earnings by education level.

Table 5: Median Earnings by Education Level, 2017 ACS

| Education Level | Median Earnings |
|---|-----------------|
| Less than high school graduate | \$26,146 |
| High school graduate (includes equivalency) | \$36,184 |
| Some college or associate's degree | \$41,355 |
| Bachelor's degree | \$60,568 |
| Graduate or professional degree | \$71,910 |

In Lee's Summit, a total of 5.5% of individuals and 4.0% of families meet federal poverty criteria. Poverty rates in 2017 are slightly higher than rates in 2000, as can be seen in the following figure.

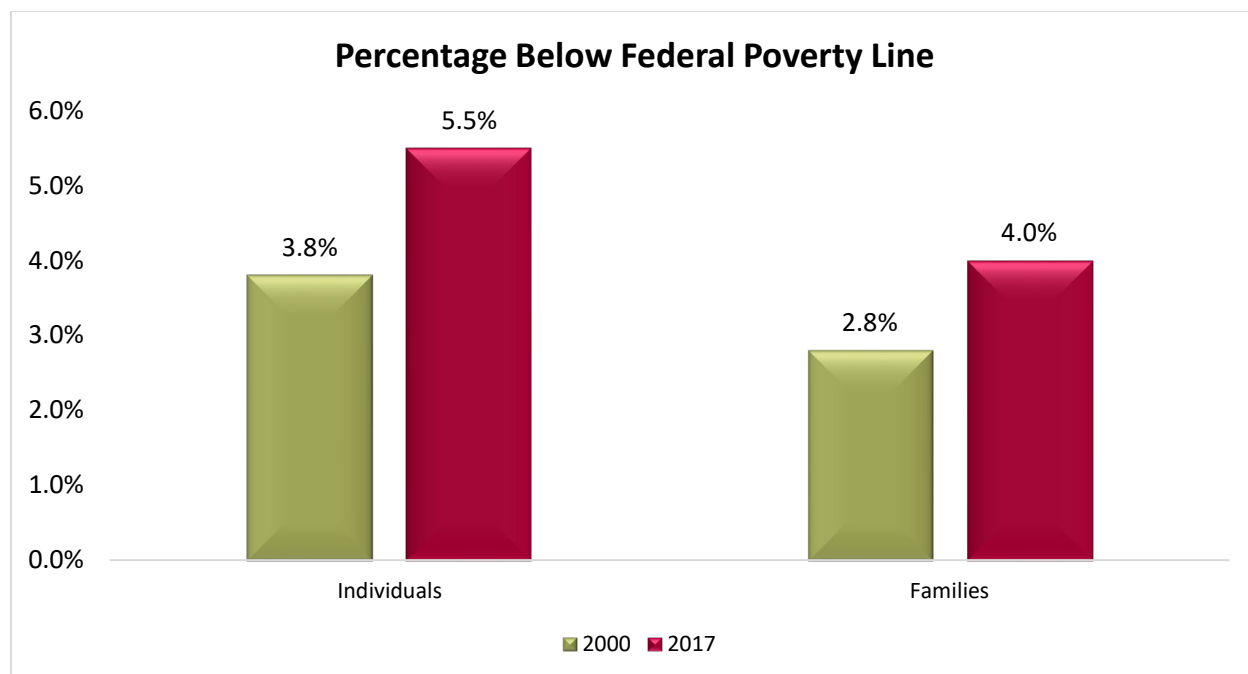


Figure 13: Lee's Summit Poverty Rates, 2000-2017 ACS

Crime

The City of Lee's Summit Police Department, like many law enforcement departments across the country, participates in the FBI's 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 that are likely to be reported to police and that occur with regularity across the country. Part I crimes are denoted as Part I violent crimes against persons or Part I property crimes against property. Part I violent crimes include homicide, rape, robbery, and assault. Part I property crimes include burglary, larceny, motor vehicle theft, and arson. Participating departments record offenses reported, those cleared by arrest or exceptional means, and demographic information regarding those arrested for these Part I offenses.

The total number of Part I crimes reported in Lee's Summit increased by 7% in 2017 compared to 2008; property crime increased by 5% overall, while violent crime increased by 34% overall. The following figure shows the total number of violent crimes and property crimes reported each year from 2008 through 2017.

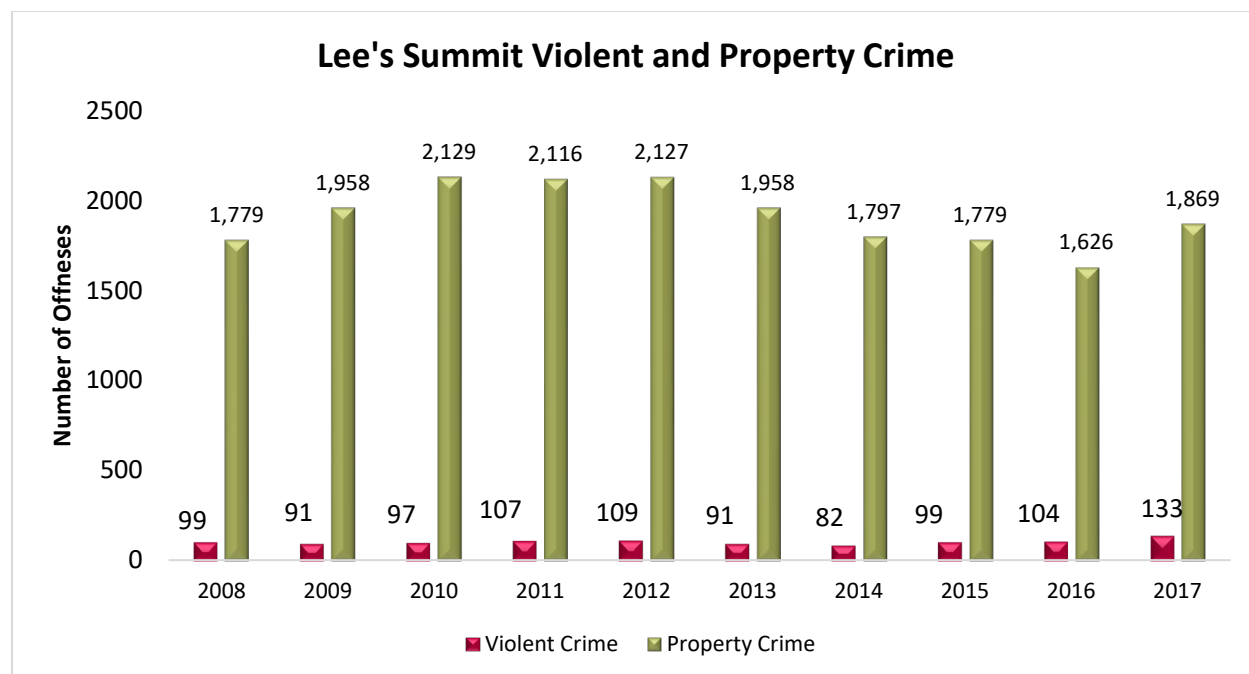


Figure 14: Violent and Property Crime in Lee's Summit, 2008-2017

The following table shows crime trends by type each year from 2008 through 2017. The largest increases by percentage include cases of Robbery, which increased from 18 to 37 incidents between 2008 and 2017, and Rape, which increased by 11 incidents. The largest increase in the total number of cases was for Larceny-Theft with 112 more cases in 2017 than in 2008.

It is important to emphasize that not all crime in Lee's Summit is increasing. According to the UCR data below, the number of reported Burglaries declined to a low of 178 incidents in 2017.

Table 6: Violent and Property Crime in Lee's Summit by Type, 2008-2017, UCR

| Crime Type | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Percent Change, 2008-2017 |
|--------------------------------------|-----------|-----------|-----------|------------|------------|-----------|-----------|-----------|------------|------------|---------------------------|
| Murder and Nonnegligent Manslaughter | 1 | 0 | 2 | 0 | 0 | 0 | 2 | 1 | 2 | 1 | 0% |
| Rape | 15 | 18 | 17 | 18 | 13 | 18 | 19 | 15 | 21 | 26 | 73% |
| Robbery | 18 | 15 | 26 | 30 | 24 | 15 | 19 | 18 | 35 | 37 | 106% |
| Aggravated Assault | 65 | 58 | 52 | 59 | 72 | 58 | 42 | 65 | 46 | 69 | 6% |
| Violent Crime | 99 | 91 | 97 | 107 | 109 | 91 | 82 | 99 | 104 | 133 | 34% |
| Burglary | 216 | 267 | 289 | 325 | 263 | 267 | 245 | 216 | 205 | 178 | -18% |
| Larceny-Theft | 1,460 | 1,582 | 1,718 | 1,676 | 1,756 | 1,582 | 1,448 | 1,460 | 1,338 | 1,572 | 8% |
| Motor Vehicle Theft | 103 | 109 | 122 | 115 | 108 | 109 | 104 | 103 | 83 | 119 | 16% |

| Crime Type | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Percent Change, 2008-2017 |
|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------------------|
| Arson | 3 | 0 | 5 | 6 | 6 | 0 | 0 | 3 | 1 | 2 | -33% |
| Property Crime | 1,779 | 1,958 | 2,129 | 2,116 | 2,127 | 1,958 | 1,797 | 1,779 | 1,626 | 1,869 | 5% |
| TOTAL | 1,878 | 2,049 | 2,226 | 2,223 | 2,236 | 2,049 | 1,879 | 1,878 | 1,730 | 2,002 | 7% |

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City Government Trends

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

Staffing

The number of full-time equivalents (FTEs) employed by the City has increased by 12.5 FTEs, or 2%, over the last five years. The following figure shows the actual number of FTEs each year.

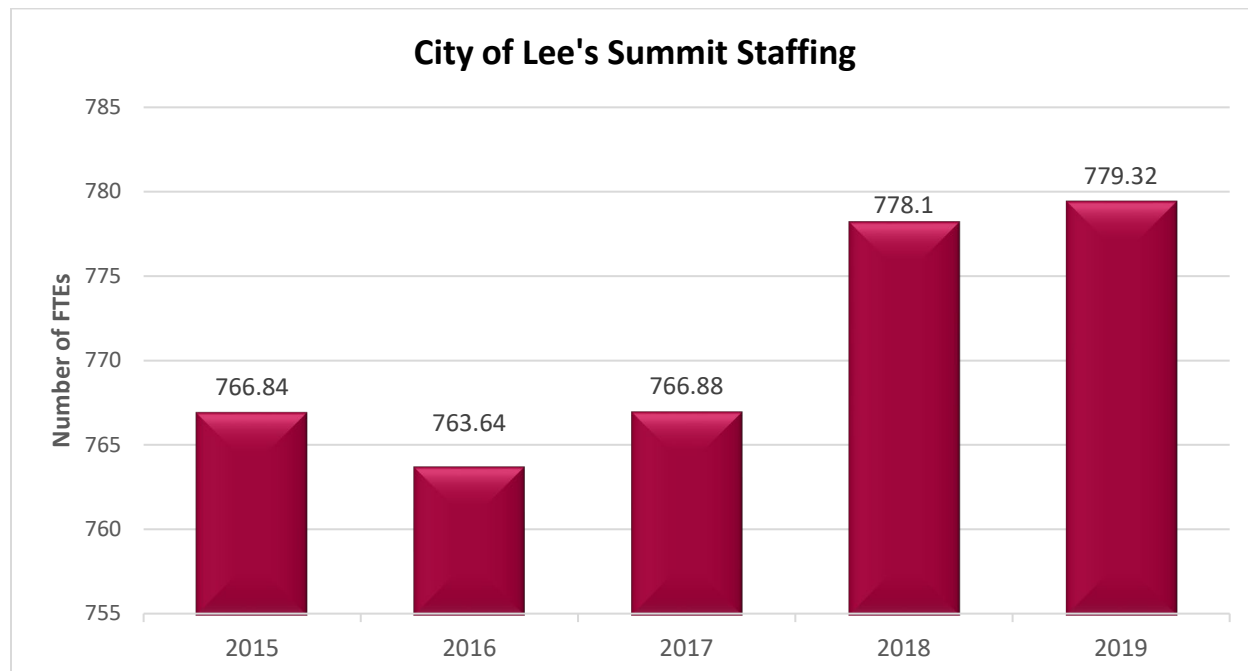


Figure 15: Lee's Summit FTEs, FY2015-2019

Revenues

Excluding transfers, the City of Lee's Summit collected approximately \$225,300,000 in revenue across all funds in FY2018. Approximately 87% of this revenue is attributable to three major categories. Taxes (particularly property, sales, and franchise taxes) account for 42% of revenue, while charges for service (such as utility charges) and bond proceeds/premiums account for 23% and 22%, respectively. The following figure illustrates the proportion of actual revenues collected in FY2018 by category, excluding transfers.

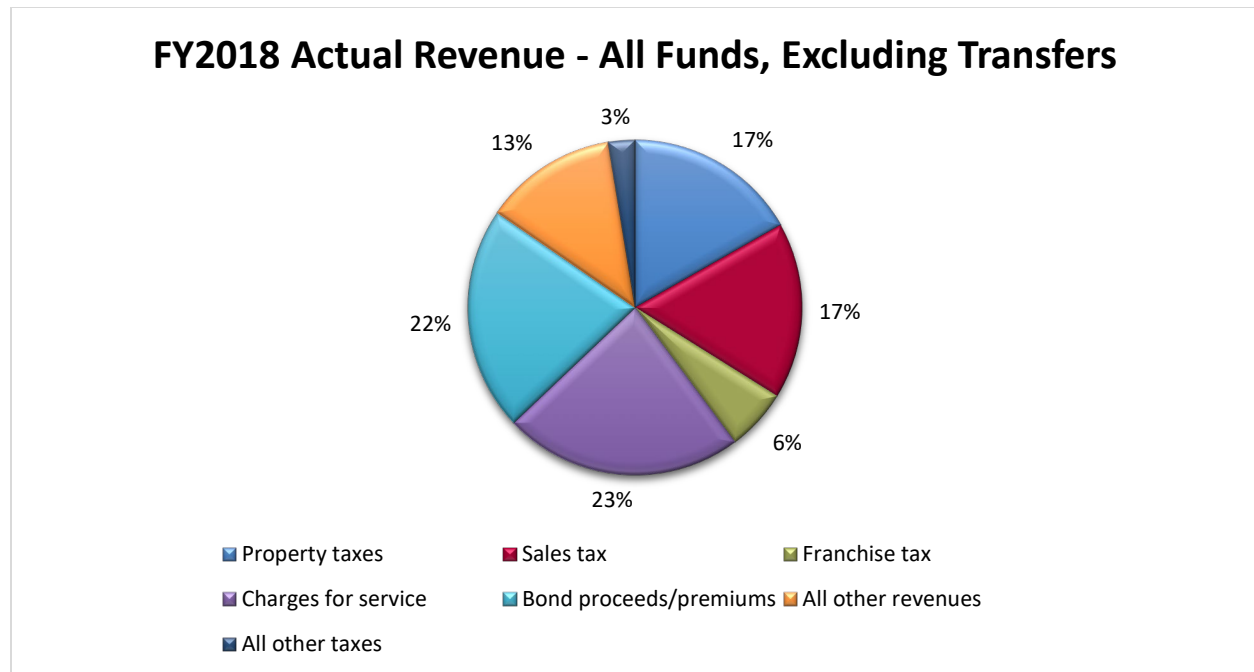


Figure 16: FY2018 Actual Revenue – All Funds, Excluding Transfers

In the previous figure, “All other taxes” includes motor vehicle, license, bed, and other taxes. “All other revenues” includes fines and forfeitures, licenses and permits, intergovernmental, material and fuel sales, investment earnings, sale of property, and interdepartmental revenue.

While examining revenues from all funds provides interesting insights into the City’s various revenue streams, this analysis includes revenues captured to support major capital projects, one-time expenditures, and other initiatives outside the scope of routine, day-to-day operations. The City’s General Fund is the primary operating fund for many departments, and it is useful to examine this fund in greater detail to understand budget trends that closely impact everyday operations.

The following table details actual revenues in the City’s General Fund over the last several years by category, excluding transfers. Compared to FY2014, General Fund revenues have increased by approximately \$11 million (18%) as a result of increased property and sales tax collections. Nearly three-quarters of FY2018 General Fund revenue is attributable to property, sales, and franchise taxes.

Notably, charges for service have doubled since FY2014. This is primarily attributable to a fee increase for ambulance service as well as increased special detail revenue received by the Police Department for working special events, such as races and athletic games.

Revenue from licenses and permits has also increased as a result of ongoing development activity in the community, particularly regarding permit and inspection fees, zoning fees, and occupational licensing.

Table 7: Actual General Fund Revenues by Category (Excluding Transfers), FY2014-FY2018

| Revenue Category | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual | Percent Change FY2014 to FY2018 |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------|
| Property taxes | \$18,111,943 | \$18,709,442 | \$19,149,720 | \$20,288,003 | \$21,177,380 | 17% |
| Sales tax | \$13,584,137 | \$14,145,869 | \$15,116,747 | \$15,582,207 | \$16,402,094 | 21% |
| Franchise tax | \$14,083,783 | \$13,870,764 | \$13,068,478 | \$12,941,800 | \$13,425,420 | -5% |
| Charges for service | \$3,648,402 | \$3,935,146 | \$4,572,807 | \$6,244,364 | \$7,731,488 | 112% |
| All other taxes | \$3,748,439 | \$3,856,558 | \$3,953,024 | \$3,995,044 | \$4,024,215 | 7% |
| All other revenues | \$2,635,990 | \$2,523,426 | \$3,003,252 | \$2,816,343 | \$2,988,922 | 13% |
| Licenses and permits | \$1,757,827 | \$2,226,752 | \$2,546,787 | \$2,691,658 | \$2,762,581 | 57% |
| Fines and forfeitures | \$1,323,205 | \$1,583,793 | \$1,508,415 | \$1,308,667 | \$1,201,591 | -9% |
| Total | \$58,893,726 | \$60,851,750 | \$62,919,230 | \$65,868,086 | \$69,713,691 | 18% |

Expenditures

Excluding transfers, the City spent approximately \$176,000,000 across all funds in FY2018. One-third of these expenditures supported personal services (such as salaries and benefits), while construction expenditures accounted for approximately 19%. Other major expenditure categories on an all-funds basis include other supplies and service charges (14%), supplies for resale (10%), and interest payments (9%).

The following figure illustrates the proportion of actual expenditures in FY2018 by category, excluding transfers.

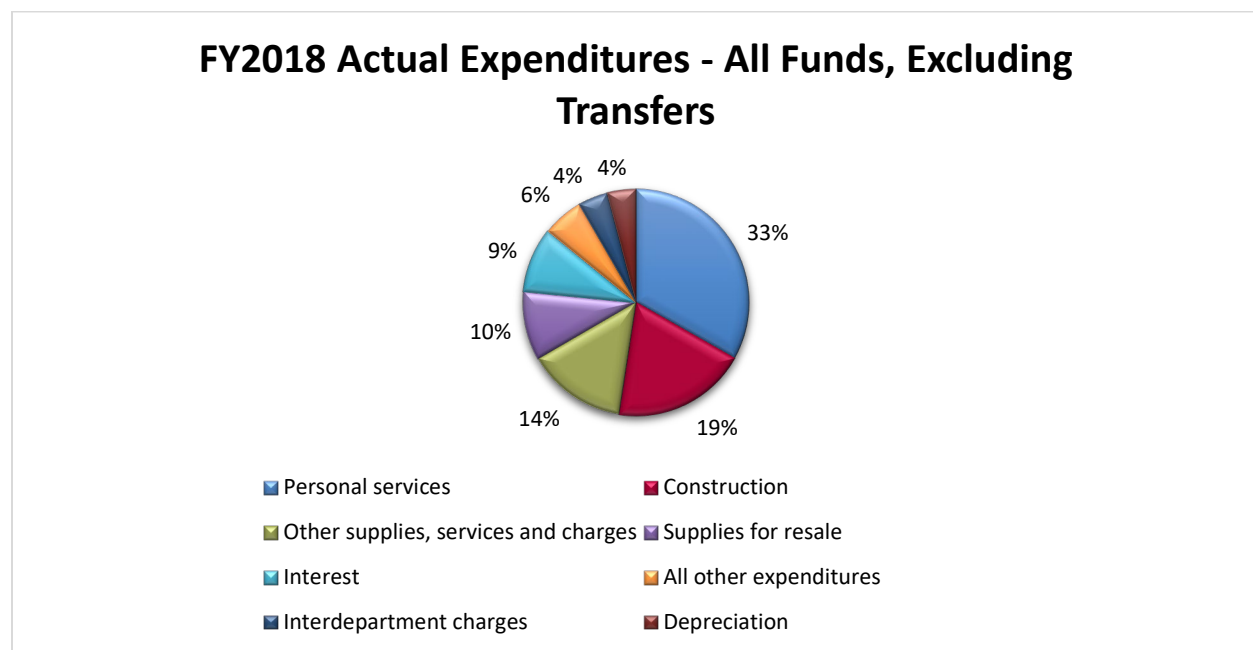


Figure 17: FY2018 Actual Expenditures – All Funds, Excluding Transfers

Notably, the "Supplies for resale" category primarily consists of expenditures related to water and aircraft fuel that the City purchases from other municipalities and suppliers. Ambulance supplies are also included in this category. These materials are then resold to residents and customers as charges for service.

As with revenues, it is useful to evaluate trends in General Fund expenditures because this fund is the City's primary operating fund. The following table provides an overview of actual General Fund expenditures by category from FY2014 to FY2018, excluding transfers.

Table 8: Actual General Fund Expenditures by Category (Excluding Transfers), FY2014-FY2018

| Expenditure Category | FY2014 Actual | FY2015 Actual | FY2016 Actual | FY2017 Actual | FY2018 Actual | Percent Change FY2014 to FY2018 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|--|
| Personal services | \$41,530,341 | \$42,793,618 | \$41,904,111 | \$44,887,601 | \$46,415,801 | 12% |
| Supplies for resale | \$134,503 | \$154,795 | \$174,224 | \$241,122 | \$230,768 | 72% |
| Other supplies, services and charges | \$6,631,325 | \$6,760,580 | \$7,485,369 | \$9,363,092 | \$10,450,576 | 58% |
| Repairs and maintenance | \$1,375,819 | \$1,258,014 | \$1,404,597 | \$1,464,575 | \$1,505,535 | 9% |
| Utilities | \$1,606,761 | \$1,741,648 | \$1,623,288 | \$1,684,816 | \$1,758,053 | 9% |
| Fuel and lubricants | \$731,093 | \$511,845 | \$374,286 | \$406,459 | \$461,251 | -37% |
| Miscellaneous | \$56,638 | \$50,906 | \$63,572 | \$51,594 | \$48,007 | -15% |
| Interest | \$0 | \$0 | \$318 | \$0 | \$0 | - |
| Capital outlay | \$461 | \$0 | \$0 | \$699,194 | \$293 | -36% |
| Interdepartmental charges | \$4,984,813 | \$5,082,011 | \$5,097,960 | \$5,800,473 | \$5,940,395 | 19% |
| Total | \$57,051,754 | \$58,353,417 | \$58,127,725 | \$64,598,926 | \$66,810,679 | 17% |

Overall, General Fund expenditures have increased by approximately 17% since FY2014, commensurate with similar revenue increases during this same period. Among all expenditure categories, personal services and other supply and service charges have experienced the most growth since FY2014, at \$4.9 and \$3.8 million, respectively.

It is important to note that the General Fund primarily supports public safety and internal services departments that do not receive significant budget support from other funds. More than half of all General Fund expenditures in FY2018 supported Law Enforcement and Fire/EMS Service, followed by Finance and Public Works, as illustrated in the following figure.

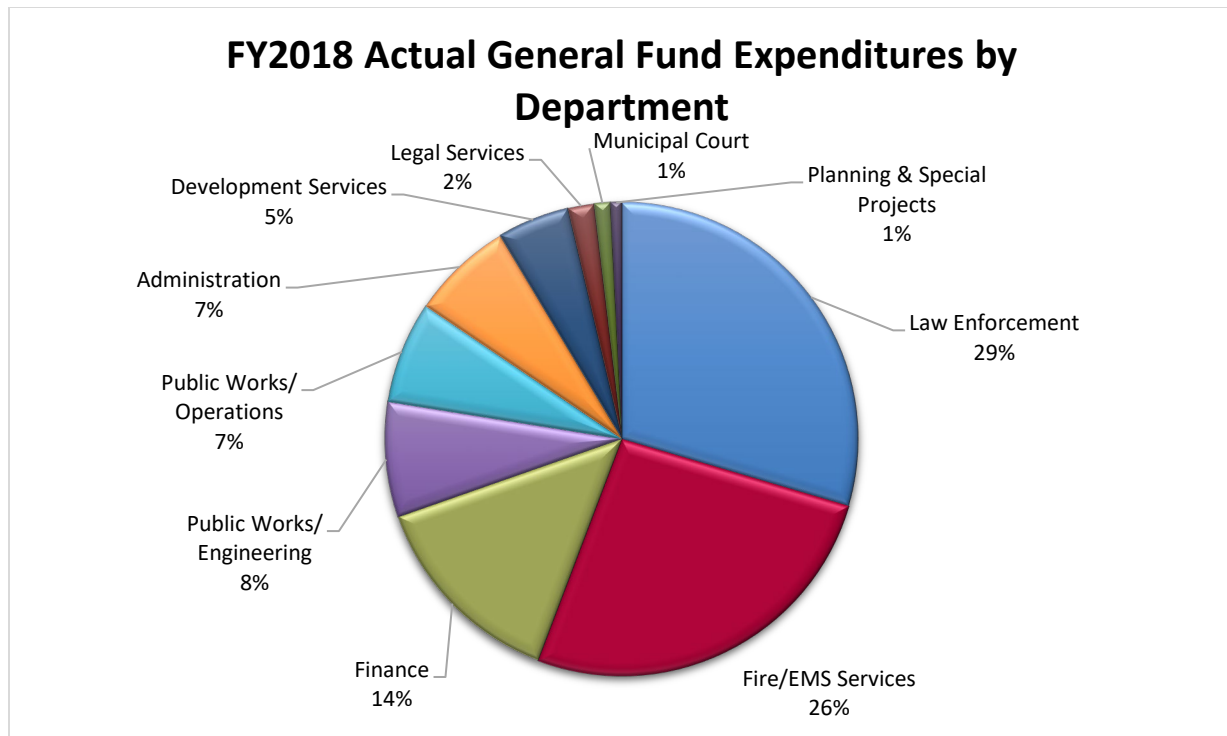


Figure 18: FY2018 Actual Expenditures – General Fund

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Elected Official and Staff Leadership Input

In February 2019, The Novak Consulting Group conducted individual meetings with the Mayor and each member of the Lee's Summit City Council, as well as a focus group meeting with 18 members of the City's management team. The purpose of these sessions was to gather elected official and staff perspectives on the strategic planning process, as well as to solicit initial input regarding the community and City organization.

When asked to describe the City of Lee's Summit using only a few words, the Mayor, Councilmembers, and staff offered a variety of suggestions. Frequently mentioned words were largely positive in nature, such as "Above Average," "Awesome," "Vibrant," "Safe," and "Friendly." Other commonly-mentioned words were community-focused, including "Family Friendly," "Community," and "Quality Schools." The following word cloud provides a visual representation of these descriptors; words in larger font were mentioned more frequently.



Figure 19: Words Used to Describe the City Government

The following sections summarize feedback from individual interviews with elected officials and the City's management team focus group. Notes and observations collected during these meetings were aggregated and summarized to identify major themes and areas of agreement among participants.

Strengths

Elected officials and staff discussed a wide array of strengths regarding the community and the City government organization. There was widespread agreement among participants that City employees are dedicated, professional, responsive, and accessible. Several participants particularly praised the City's Police, Fire, Public Works, Development Center, and Legal Departments as notable high-performing departments. Other words and phrases used to describe the City organization's strengths included efficiency, strong finances, customer service, involved management, public service mindset, and timely delivery of projects and services.

More broadly, participants identified the City Council as a source of strength related to governance and praised the City's commitment to communication and consensus-building. Participants recognized the City as a place where diverse ideals and individuals mingle.

Finally, elected officials and staff identified the City's downtown area and infrastructure investments and maintenance as an important strength of the City.

Weaknesses

When asked about Lee's Summit's weaknesses, participants primarily discussed the impact of the City's relatively rapid growth on the public and staff. Participants described a need to ensure City services accommodate this growth. Participants also expressed a desire to ensure new developments are "built to last," reflect the community's vision for development, and can support additional regional business attraction.

Other weaknesses identified by elected officials and staff included compensation and benefits, particularly for Public Safety staff, and the need for the City to challenge the status quo and innovate.

Opportunities

Opportunity areas identified by elected officials and staff primarily focused on development and growth. Participants referenced downtown development and communicated a desire to attract larger businesses and industrial companies to locate in the City. In particular, constructing a farmers market/pavilion and enhancing airport services were discussed as specific development opportunities for the community. Other development opportunities included the potential to develop approximately 4,200 acres of land in the community currently owned by Property Reserve, Inc (PRI).

Capital improvements and infrastructure were also discussed, including the need to complete voter-approved projects, advance the City's current capital improvement plan, construct better-defined gateways into the City, and augment options for transportation and transit (such as by enhancing the Rock Alley trail).

Other opportunities identified by participants included the need to capitalize on Lee's Summit's history of community involvement, enhance the City's sustainability efforts, develop partnerships with neighboring municipalities, determine the City's niche in the Kansas City metro, enhance educational opportunities for residents, and modernize community engagement and communications practices.

Challenges

Community

When asked about the top issues facing Lee's Summit as a community, participants primarily discussed growth and development-related issues, including a lack of destination-type attractions, restaurants, and stores (particularly in the downtown area), as well as how to approach potential new development related to PRI. The need to develop and grow the City's commercial tax base was also identified as a development-related challenge, as was the need to balance development amenities to avoid favoring particular economic sectors. Other concerns included a lack of affordable housing and perceived tensions regarding multifamily housing in some parts of the community, as well as maintaining a good relationship with the City's Housing Authority.

Infrastructure in the community also presents challenges. Participants indicated that the City needs to develop and maintain its infrastructure assets, and there are perceptions that the community may be growing beyond what current infrastructure can support.

Other community challenges discussed by participants included perceptions of racial inequality (particularly in schools), school district boundaries that overlap multiple Council wards, tensions between long-time and newer residents, aging population, community concerns about public safety, the role of money in politics, improving the ability for more residents to run for elected office, and enhancing the City's sense of identity.

City Organization

Participants also identified challenges specifically concerning the City organization. Frequently mentioned topics included the need for the City to maintain financial sustainability and transparency, maintain revenues and control spending, retain sufficient reserves, and adequately finance staff compensation.

Infrastructure and development challenges also impact the City organization, including the need for sewer and water extensions and the need to maintain roadways, utilize existing assets (such as the amphitheater), redevelop properties, continue enhancements to the downtown area, and attract employers and high-quality jobs.

Public safety was discussed, specifically regarding the need to ensure fire station coverage is adequate and to attract qualified applicants to fill public safety jobs.

Other challenges described by elected officials and staff involve the City organization's culture and management. Participants described a need to attract new vibrancy to the City organization, improve support for the City's leadership team, and improve trust between City administration and line staff (particularly union staff).

Vision for the Future

Elected officials and staff were asked what they would like City to be known for ten years in the future. Most responses described attributes of a future community that elected officials and staff found desirable, including traits such as authenticity, integrity, sincerity, a balanced and inclusive community, friendly, nostalgic, a good place to live, good neighbors and neighborhoods, and increased diversity.

Participants also described a community where growth continues to be fostered, particularly in education, healthcare, and entertainment, and that attracts more residents of all ages. Other visionary attributes included a community that continues to plan for infrastructure and share the costs of infrastructure projects with other jurisdictions, an emphasis on fiscal responsibility, the preservation of the community's home values, and retaining what the community currently values.

Community Input

To gather as much input and feedback as possible toward creating a complete picture of the current and desired future state of the community, The Novak Consulting Group held two community summits and eight focus groups in February 2019. Additionally, an online engagement website hosted by Bang the Table® provided residents who were unable to attend community summits with a means of engaging in the strategic planning process.

Each of these opportunities was promoted by City staff through multiple outreach channels targeting both general and specific audiences, such as those who have previously volunteered or participated in other City events.

Sixty-six participants attended the first community summit held on February 27, 2019; 80 participants attended the second community summit held February 28, 2019. A total of 81 participants attended the eight focus group sessions. Additionally, 117 individuals registered to participate in the online engagement site.

In total, these efforts reached 344 participants who provided their ideas, perceptions, and feedback. Key themes from this outreach are discussed in the following sections.

Community Summits and Focus Groups

The following is a summary of the input received from participants of the community summits and focus group sessions. Raw responses are available in Attachments A and B of this report.

Why do you choose to live in Lee's Summit?

Participants were asked about the City today, including why they live in Lee's Summit, and they provided 190 distinct responses. The following table summarizes the most frequently mentioned themes of those responses.

Table 9: Top Responses to the Question: Why do you choose to live in Lee's Summit?

| Response Category | Number of Responses |
|---|---------------------|
| Quality of Life | 50 |
| Cultural, Recreational, and Leisure Opportunities | 35 |
| Great Schools | 25 |
| Friendly, "Small Town" Identity | 17 |
| Economic Value or Cost of Living | 14 |
| Economic Opportunity | 14 |

Quality of life themes were mentioned approximately 50 times throughout these meetings. Specific responses grouped into this category include having friends or family nearby, enjoying attractive green spaces in and near the City, being close to larger or more amenities in Kansas City while also being close to open countryside, and a lack of congestion or high density. The second most-mentioned theme cited cultural and recreational opportunities such as the nightlife downtown, parks and trails, or amenities such

as the local symphony. Schools are also a significant attractor in Lee's Summit with respondents often describing the schools as high quality, great, or excellent, with teachers who genuinely care for students.

Other topics discussed included the community value placed on volunteerism and perceptions of feeling safety in Lee's Summit. Less frequently mentioned topics included quality City staff and good infrastructure in the City.

What makes Lee's Summit unique?

Participants were asked what they think makes Lee's Summit unique from other communities. Of the 61 ideas provided by respondents, the most frequently shared ideas included the following:

Table 10: Top Responses to the Question: What makes Lee's Summit unique?

| Response Category | Number of Responses |
|-----------------------------------|----------------------------|
| Unique Sense of Identity | 17 |
| Leisure or Cultural Opportunities | 11 |
| Parks and Green Spaces | 8 |

The sense of unique identity that captured the small-town, friendly, community-oriented feel among residents was mentioned 17 times by participants. Respondents also spoke to having many leisure or cultural opportunities such as events to attend, dining options, or local art presentations to enjoy. High quality parks, abundant green spaces, and lakes also make Lee's Summit unique.

Several participants specifically discussed the downtown area as a valued part of the community that makes Lee's Summit special. Other less often mentioned topics included the unique history of the community, the high quality of local schools, and the collaborative efforts of City leaders who engage the community in initiatives such as this strategic planning process. Some also noted the presence of three well-respected hospitals in a community the size of Lee's Summit.

In what ways is Lee's Summit the best place you have ever lived?

When asked what is best about the City, participants provided 246 distinct responses. The most common responses included the following:

Table 11: Top Responses to the Question: In what ways is Lee's Summit the best place you have ever lived?

| Response Category | Number of Responses |
|--------------------------|----------------------------|
| Quality of Life | 67 |
| Quality of Local Schools | 26 |
| Culture of Volunteerism | 25 |
| Parks and Green Spaces | 20 |
| Downtown | 15 |

High quality of life was again the most often cited attribute that makes Lee's Summit a great place to live. These 67 comments included mentions of a family-friendly City with a strong sense of community. The second most mentioned topic was the high quality of local schools, followed by a shared value for

volunteering in the community, appreciation of local parks and open, natural green spaces, and the value of revitalizing downtown.

Other topics mentioned included local recreation and entertainment options such as City events, shopping and dining, the Lee's Summit Symphony, and other opportunities in the arts community. The economic value of living in Lee's Summit was discussed by some participants, whether in terms of enjoying increasing property values, the affordability of living in Lee's Summit, or in recognition of the City's responsible use of taxpayer funds. Also mentioned was local access to healthcare, an appreciation for feeling safe in Lee's Summit, and an appreciation for City leadership that is willing to collaborate with others, seek input, consider new ideas, and manage to help ensure a positive future for the community.

What do you miss about living elsewhere?

Participants were also asked about previous places they had lived and what they miss from those areas. Through the 120 comments recorded, common themes that emerged included the following:

Table 12: Top Responses to the Question: If you have ever lived somewhere else, what do you miss about that opportunity?

| Response Category | Number of Responses |
|---|---------------------|
| Parks and Trails | 24 |
| Arts, Dining, Shopping, Entertainment, and Events | 22 |
| Transportation Options | 13 |

Twenty-four participants described parks and greens spaces with a robust, connected network of trails, sidewalks, and bike paths as key features they miss from previous communities. Closely following parks and trails were comments speaking to communities with more robust cultural, recreational, or leisure opportunities. Others mentioned missing public transportation systems.

Some respondents mentioned very location-specific attributes of other communities, such as milder climates or landscapes like mountain vistas that are unavailable in the Lee's Summit region. Some residents also mentioned missing the experience of living in more diverse communities and missing a strong local news source.

What are the major challenges facing the community?

Participants also considered what challenges they foresee for the community. In these discussions, respondents offered 294 comments with the following challenges mentioned most often:

Table 13: Top Responses to the Question: As a resident or stakeholder of Lee's Summit, what do you see as the major challenges facing the community?

| Response Category | Number of Responses |
|---|---------------------|
| Balancing and Managing Economic Development | 52 |
| Developing Attractive, Attainable Housing | 44 |
| Managing City Growth to Sustain Services | 31 |
| Maintaining and Sustaining Infrastructure | 29 |

Economic development was mentioned 52 times, with comments focusing on the need to adequately diversify the tax base, both retain existing businesses while also recruiting new businesses, and focusing on bringing well-paying jobs to the City. Behind economic development, housing was most often cited with comments speaking to the need for diverse, attainable housing that is attractive to young buyers, downsizing seniors, and residents who seek homes at lower price points. In balance with this proposed economic and residential development, residents also acknowledge the challenge to sustain City services and infrastructure amid increasing growth.

Also mentioned by participants was the need to judiciously plan for a large amount of City growth and development, sustain school quality as the student population grows, and the challenges that come from growing traffic congestion or the emergent desire for public transportation services.

What future opportunities should the community seize?

Participants were asked to consider what opportunities lie ahead for Lee's Summit. Residents offered 145 responses across several categories, including the following:

Table 14: Top Responses to the Question: Are there opportunities you see in the future that the community needs to be poised to seize?

| Response Category | Number of Responses |
|---|----------------------------|
| Economic Development with Job Growth | 43 |
| Housing Development | 22 |
| Infrastructure Development and Maintenance | 16 |
| Arts, Dining, Entertainment, and Events Expansion | 11 |

Forty-three respondents see a future for Lee's Summit that is full of economic development opportunities including job growth, new development, and redevelopment of existing business corridors or areas. Many of these comments alluded to approximately 4,000 acres to be developed by PRI. With economic and job growth, respondents expect a correlating population growth. Comments, therefore, were also frequently made about increased housing opportunities and infrastructure expansion and improvement. Cultural, leisure, and recreational opportunity expansion, such as increasing the number and variety of restaurant establishments, was also mentioned often.

Other less frequently mentioned topics included the potential to partner with local schools to better prepare for growth, the chance to beautify some areas of the City, and the opportunity to strategically plan large community changes with a holistic view of community impacts and needs.

What does Lee's Summit excel at as a service provider?

When asked what the City does particularly well, participants offered 196 unique comments. The most common themes included the following:

Table 15: Top Responses to the Question: What does Lee's Summit excel at as a service provider?

| Response Category | Number of Responses |
|--|---------------------|
| Public Safety Services | 32 |
| City Leadership in Planning and Citizen Engagement | 30 |
| Parks and Recreation Services | 23 |
| Infrastructure Development and Maintenance | 23 |

With 32 comments, the most often mentioned services at which the City excels were the public safety services from Police, Fire, and Emergency Medical Services. Community engagement and planning, such as the current strategic planning initiative, as well as Parks and Recreation services, infrastructure development and maintenance such as building and maintaining roadways, the water system, and public facilities were highly regarded.

Participants also believe the City provides good customer service. Many also offered that the City has improved communications with the community. Multiple participants specifically mentioned the City's social media outreach efforts and the "LS Connect" mobile app. Others mentioned that they are pleased with prior or current economic development efforts, with multiple residents specifically mentioning City efforts to invest in and spur development in the downtown area.

Have you ever been disappointed by a service you received from the City?

Participants were asked if they had ever been disappointed in a service provided by the City. From among 218 distinct comments, those themes most often mentioned included the following:

Table 16: Top Responses to the Question: Have you ever been disappointed by a service you received from the City?

| Response Category | Number of Responses |
|--|---------------------|
| Roadway Development and Maintenance | 38 |
| Consistency of City Services or Service Levels | 33 |
| Lack of or Poor Communication | 27 |
| Lack of Entertainment, Cultural, or Recreational Opportunities | 22 |

Most often, with 38 comments on the topic, respondents expressed frustrations with road maintenance including snow and ice removal following winter storm events. Other comments in this category mentioned potholes, maintaining or completing sidewalks, or the need for more or better maintained curbs. Others spoke to a lack of consistent service levels or poor service in areas like code enforcement, general customer service, or accessibility to City leadership. Disappointment with communication included references to transparency, a lack of updated information on development, and the need for the City to celebrate its own successes.

Other topics mentioned less frequently included disappointment in economic development progress, a lack of diverse, attainable housing, and frustration with solid waste management services including bulk yard waste collection and recycling services.

What would keep you in Lee's Summit?

The participants were also asked what would encourage them to stay in Lee's Summit. Residents offered 169 distinct comments in response to this question. Common reasons to stay included in the following:

Table 17: Top Responses to the Question: What would keep you and your family wanting to live in Lee's Summit?

| Response Category | Number of Responses |
|---|---------------------|
| Arts, Dining, Shopping, Entertainment, and Events | 57 |
| Economic Development and Job Growth | 29 |
| High Quality Schools | 20 |

Cultural, recreational, and leisure opportunities were most frequently mentioned by participants, including increased entertainment options, dining options, a more robust arts community, and outdoor recreational options made available through additional park amenities and trail connections. The second most common reason given to stay was for future economic development in the community and related job growth. The ability to sustain high quality schools will also be an important determining factor as residents consider whether to remain in Lee's Summit.

Continuation of the ability to feel safe as a result of high-quality Police, Fire, and Emergency Medical Services was mentioned in response to this question. Housing was also mentioned in this discussion, with a desire for affordable housing and options for aging homeowners who need housing that will allow them to age in place. Other topics that received fewer but multiple comments included a desire for mass transit and transportation options, continued easy access to healthcare, and sustained availability of parks and natural green spaces.

What would make you consider leaving Lee's Summit?

When asked why they would leave Lee's Summit, respondents offered 189 distinct responses, including the following topics:

Table 18: Top Responses to the Question: What would make you consider leaving Lee's Summit?

| Response Category | Number of Responses |
|--|---------------------|
| Loss of Public Safety | 28 |
| Lack of Affordable Housing | 23 |
| Poor Management of Growth | 19 |
| Traffic Congestion or Poor Transportation Services | 18 |

Most frequently mentioned was that a loss of public safety would encourage residents to leave Lee's Summit, with 28 respondents offering this feedback. Second to a loss of public safety was a lack of affordable housing. Poor growth management was mentioned by 19 participants as a potential reason to leave Lee's Summit. These comments expressed concerns around over population, poorly controlled growth, too much growth, density, community sprawl, and the possibility of poor land use. Following the category of poor growth management were comments that spoke to poor traffic conditions, long commutes, or a lack of public transportation options as possible reasons to leave Lee's Summit.

Mentioned only slightly less frequently than the topics already discussed was the idea of losing the current economic value of living in Lee's Summit. This could include a loss of property value, an increase in the cost of living, or tax increases. Also mentioned was a lack of economic development and job growth potentially causing residents to leave the community to follow jobs someday.

What do you hope Lee's Summit will be known for ten years from now?

Participants were asked about the future, including where they would like to see Lee's Summit in ten years. Participants offered 288 thoughts on the desired future of Lee's Summit with common responses that included the following:

Table 19: Top Responses to the Question: What do you hope Lee's Summit will be known for ten years from now?

| Response Category | Number of Responses |
|---|----------------------------|
| High Quality of Life | 57 |
| Economic Development | 36 |
| High-Quality Schools | 30 |
| Arts, Dining, Shopping, Entertainment, and Events | 32 |

In the 57 responses categorized as "high quality of life," respondents focused on the hope that the City remains desirable as a welcoming community with a small-town feel and high-quality local schools. Following this category, respondents hope to see economic development in the City but also want growth managed in an intentional way, cultivated job growth, and continued downtown development. Others hope for the community to be known for the arts, shopping, dining, events, and entertainment.

In addition to the above most common responses, participants acknowledged a desire that Lee's Summit continues to be a safe place. The topic of housing was also mentioned 17 times with comments noting that housing development should be encouraged to provide a wide range of housing options that offer quality at a variety of price points in the community. Others expressed hope that in the future Lee's Summit would be known for environmental protection practices and policies, such as discouraging use of plastic bags and other single-use plastics and encouraging use of alternative energy sources such as solar.

Online Engagement

Lee's Summit Ignite, the online engagement website, was established to allow residents and stakeholders a forum to provide feedback and engage with others even if they were unable to attend an in-person community session. Online feedback was gathered from February 14 through March 10, 2019. A total of 117 individuals registered to participate in the online engagement site.

The engagement site provided opportunities for respondents to provide feedback and insights regarding similar topics discussed at the community summits and focus groups. This was accomplished through two engagement tools: community idea boards and an online forum. The community idea boards and online forums each offered respondents the opportunity to "vote" in support of an idea or comment previously made by another user.

Each of the following sections provides a summary analysis of feedback received through the website. Votes in support of ideas or comments are included in the analysis, as well as comments that offered an alternative approach or idea. Raw responses to the open-ended questions are provided as Attachment C.

Community Idea Boards

Participants were asked what make Lee's Summit a great place to live, work, and play. The following table includes the most common categories of response from among the 21 comments and votes offered on this topic.

Table 20: Top Responses to the Question: What makes Lee's Summit a great place to live, work, and play?

| Response Category | Number of Responses |
|---|---------------------|
| Downtown | 7 |
| Cultural, Recreational, and Leisure Opportunities | 4 |
| Friends/Family Live Nearby | 3 |
| Local Schools | 2 |
| City Staff | 2 |
| City History | 1 |
| Economic Opportunity | 1 |
| Public Facilities | 1 |

The most common responses related to the downtown area and cultural or leisure opportunities available in the City such as dining, shopping, or enjoying City parks and amenities. Additional topics mentioned included having friends and family who live nearby, having great local schools, caring City employees, a great sense of local history, local support of small businesses, and public restrooms downtown.

When asked what they would like to see improved in the community, respondents offered 251 comments and votes. The following table shows subjects most commonly mentioned or supported online from among these comments and votes:

Table 21: Top Responses to the Question: What opportunities can you think of?

| Category of Response | Number of Responses |
|-------------------------------------|---------------------|
| Sidewalk and Trail Expansions | 32 |
| Corridor Beautification | 30 |
| Expanded Housing Availability | 22 |
| Improved Transportation Options | 20 |
| Downtown Farmers Market | 18 |
| Historic Preservation and Promotion | 17 |
| Enhanced Parks and Green Spaces | 10 |
| Expanded Dining Opportunities | 10 |

The most often suggested opportunity, with 32 comments and votes, was the idea of improving sidewalks, expanding sidewalk connections, or expanding local trails to improve walkability or bicycle friendliness. The second most often mentioned theme included thoroughfare corridor beautification, particularly along

50 Highway, Highway 291, and leading into downtown. Participants also suggested expanded housing availability to include a variety of homes for seniors, higher density housing such as owner-occupied townhomes, downtown homes, and more affordable homes. Other common suggestions included a public transit system, a more robust farmers market downtown, preservation of historic buildings, enhanced parks with camping, art installations, community gardening, and sledding.

Other topics mentioned that did not receive as many comments or votes included opportunities to better maintain streets, improve street safety through road diets, foster mixed use developments, encourage job growth, develop a performing arts center, further develop downtown, or develop community centers in north and southwest Lee's Summit.

It is important to note that the online forum (discussed below) included a specific question that also concerned future opportunities for the community: "When you look at our community and its place in the region, what opportunities do you see?" This question received nine responses, which were included in the above analysis because they were thematically similar to responses submitted to the community idea board.

Forum Questions

Participants were asked to share what they hope Lee's Summit will be known for in the future. Online participants offered 49 comments in response. The table below shows those topics that were offered, ordered by frequency of mentions.

Table 22: Top Responses to the Question: What do you hope Lee's Summit will be known for in the future?

| Response Category | Number of Responses |
|---|---------------------|
| Public Safety, such as Police, Fire, and EMS | 25 |
| Community History | 7 |
| Parks and Green Spaces | 5 |
| Inclusiveness | 5 |
| Sustainability and Recycling | 3 |
| Location for Jobs | 2 |
| Cultural, Recreational, and Leisure Opportunities | 2 |

The most common response contributed, with 25 mentions and votes, referenced the City being a safe place. Many also expressed a hope to stay connected to the history of the community and that parks and green spaces continue to be an important part of the City. Others hoped that the community will be known for its inclusiveness and diversity, its adaptability to the changing climate through progressive sustainability goals, its well-paying jobs, and its local cultural arts and beauty.

When asked about the most significant challenges facing the City, respondents submitted 48 comments and votes in response. The most frequently engaged topics are as follows:

Table 23: Top Responses to the Question: What are the emerging challenges for our community?

| Response Category | Number of Responses |
|---|---------------------|
| Growth Management | 14 |
| Roadway Maintenance and Corridor Beautification | 10 |
| Development Planning | 6 |
| Traffic and Transportation | 4 |

The most commonly cited concern, with 14 comments and votes, was for managing the City's growth to ensure the sustainability of City infrastructure and services and to maintain a sense of community. Additionally, respondents identified existing infrastructure needs including repairs and maintenance, as well as additional beautification, particularly along the 50 Highway and Highway 291 corridors. Respondents are also concerned about master planning the City for cohesive, balanced development, with some specifically mentioning the acreage currently owned by PRI.

Topics also mentioned or voted on with less frequency than those included in the table above were homelessness in the City, growing the number of locally available jobs, the need for attainable housing, traffic congestion on 50 Highway, and the need for public transit.

Online participants offered 22 comments and votes when asked about City services. The following table shows what online respondents believe Lee's Summit does particularly well.

Table 24: Top Responses to the Question: What services does the City organization provide that you appreciate most?

| Response Category | Number of Responses |
|----------------------|---------------------|
| Public Safety | 14 |
| Parks and Recreation | 2 |
| City Communications | 2 |
| Community Events | 2 |

Public safety was the most often mentioned subject with specific references to Police and Fire Department services. Other topics mentioned included Parks and Recreation services, communication provided to the public by the City, access to community events, the commuter bus route, and the City's use of best practices.

When sharing thoughts on City services that could be improved or changed, 42 comments and votes were submitted. Those categories of the most frequently suggested improvements or changes included the following:

Table 25: Top Responses to the Question: What services or programs would you like to see improved or changed?

| Response Category | Number of Responses |
|---------------------------------------|---------------------|
| Infrastructure Maintenance and Repair | 8 |
| Sidewalk and Trails Development | 7 |
| Bulk or Yard Waste Pickup | 5 |
| City Communication | 4 |

Comments related to infrastructure maintenance and repair included maintenance of storm drains, sidewalks, streets, the rail bridge crossing 3rd Street between Forestpark Boulevard and Pryor Avenue, and ice and snow removal from City streets. Also mentioned was developing additional sidewalks, solid waste management in regard to picking up yard waste and large items, and communications efforts such as live online video feeds of street conditions or online opportunities to send comments to City Council.

Other topics mentioned included a need for policy focus on redeveloping residential and commercial neighborhoods, transparency or accountability of City committees, boards, and commissions, additional focus and resources devoted to enhancing and improving City services, and placing the public comments portion of Council meetings higher on the agenda.

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City Employee Input

City employees offer a unique and important perspective for informing the current state of the City. To gain the benefit of this perspective, The Novak Consulting Group administered an online employee survey in collaboration with City leadership. City staff promoted the survey and distributed the invitation to participate to 1,049 employee email addresses. The survey was administered using Survey Monkey®, a web-based survey tool, which was open from February 21, 2019 through March 8, 2019. The survey received 156 responses representing a response rate of 15%.

Results of the survey are summarized in the following sections. A copy of the survey instrument and raw responses are included as Attachments D and E.

Mission Statement

Respondents were asked about the organization's mission using three open-ended questions. The first question invited employees to describe the organization answering the question, "Who are we?" A total of 124 participants provided feedback. The most frequent responses are categorized in the following table.

Table 26: Employee Survey Question 1: Who are we?

| Response Category | Number of Responses |
|-----------------------|---------------------|
| Dedicated | 38 |
| Public Servants | 37 |
| Part of a Larger Body | 19 |
| Professionals | 18 |

When employees described themselves, 38 respondents described City staff as being dedicated, while 37 respondents characterized City staff as public servants. Other frequently mentioned descriptors included being part of a larger team, community, or cause. The fourth most-mentioned theme described employees as professional. Other frequently mentioned categories describe staff as citizens, purpose-driven, diverse, caring, representative of the community, and hardworking.

Employees were next asked what they do in the organization or community. Employees offered 124 responses to this question, with the most frequently provided responses shown below.

Table 27: Employee Survey Question 2: What do we do?

| Response Category | Number of Responses |
|----------------------------|---------------------|
| Provide Excellent Service | 38 |
| Provide Value to Residents | 29 |
| Improve the Community | 18 |
| Keep the Community Safe | 13 |

Thirty-eight employees referenced the excellent service provided by staff, while 29 responses described the value City services provide to residents and the organization. Other frequently mentioned responses

described the City staff's role in improving the community on a regular basis and keeping the community safe. Other responses described the staff's role in maintaining City infrastructure, engaging with citizens and partners, providing leadership to those they serve, and generally doing good work.

The final survey question specific to the mission of the organization asked, "How do we do it?" Employees provided 122 responses. The most common responses by category are reflected in the following table.

Table 28: Employee Survey Question 3: How do we do it?

| Response Category | Number of Responses |
|--|---------------------|
| By Engaging the Citizen/Customer/Community | 15 |
| Through a High Level of Service | 11 |
| Efficiently | 11 |
| With Commitment | 11 |

Responses to this question were more varied than the prior two survey questions. Fifteen responses described engaging customers, citizens, and the community. Employees also indicated service excellence, efficiency, and commitment were common factors in how they work. Other less frequently mentioned descriptions included being team-oriented, maintaining ethics, being professional, working with pride, being hardworking, and showing compassion.

Values

Organizational values define the cultural norms of team members and, by extension, often influence those norms for customers, as well. Values may be written or unwritten, and their reinforcement may come through formal channels such as awards or discipline, or they may be reinforced through casual social cues. Regardless of their origination or how they come to be adopted, all organizations have values. Being mindful of organizational values and intentional about aligning those to broader organizational goals can change a culture and make the difference between success or mediocrity.

Employees were asked to consider the values that are at play when City employees operate at their best. The survey presented respondents with a list of values and asked them to select up to five that characterize the City at its best. Respondents were also able to submit their own custom descriptors. In total, 122 respondents answered this question. The top five values selected by employees are shown in the table below with the number of responses received for each value:

Table 29: Employee Survey Question 4: When City employees operate at their best, what values do you see?

| Value | Number of Responses |
|------------------|---------------------|
| Professional | 68 |
| Accountable | 67 |
| Customer Service | 64 |
| Commitment | 58 |
| Integrity | 51 |

Six respondents completed an open text field to suggest a value not included in the selection, with the most common suggestion being “All of the above.” Additional suggestions from this open text field included the value of being business focused and public servant oriented.

Future of the Community

Just like community members and City leaders, employees were asked to describe what they would like Lee's Summit to be known for in ten years. A total of 122 employees responded to this question. The most common responses to this question are listed below.

Table 30: Employee Survey Question 5: What do you hope Lee's Summit will be known for in 10 years?

| Response Category | Number of Responses |
|-----------------------------------|---------------------|
| Attractive Community | 24 |
| Best City in Region/State/Country | 20 |
| Progressive Community | 17 |
| Safe Community | 13 |
| Supportive Community | 12 |

Being an attractive community was the most often provided response category, with 24 mentions. Additionally, employees want Lee's Summit to be regarded as the best City in the region, state, or country. Additional themes shared in comments included being known for bringing in new businesses with good jobs, great schools, and for being a well-balanced, sustainable community.

Strengths

City employees were invited to provide input regarding the strengths, challenges, and opportunities facing the organization and community. These questions were posed separately, first asking employees to consider what they believe the City does particularly well. The most common replies from the 114 employee responses to this question are included below.

Table 31: Employee Survey Question 6: What do you believe the City does particularly well?

| Response Category | Number of Responses |
|----------------------------|---------------------|
| Public Safety | 14 |
| Citizen Engagement | 13 |
| Customer Service | 13 |
| Infrastructure Maintenance | 10 |

Employees most frequently rated public safety services as a strength. Employees also agreed that their ability to engage with citizens was a key strength, equal to how frequently good customer service was mentioned as a strength of City employees. Respondents also believe that infrastructure maintenance including roadways, the water system, and curbs are an organizational strength. Other strengths mentioned by employees included City events, marketing about City accomplishments, responsiveness to those who reach out for assistance, and great parks.

Challenges

Employees were asked to identify significant challenges they see for the City. The most common replies from the 120 comments submitted are summarized by category in the following table:

Table 32: Employee Survey Question 7: What do you believe is the most significant challenge facing the City?

| Response Category | Number of Responses |
|----------------------------|---------------------|
| Financial Constraints | 18 |
| Rapid Growth | 16 |
| Leadership | 10 |
| Sustainability of Services | 10 |

Eighteen comments related to financial constraints, particularly concerning how financial resources are distributed within the organization to balance new growth with normal daily service delivery. Rapid growth was mentioned as a challenge in 16 comments by employees. Those comments that offered feedback more specific than “rapid” or “quick growth” mention subjects such as a lack of schools, the need to sensibly plan undeveloped land, and the need to balance commercial and residential development. Employees expressed a variety of perceptions about leadership including dissatisfaction with current City management, with a few mentions of the current approach to fiscal administration. Finally, the most often mentioned challenge facing the City was the future ability of employees to provide current service and maintenance functions with existing resources.

Additional themes mentioned in response to this question included competitive employee compensation, the availability of affordable housing, the cost of living in Lee’s Summit, hiring and retaining high-quality talent, and the need to recruit new businesses to Lee’s Summit without providing too many financial incentives.

Opportunities

Employees were asked what they thought the City could do better. The 118 responses to this open-ended question varied widely. The most common responses are categorized in the following table.

Table 33: Employee Survey Question 8: State one thing the City could do to better serve the community.

| Response Category | Number of Responses |
|---|---------------------|
| Improve Communication | 12 |
| Improve Internal Relationships/Leadership | 11 |
| Change Strategic Direction | 7 |
| Improve Citizen Engagement Efforts | 6 |

Improving communication efforts across the organization was most often cited, with 12 comments. Second to improving communication, employees indicated a need for City leadership to foster improved relationships with employees. Comments from employees suggesting a change of strategic direction were evenly split between those who felt the City should be more ambitious and provide more resources to be more aggressive toward achieving current strategic goals and those who think the strategic direction is

off track and should “get back to the basics.” Finally, employees suggested the City should do more to seek citizen or community feedback then act based on what is heard in return.

Other topics mentioned included a need for better road maintenance, investing in employees through training and retention efforts, poor employee pay, and developing a sense of unity across all employees regardless of department or team.

Future of City Government

Employees were asked to share two to three distinctive strengths or attributes for which they would like the City organization to be known for in 5 to 10 years. The 113 comments provided by responding employees are summarized below.

Table 34: Employee Survey Question 9: What are 2-3 distinctive strengths or attributes for which you would like the City Government to be known 5-10 years in the future?

| Response Category | Number of Responses |
|-----------------------|---------------------|
| Progressive Community | 21 |
| Ethical | 21 |
| Professional Staff | 12 |
| Strategic Leaders | 12 |

Two primary themes emerged, each of which included 21 distinct responses. These themes included the desires for Lee's Summit to be a progressive leader in service delivery and community design, and for the City organization to demonstrate professional ethics including fairness, integrity, humility, kindness, and honesty. Following these two categories, employees hope in five to ten years that the City organization will be regarded as competent and professional and, equally, that the City will be seen as visionary, with good planning and foresight to develop a desirable future for the community. Other less frequently mentioned descriptions included strong public safety services, strong fiscal performance, responsiveness to community needs, and service excellence.

Other

The final question of the employee survey asked employees whether they had any additional thoughts or comments about the organization that they would like to share to help this strategic planning project. A total of 73 employees offered responses, with the most frequently offered responses summarized below.

Table 35: Employee Survey Question 10: Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Strategic Plan project?

| Response Category | Number of Responses |
|-------------------------|---------------------|
| No or None | 8 |
| Provide Results | 5 |
| Service Demand Planning | 4 |
| Leadership | 4 |

Employees responded to this question most often by saying they did not have additional feedback to offer. Five respondents asked for the results of the survey effort to be communicated with staff, such as through the development of measurable goals. Respondents also mentioned the need to plan for how to respond to the increasing services demands that come from growth, with specific mention of needing additional staff and equipment. Finally, four employee responses expressed mistrust in executive or departmental leadership, with three comments expressing concerns about how leadership relates to employees.

Other responses suggested bringing in more entertainment options to the City, conveyed appreciation that employees were asked to participate in this process, advocated for developing a more employee-focused culture in the organization, and addressing employee concerns regarding compensation.

Appendix A: Lee's Summit Community Summit Comments

Why do you choose to live in Lee's Summit?

- A safe place to live
- Accessible land to buy
- Activities (dance, sports, neighborhood, welcoming)
- Affordable
- Affordable compared to OP (JoCo)
- Affordable house for what you get
- Always something to do
- Amtrak service
- Attractive areas – green spaces, lakes
- Beaches
- Big city conveniences
- Big city small town feel
- Biggest opportunity for growth and economic development in metro
- Bikeable
- Business opportunity
- Chamber of commerce
- Citizen engagement is encouraged
- City communication
- Collaboration of community engagement
- Community
- Community engagement
- Community for all ages
- Community involvement
- Convenient
- Cost of living
- Cost of living
- Diverse employers
- Diversity in City Council
- Downtown
- Downtown is vibrant and award winning
- Downtown Lee's Summit
- Downtown LS
- Downtown LS area
- Ease of access to countryside
- Ease of getting involved
- Easy access to KC and surrounding communities
- Education ecosystem
- Employment
- Excellent reputation
- Familiarity
- Family
- Family

- Family
- Family members live here
- Family ties
- Fantastic downtown
- Farmer's Market
- Feels like home
- Feels safe (x1)
- Friendly and welcoming
- Friendly/caring community
- Friends
- Friends
- Friends (x 2)
- Friends/family near or in LS
- Generational retention of families
- Good downtown area (x1)
- Good infrastructure
- Good place to invest, develop business
- Good place to raise a family
- Good property values
- Good quality schools (x 2)
- Good retail
- Good value of tax dollars
- Good/friendly people
- Great City staff
- Great healthcare – three major medical centers
- Great schools
- Green space
- Green space
- Green space
- Grew up here – live outside
- Growth of community “smart growth America” everything can be better
- Having a community college in our city
- History of L.S.
- House – we found what we wanted, no HOA
- House value
- Housing prices – too high but property value does maintain or improve
- Improving infrastructure
- Increasing property values
- It has a lot of character
- It was like the Overland Park of Missouri
- It's where God told us to go
- Job and family are here
- Jobs
- John Knox Village
- L.S. Symphony
- L.S. Theatre Group

- Lake communities
- Land ownership
- Local airport
- Local History
- Longview Cultural Arts Center (x1)
- Longview Farm
- Lots of open area (land)
- Lots of options – countryside close by, big city close by, family oriented – schools
- Low crime rate
- Mayor supports healthy community
- Mountains
- My Mom made me
- Neighborhood identity
- No commute
- Non-profits work together
- Not crowded
- Open atmosphere of friendliness – nice people
- Open community
- Open to changes – biking/walking community
- Other communities come here to see how we do things
- Our City cares about our opinion
- Our family lives here
- Our own community even though we're a suburb
- Our parents live here
- Paid for house
- Parents move for job
- Parks
- Parks
- Parks - outstanding
- Parks (x 2)
- Parks and rec
- Parks department is award winning (x2)
- Parks/trails
- Passion of business and community leaders
- Proximity to City highways, jobs
- Proximity to lakes
- Quality of life
- Raising family
- Raising family – school system (x2)
- Safe
- Safe
- Safe community
- Safety
- Safety
- School district
- School district (x3)

- Schools
- Schools
- Schools
- Schools
- Schools - cleanliness
- Schools – one of the top ranked
- Schools – Summit Tech
- Schools (x1)
- Schools and family
- Sense of place
- Service organization (rotary) (x2)
- Small business
- Small community (x 2)
- Small town feel
- Small town feel
- Small town feel
- Small town feel – big town amenities
- Spirit of engagement
- Standard of living
- Summit Art
- Sun/Fun
- The schools
- Traffic and grid a challenge in some areas
- Traffic not an issue
- Tree canopy
- Undeveloped areas - Ag/Rural areas, natural areas
- Unity Village
- Vibrant downtown
- Volunteerism
- Voting locations accessible
- Welcoming
- Welcoming/supportive environment from LS Chamber
- Wife lived here
- Work
- Work here
- Worked here

If you have ever lived somewhere else, what do you miss about that community?

- A sense of pride and unity
- Access to recycling
- Affordable housing
- An amazing one of a kind skate park – Tony Hawk Foundation, states that for 25,000 residents there should be a 10,000 sq. ft. park
- An awesome connected network of bike trails (x1)
- Art/museums
- Beautiful public art

- Beautifully designed, manicured, and maintained streets, neighborhoods and public spaces (x1)
- Bedford, PA – small town, beautiful landscape/green space
- Better code enforcement
- Better environmental polices
- Better public transit
- Better traffic control/flow
- Bike trails
- Businesses and restaurants close early (except bars)
- Camping – waterfront
- Celebration of diversity - embracing
- Climate and weather
- Collaboration between cities on infrastructure development
- Columbia, MO – big university activities, bit entertainment facilities
- Community planning was amazing
- Connected transportation
- Council vs. staff
- Country club
- Daily farmers market
- Diverse entertainment
- Diverse events
- Diverse food
- Diversity
- Diversity
- Diversity - in all forms
- Diversity in leadership
- Eco friendly education. Teaching our younger generation how to care for our community and planet.
- Entertainment opportunities
- Family
- Festival
- Floating through Ozarks
- Friends
- Ft. Scott, Dallas – lake family
- Future plan to inform
- Germany - areas of foot traffic only
- Germany – small town feel
- Good care of public right of ways
- Good news outlets/coverage/not insular (x 2)
- Good people
- Government (city) communication – especially with council members
- Green space/natural areas
- Higher ed opportunities
- Higher maintenance standards
- Hiking and biking trails
- I don't miss their traffic
- I miss that they are heavily invested in their parks (we do good but aren't advanced)

- Indoor community/performing arts center
- Kansas – government cooperation (city, county, state); infrastructure
- Lake living
- Large, interconnected trail system
- Less big box stores
- Less litter
- Less traffic
- Living wage jobs
- Local news sources that are quality
- Local restaurants
- Low property taxes
- Mass transit access
- Miss a strong local media
- More arts programming and access
- More diverse restaurants
- More diverse tax base (more corporate base)
- Most of us have been in Lee's Summit 20-35 years
- Natural food stores
- New Mexico – mountains
- Night life
- No bugs
- No youth sports on Sunday
- Nothing
- Oktoberfest should last all month
- Old Johnson County, KS– mature trees and landscaping; planning for schools, growth, roads prior to development and construction
- Our downtown
- Parks better – not more but nature programs, team sport require you to put a team together
- Pedestrian over/under passes
- People you knew
- Performing arts center
- Performing arts space/theater for youth; community theatre space
- Physical/outdoor community activities
- Public transportation
- Public transportation
- Public transportation
- Public transportation
- Quality (top tier) restaurants
- Robust public transportation
- Roots
- Santa Rosa, CA – miss the diverse green space, environmental protections, better recycling programs
- Self-contained 55+ communities with single family living options
- Sense of community
- Sense of community
- Single trash provider

- Small town community feel (1x)
- Snow removal
- Southern California – weather, transit (“Coaster”),
- St Louis, MO – LS feels small, miss the diversity
- Technology job opportunities
- The sense of local businesses and community being together
- Traffic light synchronization
- Trail network quality
- Upscale restaurants
- Use of proven best practices
- Variety of lot sizes
- Variety of recreation areas
- Walkability
- Walkability
- We want more small, local businesses
- Weather
- Weather (CA, FL)
- YMCA
- Youth sports

In what ways is Lee's Summit the best place you have ever lived?

- Access to high-speed internet fiber (AT&T)
- Active community – lot of organizations to people support. If there is a need, people in LS respond
- Affordability
- Affordable
- Affordable (x1)
- Airport
- Arts - symphony, theater group
- Business opportunities
- Charter
- Citizen engagement
- Citizen involvement
- Citizens Academy/leadership programs
- Clean
- Close to Kansas City but not a big city
- Coalition
- Community
- Community events (Oktoberfest)
- Community involvement/City pride
- Connection with UCM Innovation Campus
- Cost of living
- Diversity
- Diversity of non-profits
- Downtown
- Downtown
- Downtown LS

- Downtown LS – unique
- Downtown LS shop, dine bars
- Easy to navigate and find amenities
- Engaged citizen - opportunities
- Excellent non-profit network
- Excellent Parks and Rec system
- Family friendly
- Fantastic extra-curricular programs for kids that adapt/evolve with the times
- Feel safe, low crime
- Feels safe
- Friendly (x1)
- Friendly community
- Friendly people
- Friendly people
- Good hospitals
- Good infrastructure in many parts; infrastructure needs to continue in new areas
- Good medical options
- Good nightlife
- Good place to establish a business
- Good schools
- Good schools
- Great historic neighborhoods
- Great opportunity for involvement
- Great Parks and Rec
- Great place to raise kids
- Great revitalization of downtown
- Great schools
- Great shopping
- Great standard of living
- Great volunteer opportunities
- Green space (x2)
- Green space/places that are not a sea of concrete
- High School Robotics Team
- Hiking/biking trails – lakes
- History sense of place
- It's a great place, but it's hard to beat Colorado or Utah
- It's the only place I've lived
- Livability
- Locally owned businesses
- Love small town feel
- Low crime
- LS Parks and Rec (Legacy) and Longview (x 2)
- LS schools
- LS symphony
- LS symphony, arts, Summit Theater
- LS150

- MARC: Bronze to silver to gold status
- Meets our family needs
- Ministerial Alliance
- More restaurant choices than before
- Nice historic section
- No bad part of town
- Opportunity to be involved
- Other municipalities around are tied to LS although separate too
- Outstanding public safety
- Parks and recreation
- Parks and Recreation
- Parks system
- Parks system is top rated (but concern of encroachment of greens pace due to residential and commercial growth)
- Progressive community – public support for revenue needs
- Property and sales tax reasonable and you feel like they are put to good use
- Property values (x2)
- Proximity to city
- Proximity to parks and KC
- Public servants who really care
- Public transportation
- Quality of education
- Rapid EMS response (x 2)
- Rapid police response (x 2)
- Safe community
- Safe, close-knit community
- Safety
- School District
- Schools
- Schools
- Schools
- Schools (x2)
- Sense of community
- Shopping in many different places
- Short commute
- Short commute (if you live here)
- Small town atmosphere
- Small town feel
- Small town feel – village
- Special education and support
- Still has small town feel
- Strong community
- Tax dollars are well spent
- There are many other places that I have not lived; we should always strive for better
- Three hospitals
- Up to date Police and Fire

- Very affordable versus other metros
- Welcoming
- Welcoming place

As a resident or stakeholder of Lee's Summit, what do you see as the major challenges facing the community?

- "Economic Gardening", existing business help to scale and more jobs here, not rooftops
- Addressing vacant buildings: Old Taco Bell, 50 & 291 on SW corner
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing continued watch of overpopulation in schools
- Aging housing stock
- Attract more diverse industries beyond primarily retail and food service
- Attracting and retaining industry
- Balance of residential/retail/business commercial
- Balanced communication between growth of the City
- Becoming energy independent
- Changing face of technology
- Changing shopping centers – survive brick/mortar stores
- Collaboration among major community stakeholders – city, chamber, school district, EDC, higher ed
- Community involvement and spirit
- Conserve some natural land
- Contact the railroad company and have them enact Article 9 to reduce the train horn noise through downtown, especially during special events
- Controlled growth
- Cooperation between city and schools to support growth
- Coordination and options as the population ages
- Create a place for careers
- Develop a community plan to address/define affordable housing and determine the long term plan on what, where, how.
- Diverse growth: housing and economic base
- Diversify the tax base
- Diversity
- Diversity
- Diversity and equity (x2)
- Efficiency
- Embrace and address Diversity Issues
- Environmental degradation
- Equity and openness to new residents
- Find a way to incinerate trash safely and encourage recycling
- Green infrastructure
- Growth commercial – city tax revenue; 80% for resident 20% commercial
- Growth of schools

- Growth of schools, infrastructure, fire, police, etc.
- Growth residential – affordable high-density housing /single family housing
- Healthcare needs for the LS population (low income)
- Higher focus on living wages
- Housing choices – senior, multi-family, affordable (what is the discussion?)
- Housing needs for 55+
- How to engage more community members – involved in all areas of local decision-making processes
- How to promote/raise awareness of what LS has to offer
- Impact of social media - squeaky wheel gets the results
- Improve City and business relationship to help create career jobs
- Improve more variety of public transit
- Improved communication EDC and other orgs with new and existing businesses
- Improving health of community
- Inclusive environment to include social media
- Increasing facilities for parks
- Inertia - resistance to change
- Infrastructure development and maintenance (x2)
- Infrastructure that requires growth to maintain
- Infrastructure: residents and business. Need a focus – how do we maintain who we are and expand?! Who do we want to be?
- Innovation in community vision and planning
- Involvement/volunteer – people are willing to invest into the community
- Is comprehensive plan for growth that allows citizens input
- Issue of diversity
- Keep broader changes to minimum
- Keep business and consumer base to provide a tax base to support the community (x1)
- Keep small town feel in growth
- Keep up on streets
- Keeping up with infrastructure – smart growth
- Lee's Summit R7 Admin problems
- Long-range planning for land development recently (PRI property) (x2)
- Losing small town feel
- Maintain aging facilities/infrastructure
- Maintain collaborate environment with school district, private sector, etc.
- Maintain housing values
- Maintain parks and recreation system
- Maintain the quality of the school district and maintain quality of life.
- Maintaining neighborly feel
- Maintenance and cultivation of excellent reputation local, regional, and nationally – City
- Maintenance and growth of excellent reputation of education systems (pre-k to post grad)
- Mass transit in and out of LS
- More green spaces
- More thinking instead of duplication of others' ideas
- Need planned development, more mixed use housing
- Need to be forward thinking and not catching up to what other cities do

- New construction does not take storm water into consideration
- Not being a bedroom community
- Opportunities for community to stay active – walking, biking, and transit
- Overdeveloped
- Pinetree Plaza Renovation
- Police/Fire growth and competitive pay (x1)
- Potholes
- Pride/involvement in the community
- Public safety
- Public transportation – fixed routes
- Public transportation system that connects with other cities
- Put more thought into the development of the "upgrades"
- Rapid Growth
- Reducing noise pollution
- Respect the environment
- Respect the natural resources of Lee's Summit
- Right kind of growth
- Selling of Mormon land
- Shopping centers redevelopment
- Starter homes
- Storm water plans
- Strategic growth, includes supporting entrepreneurship
- Tech and infrastructure demands to open and expand businesses
- Technology
- Teenage drug, alcohol, and vaping issues
- Traffic
- Traffic: 50/470, 50/291 North
- Transportation
- Trash
- Trying to make affordable housing can be less desirable
- Well established plan for development that considers housing costs, green spaces and traffic
- Would like to see more trees on 291 - less like a highway

Are there opportunities you see in the future that the community needs to be poised to seize?

- 50/Blackwell 7
- 50+ maintenance free homes/townhomes community
- 7 Hwy/MODOT
- Adding/increasing green space protections
- Affordable multifamily apartments
- Affordable new housing in the \$150 - \$250k range
- Aging 50+
- Airport
- Airport expansion to drive business growth
- Also understanding why, we are building housing developments/apartments
- Be innovative - not cookie cutter of other communities

- Beautify some places of the City with a botanical garden, etc. (x1)
- Become a leader in recycling
- Better transportation
- Blue Community status?
- Business growth for sustainable jobs (x1)
- Capitalize on Rock Island Corridor
- Citizen input for PRI property! – property reserve – 2 tracks
- Community wellness programs for lower income citizens
- Cooperation with area educational opportunities – Longview, public schools, innovation center, Warrensburg
- Create an increase in tax base and increase long-term jobs. Property tax to help with schools
- Creating an environment that attracts businesses that create high paying jobs
- Cultural infrastructure and organizations
- Cutting end of Natural Resources, water, flood analysis
- Develop 291 South thru/toward Raintree and Greenwood – commercial rather than residential
- Developing North 470 – business
- Don't only focus on developing land for commercial or industrial reasons (x1)
- Downtown lofts/living areas
- Efficiency think tank
- Employment opportunities more attractive to younger generations
- Evaluate incentives City Council is willing to offer – are we able to attract the business/industry we want to come?
- Expand involve past top 100
- Fill potholes
- Find a way to be a part of the metropolitan area
- Fire department/EMS
- Garden spots at Legacy and other undeveloped land plots
- Good grown locally
- Growth of small business
- Healthy community for all people - walking, biking, exercise, smoke free, drug free
- Healthy living opportunities
- Higher paying jobs
- How to position our city for consideration when regional/national projects are looking
- Identify new technology coming out and proactively take advantage or a unique and leading identity
- Increasing area opportunities – regional cooperation
- Infrastructure, roads - thinking toward future
- Jobs – good paying, not retail; office work; corp. woods like
- Jobs in growing industries
- Land zoned for commercial use, not retail
- Large tracts open to keep options for unique entertainment options and draws outside of just downtown
- LDS church land development
- Make it easier to walk across 291
- Make sure you preserve land to promote natural resources (x1)
- More industry. Less retail

- More restaurants between McDonalds and upscale restaurants
- More sidewalks - Todd George and 291
- More yellow street lights - Todd George and along 291
- Multi-office complex opportunities
- No more strip malls (death of retail)
- Performing arts center (indoor)
- Position ourselves as a regional presence to bring the consumer dollars to us
- Possible medical hub – 3 hospitals
- Preserve land for nature
- PRI Land
- PRI property
- PRI to be master planned
- Professional jobs/businesses
- Ready to seize value
- Regional preserve
- Restaurants
- Seize PRI land
- Silver Tsunami - both a workforce and housing issue
- Small business growth and incentivize home grown industry
- Smart development of Mormon property
- To be the hip/cool tiny house community
- Todd George
- Trader Joes/Whole Foods
- Updating infrastructure: Better software, better technology
- Vibrant aging community
- What type of businesses do we want to attract and what businesses will we need? Especially looking at jobs.
- Workforce development as an opportunity for students to get skills and employers to get the skills they need

What do you believe are the top three issues facing the community?

- A recycling center would be nice
- Adopting new technology - some of the City's technology is archaic
- Affordability
- Affordable housing with safety and great schools too (x1)
- Aging housing infrastructure and people
- Aging population - attract millennials
- Aging population concerns
- Avoid losing small town feel
- Better government channels to listen and think long term, not just plan for 1-3 years but for the future; more citizen participation
- Business growth/development
- City buildings – solar, energy independent
- Commercial development (clean)
- Competitive government pay
- Density - new apartments in subdivision areas

- Design/Refurb 50 Highway Corridor (x1)
- Determining who we are? How do we maintain that small town feel and still bring in more businesses?
- Different trash and recycling process
- Discrimination in LSR7 schools
- Diversity - continue to be a welcoming place
- Diversity in development
- Downtown parking (x1)
- Driving through downtown
- Drug abuse
- Economic growth that supports infrastructure, corporate jobs and manufacturing (not just retail)
- Economic growth through livable wages; jobs
- Ensure property upkeep for rental and owned properties
- Environmental policy and protection
- Equity and inclusiveness – we need to address but also define it
- Equity in education
- Expanding commercial tax base – bringing more business to LS
- Fire stations - out of balance; staff
- First responder salaries
- Focus on development LS and long-range planning – balance of real estate/availability plan to support and sustain vibrant quality of life – business, industry, and pleasure
- Funding law enforcement and emergency services
- Future growth which brings diversity
- Future liabilities on trash – landfill
- Hire more police and firefighters and pay them more
- Housing – affordable, infrastructure, multi-family
- Housing affordability
- HR - communicate - apply for job, more online applications
- Image and identity – who we are as a community, Preserving the excellent reputation and legacy of collaboration/communication and engagement. Culture matters.
- Impending growth
- Improve and adhere to codes and standards
- Improving upon our success
- Incentives-refining and reexamine
- Innovation (x1)
- Landfills
- Livable wage for police officers, and all people working within the City
- Long range planning for development
- Maintaining balance between green space and development
- Maintaining infrastructure – sewer, water, etc.
- Making use of empty facilities
- Mass transportation from LS to KC
- Master plan - Mormon property
- Must have more commercial tax base to support services and schools; too much burden on residents
- New master plan

- Not dealing with failures
- Preserving the environment - everything about it, start by banning plastic
- Public transit
- Public transportation
- Rapid growth
- Responding to changing demographics/inclusion
- Retention and reinvestment recapture
- Road upkeep, potholes, curbing
- School district and city coordination for planning and growth
- School district inequity
- School system
- Schools
- Schools: Encourage growth, Workforce and college, Less board drama, community needs to come together
- Take advice
- Takes too long to get in and out of City
- Tax base - commercial and office
- Tax base from homeowners, not many corporations
- Traffic flow is disjointed - roads end and restart elsewhere
- Traffic with growth
- Transportation
- Transportation: potholes, lighting, repairs throughout
- Trash control on highway
- UDO – vision for long-range zoning; progressive versus old schools (i.e. Blue Springs). Balance (OP, KS). More open approach
- Underserved
- Workforce housing
- Youth
- Zoning

What does Lee's Summit excel at as a service provider?

- A top notch Fire Department - Need to be paid better
- Activities offered
- Airport
- Airport/Regionalism
- Always willing to help - customer service
- An excellent Police Department - Need to be paid better
- Animal Control
- Animal Control - rapid response, compassionate
- Arts/Cultural
- Basic Services – Police, Fire, Public Works, Parks & Rec (ex. Longview, Legacy, Gamber, Harris Park), Events (Parks Concert Series)
- Citizen Advisory Groups (x3)
- City buildings
- Clean City
- Communicate well

- Communication with Community (NextDoor, etc.)
- Community visions - advisory - involvement
- Concerts, programs at parks, festivals
- Continues improving two-way communication (x1)
- Court
- Courteous and helpful employees in City Hall
- Development Center that encourages business growth
- Development Services
- Development Services Center
- Do a good job of local airport
- Dog parks
- Don't appear understaffed
- Downtown investment
- Downtown LS (Downtown Days)
- Easy to reach
- Educational ecosystem
- Encouraging community involvement
- Events/Downtown engagement
- Festivals
- Fire Department
- Fire Dept help w/ smoke alarms
- Fire Dept response time - fantastic
- Fire/water
- First responders are the best at what they do! Thank you! (x1)
- Friendly
- Friendly staff
- Giving citizens opportunity to engage - like tonight
- Good job at supporting "livable streets"
- Good job at supporting City boards & commissions
- Good job of collaborating with other entities on events such as DT Days, Parks Dept., Arts Council, Symphony
- Good removal of trash from roadways
- Great, clean parks
- High quantity of recreational facilities (x1)
- Involvement w/ apps, i.e. NextDoor (snow removal for the most part)
- Keep asking "what's missing?"
- Lee's Summit Police Dept.
- Livable streets plan/advisory board
- LS Connect App (x2)
- Members of Police Dept. are active in their neighborhoods, Community Interaction Officer
- Nice parks
- Nixel Development Center (x1)
- Opportunities - venues for public involvement
- Park Service
- Park system
- Parks

- Parks & Rec
- Parks & Rec
- Parks & Rec Rocks
- Parks and Rec - need more as we grow
- Parks Department (x4)
- Performing arts - symphony - tenor group - fine/MARC, GOT art (fine arts/downtown)
- Police
- Police and Fire - need more as we grow
- Police and Fire - very responsive (x2)
- Police and Fire Dept response times
- Professionalism/courtesy
- Prompt response times from City
- Public and advanced education
- Public relations
- Public Safety
- Public Works
- Public/private relationships (Chamber, EDC, Mainstreet)
- Reasonable gym prices
- Rec opportunities for kids
- Recognizing growth/change is imminent
- Recreation - Parks Dept! (x2)
- Response to concerns
- Responsive
- Responsive (potholes)
- Road department - snow removal on main arteries
- Schools
- Simple to have voice heard
- Street/Water/Sewer Departments (x1)
- Thriving downtown
- Time of snow and ice removal from roads
- Utilizing tax and efficiency
- Water
- Water quality
- Water utilities customer service when starting service
- Working to gather community input

Have you ever been disappointed by a service you received from the City?

- "Fuzzy" requirements for development requirements
- 2019 snow removal and ice treatment
- Building inspection oversight (new construction)
- City Council dynamics
- Clarity of requirements
- Code enforcement - more energies spent on avoidance than enforcement
- Communication & closing of recent recycling centers; City should do a better job
- Communication is lacking
- Dead streetlights

- Difficulty of accessing social services
- Does the City have a FB page?
- Downtown performance space
- Emphasizing the importance of historic preservations
- Enforcement of Codes
- Failure to approve Allera Project
- Fluoridated water
- Follow through on promises
- Housing accessibility
- I just met the mayor and he didn't really seem interested in what I had to say
- Inconsistent city inspectors
- Lack of public transportation
- Lack of storm debris pickup
- Limb/brush removal/hauling off opportunities
- Litter control and beautification
- Minimize all cost of planning smaller projects w/ City
- Misplaced priorities in planning and inspection
- Need fixed route bus system
- Neighborhood parks are too low in quantity and not maintained at a high standard
- Neighborhood snow removal
- New development growth is not managed well
- Not all neighborhood streets get plowed (x1)
- Not personally, but statistically disappointed in City's inability to meet National Standard for response times in EMS services
- Not responding to road repair needs
- Police "racial profiling"
- Police, Water, Parks and Rec
- Poor follow thru when reaching out to my Council member on a problem
- Pothole quantity and repair times
- Potholes
- Private trash collection is cumbersome
- Property tax too high, too many tax breaks
- Provide well developed plan for curb repair/replacement to community so everyone knows when curbs are due to be replaced vs. the squeaky wheel
- Public Participation
- Public Works: Sidewalk access, Street standards, Storm water sustainable/code/development/proactively looking for solutions, Green infrastructure, Landfill solutions
- Recycling - no glass recycling
- Recycling service is not a priority
- Request for litter dumping removal - not being responded to in timely fashion
- Same office tells you different information
- Service from City Council rep.
- Several areas with missing and gaps in sidewalk infrastructure
- Shade and concessions and restrooms at Parks & Rec
- Show & ice removal in downtown LS sidewalks and alleys

- Slow response from City Council rep.
- Snow removal
- Snow removal
- Snow removal - south LS City did not remove for 5 days last ice storm - not even salt
- Snow removal (1x check)
- Some inconsistency and confusion when working on special use permits, lots of hoops to jump through
- Stormwater drainage and trash into Prairie Lee Lake
- Street overlay too thin; change code requirements
- Street resurfacing in some place is a super unprofessional job (tar everywhere)
- This meeting - there was no accommodations for deaf services; Please include wording in future correspondence - "Services available upon request"
- Tree limb and leaf haul away (x1)
- Until tonight, I didn't know who the Mayor was
- Used to be able to track snow plows via an app - not unhappy w/ efforts but needs better communication
- Waste disposal
- Water Department and Legal - watermain break - home damages not paid or looked at
- Water retention plan by Price Chopper- City did not do what they promised and now it is not mowed, a swamp, standing water, horrible

Is there anything you would like to see the City do MORE of or do DIFFERENTLY in the future?

- 311 program
- 50+ maintenance free homes/townhome communities
- Ability to have citizen voice in Parks Department and how they use tax dollars
- Add to LS App a button to report violations
- Adopt best practices for Code Enforcement: administration, less ticketing/friendlier
- Affordable Housing - 150-250k price point, not necessarily new construction, for mid income folks
- Affordable Housing (new housing)
- Aggressively go after regional businesses/stores: Trader Joe's, Silverstein Eye Center – Independence (Why didn't LS get that!?)
- Attract quality jobs (not minimum wage)
- Be intentional about racial, economic, and gender diversity within our government
- Be wary/conscious of the changing nature of retail and retail development. #ZonaRosa
- Better repair of streets
- Better traffic flow and signalization on major intersections and HWY 50 (work/partner w/ MODOT)
- Bigger and more dog parks
- Bridge update (aesthetics)
- Bring back recycling centers/increase recycling opportunities
- Build more hike and bike trails, add bike paths to new roads
- Cable barrier
- Check out Overland Park's City innovation process
- City Council and Mayor revisit ethics policy continuously
- City employees live in Lee's Summit and earn living wage
- City festival, not downtown

- City provided trash/recycling
- City work more closely with the school district - City and schools plan for future buildings (x1)
- Clean up 50 Highway, make it more beautiful
- Clearer City org chart
- Consider more parks as residential expands
- Continue to focus on character and culture of Lee's Summit
- Continue to fund L.S. Cares
- Continue to try and further broaden community input
- Continued resident interaction with City Council members
- Coordinating trash services while keeping prices competitive
- Curbs in Downtown
- Destination Spots - Cabela, Bass Pro, Costco
- Difficulty finding City info online
- Don't want to become Raytown or Independence because LS is unique
- Downtown Trades Fair for all service industry providers (i.e. plumbers, electricians) to start more education of trades people
- Easier entry of multi-family housing
- Emergency snow ordinance - make cars move
- Encourage more local business growth
- Enforce City codes
- Enforcement of transparency (including partners)
- Establish communication with LSR7 for better planning and neighborhood development
- Expand commercial tax base --> Incentives, US, KS
- Expand Downtown
- Expand historic areas footprint (x1)
- Explore more and better channels to get the word out about news, events, developments, public hearings (x2)
- Fin. Cultural arts plan
- Finish sidewalks
- Green infrastructure
- Handle landfill (waste disposal issue)
- Increase green space protections in development planning
- Integrated transportation system
- Invest in mental health education for the community
- Involve more youth voices
- Less focus on single-family only construction
- LS Connect - user friendly app
- Make better use of existing vacant buildings and space (Addesa lot, old Pfizer building)
- Make more available the City focus and plan for development
- Manage potholes
- Manage trash collection through water department
- Mandatory recycling
- Many ways to get involved
- More and better use of development incentives consistent with appropriate master plan: Class "A" office complexes, Industrial
- More beautifications

- More coordination of resources and services for seniors
- More EV charging stations
- More green spaces and planned green spaces
- More info meetings from my rep.
- More opportunities for input like tonight
- More protection of historic areas (x1)
- More roundabouts
- More sidewalks (x1)
- More single-family housing in spaces with green around them
- More trails - make it easier to cross highways on foot/bikes
- More training for employees
- More transparent
- Need another Parks and Rec ball fields
- No more roundabouts
- No more strip malls
- Not add so many apartments/low income housing
- Not put in so many apartments
- Not try to make Lee's Summit into a "big city", keep it the lovely and friendly little town it is
- Open code to allow ore diversity in aesthetics with buildings
- Open facilities for game/bridge rooms
- Planning Dept. should support affordable growth
- Police and Fire quality and expansion with development
- Positive: seeing more communication from City - want to see more continue (x3)
- Promote the City
- Public Transit
- Public transportation
- Put more room around the apartment buildings so first responders can get their equipment in to save lives
- Recycling - teracycle
- Reduce the cliques (council in the community)
- Remove obsolete ordinances from UDO
- School Board interface
- Share good news of L.S.
- Sidewalk systems gaps program
- Snow removal on side streets
- Standards for handling large developers
- Stronger focus on environment
- Support HOA's in enforcement of bylaws
- TIF tax credits need more guidelines (x1)
- Traffic master plans
- Transparency (x1)
- Trash pickup on streets
- Unique, individual businesses
- Update blighted mailboxes, street signs, etc.
- Update on projects - like Downtown performance space
- Updated sidewalks Douglas, Orchard

- Utility upgrade
- Wayfinding signage
- Work to bring career level jobs into the City - high paying jobs
- Work with school district when planning/developing to make sure schools can support growth

What do you hope Lee's Summit will be known for ten years from now?

- 50+ over maintenance free house/townhomes
- A diverse community
- A place for entrepreneurship and opportunities (x 2)
- A premier place to live & work
- A welcoming community
- Abolishing single-use plastic
- Acknowledgement of schools
- Affordable and dignified housing options – single and multi-family
- Aggressive business friendly
- Airport
- An inclusive and innovative city
- An involved community and not just a bedroom community; ONE CITY
- Arts/cultural fine arts (x 2)
- Attract business that create jobs
- Attractive housing and neighborhoods
- Be a destination city
- Better than Leawood
- Check out what South Bend, IN has done there is a Ted Talk by their Mayor
- City wide Wi-Fi
- City yard waste pickup (branches, etc.)
- Civic engagement
- Community farming (x 2)
- Community for all that is inclusive of people of all races, generations, income, background, etc. (acceptance)
- Community involvement
- Continue with outstanding school district, recreation, City Hall, Legacy Park, sporting leagues, public safety
- Continued improvements in Downtown LS
- Continued investment in downtown Lee's Summit (x 5)
- Continues to plan for future
- Cooperative governing systems between HOAs, government, business, etc.
- Coveted as a City that one can be born, educated, job opportunities, and then in turn raise family, i.e. citizen retention
- Cultural Arts
- Cultural arts
- Diverse community
- Diverse job scape
- Downtown district
- Energy free (independent): Solar farm
- Entertainment for 'elders' are vibrant/active

- Environmentally clean city
- Equal/affordable housing: Older citizens downsizing, Younger residents
- Farmers market expanded (x 2)
- First Class Community
- Fiscal responsibility
- Flexible community
- Friendly and happy citizens
- Go green or go home
- Good schools
- Good schools - focused on science, STEM, and Biomedicine
- Great parks
- Great parks!
- Great reputation
- Green infrastructure
- Green policies
- Green space and environmental concerns – nature friendly
- Have city council contact Union Pacific Railroad and put Article 9 in place through the metropolis of Lee's Summit, city manager understands this
- Healthcare system/healthy community
- Healthy community: Recreation, Gold level bike & walks
- High quality housing of single-family type
- High quality of life
- Housing at all price levels
- Housing market values
- Innovative
- Innovative
- Keep quality education
- Keep the sense of Lee's Summit identity but new brand (x 2)
- Keep the small town feel not overgrown
- Leader in environmental concerns
- Light rail transit to Downtown K.C.
- Local job opportunities (beyond minimum wage)
- Local job opportunities (beyond minimum wage)
- Low crime
- Low crime
- LS Symphony/LS Theater arts
- LS to be known as a green city
- LSHS major facelift
- LSR7 strength (x 2)
- Maintain the positive aspects of the City
- More opportunity for work
- New LSHS or remodel
- No cables along 50 highway – looks terrible
- No more plastic straws
- Opportunities for livable wage jobs
- Paragon Star – soccer designation (x 2)

- Parks
- Parks and Recreation
- Parks and recreation facilities – parks
- Parks Dept vs. Paragon Star
- People want to live and work in the community
- Performing arts center and art/music
- Performing arts center for our arts groups and symphony
- Place to live, work, and play
- Placement of commercial development
- Planning development for growth
- Plastic bag deficiency (x 2)
- Quality of life
- Quality of life (x 2)
- Quality schools
- Regional "draw" or presence
- Safe community
- School district would be a model of inclusive education
- Schools
- Schools - still best for families
- Schools Convention Center
- Senior age restricted living
- Small town friendly town (x2)
- Smart controlled growth
- Smart economic growth (x 2)
- Smart growth: Managing, Mixed use development, Connectivity, Transit (fixed routes), Emphasis on youth
- Standardized trash service with ease in recycling
- Stay a vacation destination
- Stays as a nice place to live (x1)
- Still have an excellent school district
- Strong Park & Rec system (x1)
- Strong school system (x1)
- Support for families of all ages – healthy community, mental/health
- The character of its residents
- Things to do - entertainment options, restaurants, broaden approaches - don't leave LS for fun
- Thriving arts community (affordable and wide variety)
- Thriving downtown
- United/inclusive community
- Upscale city entrance aesthetically pleasing bridge, roads, well-kept turf
- Varied better retail, no high end i.e. Crate and Barrel, Apple Store
- Variety of job offering
- Walkability (x 2)
- Well balanced & more diverse (x1): Ethnic, Economic
- Wide range of housing options – quality at all price points (x 5)
- Work/Life balance

What would keep you and/or your family wanting to live in Lee's Summit in the future?

- A not oppressive tax rate
- A welcoming and inclusive community
- Ability to actively participate in government
- Access to healthcare
- Access to highways
- Affordable – property values with value
- Affordable housing
- Affordable housing
- Affordable sports opportunities for youth
- All the items from #1
- Amenities
- Attract while collar businesses to areas (w/out TIF) to attract high wage jobs and opportunities
- Attracting a variety of businesses
- Better business opportunity, entrepreneur support (x 2)
- Better environmental policies
- Better more diverse restaurants – no more chains (x 2)
- Better transportation options
- Big city impact with small town feel
- Big city with a small city feel
- Bike paths (x 2)
- Bike trails connecting the parks - designed with security in mind
- Broadening tax base
- Child care facilities
- Child/elder/disability care
- City that engages community
- Close to KC
- Community interaction - bridge the divide between school/board/city and social that communicate fluidly
- Concerts, entertain options (x 2)
- Continue support of arts
- Continue to feel safe
- Continued excellent community involvement
- Continued parks funding
- Costco (x 2)
- Diverse food options
- Diversity of faith-based opportunities
- Downtown area (x 2)
- Engage non-profits
- Entertainment opportunities
- Entertainment venues
- Excellent school system
- Extensive and connected hiking and biking trails (x 2)
- Feeling safe (x 2)
- Fine dining
- For keeping a thriving downtown need to add parking or service type non-retail businesses

- Good jobs (x1)
- Good safety
- Good schools
- Good schools (x1)
- Great medical facilities (x1)
- Great place for grandkids to grow up. This keeps grandparents here.
- Green space
- Green spaces remain after sale of all the farmland
- Grow smart; not vacant buildings and strip malls
- High paying jobs
- If investments hold value (home, business, schools)
- Improved public transportation
- Improved restaurant options
- Jobs (x 2)
- Keep the undeveloped areas undeveloped
- Keeping small town feel
- Less high-density apartments
- Live theater opportunities
- Local business support (x 2)
- Low crime
- Low crime
- Low housing cost
- LS Parks, schools
- Maintain & Improve Quality of Life!
- Maintain great library systems
- Maintain green space aesthetically/environmentally
- Maintain small-town feel
- Maintaining and improving diversity in other activities, camping, hiking, trails
- Maintaining High Quality of School System
- Maintenance of healthcare options - hospitals
- Mass transit: City to city and Town to town
- Mass transportation
- Modern clean, good upkeep
- More age 55 & up maintenance free community with single family homes
- More art; installations
- More commercial/business support
- More concern for our natural resources
- More developed farmers market
- More entertainment
- More entertainment (x 1)
- More green space protection and parks
- More job opportunities/less commute
- More job options – career
- More movie theatres
- More native plants got parks
- More opportunities for community service

- Multi-faceted cultural arts
- Municipal services – fire, police, ems
- Neighborhood market downtown (like Trader Joe's)
- Night life outside of bars
- Not becoming a huge city
- Opportunities for worship
- Options for empty nesters; nice house/neighborhood; smaller, size
- Our trees
- Parks!!!
- Pay public safety employees well so we attract and keep the best
- Positive community atmosphere
- Preservation of investment
- Preservation of public improvement; Infrastructure
- Professional jobs (x 2)
- Public waste management
- Quality and affordable housing for low-middle class residents
- Quality of life
- Quality of schools, services, parks, safety, etc.
- Recycling center
- Safe place to live & work
- Safety and security
- Safety and security (x 3)
- School district
- School performance needs to improve
- Schools and parks
- Science/math opportunities within the community: Take a downtown bldg & mixing science/education into a school activity, Interactive
- See #1 ("What do you hope Lee's Summit will be known for ten years from now?")
- Senior citizen arts & entertainment options/dancing
- Senior living housing options
- Shopping/dining/entertainment
- Smart taxes (x 2)
- Strong City Govt. that responds to the needs of the citizens
- Support and growth for the Missouri innovation campus (x 4)
- Swimming pool
- Thoughtful and involved city planning that engages community members, not just long-term planning
- Top quality schools (x 2)
- Undeveloped areas
- Upkept downtown
- Visible progress of inclusive environments throughout the community - (see and do); leadership needs to reflect that; leadership should mirror diversity - and listen to all the people
- Volunteer opportunities
- Want to stay unless some negative arise
- Workforce development

What would make you consider leaving Lee's Summit?

- Access to healthcare
- Affordable cost of living - lack of elder services
- Affordable housing
- Affordable housing
- Affordable housing (maintenance provided, patio homes, good quality) (x 3)
- Affordable living
- Alternative living choices
- Alternative transportation
- Chains and franchises
- Continued lack of communication and planning between the city and school districts (agree-coordinate) (x2)
- Cost of living
- Crime
- Crime
- Crime creeping in from surrounding municipalities (x 2)
- Crime increasing
- Decline in quality of education (schools)
- Decline in school system or City leadership
- Decline in services - EMS
- Declining quality of life
- Declining school district
- Declining school district
- Decrease in salaries i.e. teacher, police, medics, etc.
- Decrease in social events
- Deterioration of infrastructure
- Divisiveness - by class - feels like things are more divisive
- Drop property value
- Dysfunctional City Council
- Excessive cost of living
- Exclude middle of the road housing
- Family
- Green Space - poor planning
- Growing too quickly; Not able to keep up (i.e. schools/emergency services/infrastructure)
- Healthcare
- High taxes
- High taxes relative to services useful for all
- Higher crime
- Higher housing costs
- Housing
- Housing costs
- If crime accelerates
- If services suffer like police and fire
- If the City Council does not become more diverse
- Incentives
- Increase crime rate

- Increase in racial discrimination
- Increased crime rate
- Infrastructure decline
- Intolerance
- Jobs
- Jobs
- Kids/Grandkids leaving community
- Lack of affordable housing for elderly (alternatives to John Knox)
- Lack of business level jobs – white collar
- Lack of diversity
- Lack of focus on schools
- Lack of forward-thinking environmental policies and planning
- Lack of land use standards/proper maintenance
- Lack of maintenance
- Lack of public transportation (x 2)
- Lack of safety (x 2)
- Lack of serious office space
- Lack of transparency of government decisions
- Lack of uniqueness
- Limited job opportunities
- Little public transportation options (x 2)
- Livable wage jobs
- Local job bank
- Long commutes (x 2)
- Loss of green spaces
- Loss of property values
- Loss of security, crime
- Loss of small-town feel
- Maintaining adequate demographics for sustainable business/retail
- Missing the opportunity to plan the church holding property (PRI)
- More taxes
- Negative community Atmosphere (x1)
- No job growth which pay a living wage
- Not building new dog parks
- Not enough senior housing choices
- Not maintain low crime rate/appropriate EMS response/safety; Fire - currently underfunded
- Over population, poorly controlled growth, too much growth (x 7))
- Physical deterioration of building structures, street aesthetics, quality planning, sewers, physical roads (i.e. thickness of asphalt overlay)
- Place for me as I am aging, "active adult" community
- Poor infrastructure repairs and planning (x 2)
- Poor schools
- Poor traffic conditions (x 2)
- Population density creating traffic problems
- Pot holes
- Prop Taxes

- Property taxes out of control (x 2)
- Public safety decline
- Quality of life: safety, parks, downtown
- Remove stigma of inequity
- Run down Community
- Safety
- Safety/crime
- Sales Tax
- School Board has never had a minority member
- Schools
- Significant increase in crime rate
- Small town feel becomes too "big city"
- State of schools were to decline
- Sustainable jobs (less retail/more professional/livable wages) (x 3)
- Tax increases
- The absence of coordinated aging in place resources and response to abuse and neglect, etc.
- Too many apartments
- Too many box stores
- Too much development without new space
- Too much growth! in population
- Traffic concerns 50 to 470, 470 and 50 around Chipman 291 north and 50
- Unchecked growth
- Urban/suburban sprawl
- Vibrant downtown with balance of businesses, restaurants, bars, retail
- Warmer weather
- Worsening of traffic infrastructure and flow

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Appendix B: Lee's Summit Focus Group Comments

What makes Lee's Summit the best place to live or work?

- Ability to discuss and talk about new ideas with City staff, Council, citizen boards, and committees
- Absolutely wonderful community
- Advocate for parks system
- Always looking for ways to encourage community involvement; input like in processes like this
- Amenities, maintaining that sense of community
- Arts programs, opportunities to get involved
- Authentic community, not just a zip code, but has an ethos of community
- Beautiful area to live in
- Big city, but small-town feel
- Biggest small town
- Biggest small town – growth has been amazing
- Can live, work, play, pray, and engage here like no other community
- Capacity for change
- City allows residents to find a purpose
- City government
- Collaboration between all parties including public, private, and other
- Collaboration in the community
- Collaborative approach to accomplishing community goals
- Community
- Community activities
- Community involvement
- Community involvement
- Community is engaged, with groups that care and people that want to provide input
- Community isn't afraid to work hard for what they want to accomplish
- Connectedness, with a sense of family and friendship
- Convenience
- Downtown improvements have improved the City
- Downtown revitalization
- Education access
- Engaged and passionate community members
- Enjoy getting involved in the community, more so than in other areas
- Enjoy the schools and parks
- Everyone is connected and room for growth
- Everyone is friendly
- Everyone is welcoming
- Exciting and vibrant place to live
- Family focused
- Feel connected exponentially, in every way
- Followed son who moved here to start a family and find it is delightful being connected
- Great place to nurture and grow as a person and for our children to be nurtured and grow
- Great place to raise a family
- Great place to raise a family

- Great potential
- Great school districts
- Great schools with good teachers and sports activities are unrivaled
- Great sense of pride
- Green space
- Groups and organizations to help other people
- Half way between country and the big city; like having the options
- Has grown, but still has a small-town feel
- Healthcare
- It's home, and even though it's changed it still feels like home
- Love raising my family here, love the school system, love the community
- Love the community and family atmosphere
- Love the downtown
- Love the schools
- Managing growth
- Nice community with opportunities to serve
- Opportunity to be the best community in the world and a jewel in the area
- Our kids are from somewhere, we have an identity
- Outstanding job downtown
- Parks and recreation
- People
- Planning
- Planning appears to be on target, makes it a good place to live and work
- Positive experience for his family growing up here
- Progressive community that wants things to get better, where residents voted for things like services and amenities
- Proud downtown homeowner and involved in main street
- Proud of our City
- Proximity to Kansas City, big city amenities and live in a community that feels like a village
- Resurgence of the downtown
- Safe place
- School district
- School district and community feel
- Schools, parks, roads – family friendly community
- Sense of community
- Sense of community
- Sense of community
- Sense of community
- Sense of community
- Sense of community
- Sense of community
- Sense of neighborhood
- Small community with all of the amenities you need
- Small Town feel
- Small town feel but close to the big city
- Small town feel, sense of community

- Small town with big city amenities
- Small-town feel with big city amenities
- So much potential here as the community continues to grow
- Solid community experience
- Still growing and building that is very exciting
- Support for positive growth of the City
- Teachers who care
- The Development Center
- The Downtown
- The Downtown
- The people and the downtown
- Thrilled with school system and education
- Trees
- Tremendous amount of amenities
- Tremendous health community with local hospitals
- Value system
- Velocity entrepreneurial resources
- Vibrant arts community
- Vibrant future
- Volunteerism, connectedness, and small-town feel
- Welcome and open community
- Welcoming feeling
- Welcoming to new community members
- Welcoming, nice happy place to be
- When we have a need in this community the town rallies around it and gets it done through volunteers and resources
- Wife

Lee's Summit City Government – Strengths

- Accountability and consistency
- Airport
- Citizen Academy
- City Council is very caring and responsive
- City departments do a fine job, which is a credit to the City Manager and how he facilitates and encourages them to innovate
- City Manager has done a great job
- Collaboration and ways to get involved to improve the City
- Community education/transparency
- Community visioning/citizen involvement
- Cooperation with the school district
- Council transparency and citizen engagement
- Customer service and passion of city employees
- Ease for businesses to come through the development process
- Emergency Services (police, fire, etc.)
- Employee tenure
- Employees are committed to their jobs, willing to provide good service

- Feel safe in the community
- Good financial stewardship; bond rating is strong
- Good job of communicating
- Good job of communicating and making information about the City available
- Gracious
- Great job on their social media
- Great work with the Development Center
- Has a full marketing staff
- Hope House
- Impressed with respect for the history while committing to look forward
- Involvement
- Lee's Summit Downtown – safe area
- Maintain civility in the political arena
- Maintaining infrastructure
- Maintaining the aesthetics of the City
- Managed growth
- Non-emergent encounters with public safety that have been positive (police and fire)
- Officials are easily accessible and responsive
- One stop shop for development
- Parks
- Parks and Recreation
- Parks and Recreation
- Parks and recreation
- Parks and Recreation have allowed to do what needs to be done in the community
- Parks Department
- Parks system
- Planning
- Planning and Zoning framework
- Police, Fire, Parks & Recreation, Water Utilities are all incredible
- Provide good value for tax dollars paid
- Public safety – police and fire
- Public safety services provided by Police and Fire
- Public Works
- Public Works Department is outstanding because it values continuing education, is accredited, tries to stay on top of what is new and innovative in the field, and gets out there and tries new things
- Purchasing the Rec Center from Longview
- Really good parks system that works to maintain and continue to develop parks
- Response time
- Responsible
- Safe community
- Snow removal
- Snow removal in major thoroughfares and traffic feeder streets
- Social media communication from the City is phenomenal
- Social Services
- Staff is usually very responsive and respond to issues right away

- Staff is very supportive of citizen Boards and Commissions
- Staff run a very efficient organization with services that are well run
- Strategic planning processes that have taken place throughout the year and being open to change and revisit
- The Development Center
- The Development Center with one-stop support for development, and the acknowledgement that this needed to improve
- The Development Center with project managers serving as the project contact throughout the life of the development project
- Thoughtfulness around the future of the City
- Top notch City Manager with a wealth of knowledge
- Walking trail downtown
- Water utilities department
- We get high value for our tax dollars
- Website is easy to navigate; access to information
- Well run public safety with responsive Fire, Police, and EMS services
- When you work with City staff you feel like you're working with friends
- Willing to engage with business owners
- Willing to work with citizens

Lee's Summit City Government – Weaknesses

- 5 to 6 years voted to get a downtown entertainment space/farmers market; nothing has happened although voters voted for the plan, it lapsed into limbo
- Burden to fix infrastructure problems beyond boundaries of specific developments is placed on developers rather than being addressed by the City
- City hasn't jumped up to embrace hosting large events like state soccer tournaments – would be nice to see a little more risk taking/willingness to be open to new ideas
- Common area backs up to woods; city sent letter about razing trees for infrastructure needs; conducted a forum and bringing in engineers to work with residents (ended up being positive)
- Conflicting feedback from departments/staff regarding the development process, with guidelines on business retention and incentives only recently developed
- Council engagement with Boards and Commissions could be better
- Development is out of balance; not enough commercial development to support the tax base and infrastructure
- Disrespectful City Council in the past
- Doesn't have a health department, though this may not be an area for expansion as Independence recently closed theirs
- Don't have a true unbiased newspaper
- Embrace opportunities that come; vision
- Issue of inclusion (ADA) – lack of opportunities, access
- Lack of collaboration with other entities on addressing infrastructure issues – roads, sewer, water to stay ahead of development (cities, county, state, etc.); for example, in Kansas communities are working together all the time
- Lack of communication at times, particularly to promote City successes
- Lack of communication on development; information doesn't come from the City
- Lack of housing for disabled or elderly

- Miss a thorough hometown paper
- Need to take care of big issues that shape community values and who we are as a community
- Need to use progressive tools such as social media or text alerts to reach people
- Poor job of replacing pavement, sidewalks, curbs, streets, etc. (road maintenance) – tend to be reactive not proactive
- Potholes
- Potholes
- Public transportation or lack of
- Public transportation, both within the City and for inter-city transportation
- Road maintenance and snow removal in subdivisions
- Salary issues creating tension between staff and leadership that has been felt in the community
- Snow removal
- Snow removal
- Snow removal in cul-de-sacs, side streets
- Snow removal in neighborhoods
- Special use permit process needs to be reviewed or updated
- State roads with different jurisdictions
- Transportation issues – 3rd and 50 Highway interchange
- Tried twice to contact the city online and never received a response
- Water department: water main break across the street underground that flowed under home and caused damage; difficult to seek assistance

Lee's Summit Community – Opportunities

- 50 Highway corridor beautification
- Address changing shopping patterns
- Advocacy and legislation that focus on economic development at the state level; take advantage of it
- Affordable and quality housing; diversity of housing
- Aging demographics in need of mixed housing options that will allow them to age in place
- Airport – continuing developing and leveraging
- Attract corporations that will continue to narrow the gap between outbound workforce commuters and inbound workforce commuters
- Attract larger corporations to draw more tax dollars
- Attracting talent to the community
- Bring more outside events here, we've missed those opportunities
- Collaboration with school system, business community, etc.
- Continue to examine price point and value of services
- Determine what to do with the 4,000 acres coming on board for development
- Development in different parts of the community
- Development of housing in downtown
- Development of PRI site (Property Reserve/Mormon church)
- Development takes a long time; speed up development process
- Diversified housing stock
- Downtown Lee's Summit is incredible so would love to see similar effort applied to the 291 Corridor

- Embracing the challenge of affordable housing and diversity, while not losing what is important to us and being welcoming to all people
- Ensure workforce is career ready through education opportunities
- Growth at the airport and the ability to handle regional jets
- Higher end retail as residents still must go to Johnson County to do things, though the Paragon project will elevate us
- Is there opportunity to develop or create incentive programs for housing to encourage development with a chance to create a competitive market
- Look at lifecycles/stages of life and see how welcoming the community is and if there are opportunities or gaps... (how do you become a community of choice at different stages of life)
- Market gems in the community – parks, Knox Pavilion, etc.
- Market our community outside of the Midwest region to attract businesses; developers and aggressively target different industries with high paying jobs
- Mixed use development
- Multi-family housing in the downtown
- Must move away from the thought that if a house is not a \$350,000 house it is undesirable
- Must work on drawing more tourism activity to Lee's Summit to demonstrate a need for more development like a Convention Center, hotels, etc.
- Need more spec office space
- Need to be willing to look at other housing options like townhomes, condos, or rentals
- Need to define what affordable or workforce housing really is
- Need to have a conversation about diversity in terms of socioeconomic, race, disabilities, etc.
- Need to have thoughtful planning that develops the community as a City rather than a subdivision and considers how future development will impact businesses and employees who have to be able to live here and purchase goods and services
- Need to think bigger about future development on church site, "City of Lakes", parks, other opportunities
- Not a lot of vertical office space but have the infrastructure to support that kind of development
- Opportunity for connectivity between open spaces, green space, trails, and paths
- Paragon Star development and the related opportunity to draw younger residents to live, work, and play there
- Protect school system
- Provide more assistance and opportunities for certain demographics in the community (like teens)
- Provide tax incentives for the things we really need, like high paying jobs, versus retail to attract a population that will support a need for more housing
- Recognition of how city services will be funded in light of "Amazon effect" that draw retail sales taxes out of the City
- Re-evaluate what we are giving away (tax incentives) and is it the best value or use of funds
- Relationship with the school district
- Roads, sidewalk, parking – infrastructure in the downtown
- Rock Island Trail to reach outdoor lifestyle enthusiasts and the opportunity to embrace that further
- School board and City Council should collaborate more (i.e. one of the largest issues debated with development is whether the school system can handle growth...the right people aren't talking)
- School District – can't have Cadillac school system without taxes

- Seize on opportunity of attracting young families with the right amenities and housing stock where young families can walk or Uber to restaurants, work, visit friends, etc.
- Small sparks that will explode have been on the cusp for quite a while, but what's holding the community back? Need to take some risks. Development of the Mormon church land may be the great opportunity to make something special
- Stormwater
- Target marketing/tourism/events to areas outside the Lee's Summit region to improve occupancy rates to encourage more hotels or a convention center in the future
- Three major developments including Chipman, Third and Longview, and Paragon Star, are poised to bring retail, athletic opportunities, increased parking and traffic, schools demand, housing, activities, and tax base
- To improve and look at new ways of communicating with the public and educating them about the complexities of issues and costs
- Transportation connector would be a benefit
- Use of reserve police units to maintain public safety response times
- Variety of housing options to attract young families
- Vision of community of wellness which includes behavioral, mental, spiritual, financial, and physical health assistance
- Walkability
- What happens with all these senior living facilities if we aren't attracting new people in the community?
- Workforce makeup is very interesting; need to foster an environment of collaboration and innovation; City needs to brand and pivot itself towards this new generation workforce
- Would love to see more business development but need more appropriate real estate inventory to support them
- Zoning code that provides land for schools when new developments come into the community

Lee's Summit Community – Challenges

- A segment of the population here does not have access to healthcare
- Affordability
- Affordability and cost of living which make it difficult to recruit talent for local businesses
- Affordable housing
- Affordable housing
- Affordable housing – many people who work here in the community can't afford to live here
- Aging subdivisions that are being rented out at inflated rental rates, suppressing entry-level homebuyers' prospects
- Barriers to development such as land cost, insufficient labor force which requires reliance on recruitment from across the region, perception of being a bedroom community and not a business community
- Can't have growth just for growth but instead need to attract the right type of businesses
- Cerner complex brought high income earners who are inflating housing prices
- Changing evolution of how to communicate with the public and through different mediums now that the community is without a local newspaper
- Clarity on communication
- Code enforcement, particularly for rental property in single family home neighborhoods
- Communications that reach all the different communities

- Community is in transition from small town to big city so needs to manage growth in schools, housing, and in all aspects
- Community resistance to or perception of affordable housing
- Currently don't have the tourism draw for new development
- Demographics are changing (age)
- Difficult for builders and developers to build profitably with increased costs of building materials, so need to reshape perceptions of high-density housing
- Disconnect between different parts of the community
- Diversity issues need to be addressed and may require support of the Human Relations Commission as the City will need to address this challenge
- Diversity of community/representation on governing bodies
- Dysfunction in school district
- Education controversy that should not be an issue, frustrating
- Embrace diversity
- Empower others to get involved
- Ensure that the public recognizes the City's strengths and understands what they are paying for (i.e. parks systems, public safety, etc.) – there must be an understanding of value (good example is the Lee's Summit podcast that outlined where tax dollars go)
- Ensure that we are encouraging new development and have planning processes that don't hinder development
- Excluding a whole demographic of individuals from living here
- First responders must be compensated well
- Growth and growing pains such as schools, changing school boundary lines, etc.
- Growth: City doesn't have a lot of land that is developable because it is owned by the church
- High rate of adult suicide in specific zip code
- Housing around downtown
- Housing for seniors other than John Knox
- How the City has given away tax increment financing (incentives)
- How we are being viewed with skepticism because of recent attention due to articles related to inclusion/diversity
- Inability to build higher than two- to three-story developments in downtown despite demand
- Know we need housing but do not want to lose green space
- Lack a large convention center or hotel to host large events
- Lack of affordable, multi-family housing including in desirable areas such as downtown, with impacts to low income residents and young families
- Lack of consolidated recycling locations
- Lack of housing currently on the market
- Lack of housing in the downtown
- Lack of housing options (diversity of housing products)
- Lack of housing options at varied price points
- Lack of large commercial manufacturing or distribution businesses or class A office space
- Lack of vocational-tech schools/training
- Landfill is closed
- Lifestyle and amenities that address the needs of the spectrum of the population
- Losing police officers to other departments who are offering better compensation, and how that reflects on the community

- Loss of sense of community if people cannot live in the same community in which they work
- Many individuals only drive through the highway, which is not the most beautiful
- Marketing and citizen education – how do we continue to support existing gems?
- Need improved walkability in neighborhoods or destination centers such as downtown
- Need more corporate tax base to balance residential tax burden
- Need more diversity that is now discouraged for a lack of affordable housing
- Need to retain “can do” attitude and flexibility as City grows
- Net loss of daily work commuters away from Lee's Summit
- New housing development will impact school districts
- Not enough professional jobs at higher wages (at or above \$50,000)
- OATS is insufficient to current demands so may need to consider fixed bus routes alternative option to help connect people
- Perception of equity imbalance in road networks and value of arterial, feeder, and collector streets
- Plan for the future development of land that is left
- Pricing out young people and seniors; yet the employment base isn't here to afford housing
- Residents are not very accepting of higher density developments
- Retaining public safety employees due to compensation issues
- School district changes and challenges yielding unrest in district organization, operations, and teacher satisfaction
- School system
- School system and capacity
- School system changes may cause people to leave
- Senior housing
- Serving the needs of all residents regardless of socioeconomic status
- Several different neighborhoods/communities within the City need to help them all know they are part of a larger community
- Shifting demographics between elderly population and population of young people, both of which need affordable housing with unique considerations
- Struggle attracting talent from the local community
- Sustaining Lee's Summit schools and its diversity of programs or athletic opportunities that are offered
- There is a whole group of people who can't afford to live here and “affordable housing” is perceived poorly, so try to use working like “attainable housing”
- There is not workforce housing available now, with most homes on the market right now priced above \$300,000
- Too much retail development with rise of online retail
- Transportation
- Transportation
- Transportation barriers due to lack of connectivity between City and neighboring towns or cities
- Walkability – mass transit
- Warehouses and spec buildings for commercial businesses are not available here
- We often talk about homes in terms of development but not retail or businesses
- Workforce diversity

What makes Lee's Summit unique?

- Accessibility
- Award winning
- Beautiful lakes and green spaces
- Big enough to still be small; but can't depend on that ... but community requires additional tax revenue ... need to be a job growth community
- City is very engaged in making this a good place to live
- City of Lakes
- Close enough to Kansas City but not swallowed up by it as Lee's Summit still has its own identity and clear boundaries
- Close Kansas City amenities such as stadiums or downtown Kansas City
- Deep history
- Downtown is amazing
- Downtown is very vibrant
- Engaging residents/seeking community input
- Family oriented
- Festivals anchored downtown create a sense of community
- Good parks and medical facilities
- Good, unique restaurants that attract people
- Have the second largest land mass in the state
- Healthcare and good local hospitals
- Home to three very good hospitals
- John Knox Village
- Lee's Summit Cares, Community of Character
- Livable community – large community with small town values, great community
- Maintain our green spaces and parks – it's a priority
- More communication between the different entities such as school district, chamber, city, etc.
- More open space
- Never a shortage of people who are willing to be involved
- Parks and Recreation amenities including parks, splash pads, skating rink, and water parks, which improve livability
- Partnerships and collaborations in the community (schools, education, etc.)
- Planning and maintaining parks
- Positive neighborhood feel, good vibe – friendly streets, parks – very relational
- Preferred place to live, so homes are moving quickly
- Pride in local high schools and sports
- Quality of education and a comprehensive educational ecosystem which includes public schools, private schools, community college, a 4-year college, and MIC
- Quality of healthcare and hospitals
- Quality of life
- Rails to Trails
- Safe community – crime appears or feels lower
- School system
- Sense of community
- Sense of community
- Sense of community pride in arts opportunities

- Strong focus on seniors
- Support for downtown
- The downtown
- The ideal way to grow is to find ways to keep young people here
- The people
- The people, considerate, caring, safe
- This is the best place to live in the area – good schools, parks, amenities, etc. and it is convenient – have everything you need in the KC metro area
- Unity Village
- Want to maintain the sense of community while growing
- Young people want to come back because of what it is

What would make you leave?

- Bad neighbors
- Change in business climate
- Crime
- Decline in quality of schools
- Decline in school system
- Decrease in safety
- Density
- Desire for a different type of living environment with smaller footprint homes with less yard to maintain, even for small families
- Desire for more urban living with more access to experiences rather than things
- Dysfunction of leadership in Council or schools
- Failure to address disparate socioeconomic demographics
- Failure to address unrest from teachers in school district
- Failure to design and develop services for every stage of lifecycle
- If benefactors of social service support efforts to not see sustained benefit of efforts to alleviate poverty or similar challenges, they will leave
- If I was to feel less safe
- If I wasn't proud to live here, I wouldn't stay
- If the community became unwelcoming
- Income – may not always be able to afford it
- Increased crime
- Lack of access to healthcare
- Lack of affordable housing
- Lack of affordable housing options for seniors
- Lack of affordable senior housing
- Lack of housing options
- Lack of opportunity to develop wealth and prosperity
- Lack of quality of services if we grow too much
- Lack of quality school system
- Lack of senior housing
- Lack of transportation to support residents who do not or cannot drive
- Lower taxes elsewhere during retirement
- No longer feeling safe or economically safe

- Not having housing available to age in place
- Not spending enough time on diversity and inclusivity (x 3)
- Perception of diminished value for tax rate or taxes paid
- Poor code compliance regarding neighbors
- Poor school district
- Real estate values go down
- Reduced public safety
- To get more land and access to green spaces
- Traffic
- Warmer weather
- Would like to have land, but is difficult to find in LS

What do you hope will be true about Lee's Summit in 10 years?

- "We're Lee's Summit and more" – would be a great tagline
- A sustainable community that keeps residents throughout their lives
- Attract a development similar to Corporate Woods to attract employers with good jobs
- Balanced in-migration to contribute to the tax base
- Be a destination city for the arts, literature, traveling lectures, etc.
- Be an example to every other community as to how to function as a community
- Be known as a community that doesn't lose non-profits
- Capitalize on how the residential market is moving
- City profile in region is increased
- Clean
- Cohesive
- Collaborative
- Community
- Community
- Community
- Community involvement from residents
- Community that supports personal responsibility and provides support toward personal growth and accountability
- Community where we take care of young people and seniors with housing options that allow them to be able to stay in the community but have somewhere to live other than John Knox
- Community with more things to do and better jobs
- Continue to be a prosperous and welcoming community
- Continue to be business friendly
- Continue to enhance and do more, such as developing larger corporations/businesses
- Destination
- Destination city where people want to live and come to do things
- Develop a holistic continuum of services addressed through social services by looking at root causes of issues such as job training, housing assistance, homelessness issues, race and diversity, tax base, etc.
- Develop the church property
- Diverse, inclusive community
- Diversified tax base
- Downtown continues to grow and develop

- Dynamic
- Encourage more arts in the community, including live theater
- Ensure we have quality school systems.
- First responders who can thrive and live here
- Forward thinking
- Friendly
- Friendly
- Going from a great community to an even better community
- Good historical society
- Good schools
- Great place to live for those of all ages and that it is safe with great schools
- Great place to raise a family
- Great schools and sense of community, development done in a smart way
- Growth but not too much or too fast, where citizens still feel valued and heard
- Growth opportunities for parents and children
- Healthier community
- Healthy community status or designation
- High on the integrity level
- Hope people can say that those people that worked on Ignite knew what they were doing
- Hope that Paragon Star is successful
- Hope we still have a balance of businesses and support locally owned stores and restaurants, and special events to support employment for those who live and work here
- I hope we don't become Raytown
- Improved ability to support Police and Fire services
- Inclusive and cooperative community that works together for an excellent quality of life
- Innovative
- Innovative
- Kansas City is becoming the next Austin/Dallas so need to retain our connectivity
- Keep investment in our community
- Keep our green space going
- Known as a resident friendly community with accessible shopping, low crime, great schools
- Known as a welcoming and inclusive community
- Known as being a prosperous community
- Leader
- Lee's Summit is a friendly place and a place you want to go
- Livable streets community with promotion from bronze designation to gold designation as bicycle friendly community
- Looking forward to my children having the ability to move back
- Maintain culture of openness and community
- Maintain sense of community
- Maintaining sustainable growth and continue to enhance the community
- More downtown development including housing and commercial developments with high-rise buildings
- More manufacturing
- More racial, ethnic, and economic diversity
- More supportive of higher density housing and community design

- More sustainable initiatives
- More...keep going
- Must be smart about growth
- Nice suburban/urban space
- Obviously will have grown but maintain our schools and infrastructure
- Options for school system
- Performing arts center would be perfect
- Permanent farmers market
- Plan well for future opportunities
- Planned growth that is intentional and does not just attract any business
- Preserve community spirit
- Proactive crime management to maintain low crime rates
- Progressive community
- Promote from silver walk friendly community to platinum
- Quality
- Quality education that opens more schools to keep class sizes small
- Quality schools
- Safe
- Safe community, where kids can play in the cul-de-sac and quality schools
- School district continues to be cutting edge
- Schools
- Schools and a safe community draw people
- Schools are what draw people here so they must be sustained and supported
- Shining light on the hill
- Simple
- Special area in the community to increase social stock through sense of connectedness
- Strategic planning that is smart about future growth
- Successful
- Support our first responders
- Support younger generations building their families here
- Sustainable
- Tax base is diversified to rely more on business tax revenue rather than just residential
- That I'm still alive to enjoy it.
- That the community can sustain itself through changes such as the development of PRI property, opportunities to do innovative things
- Things are good today so hope nothing gets worse
- Thriving
- Thriving and popular
- Thriving community that keeps small-town feel
- Thriving community with great resources at all levels and particularly for children
- Thriving downtown, safe
- Top notch education system
- Total Community – whole package
- Vibrant

- Vibrant community, that is safe, promotes optimal health, stimulates intellectual growth, supports ongoing education, challenging ourselves to stay innovative, sustained spiritual health, and sustained financial wellness
- Want to see Lee's Summit be an attraction for my children to come back to live, work, and raise their families.
- We could become the go-to location for several events and activities because we are convenient; will have attracted businesses that make us more popular than ever
- We have enough people in the pipeline to help lead and advance the community
- Welcoming
- While it looks different, it would feel the same as it does now
- Will look completely different in a good way
- Works well with state legislative processes and representatives to advance economic development interests of state and City in collaboration
- Would like our families to be Lee's Summit families that keep our kids in Lee's Summit school district rather than Blue Springs

Appendix C: Online Community Engagement Responses

Community Idea Boards

Tell us what you love about Lee's Summit.

- A great sense of real history. Ambiance of downtown, Longview, etc, the Museum, the Historical Cemetery, etc.
- Family Friendly
- Food, Fun, and Friends
- Great Outdoor Community-very active community, but food choices don't match healthy living.
- Great schools; quaint downtown; lots of parks; ice skating; water park; 2 malls; surrounded by lakes for fishing; lake for swimming;
- Lee's Summit is loyal to its small businesses and a great place to be an entrepreneur!
- more creative opportunities (classes, concerts, entertainment). We have lots of park/trails. But not enough creative/entertainment.
- More public restrooms downtown LS
- Need more sand volleyball courts. Love the downtown area. Need more high paying jobs and lower property taxes.
- Not too big. Not too small. Green spaces. And lots choices for living. Homes, condo, apartments. Large and small.
- Quaint and friendly downtown. Most properties well maintained. Small, locally-owned businesses. Best community orchestra in the region.
- We have City employees who care, and are actively-involved with people who live here. They take responsibility, ask questions, and respond!
- We love Downtown LS. There are so many great, local places to eat and drink!

What would you like to see improved? What opportunities can you think of?

- Idea: We need to preserve what is left of our historic buildings in the downtown and neighborhoods.
 - Comment: Keep variety in downtown architecture. All new stuff looks the same. Don't want it to end up looking like another strip mall or manufactured "lifestyle" center.
- Idea: more places for the kids to go sledding. We were kicked out of the Jackson County park for sledding. Other than sled hill were do we go?
 - Description: sledding
 - Comment: Need to have a discussion with Jackson County Park people about that!
- Idea: More public restrooms dtls
 - Description: DTLS is always hosting amazing events! It would be great to add more public restrooms or ope City Hall restrooms. I image all the small businesses would agree.
- Idea: People tell me all the time that they "love" LS. But no one can tell me "why"? We need to know more about our history/what connects us.
 - Comment: Love: community engagement, family friendly, green spaces. Residents spend the time and effort to make the community better, put down roots here, and care about the city. Don't get that kind of 'ownership' and engagement in the towns surrounding us to the north and west.

- Idea: Maybe, have a resident appreciation day.
 - Comment: Yes! Maybe offer some free limb pick up after storms etc.
- Idea: Downtown Farmers Market Pavilion
 - Description: A new home for the farmers market that would allow for a year round market and other community events.
 - Comment: Good idea
- Idea: Beautify rights-of-way. Build Farmers Market Pavilion across from City Hall. Engage citizens living in the northern part of the city.
- Idea: My husband and I wish LS had more paved bicycle/walking trails like the ones in Overland Park.
 - Comment: Asphalt...agree. And a horse path somewhere.
 - Comment: Designed with security in mind please.
 - Comment: I agree. We also need on street bike lanes for bicycle transportation and access to parks.
 - Comment: Yes, I wish there were more trails for running and walking around town.
- Idea: Promote Physical Activity
 - Description: Promote physical activity and keep kids safe by maintaining sidewalks so they don't have to walk in the streets or through people's lawns. We love jogging when the weather is nice and sunny. Let's keep Lee's Summit healthy!
- Idea: Another parking garage on the opposite corner of downtown. Build up that area too.
 - Comment: We need more development downtown, but we don't need more parking. It is a waste of space and will only cause more traffic, noise pollution, and air pollution. Instead, we should create a reliably transit system and a bike lane network.
- Idea: Invest in infrastructure more. Be proactive in adding/ fixing sidewalks to older areas. Snow/ice removal needs improvement. Road maintenance
- Idea: Work with kcpl or whomever to improve electric supply. Some areas go out way too frequently and not always due to weather.
- Idea: We need a north/south thru st on SW side between Pryor and Sampson from Longview to 150. Sampson is part of a subdivision then shared w KC.
 - Comment: Agree!
- Idea: Build more \$200,000-250,000 homes in a large cool planned community! Excited to see our city grow and offering more Opportunities! KC!
- Idea: More Evergreen trees to make our city prettier around 50 highway! Driving down 50 you cannot tell how pretty our city is.
 - Comment: I agree, more Evergreens!
 - Comment: Love the idea. Plus those trees help deal with emissions.
- Idea: Would love to see more eclectic restaurants instead of chains. Create a different experience than the other cities close by.
 - Comment: I agree~The city may not have control over what businesses chose to open locations here, but if citizens show interest, the restaurants may choose to take a chance on LS. We would appreciate non-chain authentic ethnic restaurants instead of Americanized versions. Ex: Taco Bell does not offer authentic Mexican food. Ruchi in Overland Park does offer authentic Indian food in my opinion. :-)
- Idea: Would love to see increased police and fire presence. As we've grown so has the crime and need for first responders.

- Idea: Covered Farmers Market Pavilion
 - Description: Adding a pavilion would allow for the market to be open year round. And it could be used for other events downtown.
- Idea: Attainable Housing
 - Description: We need housing in LS that are affordable for first time homebuyers and those who rent by choice. We're pricing families out of our community by not having housing that is affordable.
- Idea: More Retail & Non-Chain Restaurants in the 291/150 area
- Idea: Open Houses with City Council Members
 - Description: I would love if each District representatives in the city would hold open houses or have a board like this to express ideas or other comments about our section of the city
- Idea: Maintenance Free Community
 - Description: If we could build some 50+ maintenance free homes/town homes then it would maybe free up some other homes for people to buy and be able to keep some older people in LS too. At the school meetings I attended all fall they said the older people aren't moving out to let younger families move in due to money or they like their community, so maybe this could help everyone.
 - Comment: I agree that we could use more maintenance provided (it's never free) sub divisions. This is particularly through as the LS population ages. I like most of what we have, but we could use more.
- Idea: Community Center in SW Lees Summit
 - Description: We need a community center in this area of Lees Summit, it takes over 20 Min just to get to that side of town to go to the ball fields where the community center is. The SW side of LS is growing, and we need to have easy access to a Community Center. Please!
 - Comment: WOW. Have you seen the new center at Longview. It's great.
- Idea: Please help fix View High Drive. Potholes are horrible!
 - Description: Fix View High Drive Potholes! The Longview area is growing, but view high is a horrible road for visitors to drive on as they enter LS on the SW side.
 - Comment: I believe it belongs to KC. This needs to be negotiated as this area grows - it's a bad welcome to LS visitors and residents alike.
- Idea: A trolley car on the weekends to downtown from the bus parking lot on 50 hwy.
 - Comment: More transportation options to downtown kc, zoo, plaza for recreation and OP for commuters.
 - Comment: Yes! Great idea. More transit is needed.
 - Comment: Great idea! Downtown LS Main street has CID funds, this would be a good use of them, as people constantly complain about parking. Even though the garage at City Hall has plenty of it.
- Idea: Community gardens and orchards to promote healthy activity and more local organic food choices.
 - Comment: I was looking through the city's parks and rec offerings and found the Sylvia Mae Bailey community gardens/park. It sits on a 49.6 acre property on Ranson Road across from James A Reed Wildlife Area in eastern Lee's Summit. The property had been part of the Bailey Farm, one of the oldest in the area. In 2014 the Community Garden opened with 48 10'x10' plats. Every year our current plat holders have the first choice of renewing until January 15th. It appeared that

a 10'x10 plot can be reserved for around \$25. For more information please call 816-969-1533. <https://cityofls.net/parks/parks/parks/sylvia-bailey-park#295370-reserve-a-plot>

- Idea: Make our city as energy efficient and sustainable as possible beginning with grant assistance to provide solar power to lower income homes
 - Comment: We could start with leading by example for public use buildings. City Hall on Solar!
 - Comment: Solar can be great but expensive with a long term payback. Perhaps we should look at a number of options. I don't know if grant money is available but simply helping people upgrade old furnaces, air conditioner etc. can go a long way. We have done it at our home and the payback was very good.
- Idea: Sustainable developments with ideas like areas shared for parking, play grounds, clotheslines, gardens and orchards. Even tiny homes.
- Idea: Improve snow removal
 - Description: Over the last 2 years a bad service has gotten worse. Several times this winter our neighborhood has been ignored all together creating worse conditions than the initial weather. Snow removal is needed on all streets!
- Idea: Create a Makerspace for Crafting, STEM & Hobby Projects
 - Description: The Johnson County, Kansas library system offers a space with equipment such as laser cutting and engraving machines, vinyl cutters, 3D printers and other equipment that encourages citizens to exercise their creativity to make items they can use, sell or learn from. Black & Veatch sponsored their setup and the space was made available in a large room in the library. They offer supervision and technical assistance. We need a similar place in Missouri, preferable in Lee's Summit, where people can hang out, socialize and learn transferable skills. There is a #Makerspace in the technology campus by Chipman Mall but it for high school students only.
- Idea: Fix highway 291
- Description: Highway 291 is an unsightly mess with run down buildings alongside, no trees or walls, minimal upkeep on the barren strips of land on either side and in the median, constant track buildup alongside, and general lack safe walkways. This is a main thoroughfare through Lees Summit and needs a significant overhaul to revitalize the city. Just driving on that highway makes me not want to live anywhere around there. Also, leave Todd George as it is, put up more roundabouts to help reduce vehicle noise from speeders.
 - Comment: I agree. 291 needs sidewalks, bike lanes, and more trees to make it safer and more inviting to people who are not driving cars.
 - Comment: The highway and medians are MODOT, not the city, but agree, priority needs to focus on redevelopment of this area, vs chasing new opportunities in greenfield spaces. Need to re think retail and stop incentivizing new retail, which is dying, and focus on getting existing space renovated and filled. Empty lot at 291 & Langsford FOR YEARS as has been the vacant Taco Bell at 3rd, among others. Whole strip is looking run down and dated.
- Idea: FREE co-working or socializing spaces with Wifi and Cafe
 - Description: I miss Borders Book's Cafe atmosphere that provided a ""3rd place"" (Work, Home, 3rd place). We would love a beautiful, open, indoor space with great wifi, a cafe and spaces to set up your laptop to promote socializing alongside entrepreneurial endeavors. The existing for-profit co-working spaces are very expensive and the Gamber

Center-like locations don't tend to cater to younger crowds. The library system tends to offer only quiet spaces without food/drinks being allowed.

- Idea: improved streetscapes along 3rd between 50/291. Its the entrance to our cute downtown, should show you're entering some place special.
 - Comment: I love our downtown area. Along with this idea, I would like to see our long term plans for the area. Senior housing, apartments would be great but would require the necessary shopping etc. to make it attractive.
- Idea: Partner with county to develop campgrounds and waterfront areas into exciting places to spend time with family. Cabins, yurts, water feature
 - Comment: Elevated Hiking trails, art installations, ATV Park, recreation resort like Jellystone :)
 - Comment: My only concern with this idea is the budget for it. Love the idea but isn't the city's budget stretched thin with current projects?
 - Comment: Definitely need year round campgrounds.
- Idea: BYU Missouri
 - Description: Work with the Church of Jesus Christ of Latter-Day Saints to develop part of their 4000 Lees Summit acres into a major campus of the BYU University system. Jobs... Visitors... Cultural Vibrancy... City Beautification...
 - Comment: Does that conflict with separation of Church and State?
 - Comment: Since the City wouldn't own/run the school, I don't think so. The city should be able to support such a project as an economic development effort... roads, zoning, etc... the same as if another private institution like Baker, DeVry, or University of Phoenix were to open a campus. If we're interested in differentiating Lees Summit from Overland Park... this would do it.
- Idea: Parks & Recreation Facilities
 - Description: It's wonderful to look back on the development of full service Parks & Recreation facilities such as Legacy Park Community Center and the recently acquired Longview Community Center. They are fabulous! What about envisioning and building a similar facility in north Lee's Summit in the area of Woods Chapel Road and I470? Lee's Summit Population keeps growing!
- Idea: Performing Arts Center
 - Description: A Lee's Summit Performing Arts Center would greatly contribute to further distinguish Lee's Summit as a vibrant, ever-developing community and destination in the region. The Lee's Summit Symphony Orchestra already has an excellent reputation in the area and brings notoriety to Lee's Summit, however, they sorely need a true performing ""home"". As well, the venue could be the home for other musical, theater and dance organizations and their performances, establishing a hub for the arts for the entire region."
- Idea: Less focus on retail, housing and density/apartments, and more focus on bringing employment opportunities to LS.
 - Description: Significant population growth will strain already problematic transportation thru-ways. LS is a great place to live and play but too few opportunities to work here. Retail has a cloudy future and too many empty store fronts already. Need to focus on jobs, and workforce readiness in the schools.
 - Comment: I agree with more jobs. I would like to see us build off of the two hospitals we have and make LS the place in Jackson county to come for health care issues of all types.

- Comment: If you bring employment you will need housing, why not live & work in the same city
- Idea: Let's not go crazy with building apartment complexes everywhere. Definately agree 291 thru town could use some help.
 - Comment: I agree that apartments can be overdone and create problems for our schools as turnover is higher in apartment complexes than family homes. Perhaps, consideration could be given to more town homes that are purchased. Although I am not a fan of the two story jammed together projects that soon become eye sores with tons of cars and unkept areas. It is a dilemma. We need pride of ownership along with affordable housing.
- Idea: Bike Lanes and Transit
 - Description: Creating bike lanes and having good transit will reduce traffic, noise pollution, and air pollution.
 - Comment: I agree with Bus transit, but do not think rail is practical for linking LS to other parts of KC. I get concerned that the idea of bike trails is more of a status symbol than something we need to be spending money on. We have the Katy Trail which will be wonderful for bikers, walkers and runner. Perhaps, using the trail as a hub of sorts additional off street trails can be added. Trails throughout our parks are already built. I don't think we are going to see that much bike use as a percent of the population that merits setting aside street width for bike paths.
 - Comment: Would like to see parking at appropriate spots along the Katy trail for people to utilize when taking bikes to the trail. This would be especially helpful for those living further away from the trail and families with smaller children who like to bike.
 - Comment: What type of transit does everyone want? Not likely you will see a streetcar or train from out here going into downtown LS or even into Downtown KC
 - Comment: We need a local bus system with around 5 or 6 routes that run through the city of Lee's Summit between Monday thru Sunday. The buses should connect to shopping and high resident areas, like New Longview, Downtown Lee's Summit, and the 291 area. We don't need parking at the Katy Trail areas. Parking is a waste of space and Lee's Summit residents should bike to the trails. The city should put bike lanes that connect to the trails so that people can bike to the trails safely. Hopefully bike lanes will encourage more people to bike to work and use bicycles as a mode of transportation.
 - Comment: Yes, many people who can't drive a car would benefit from having a bus system to use to get to a store for grocery shopping for example.
- Idea: More Sidewalks and Bicycle Infrastructure
 - Description: The best type of cities are the ones that are not car oriented and that are focused on safer and environmentally friendly streets. 3rd street and the interchange at 50 Highway and 3rd streets needs sidewalks, bike lanes, and some public art under the highway to make the intersection safer for pedestrians and more beautiful.
- Idea: Urban Development
 - Description: Urban development allows people to walk to great restaurants and activities. It will make Lee's Summit more vibrant. It will attract more single individuals who don't want to own a home.
- Idea: Road Diets

- Description: Slower car speeds make neighborhoods safer for everyone.
- Idea: For Mayor and Council elections, if 3 or more candidates are running, should the winner be ""highest number of votes"" or some other method?
 - Description: Electing Council Members
- Idea: More creative spaces
 - Description: there are lots of artists (visual and performing) in the community but they have limited places to show their work, expand their businesses, or teach their craft. A performing or cultural arts center would be great.
- Idea: Maintain and Upgrade Your Ride KC Commuter Support Instead of Cutting It
 - Description: I am sorely disappointed that the City has cut funding to the Ride KC 550 commuter bus line to/from Downtown KC starting April 1st. This service is crucial to many in the greater Lee's Summit community. Without this route, I (and many others) would not be able to go downtown to work every day. Those of us that rely on the 550 bus need it to be running at full capacity, and cutting the amount of routes each way is a terrible disservice to the greater Lee's Summit community. This decision makes it harder for Lee's Summit area residents to get to (and from) jury duty, state court, federal court and to work. This decision makes it harder for Lee's Summit area residents that are struggling (physically, mentally or financially) to get to the services that they need in Kansas City. KCATA has already eliminated the closest bus stops to the Federal Courthouse (which houses Bankruptcy Court). Adequate access to support services and government agencies in Kansas City for Lee's Summit area residents is necessary. Please don't cut this needed service.
- Idea: More KC to LS train action
 - Description: LS needs to negotiate a higher frequency of commuter train travel between KC & LS. The influx of tourists would certainly help bring the cute boutique restaurants people have mentioned. Avoid highway congestion for us commuting downtown for work. A nice way to pop into the city to have lunch, dinner, or see a show.
- Idea: Anti-Discrimination Policy to protect the LGBTQIA community from discrimination.
 - Description: There is no law in Missouri or Lee's Summit that protects LGBTQIA individuals from being fired because of their sexual orientation. Everyone should be able to express themselves without being worried of being fired or discriminated.
 - Comment: Agreed!
- Idea: Consider painting the railroad trestle which crosses 3 rd Street between Forestpark Blvd and Pryor in keeping with the quality image of LS.

Forum Questions

What do you hope Lee's Summit will be known for in the future?

- "It's ability to grow without losing its character.
- A collaborative community focused on the safety of its residents, strong school system, parks and forward thinking businesses.
- A community committed to parks, green spaces, and multi-generational activities. Lee's Summit should be seen as a great place for younger adults to live, for families to work and raise children, and for older adults to enjoy their retirement. A multi-generational focus will help us all to become a community of caring citizens rather than a city of strangers.
- A community successfully adapted to the changing climate with progressive sustainability goals of preserving the quality of the environment and availability of natural resources.

- A quaint historic community providing state of the art education and new business opportunities while maintaining it's historic feel. The best place to live in the country
- A safe, clean family-friendly place with a strong community.
- An inclusive and diverse community that celebrates and maintains its history
- Clean, safe, welcoming, friendly, fun, home. "
- Cultural arts and beauty
- Good paying jobs for residents.
- Green approach to recycling, making it a profit center instead of a cost center.
- Safe first. Clean, good for living, good for visiting. Schools and businesses collaborate for mutual benefit. All types of work available.
- That LS is a safe, inclusive, family friendly, forward thinking community leading the western region of the state with a strategic plan which includes a balanced tax base, arts and cultural amenities, vibrant redeveloped and redeveloping neighborhoods, and a capital improvements budget understanding the needs to redevelop aging infrastructure and neighborhoods. That LS was responsible for insuring that the Mormon Property (4500 acres) development pays for itself AND its impacts on the city budget, including the lost opportunities for redevelopment associated with the inevitable " shining object" of new development

When you look at our community and its place in the region, what opportunities do you see?

- "With the development of Eastern Lee's Summit, there is an opportunity to improve 50 Hwy. 6 lanes compared to 4 lanes.
- Almost as many commute TO the city, as commute FROM the city.
- History, lakes, green space, family oriented, respect and opportunity for elders, hopefully tech jobs, healthcare jobs, office work, large corp jobs.
- I love the quaint, eclectic vibe in the Downtown Lee's Summit area. Lees Summit has unfortunately been jokingly referred to as 'wannabe Johnson County'. Having recently moved to Lee's Summit from Johnson County, I can tell you that I don't revere them as the same or even sll that similar really. As a whole the overall pace in JC is much faster, it's big city in every way. Any traffic flow beyond two lanes overwhelms most eastern Jackson county drivers that still seem to struggle with merging without braking if not stopping. I'd like it if Lee's Summit would stick to a feel more like 'Perfect' Prairie Village or Leawood which in a lot of ways it already mimicks. Do you! Great small community charm, but close access to the big city happenings. Although it would be nice to have a Whole Foods so we didn't have to drive to 119th and Metcalf for high PH water not to mention waaaaay better pricing than you find at HyVee on healthy food options. Sprouts is nice, but isn't the same. I like that I hv cheaper prices for fuel and lower taxes. Do you! And maybe bring in a change up with some type of country music establishment downtown! That's all I can think of on the fly at this moment.
- Lee's Summit is a place with great and easy access to Kansas City, Overland Park, and the Northland, allowing citizens with many choices for work and entertainment. However, we are also a place known for our innovative parks and our green spaces. Lee's Summit should be seen as the best of both worlds; convenient city access and nearby community spaces.
- LS has competitors- current and past: JOCO, Independence with 32 sq miles of Mormon Property vs our 7 sq miles of undeveloped land. LS must be a regional political leader to have a seat at the regional table to insure opportunities for infrastructure and federal dollars are not allocated appropriately given the way MARC dollars are allocated. Its place in the region needs to transform from an net exporter of workers to an importer of workers--not in retail but in higher paying jobs.

This can only be done with patience, preservation of key commercial and industrial properties adjacent to regional infrastructure.

- The need for more family friendly activities besides mini golf and trampolines."
- We are currently a bedroom community. Everyone lives here but works in Johnson County. It's great that we have a commuter lot, but the bus only goes to Missouri. We should take advantage of that by offering bus service to and from 119th and College Ave in Johnson County. We need to offer some family event spaces that Johnson County offers in order to keep people here, rather than spending their money over there. ie. TopGolf; Dave & Busters
- When considering ideas for the PRI property, and working with PRI, consider reserving a piece of the property for an "out of the box" community area. Focused on high-technology, connectivity, sustainability, green, etc. I would suggest partnering with an interested area company - perhaps Cerner and/or Black & Veatch. The kind of thinking I'm suggesting is like the Quayside proposal in Toronto https://en.wikipedia.org/wiki/Quayside,_Toronto - see also https://en.wikipedia.org/wiki/Sidewalk_Labs and <https://www.sidewalklabs.com/>

What are the emerging challenges for our community?

- We need to 'look' as good as we are--like upgrade our street scape along 50--the same for 291--get rid of the old Taco Bell and Steak & Shake buildings; Neither of these routes reflect our quaint downtown. People love the farmer's market but the lot is too small, located in a bad area. The area across from the front entrance of City Hall is an eyesore. We need another restaurant & bar downtown, like 3rd St Social that appeals to the millennial. Our challenge is to grow and attract young talent, but still remain quaint & family friendly.
- "A concern we are facing is improving public transportation to allow persons with limited funds / possibly no vehicle of their own, the ability to look for work and have a job that might not be within walking distance of their home.
- We have improved transportation into the metro, but within our city, we still are lacking. Uber and taxis are more expensive. One problem in the cycle for those in the poverty level is no job, but no transportation to get to work if /when they do have a job. We need to break that cycle."
- An emerging challenge I see for our community is to provide for those who find themselves homeless. We may not have a huge group in that population now, but it is increasing. Living in cars, or couch surfing is not viable for a family. I see the apartments owned by JKV sitting empty, falling apart along Pryor Rd at Murray Rd and envision a homeless/ transitional housing complex. What can we do to be proactive in this area?
- "The absorption of the Mormon 4500 acres is a huge challenge. It can be hodge podge small scale development or master planned , multi generational land use which is not short term in its sale, rather long term for the betterment of the community. New is not always good for the old. The development needs to pay for itself AND it should include a development fee , a dedicated portion of which , needs to be redirected to redevelopment of the existing city infrastructure, staffing, neighborhoods etc. Also, the trend to apartment living is a double edged sword: more people in the schools without the attendant real estate taxes associated with home ownership. Population which does not pay for its own way will eventually compromise city finances and unbalance the budget.
- Also: the population is aging. Aging population needs are very different from millennials for example. "
- One of the problems I see Lee's Summit having is rapid growth. While we typically think of growth as a sign of a healthy economy, we need to make sure we have adequate resources to upkeep our parks, roads, schools, and fund our police department. I've lived in a city where it grew too fast

within a matter of a few years and people left it just as quickly leaving it devastated and in disarray. Growth can be good, but please aim to pursue steady growth.

- Do we want to be a bedroom community, small town, up and coming suburb, our own empire like OP? Not all are compatible with each other. What do those with differences do? Move? Stay?
- The growth is happening so fast and causing issues along the way with our schools being over crowded, areas being over populated with apartments, not able to handle the sudden influx of traffic on the roads causing heavy congestion during peak times, not enough police and fire personnel to support the growth. And I agree with the other comment regarding the aging...we are out growing them and that saddens me. Many find the area now too busy to drive in town and the roundabouts intimidate them. We are essentially pushing them out.
- I think with many of the new neighborhood developments, we are pricing some families out of living in our community. First time home buyers, or renters by choice, need homes that are attainable and reasonably priced. One challenge would be how to keep these families (and their talent) in our community instead of pushing them into Raytown, Independence, or Blue Springs.
- Need more middle income jobs. City needs to be aggressive in recruiting larger corporate type work. We have lots of small business but not enough higher paying clerical/ office/ management type positions.
- Zoning!!! Restaurants and retail establishments are great, but unchecked, they become a blight on the community. We also need to put safety, ethics, and legal concerns over business real estate sales and corporate taxes. Recently a number of "massage" business have moved in next to reputable small businesses. While the massage industry is by and large honest and ethical, these small business keep very odd hours, and their windows are completely covered by advertisements. They look exactly like storefronts for human trafficking businesses that have been discovered in neighboring communities. Allowing the trafficking of human beings is something to which we are all opposed. It seems to appear that our beautiful city is the next stop for such traffickers. More vigilance is needed when issuing business licenses and more oversight is needed for business that are often associated with criminal activities. (We also have more than our fair share of car washes, a common front for money laundering.) In addition, as we grow, more effort will be needed to preserving the beauty of our community, from signage to green spaces surrounding buildings and strip malls.
- "Traffic along 50 Hwy, congested with entrance exit ramps back to back and only 4 lanes of highway to handle the load.
- Not enough parking in downtown Lees Summit. Along with not enough late night eateries. A late night food truck lot would be nice.
- Upgrade facade of buildings along 291. Most of the buildings are old and look like the dated strip malls that they are. Demolish uninhabited buildings. Steak and Shake, Applebees, taco Bell etc.
- Need more corporate or large scale employers in the area. Manufacturing/Tech jobs.
- Shaded dog parks with larger walking trails.
- Todd George needs a middle turning lane running from 50 Hwy to Colbern. "
- We are concerned over the amount of litter in our community. We recently traveled through GA where fines for any litter is \$1000. They have pristine roadways and highways. We cannot believe the amount of litter allowed along our streets and highways. We would like to see higher and enforced fines with much better clean up efforts. We should ask that every business be responsible for their space clear to the street. We are blessed to live in such a great city, it would be even greater if we could be proud of the cleanliness!
- Totally agree. Seems like we've been pursuing 'all of the above' strategy. Think we should slow down and focus on keeping our size manageable, not adding more housing, and expand the tax

base through focusing efforts on being attractive to high wage job creators, and supporting existing businesses vs incentives only for those coming from outside of LS.

- Housing stock that does not match the demand. I am not in favor of more apartments, but do think there needs to be options developed for those looking to downsize, but still own their residence. But single story, as aging demographic rules out multi story dwellings with stairs. Realize this is a private sector issue but city should not compromise standards to get there. We have a UDO for a reason. Also need to realize we can't be everything to everyone. Don't compromise existing property values and the goodwill of longtime residents who are invested in both money and time in this community in order to chase some ideal that we can solve every problem out there. See surrounding communities who have declined in the past few decades, and learn why they have declined, don't make the same mistakes.
- "I completely agree! Property value seems to only go up in LS, which is great for existing home owners and new buyers with high incomes, but makes it incredibly hard for young families to move in.
- LS needs a plan for affordable housing and recognize that diversity does help our city!"
- I agree. I grew up in LS, moved away for college and moved back 4 years ago. I was gone for 7 years. And the amount of growth in that time has been impressive. However our roads take too long to get clear of snow, potholes are unfixed for weeks and roadways are not wide enough for the amount of traffic. I feel this will only worsen as LS grows and our neighboring areas like Raintree and Greenwood grow. Their residents drive through LS to get home and come to LS for our business, entertainment, etc.
- "I agree. I was away from LS for 7 years and moved back about 4 years ago and seeing homeless in LS was honestly a shock for me. But it is something we need to have a plan for and I do not think that plan is shipping them to KC for their shelter and social service help.
- I'd like to see programs to help the homeless transition into the workforce. LS has many many middle to min wage jobs with our current businesses. What can we do to collaborate with them to start a program?"
- I've been thinking of alternative transportation. I'm not sure how a bus system would work, but I do think there are opportunities for more bike friendly streets. I would ride my bike more, but the roads and drivers are dangerous and no one pays attention because they are not used to bikers.
- Perhaps if the City revived its "Adopt-A-Street" program, and expanded it beyond the small number of streets that were considered "available", that would help clean up after inconsiderate literers.
- There will be more and more requests for business incentives (TIFs, CIDs, TDDs, etc.) - for new projects, continuing developments, and retention. The City should have a clear set of priorities and guidelines for incentives, and those priorities and guidelines should be developed with INFORMED guidance from citizens. They should be what's long-term strategically best for the City, rather than what's desired by developers in the short-term.
- The health and sustainability of the environment in and around lakes in the City is a strategic issue. As an example, Prairie Lee Lake is silting up and will, in the future, get worse and worse. Other lakes may have similar situations. Ecological sustainability of the City's lakes should be part of the strategic plan.
- Water and Wastewater. The "Water Strategic Plan" is from 2011, and the Water Master Plan and Wastewater Master Plans are from 2006. Because the City does not directly control provision of water supply and wastewater disposal, strategic planning needs to assure the continued provision of these. And the City's infrastructure plans need to be reviewed and updated, and revised due to the PRI properties future.

What services does the City organization provide that you appreciate most?

- As a survivor of crime, safety is a key factor for me in determining where to live. Safety, along with stellar school districts, contributed to us moving to LS from Johnson County, KS when our jobs moved across the state line.
- LSPD and LSFD. In light of the horrible winter I am pleased with our public works department as well.
- "Excellent community policing and fire capacity.
- A stable tax base is essential.
- A stable civic political dialogue based on facts, current and future needs needs not short term political expedience. "
- We chose to stay and purchase a home in Lee's Summit instead of Overland Park because the police department is active and easy to get a hold of when needed. We see them on patrol and appreciate their efforts to show presence in the community. We also like that there are ordinances in place to keep buildings in good shape and the parks offer fun activities for our family.
- Public Safety.
- "Access to community events. We love the events in Downtown LS!
- Public Works, LSPD, and LSFD do a great job as well!
- Parks and Rec is excellent.
- Community education/classes available thru library and community college.
- Have heard Development Services at city hall is excellent.
- I love our parks system! Legacy Park is an amazing resource - both the community center/gym and the Legacy Loop. Lowenstein Park is also a favorite of mine. My husband and I attend the Art Fair every year, and we enjoy more than the one held at the Plaza. Thanks Lee's Summit!
- Televising and online access to city meetings & docs. LS Connect app, Council debrief, newsletters. Much improved communications over the last few years.
- I agree that it's much improved - partly due to the recent addition of the Creative Services organization (Cheryl Nash and her crew). But it could be improved a lot more. For instance: why isn't the Parks & Rec Board meeting televised and recorded for later viewing? Why do several of the Boards and Commissions not make their minutes available - and when they get presentations or monthly documents, those aren't available online, either.
- I greatly appreciate the Ride KC 550 commuter bus line to/from Downtown KC. This service is crucial to many in the greater Lee's Summit community. Without this route, I (and many others) would not be able to go downtown to work every day. This route makes it possible for Lee's Summit area residents to get to (and from) jury duty, state court, federal court and to work. Adequate access to support services and government agencies in Kansas City for Lee's Summit area residents is necessary. Please continue to support this service at full capacity.
- This isn't a "service" - but I really appreciate the Accreditations, Certifications and National Awards/Recognitions that the City achieves (and that individual employees achieve). Some of those Accreditations and Certifications take a huge amount of work (Fire Department for example) and all of them are a big benefit to the City. There should be more encouragement and recognition of these achievements.

What services or programs would you like to see improved or changed?

- Curbside Leaf pick up and storm damage pick up. The older neighborhoods have large beautiful trees, most of which are not in an HOA's. Many of the leaves and branches unintentionally end up in the sewers.

- There is NO strategic, NO staff , NO policy focus on redevelopment of commercial and neighborhoods . The city needs to be proactive rather than respond to private sector driven opportunities. A public / private partnership is ideal for successful redevelopment. The older neighborhoods which have resales require new buyers with enough funds (income) to make the needed improvements. Each neighborhood has its own physical and demographic challenges. One size does not fit all in neighborhood redevelopment
- I would like to see more sidewalks. I regularly take my infant out in her stroller when the weather permits because it's one of the only ways she will fall asleep. Our favorite stretch is around Lee's Summit North High School because there are wide open sidewalks. I understand we may not be able to do that everywhere, but it's nice to have sidewalks to promote physical activity and keeps kids from walking in the streets or through people's lawns.
- Infrastructure maintenance. Storm drains, sidewalks, streets, etc.
- "Adding more sidewalks would be nice, as well as continuing maintenance on some of the older sidewalks.
- Storm water maintenance needs to continue to be addressed.
- A covered facility for the farmers market so the market can go year round."
- I would like to see the "Public Comments" agenda item on the City Council Meeting agenda, restored to its historical position near the beginning of the meeting. My PERCEPTION is that Public Comments have been moved to much later in the meeting, to discourage citizens from speaking at Council meetings.
- I would like the Public Works plan involving ice/snow removal to be reviewed & updated as needed. Add more trucks, plows, personnel to match the cities growth. It seems like our cities current plan is confusing & frustrating as to how to see real time updates, planned routes, request a plow if a street is missed, etc. From what I have seen it looks like nearby cities smaller & larger have more efficient plans in place.
- The rail bridge(bike trail) crossing 3rd Street between Forestpark Blvd and Pryor Ave. is rusty and has graffiti. The appearance does not convey a positive image to visitors. We cannot find anyone who takes responsibility for addressing this issue? While the bike trail is a wonderful addition, the crossover could be made more attractive.
- Real-time information would be great. Overland Park (and other cities) have an online city map. The available cameras (intersections, etc.) can be viewed using that map. Street problems (blocked, accidents, etc.) are flagged with information. And then, during the winter, you can see the progress of winter storm operations (plowing, salting, etc.). You can zoom in to your neighborhood. When the city says they are finished with operations, you can see if the map shows that they SAY they have done your street. And, when they are doing a great job, the real time map is a fantastic way to brag about the progress.
- "Redevelopment of 291. It's looking run down.
- More commercial, office, corporate tax revenue and jobs.
- Need a major green space like legacy or KC's Loose Park on SW side of LS"
- Better zoning on 291 Highway; nicer signage that is easy to see while driving and a more cohesive look to the area as a whole. Also, while I know this is probably not cost-effective, I would love it if the Park and Rec Department could clear the snow (or at least treat for ice) on Legacy Loop, Lowenstein Park, and on our other walking/running trails
- We used to have this, no idea why it stopped
- And a way to encourage people to keep these cleared in the winter. Sidewalks do little good when covered in snow and ice. Todd George is the worst, as plows toss all of the snow from the road onto the sidewalks, and no one bothers to clear them, they are among the last to melt. It's not

popular, but some municipalities fine people who don't clear sidewalks,. Not sure we need to go that far, but all the people who talk about wanting this to be a more walkable community must only be talking about only when it doesn't snow.

- Our trash hauler, Constable, includes this as part of their services, as long as its in certain dimensions, and will do larger item pickup for a reasonable fee. Likely those neglected areas are likely due to homes being rental properties, and landlords not taking care of this in a timely manner. My son has rentals on each side and ends up with all the leaves and debris into his yard whenever the wind blows, so has to take care of his as well as the neighbor's leaves, as the tenants don't bother. Codes should enforce debris blocking storm drains.
- "Please note that if it's included as part of the service that you are paying for, then it's not free. And if the city provided leaf pick up and storm damage pick up, that wouldn't be free, either - your taxes and fees would pay for it.
- Of course, the city COULD require all trash haulers to include leaf pick up and storm damage pick up as an included part of their services - and that wouldn't be free, either."
- It stopped because Public Works deliberately stopped providing the publicly-accessible snow operations map. (And it never did have camera video, etc.). Then they quit having a person answer the "snow desk" telephone - just a recorded message. Of course, for THEIR use, Public Works says they have a system that shows them exactly where the trucks are right now, what they are doing, and what streets have been plowed/salted. [Oh, one reason they quit providing the real-time map is that they say it's dangerous for their drivers if we know where they are]
- Are there opportunities for the City to enhance or improve services? I believe there should be a department in the city that concentrates on exactly that - enhancing and improving services. I think it would have 3 people (areas that need to be enhanced): [1] COMMUNICATIONS. This person will concentrate on looking for places where communications with stakeholders could/should be improved, convincing people to do that, and facilitating (but NOT actually doing) communications. [2] QUALITY. This person's focus will be on HELPING staff find more simple and effective ways to enhance accomplishment of the City's Core Values - in other words, continual improvement and performance excellence. [3] OMBUDSPERSON (Public Advocate). This person's focus will be on assisting individuals in navigating the beaurocracy and achieving resolution of questions. The process should be confidential where possible, and neutral (i.e., the answer often might be "no", rather than "yes"). [FINALLY] This department should be chartered to provide the same benefits to the City Council that it provides to the City Staff.
- There needs to be an online engagement tool, for citizens to send comments to the Council regarding items that are on the Council and Council Committee agendas. The tool should make it possible for city staff to consolidate those comments and provide them to council rapidly in an organized fashion. This would facilitate citizen engagement, and help the Council stay informed about public opinion. And it would save Council time in listening to verbal public comments. (I note that the City already has a license for such a tool, but there might be better systems available)
- The City's Code of Ordinances has laws originating before 1988, and is badly in need of revision. In some cases they are obsolete (example: "Any operator or driver overtaking and desiring to pass a vehicle shall sound his horn before starting to pass"). In other cases, they don't actually describe their purpose (example: "Any person who shall throw, pass, catch or kick any ball on or in any of the streets, sidewalks, lanes or alleys of the City shall be guilty of an offense." instead of saying don't interfere with traffic). Sometimes it's not clear why the ordinance makes sense or still applies. I believe that a board of citizens could best examine the ordinances, working with staff, and recommend changes to the City Council.

- Meetings of Committees, Boards, and Commissions are listed online by the city, with the agenda. Some of these post minutes of the meeting, but not all. That should be corrected. All of them should post minutes, for future reference. And where they received presentations, reports, or documents, links to those documents should be included in the minutes. The City should establish methods to assure that is done, and conduct audits to check compliance.
- I believe that all Committees, Boards, and Commissions should be required to present an annual report to the City Council at a Council meeting. This would provide the council with the opportunity to also ask questions, and most importantly would provide some public exposure for them, and the opportunity for the Council to thank them for their contributions to the City. Note: it might be appropriate for Council Committees and the Parks & Recreation Board to be included in this, also.
- I understand it's not free, but only a few bucks a month from a private hauler unless it's a large quantity, and don't think it's the city's responsibility to take care of people's storm damage. It would not be 'free' and likely more cost effective in the private sector, and better customer service, as there is competition for your business. If the city took it over, it would not have competition.
- It is difficult for a "normal individual citizen" to communicate with the City Council - as a Council. Of course, public comment at a Council Meeting is one method - but this tends to be only one direction, and sometimes disrupts normal business. I believe that there should be a way to send email to all Council members. And, quoting the Mayor, "Two way communication is the only path to create the culture of collaboration that I seek to help facilitate". So, this should be acknowledged as appropriate (initially a simple "thank you and we'll think about it"), and the Council should quickly decide whether to take any action. That decision should be a rather simple matter.

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Appendix D: Employee Survey Instrument



Lee's Summit, MO Strategic Plan Employee Survey

Introduction

The City Council has embarked on a strategic planning process known as **Ignite! Your Ideas. Our Future.** to develop a new strategic plan for the City. To help facilitate this process, the City has retained the services of The Novak Consulting Group.

As part of this effort, The Novak Consulting Group has developed this survey to gather confidential input and suggestions from City employees. We appreciate your time and thoughtful responses to this survey; your ideas and opinions regarding the City will contribute directly to the Strategic Plan.

Please note that **all responses are confidential** and no identifying information will be collected. Your submitted survey results will be sent directly to the consultant and tabulated and summarized by The Novak Consulting Group.

This survey will be available through Friday, March 8th. Thank you for your time and feedback.



Lee's Summit, MO Strategic Plan Employee Survey

Mission Statement

An organization's mission statement (also known as the purpose of the organization) typically answers three questions:

- Who are we?
- What do we do?
- Why do we do it?

We would appreciate your opinions on these questions from the perspective of a City employee.

1. Who are we? Please describe the employees of the City.

2. What do we do?

3. How do we do it?



Lee's Summit, MO Strategic Plan Employee Survey

Values

All organizations have values, whether they are written down or not. Organizational values guide behavior and describe how we treat each other and our customers/residents. Values are often the essence of organizational culture.

4. When City employees operate at their best, what values do you see? (Select up to five.)

- ☐ Accountable
- ☐ Camaraderie
- ☐ Caring
- ☐ Commitment
- ☐ Communicative
- ☐ Community
- ☐ Compassion
- ☐ Competence
- ☐ Consistent
- ☐ Courteous
- ☐ Customer Service
- ☐ Decisiveness
- ☐ Effective
- ☐ Efficient
- ☐ Empowered
- ☐ Engaged
- ☐ Ethical
- ☐ Excellence
- ☐ Fairness
- ☐ Family

| | |
|--------------------------|------------------------|
| <input type="checkbox"/> | Fun |
| <input type="checkbox"/> | Honesty |
| <input type="checkbox"/> | Innovative |
| <input type="checkbox"/> | Integrity |
| <input type="checkbox"/> | Learning |
| <input type="checkbox"/> | Open-Minded |
| <input type="checkbox"/> | Pride |
| <input type="checkbox"/> | Proactive |
| <input type="checkbox"/> | Professional |
| <input type="checkbox"/> | Progressive |
| <input type="checkbox"/> | Quality |
| <input type="checkbox"/> | Resident-Focused |
| <input type="checkbox"/> | Respect |
| <input type="checkbox"/> | Responsible |
| <input type="checkbox"/> | Safety |
| <input type="checkbox"/> | Sense of Humor |
| <input type="checkbox"/> | Stewardship |
| <input type="checkbox"/> | Teamwork |
| <input type="checkbox"/> | Trustworthiness |
| <input type="checkbox"/> | Other (please specify) |
| <input type="text"/> | |



Lee's Summit, MO Strategic Plan Employee Survey

Overall
Experience

5. What do you hope Lee's Summit will be known for in 10 years?

6. What do you believe the City does particularly well?

7. What do you believe is the most significant challenge facing the City?

8. State one thing the City could do to better serve the community.

9. What are 2-3 distinctive strengths or attributes for which you would like the City Government to be known 5-10 years in the future?

10. Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Strategic Plan project?

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Appendix E: Open-Ended Employee Survey Responses

Question 1: Who are we? Please describe the employees of the City.

- A collective group of individuals who have the best interest of the City of Lee's Summit in mind
- A collective group of stellar individuals from all facets of life.
- A diverse group of employees with various skills and knowledge.
- A diverse group of motivated individuals
- A group of dedicated individuals working towards making Lee's Summit the most livable City.
- a group of individuals who are looking for meaningful work in a field they enjoy to provide a service and support their families
- A group of talented, caring individuals that are committed to providing quality work and service to our customers.
- A group that strives to serve to the best of their ability.
- A majority of the staff want to provide valuable services to our residents and customers.
- A professional staff
- A safe, suburban community within easy driving distance to KC with great schools, libraries, community centers and a water park.
- A workforce driven to service, with great pride in an outstanding City.
- Administration, police, fire, engineers, inspectors, and operations
- Administrators, Police, Fire, Engineers, Inspectors, and Operations
- Both Police and Fire are Accredited organizations, and the PD's motto is "Committed to Excellence". Most interactions within our organization and with others have met this standard.
- Caretakers for the city. People that care about the city.
- Citizens of the city who are interested in providing services to our community in a helpful and cheerful atmosphere.
- City workers
- Civil servants reimbursed for their talents and passions to work together day after day for a cause.
- Civil servants that provide services to benefit the citizens of Lee's Summit. We are visionary, looking to and preparing for the future.
- civil servants that should take pride in providing the best service possible to our citizens
- Civil servants with the task to help make the city a nice place to live and work.
- Committed
- Committed
- community service, city management,
- Customer service oriented; want to provide great service to our citizens
- Dedicated
- Dedicated and eager to please
- Dedicated and hard working.
- Dedicated and loyal people passionate about making Lees Summit a fun, safe and desirable city in Missouri.
- Dedicated and professional
- Dedicated Employees that want to make a positive contribution to the services provided by the city.
- Dedicated individuals who work long hours to provide a great experience for our patrons
- Dedicated individuals working to uphold the highest standards, striving to make the City a better place.

- dedicated members of a community, part of a team
- dedicated professionals
- Dedicated professionals that have family core values.
- Dedicated professionals who are invested in the city and citizens we serve every day.
- Dedicated public servants.
- Dedicated, hard working employees
- Dedicated, hard working, attentive, professional
- Dedicated, passionate, and knowledgeable members of the community
- Dedicated, underpaid and underserved by technology
- Depends on which city department you work for. But as for my department we are a group of driven individuals who always have the best interests and safety of the public and the city's residents at the forefront of our mission
- Devoted employees who care about the community they live and work in.
- Employees are the backbone of all Lee's Summit city services offered to the taxpayers of this community.
- Employees charged to ethically provide safe, efficient, effective, and fiscally responsible public services fairly and equitable for all.
- Employees dedicated to the continued growth and prosperity of our community.
- employees of lees summit
- Employees of the City of Lee's Summit are constant go-getters and always putting their best foot forward. We show respect and care to one another. However, there have been multiple occasions where we are striving to hard to notice the moment. I think we need to notice each other more.
- Engaged and valued employees who are dedicated to the success of the community.
- Fellow citizens devoted to the City and it's residents.
- Friendly customer service oriented servants.
- group of dedicated individuals
- Groups of dedicated employees
- Hard working fun group
- Hard working, committed, dedicated individuals
- Hardworking and community service driven
- Helpful
- I think that as we enter this new era and with the recent enhancements to the pay and compensation packages we are an organization of great potential. We need to set the precedents that will carry us through the growth in the future and impart a legacy for those to come behind us.
- Individuals who perform specific and specialized tasks and are united in purpose to achieve a common goal.
- Loyal and Dedicated servants of our City
- loyal, dutiful, percipient, obliging, friendly
- mothers, fathers, grandparents, friends, just normal people wanting to live a happy life
- one collective body who work together towards the same goals
- people committed to making LS the best it can be.
- People dedicated to public service
- People that strive to create a community where people feel happy, empowered and fulfilled when they are a part.
- People that want to work to provide better opportunities for the citizens of the city

- People who are dedicated workers who want to serve the community, not just work and receive a paycheck. Working for the City is not just a job and it is bigger than one person.
- People who genuinely care about the outcomes of their work and how it is best for the community.
- People who need jobs
- People who serve work to serve the community.
- Professionals who are transparent, accountable and knowledgeable (for the most part).
- Professionals who want to create a better community and help others.
- Professionals. Servants. Citizens.
- Public servants
- Public servants
- Public servants entrusted to provide the services
- Public Servants, dedicated, ethical, positive forces in the lives of others.
- Public servants; stewards of public trust and finances
- Representative of Lee's Summit
- Representatives for the City of Lee's Summit
- Representatives of the City.
- Servants to the community
- Smart, professional employees who really care about the City and doing a good job.
- Stewards for the citizens of Lee's Summit
- The City of Lee's Summit is a proud, proactive, progressive team committed to innovation and leadership through the provision of services enhancing the quality of life in our community.
- The employees are highly trained professionals at the job functions that they conduct for the city.
- The heartbeat of the City
- The people that make lees summit go.
- Under paid dedicated middle class people.
- Underpaid, not appreciated, hard working and loyal
- We are a collection of individuals forming a team with passion to serve our citizens in a front line or behind the scenes manor!
- We are a complex group of committed individuals who understand the importance of public service and want to make a positive difference in this community.
- We are a dedicated group of people serving the city of Lee's Summit.
- We are a diverse group of people and departments that strive to work cohesively to provide excellent customer service!
- We are a group of dedicated professionals, with specialized skills, providing the public services desired and expected by our community.
- We are a group of hard-working individuals dedicated to serving the citizens of Lee's Summit.
- We are a group of individual who want to make positive differences in other people's lives. The City of Lee's Summit has become our conduit to pursue this passion.
- We are a group of people that try to figure out what would be best for the city and it's members. Whether it is improvements, new projects, etc. We strive to provide the best information possible to make the community a better place.
- We are an organized group of people who take pride in working together for the success of our community.
- We are caring individuals using established core values to provide services to the community in which most of us live.

- We are caring, compassionate and talented individuals who strive to meet the needs of its citizens.
- We are civil servants.
- We are dedicated employees who want to make a difference in the lives of Lee's Summit residents.
- we are employees of the city that when we first started working her were proud of our jobs. Now, morale is so low that I don't think we can ever claw our way out
- We are every day citizens, just like our residents who request our assistance with needs and wants. We, too, are people with families and other outside interests. There is a variety of skill sets among us, all of which are necessary to accomplish the services we deliver to our residents.
- We are honest hard working people who take responsibility to provide a better future for the public and their loved ones.
- We are in many cases first responders to a variety of issues brought on by citizens. We are watch dogs for our citizens, making sure they are receiving the highest level of service possible.
- We are like the private sector of any organization this side. We have over the top dedicated people and we have help that just put in the time. The majority in the middle are engaged, give a full days work and truly care about what we do.
- We are Moms, Dads, neighbors, friends and care takers who are invested in our community.
- We are people who care about the city the citizens of Lee's Summit call home.
- We are people who work for the benefit of the community, citizens, businesses, organizations, plus anyone who has a stake in the community.
- We are public servants looking to make a difference in our community.
- We are the arm of the Citizens.
- We are the face of the city and the key tool to the reliability of the cities info structure.
- We are the people who keep the city together as it continues to grow and thrive. We are the people who are payed less than other surrounding cities and endure endless scare tactics from city administration regarding the poor financial health of our city, all while they are proud of all of the "awards" that say we are a great place to live and work.
- We are the providers of the most excellent customer service in every area.
- We are the support structure for our community
- We represent a varied pool of people. We care about our city and the people in it
- Well trained professionals dedicated to public service.
- We're under payed and under valued. We're being left behind as the City Admin plans 'great things' for the future of LS, they forget the fact that their employees are just as important to sustainability and long term gains as economic development is.
- Yes

Question 2: What do we do?

- ACT EPICC
- Act with uncompromising honesty and integrity in everything we do. To develop and grow as a community of choice that recognizes the value of economic prosperity in the pursuit of enhanced community amenities, safety, education and the overall quality of life.
- ALOT!
- Assist all citizens of Lee's Summit with fair and courteous treatment
- Bring our energies, talents, and skills to the City of Lee's Summit to serve this community. We protect lives and properties. We create qualities that make our community a desirable place to work and live.

- Carry out the services as directed by the citizens of the community.
- City employees complement the City's potential to be great by amalgamating with citizens to reach desired goals
- community services
- Customer services in what ever field we choose
- Deliver programs and services to the community
- Diligently work for a better community.
- Employees provide guidance for all things involving economic growth and development and public service while finding solutions to and balancing a budget that keeps Lee's Summit moving in a forward direction.
- Enrich lives.
- Help citizens in many ways.
- help our fellow citizens
- Keep the City safe and habitable
- Look for way to solve reoccurring problems or challenges in our daily responsibilities.
- Maintain current resources, while working to create new and innovative opportunities that allow all residents to enjoy the City to the fullest potential.
- maintain the city
- manage and enhance all city services
- Municipal government
- Offer the highest level of service possible.
- Plan, build, operate and maintain public infrastructure and services.
- protect and improve the infrastructure that makes the physical city the City. We also provide taxpayers with service that they cannot get anywhere else when they live in Lee's Summit
- Protect and Serve the citizens of Lee's Summit
- Protect and Serve the residents of the city
- Provide a high level of leadership, service and infrastructure to ensure an excellent quality of life for citizens of the City
- Provide a high quality of life for citizens of Lee's Summit
- Provide a plethora of services to many facets of the community that go partially recognized but fully utilized.
- Provide a safe and beautiful community
- Provide a service to the community and better enrich them.
- Provide city services to the citizens of LS.
- Provide customer service and a service to the residents in our community.
- Provide essential services to citizens pertaining to infrastructure, planning, and development
- Provide excellence in service to our citizens in our daily activities/duties.
- Provide excellent service to the citizens
- Provide great customer service
- Provide information, services and maintenance for the community.
- Provide outstanding customer service to our community and citizens.
- Provide positive experiences and activities for the community
- Provide public services such as water, roads, and public safety. Provide a safe and family friendly community. Attempt to use tax dollars prudently by mitigating risks that the City faces
- Provide quality services to the citizens of Lee's Summit.

- provide services and assistance to citizens, development community, service providers, and other employees
- Provide services for LS residents.
- Provide services that cannot be effectively delivered as a private service
- Provide services to both or citizens, visitors, as well as some internal services that support the employees
- Provide services to help citizens with their everyday problems or questions!
- Provide services to the citizens.
- Provide support to LS Community
- Provide the best quality customer service to our city
- Provide the best service we can to the citizens despite limited resources, lack of training, and mediocre leadership.
- Provide the best service which reflects our dedication and determination.
- Provide the services, to the level our citizens expect, to make Lee's Summit a top community in the Metro.
- Provide the varied services required of local government to support and protect its residents
- provide valued services to the residents of Lee's Summit
- Provide various services to our community.
- Represent residents of Lee's Summit, especially those not present, to protect public infrastructure and services, and promote long term viability of the City
- Serve
- serve
- Serve and respond to the community needs: professionally, ethically, and respectfully.
- Serve Lee's Summit citizens
- Serve our city
- Serve our community.
- Serve the citizens
- Serve the citizens of Lee's Summit in many ways
- Serve the citizens of Lee's Summit and surrounding areas.
- Serve the citizens of LS and make the city better for residents and visitors
- Serve the community with quality service
- Serve the community.
- serve the public
- Serve the public and elected officials through public safety, infrastructure and regulations.
- Serve the public to the best of our ability.
- Service our customers, answer questions, give directions.
- Service the needs of our citizens and support those who do.
- Striving to provide efficient and effective services and interactions
- Supply services at exceptional levels
- try to make LS a safe and enjoyable place to live
- We act on the Citizens needs and wants.
- we advance the community forward for increased quality of life and while maintaining what is good about the past
- We are City staff who, though departmentalized, strive to work together to serve the needs and wants of our residents.

- We attempt to help the citizens of the city by making this a place that they would want to raise their kids and or retire here
- We do what's needed to make the community better.
- We engage with our community and provide needed support and services.
- We ensure the quality of the City doesn't diminish.
- We help the community grow and keep going forward. Assisting people each step of the way until the goal is reached.
- We keep the City of Lee's Summit safe and well maintained.
- We maintain the water, sewer, storm water, streets, traffic lights and parks over 65 square miles of the city day and night 265 days a year.
- We make Lee's Summit a place to be proud of and a place that others would love to visit or live.
- we make LS safe, welcoming, liveable, engaging.
- We make the processes of maintaining a functional community in which we can live safely, orderly and peaceably possible.
- We often do it under difficult circumstances, angry customers, or unknowledgeable elected officials.
- We provide an excellent location to live, work and raise families.
- We provide fair treatment of all customers, including external and internal customers, and ensure that any business conducted with the City by private developers is completed in a satisfactory manner, and will not create additional financial burden on the citizens of the City of Lee's Summit.
- We provide safety to those who choose to live, work, or visit our community. We also provide basic amenities that are required for healthy living. In addition, we provide quality of life services that enhance our residents, business owners, and visitor experiences while in our community.
- We provide services to people within our community as well as assisting and supporting our coworkers.
- We provide services to the public and other employees.
- We provide services to the residents, businesses, and visitors of the City.
- We provide the best to our community.
- We provide the necessary services
- We provide the services and infrastructure that the citizens of Lee's Summit need or desire to make the City a better place to live.
- We serve and respond to our citizens. We are here to provide those services that only the local government either can, or does, and we are responsible for being efficient in process and budget in doing so.
- We serve behind the scenes to make sure everyone living, working and visiting LS has the best experience possible.
- We serve the community
- We serve the community through efforts designed to meet the needs of the citizens.
- We serve the public.
- We strive to create positive community relationships by delivering valued programs, services and information to perpetuate the goals of the City Council and meet the expectations of people who live, work and play in our community.
- We take care of the water and wastewater systems that provide 24 hour service to all of our customers.
- We try are best to do a good job so the city can prosper.

- We work behind-the-scenes, for the people of Lee's Summit to maintain and improve, as directed by the City Council.
- We work for the citizens of Lee's Summit.
- We work hard and are dedicated to the tasks at hand!
- We work to make it easy for citizens to obtain local government services and information.
- We work to provide essential services to the residents of Lee's Summit.
- We work together as a team to serve our citizens the best we can with the tools we have.
- We work with various individuals, businesses and homeowners to help them through procedures and process and teach them how to meet their intended goals
- Whatever is asked of us.
- with purpose and passion serve our community in a variety of ways, each of us assigned a role
- With Strategic Planning, it is apparent that the City is trying to engage their citizens and the employees with a voice on how the City goes forward from here
- Work for little pay
- Work long hours with little sleep to provide services to citizens.
- Work to insure fairness, lawfulness, safety, and responsible stewardship of the City's resources. Develop a plan to maintain the services and promote growth.
- Work together unified as one team with one mission, to serve the people of the community.
- Work with the intent to make Lees Summit a positive place to live.
- Yes

Question 3: How do we do it?

- As efficiently and effectively as possible
- As quickly as possible as there is more work than people.
- Attention to detail and being sensitive to the needs of the City!
- Because employees are the backbone to making Lee's Summit operate efficiently, attracting and retaining quality employees is a must for progressive growth. Our country is in a supply and demand crisis right now with more demand for employees than supply can provide. In order to attract quality applicants, our city must have attractive pay and benefit programs available that will make a potential candidate want choose to come work here instead of our neighboring communities. "Middle of the pack" pay scales will not work anymore, we must be front-runners in this race.
- Because we need money.
- Being in touch with the community and being aware of what is going on within the community and surrounding areas.
- By being available when needed and standing accountable for our workman ship.
- By being determined at providing the best service possible regardless of any internal strife that may be occurring
- By building up the will, energy, and momentum necessary to carry on.
- By carrying out tasks that, taken together, achieve the established objectives of our work groups, department, and the entire City government
- By collaborating with each other and our customers.
- By coming to work everyday
- By doing all we can to assist all people who come to us for help
- By giving our best efforts.
- By overcoming challenge after challenge set in front of us with ever reducing resources.

- by paying attention to the needs of people in the community and trying to offer resources to the people that need it
- By providing outstanding community centers, parks and structured activities for all ages
- By providing the framework of local governance to the masterpiece of our diverse population.
- By spending wisely.
- By striving for excellence in the products and services we deliver.
- By taking pride in our work
- By working to give the public the best possible solutions to problems and maintaining the city's standards.
- Collaboratively work with elected officials, citizens and staff from all departments/divisions towards the same goals and objectives.
- Combining hard work and compassion everyday
- Coming to work and bring a positive attitude to continue to improve Lee's Summit.
- Continued evaluation of services and delivery methods. Continued exploration of costs and revenue sources.
- dedication, determination and knowledge, plus having the resources to perform our jobs.
- Dedication, teamwork, perseverance and commitment.
- Efficiently.
- Engage our community through many activities and opportunities offered through Parks and Rec, and Downtown LS
- Ensuring what we do is for the right reasons, at the right time, and best for the overall outcomes of the city and community.
- Establish programs that best meet the needs of the community.
- Hard work and dedicated
- hard work and determination
- Hard work, cheerful, helpful, dedicated effort.
- Hiring and retaining quality employees. This requires competitive wages and benefits. Continually reviewing our processes for ways to improve and grow. Focus should be on highest quality of life for our citizens and community.
- I have no idea.
- I think that we as a City are very innovative in accomplishing our missions. I have seen departments collaborate on a number of projects to see them through a successful completion. The vast majority of our employees are proud of what they do and seek to provide their services in the best way that they can.
- In the most efficient and effective manner while also being fiscally responsible.
- It starts with good communication
- Laws, emergency protection, building or replacing infrastructure, and planning for the future
- Listening, problem solving, customer service, teamwork and technology
- Make sure you involve every department, which would include their units within the departments, in this information and future engagements on input
- Must follow local state and federal laws; Honest; fair and equitable
- Offering the services needs by residents
- Our organization as a whole is very disjointed and it never fails to amaze me that employees continue to do more with less. They step up to do it, even though they know upper management doesn't appreciate their hard work, sacrifice, and commitment.
- Passionately

- People to people.
- Professional and timely manner.
- Providing services that are needed and beneficial to the citizens
- Providing thoughtful, caring, necessary service offerings while allowing people to live their lives in a safe and protected way. Not being an unnecessary barrier, but being a trusted adviser.
- respectfully
- steady work attitudes
- Talk with community members to find out what they want.
- The City of Lee's Summit has many departments that work together to achieve goals to better the community.
- This is accomplished via face-to-face interaction, email or phone. We also can be representative of our city affiliation even when not on the job.
- This is done through multiple types of services and offerings.
- Through a well managed process that is provided and directed by City Ordinance, which is supported by our municipal governing body.
- through excellent leadership that involves clear communication and vision, faces conflict, has unselfish motives
- Through laws, emergency services, building or repairing infrastructure, and planning for the future
- Through numerous means, across multiple industries.
- Through our dedication and willing to serve our community the best we can.
- Through professionalism
- Through proper planning, dedication and teamwork.
- time allocation, helpful resources, creativity, initiative
- Timely responses, listen to the community, resolve issues, care for the City
- to the best of our abilities
- To the best of our abilities with the limited resources provided. The City does not invest in personnel adequately in resources or training to be the "Best"
- To the best of our abilities. Always looking for a Better way to provide the Best services within the limitations of the resources we have Available
- Usually very well, if we are able to train, keep our equipment operating well and get financial support to do so.
- various ways
- Very well considering the lack of current technology and poor compensation.
- We accomplish our purpose by creating a work culture that is interdependent on a complex set of skills and expertise. Embedded in this work culture are individuals who have chosen public service as their life work and carry out the tasks necessary to meet the needs of our community.
- we ACT EPICC
- We actively listen to what our community is saying in order to meet that objective.
- We are committed to working together as a team, both cross-departmentally and with other government and private sector resources.
- We are resourceful, avoid waste of resources. We communicate, brain storm, research, and work as a unit.
- We do by having an awesome attitude and the right equipment.
- We do it by being good stewards of the City's resources and ensuring that all people are treated with dignity and respect.

- We do it through face to face contact, technology and over the phone
- We do the best we can to serve the community and the interest of the people.
- We do this by listening and reaching out to the tax payers about their concerns, and look to what the future might bring and try to plan for it.
- We engage with our customers to deliver quality product.
- We espouse values of commitment to an excellent work product.
- We offer excellent customer service, keep standards high, remain dedicated, work hard and continue to care about the community as a whole.
- We provide essential services by working as a team with outcome oriented strategies.
- We provide parks in our community, roads and infrastructure, emergency personnel to keep our citizens safe, development that enriches our city and strong leadership through our elected and appointed officials.
- We provide the best tasting, safe water, in unfathomable quantities and maintain the wastewater collection system for the health and safety our customers deserve.
- We share our greatness with the citizens and visitors of Lee's Summit.
- We should keep employees happy and enjoying their job while making the city a place that is good in some aspect for everyone involved. you cannot please all of the people all of the time
- we strive for excellence. Progressively. With an eye to the future. by allocating resources effectively. planning ahead.
- We strive to improve the operation of the city in ways that provide excellent service and improve efficiency.
- We try to make every situation go as smoothly and as painless as possible. We try to be up to date with the most current code or ordinance to make sure the job gets done
- We use our design standards, in conjunction with best engineering judgment, to ensure plans and studies are completed in a professional manner. We strive to meet deadlines, and recognize that time is of the essence both to external customers, but also internal customers.
- We work in a close environment that embraces change, new ideas, respect for the individual and provide equal opportunity to succeed in everyone's private and business life.
- well
- With a positive attitude and a servants heart
- With a smile....because the citizens don't know better. Even though they deserve so much more.
- With a well trained and committed group of employees
- With a well trained staff with the same core goals
- with compassion
- with compassion and understanding
- With compassion and understanding.
- With dedication, persistence, and positive attitude
- with Diligence
- With excellence
- With focus on the customer in a polite and respectful manner
- With great leadership and a strong work ethic.
- With integrity
- with integrity and understanding
- With pride and integrity, in the most timely manner possible.
- With pride, and excellence.
- With professionalism and expertise.

- With professionalism and passion
- With team work, communication, planning and implementation,
- With the only resources provided to us.
- With the support of taxpayers
- Work efficiently and effectively with all departments.
- Work hard every day, listen to our neighbors and fellow workers, take direction from our elected and appointed leaders, stretch our resources, prioritize our tasks
- Working hand in hand with citizens and the business community to provide a great community to live and raise a family.
- Working together and the use of several resources to achieve the goals of our citizens!
- Yes

Question 5: What do you hope Lee's Summit will be known for in 10 years?

- A caring community
- A City that is fair and puts both its citizens and employees first.
- A continued sense of support for each other and a culture that promotes trust.
- A desirable place to live and come to shop because we put the needs of the citizens first.
- A destination city
- A destination.
- A diverse community growing in a purposeful manner that balances the desires of the people with the need of infrastructure.
- A family friendly atmosphere.
- A good place to live
- a good place to raise a family
- A great community to live in
- A great place to live
- A great place to live and raise a family
- A great place to live, work, and play.
- A leader in Public Safety
- A leading and progressive community in all aspects.
- a leading city
- A livable community with sought after amenities within the city.
- A master planned city that residents take great pride in, and where they can live, work and play.
- A model of growth, opportunity, and sustainability
- A place that brings in companies to work at.
- A positive place for all people to live, work, and/ or participate in recreational activities.
- a safe place to live and raise a family
- A safe, affordable, and fun place to live and work.
- A safe, well developed city where you want to raise a family.
- A strong sense of community.
- a trendsetter in the region.
- A vibrant, multi-faceted community where citizens choose to reside and do business
- A welcoming community.
- A well balanced community.
- A wonderful community in which to visit or reside.
- Ability to maintain quality of life that made LS great

- Adding more commerce and industry than beds.
- Age friendly community
- An innovative community that is family friendly while also affording adults opportunities to take and show pride in their City.
- Arguably the best City Government in the USA!
- As a community that values long term employees by providing appropriate compensation and benefits.
- Attracting new restaurants and businesses, better roads, and attracting businesses with better paying jobs.
- Being a great city.
- Being a great place to live, with top notch schools, with many extra curricular activities to offer.
- being a progressive, forward-thinking city that supports its employees
- Being a top comparator in the region.
- Being an awesome community in which to raise children.
- Best place to Live and Work
- Best place to visit, live, and work.
- Best place to work and live.
- Best public services and for being an innovative, growing city
- City that value their employees
- Clean and friendly
- Clean, safe neighborhoods.
- Excellence in Sustainability
- Excellence
- Excellence, progressive
- faithful and trusting to their employees
- For being a loving community.
- Friendly great place to love.
- Good steward to the citizens of Lees Summit
- Great place to live and work.
- Great schools, financially sound, secure, good place to raise a family
- Great schools, great entertainment, great dining.
- Great schools, shopping and entertainment
- Growing business opportunities and jobs.
- growing city with small town feel
- High quality of life and resources
- holding their employees in the highest esteem
- I hope Lee's Summit, the City, is a great place to work and Lee's Summit, the community, is known for opportunity, diversity, family, education, employment and recreation/entertainment.
- I hope that we will get back to a few years ago where everyone is wanting to live here.
- It's progress and steady growth
- It's quality of living
- Kind and caring family oriented community
- Less racism and sexism
- Lower Crime rate vs. surrounding cities.
- More green infrastructure, homes, parks

- My hope is that Lee's Summit is seen as a leader in many areas, including the government services it provides. I hope it is also seen as a very successful and well planned community that is capable of meeting it's citizens needs and expectations and is a draw for future development and population growth.
- Not having become "The next Raytown," or "The Next Grandview"
- one of the best city's to live and work in
- Outstanding achievements
- Ownership. Not covering up anything.
- Positive Growth
- Progressive city that set standards for other like cities
- Progressive community and vibrant community
- Progressive well respected. Treat there employee with respect and selfworth.
- progressive, innovative community which values its history and looks toward and prepares for the future
- Progressiveness, high quality, highly compensated employees who are proud of who they work for.
- Prosperity
- Providing services for one and all
- Putting their employees first, versus lining the pockets of the City Administrators.
- Quality of Life over Growth and Development
- Quality of life, great schools, parks and neighborhoods.
- Quality public services
- Relaxed atmosphere that is inviting and affordable.
- Safe
- safe and clean community
- Safe Diverse community
- Safe place to live with strong local economy
- Safety, clean, excellent customer service
- Safety, progressive, diverse
- safety, security and growth
- Something unique.
- Stay ranked high as one of the best small cities to live in
- strong and stable community
- Strong economic development that is desirable to start or relocate a business.
- Sustainable community
- That change for the better can happen
- That it is a great community that people want to live in and raise a family. Low crime rate.
- That OP is the KS version of Lee's Summit
- That we do have nice parks.
- the best place to live and visit.
- The best place to live in the KC metro area.
- The best place to live on the Missouri side
- The best small town in the USA
- The city that cares and everybody would like to live in.
- the destination of choice for residents and visitors of all ages and backgrounds
- The most professional highest paid employees

- The outstanding quality of life offered to all who choose to live or work here. Also, a community that remains friendly and welcoming.
- The place that did it right.. A place where the economy grew with business; and public schools were kept safe. Citizens from other towns and cities envied how clean and safe and friendly LS is.
- The premier city in the KC area to work and live, while still maintaining that small town feel
- Their commitment to provide a safe, fun and livable place to work and live
- Thoughtfully planned progress and great maintenance of the infrastructure
- To be a great place to live or visit.
- Top destination
- We used to be known as a progressive city at one time. I'd like to see that again. Let's be proactive instead of reactive

Question 6: What do you believe the City does particularly well?

- Addresses issues brought to them.
- Addresses needs of the community.
- All the downtown festivals.
- Arrest kids for minute amounts of pot
- besides city administration kicking the can down the road and lying about their finances, public safety would be number one
- Bragging
- Builds curbs and take care of employees at city hall
- Calm and nice behavior
- Caring about the downtown
- Cater to developers.
- citizen engagement
- Communicate to their citizens.
- Communicates well with citizens
- Community policing; dedicated funding for capital projects
- Continues to develop
- creates parks
- cultivate entrepreneurialism.
- Customer service
- Customer Service
- Customer service
- customer service to our citizens
- Customer service.
- Dehumanizing employees.
- Downtown events
- Education of children, family friendly atmosphere, clean city.
- Emergency services (Police/Fire) are very good at what they do, responding quickly to citizen calls and handling those calls professionally and competently. Our Water Department is very skilled at managing the city's water needs, and ensuring development meets standards. The Parks Department has won many awards for the development and innovative approach to parks.
- Engage citizens. Through boards and commissions, committees, one-time events.
- engage community by trying to keep residents aware. Downtown area is very nice
- Engage the community in activities.

- Excellent first responders to care for citizens. Keep a small town feel even though it is not a small town.
- excellent parks and recreation options, social media options, very caring personnel at Fire, downtown events
- Finds solutions. Vision for the future.
- Fiscal Responsibility
- Forward thinking. Always trying to think of what residents will want/need in the future.
- Gives the public easy access to parks facilities.
- Great customer service in every area.
- Growth
- I believe that it has great dialogue with its citizens.
- I believe that most of our services are way above standard. Working for the PD, I know that there are several services that we complete that are not required of other similar police departments. Some of these are lockouts, neighborhood meetings, a massive amount of community interaction and involvement (Special Olympics, Freezing for a Reason, etc)
- I believe the level of customer service is far above surrounding jurisdictions. I think that we adapt and overcome difficulties with budgeting as best we can.
- I do believe we provide the best city services of any community in the metro.
- I stayed because of the schools but now I'm worried. I do enjoy having access to everything I need relatively close as far as shopping and entertainment.
- I think the City does well in promoting it's image and through their PSA partners, their development and district successes. Marketing and branding has allowed for a lot of visibility for the City, especially our downtown district.
- I think we have a willing attitude to listen to all ideas and complaints.
- Improving infrastructure in a timely manner.
- Infrastructure, economic development, and public safety.
- Innovative and progressive
- Is openly transparent with the public.
- Listen to citizens and give them a chance to be involved.
- Listens and provides a high quality of life
- Listens to the community
- Looks good on the surface
- Maintain a fund balance
- Maintain green space
- Maintaining infrastructure (streets, water, sewer, storm, etc.)
- Maintains City infrastructure. Promotes development within the City.
- Maintains the past with the future
- maintenance programs for water and streets
- Makes costly improvements
- making people mad
- Managing growth.
- Managing the benefits for employees has always been outstanding. As an employee I have always appreciated the level of insurance and benefits the city provides.
- Not sure. They don't seem to care about the employees salaries, especially those that have been there for any length of time. Pay is a major issue. Fair pay between the police and fire dispatch is a big issue. The mayor said it would be taken care of, but as of this survey, it hasn't been.

- Nothing. The City is mired in delivering mediocrity. The City doesn't strive for excellence, which would require the allocation of resources to develop and keep personnel
- Parks, roads, police department
- Police and Fire services along with our Parks and Rec.
- Police the town.
- Policing, Court System, Fire and its Infrastructure.
- Progressive and forward thinking.
- Promotes itself, whether there is substance to back it...
- Protecting the guilty
- Provide amenities to it's citizens
- Provide good customer service.
- provide infrastructure and public safety services
- provide quality fire and police service
- Provide services to residents.
- Provides a place to have balance in work and life.
- Provides great service to the citizens
- Provides the necessary tools and equipment to perform the assigned tasks.
- Providing the best service to citizens.
- Public safety
- Public Safety
- Public Safety and Transportation
- Recruits and keeps caring employees who want to make a difference. Also, we have done well in managing growth both on a residential and commercial basis.
- respond to requests for service
- Responds quickly to complaints or issues from residents
- safe community
- Safe environment
- Save money for bond ratings. The employees and equipment is suffering from this management style.
- seeks growth
- Serve the citizens
- Serves the citizens above and beyond what other cities do.
- Single-family subdivisions.
- Snow plowing the streets. Creating parks for kids.
- Spend money on Parks projects.
- Spending tax dollars (or giving incentives) to benefit the general public and not individuals.
- Spends money on "wants" over "needs".
- Support of economic development
- Taking care of our Parks
- That is has a good vision of how it wants to operate it's parks
- The City hires good, dedicated people as employees.
- The City of Lee's Summit has a vibrant downtown.
- The Parks department provides a lot of options that are reasonably priced. Enhances the overall community.
- The Parks Dept offers a lot to our residents.

- These community strategic plans - have had great success with them in the past and happy to see the City doing another one.
- They care very much about the word community and striving to help in anyway possible.
- Waste tax payer money with excessive surveys, studies, and development initiatives.
- We generally maintain both equipment and vehicles very well, with the newest technology.
- We have done very well in our response to growth issues. Despite the significant growth in both residential and commercial investments, Lee's Summit continues to be a comfortable place where people can still be friendly and open to each other.
- We have exceptional personnel that are dedicated to the community in all departments. The showpiece: the parks department. That said, they could work to make our city more active with a bike path that connects the city without the need for vehicles.
- We strive to provide the best customer service possible, and we consistently accomplish a tremendous workload.
- Work together- example the water trucks were out distributing salt to help when the snow storms hit this past Winter. Everyone worked together to get the job done.
- Working with customers in a friendly manner
- Works with citizens to provide quick responses to their needs

Question 7: What do you believe is the most significant challenge facing the City?

- Voice of a small group economic and racial bigots receive the most attention in local politics and setting policy decisions.// Over committing resources to fire protection while neglecting community policing and crime prevention efforts // Groups have successfully lobbied elected officials to ignore City Staff and other expert advice to adopt take actions that have cost the residents and the City millions of dollars annually. Elected officials fomenting distrust and disrespect of City Staff.
- A new sense of "protectionism" from a portion of our residents who have been fortunate to be given opportunities to create wealth for their families. Lee's Summit has been a community with residents who represent a broad diversity of economic class. There seems to be a fear that assuring opportunity for working class or lower-income households to grow with the City is a negative concept.
- affordable housing
- Affordable housing.
- Aging workforce and cost of technology required to deliver the end product.
- Attracting and maintaining a quality workforce
- Attracting decent restaurants and entertainment
- Attracting new businesses.
- Balancing commercial development and residential needs; especially where the two are in close proximity to each other.
- Balancing employee wages while providing services to the citizens.
- Being able to sustain and grow service levels to meet all of the needs/wants of the community.
- Bringing in companies
- budget
- Budget !
- Budget. Stop the safety fair - post online instead.
- Changing public perception that the City is "the bad guy". Communicating to citizens. Making citizens aware of what's going on, how we do our work. As we grow - Addressing the discourse

between the city's rural roots and a growing suburb. There's no true "identity" here because of this.

- City budget, Oversized an overfunded Fire Department
- City manager. Looking at the entire city, all departments have been negatively impacted by his fiscal policies limiting their growth and retention of personnel.
- Competition with other local suburb cities
- Complacency among leadership
- Continued revenue to operate at its best.
- Costs of service expectations and maintenance needs that exceeds revenue...Funding
- Creating new housing that is affordable to younger/lower income people.
- Decisions too political
- development
- don't give away too much to the developers
- Economic and racial divide.
- Employee compensation.
- Ensuring revenue streams are sufficient to provide the level of personnel/services to meet citizen's high expectations. I believe citizens are willing to pay for that level of service/environment, take JOCO KS. for instance.
- entitlement mentality of long term employees; fear of management to manage
- Fair pay between occupations and bringing in new businesses. It would be nice to be more like Johnson county Kansas and have the restaurants and stuff that they do.
- Fairness
- Financial resources
- Finding the resources to retain quality employees.
- Funding
- Funding of services
- Future of financial health
- getting along
- Green spaces, plus blight in areas
- Growing development without the foundation of infrastructure and city personnel to meet the needs of the rapidly increasing development and people.
- growth and how to manage that growth
- Growth in schools
- Handling quick growth of city
- Hiring and training, educated quality personnel to direct and maintain the water and wastewater systems.
- Honesty and Integrity
- I believe there are a few things standing in the way first is sustainable wages, next is cross training the city does not do a great job about having more than one person that can answer a question if for example an employee is out for the day or week this to me doesn't help the citizen!
- I feel the leadership in city administration does not have the best interest of the citizens and employees at the forefront of their decisions. I feel decisions are made to benefit the few connected businesses and community figures while providing mediocrity to the rest.
- Infrastructure
- Infrastructure and affordable housing
- Keeping its employees to keep continuity!

- keeping pace with rapid influx of development and increased population
- Keeping prices down while still giving quality services.
- Keeping talented individuals to stay working for the City
- keeping up with resident expectations regarding level of service without raising taxes or other revenues
- Keeping up with the growth of the city. Emergency services, streets, CVM ect.....
- Lack of diversity. We need to create a community that welcomes all economic backgrounds and learn from the various experiences we have so we can include everyone going forward.
- Lack of internal communication and willingness to work together for a solution that may require going through a lot of red tape.
- Maintain safety and law enforcement
- Maintaining the current level of growth and service.
- Maintaining the Public infrastructure and the R-7 school systems growth.
- Maintenance of the older infrastructure.
- Making employees feel like the city cares about them and you're not just a number and can be replaced by the next guy. The constant revolving door of employees right now indicates this place has turned into a training ground and people do not care about the city because the city doesn't care about them.
- Managing increased demand for services on limited funding.
- Modernization. Dealing with disruption and being able to be proactive instead of reactive.
- Money - Providing adequate compensation to ensure talented employees don't leave for work elsewhere.
- multi cultural
- Need to attract construction of office parks and large similar to OP and KC. Reduce the commute by attracting development of mid to large companies as a corporate office location.
- Nimby's
- Not enough affordable housing. Citizens not wanting to pay higher taxes than the surrounding towns.
- Ourselves
- Over population and lack of schools. We need another high school. Also the drug problem here and in our schools. Lack of funding for our police/fire especially for a growing city.
- Pay and retention of employees.
- Pay scale competitiveness and raises
- Planning for the future and growing the City the best way possible
- Politics, pride
- Problems include high cost of living. Challenges are something that are done on the weekend lol.
- Providing for Police and Fire
- Public safety
- Public safety, health care, wages, infrastructures.
- Rapid growth
- Rapid growth. Serving all neighborhoods equally.
- Recognizing the city's shifting demographics.
- Remaining financially stable
- Residents feeling connected to City government.
- resources into the future, revenue keeping up with all we want to do
- Revenue

- Revenue generation
- Right now I would say gaining the Trust of the Employees that have been left behind in the area of compensation.
- Rising above continually to do the right thing and make right decisions.
- Shifting away from depending on new construction growth to address budget issues like employee compensation.
- small business.
- Sometimes the cost of living.
- Spoiled citizens and uninformed elected officials
- Sustainability. Single family homes alone cannot sustain a city, more diversified development is needed to not only create a solid tax base but also to provide the opportunities and continued interest for residents.
- the expansion and growth of the community.
- The biggest challenge I see for our City is maintaining basic services, remaining competitive as an employer, and meeting the challenge of the future growth and development within the City.
- The City Administrator's management of resources, funds, and employees. Plus his unconcerned attitude with employee morale and worthiness to City goals.
- the city manager
- The City of Lee's Summit has a challenging relationship with some critical departments (Police, Fire, and others) due to lack of pay in comparison to similar size organizations locally.
- The Cost of Living
- The current city administration.
- The current city administrator
- The funds to continue providing services without eliminating other services or employees.
- The influx of people and the public services it will need to provide to those citizens to maintain the quality of life the citizens of Lee's Summit expect.
- The influx of people from outside jurisdictions preying on our citizens who can be naïve. Revitalization of the older areas in the city.
- The lack of of an administration that supports the value of employees. Currently, employees do not feel valued, largely because admin and council don't.
- The overall lack of proactive code enforcement. If this keeps up, we will be Raytown or Grandview.
- The overwhelming sense of entitlement from our residents.
- The strength of the collective groups and their inward focus on their membership needs.
- There are two. The first are the roads in a snow event. Main secondary arteries were not even touched in several of the past snow events. For the amount of taxes paid, the expectation is much higher. The 2nd, quite honestly, is the pay issue that has went on for two years. While it has been finalized, or will be in two weeks, you have lost a lot of employees. There was no reason for this whatsoever, the games played, the length of time it took to get there, has "checked out" a lot of employees. If you want loyal, prideful and committed employees, then don't play games with their lives and livelihood.
- To keep the tax revenue coming into the city and keep quality employees.
- Too much growth too fast
- Transportation
- Underperforming police department
- Up keep of the infrastructure
- Upcoming PRI growth, what to do with vacant business fronts.

- Upholding high standards while also fulfilling the thought of providing for all. My thoughts may be off here....but I don't believe we can always provide just the right affordable housing for everyone. If I've done well, planned appropriately, saved as I should, I then can afford to live as comfortably as I wish. Not all will attain this and a community should not be brought down by others poor decisions.
- We hear all the time, not matter what the subject, "I pay taxes, why isn't X, Y or Z done?" I think educating or informing our citizens on what and how their taxpayer dollars are spent would go a long way.
- Wise use of remaining undeveloped land
- Young and inexperienced upper management (directors and assistant directors) that don't know how to relate to their employees.

Question 8: State one thing the City could do to better serve the community.

- accommodate middle class families
- Actively try to build social capital within the community.
- All departments operate under a principal of "One city, one team".
- Attract new restaurants, entertainment, and corporations.
- Balance the growth. A lot of single family residential growth which puts the biggest strain on the maintenance of the public infrastructure and the school systems.
- Be more transparent in CC as to why decisions are made and votes are cast.
- Be transparent in all ways.
- Better code enforcement.
- Better Communication - actual proactive information and PSA's to educate - not just fluff pieces.
- Better community engagement (proactive communications, proactive updates on projects, community engagement events, soliciting ideas more frequently.)
- Better roads
- Blinders on regarding individuals that need extra help.
- bring back recycling centers. Close the embarrassing landfill. it is out of control.
- Broaden the activities into the surrounding communities.
- Build a taller airplane hangar along with a new terminal to increase incentive for larger jets to come and stay out of the bad weather which will increase profits for the city, because right now most of the large jets divert to Downtown KC airport because we can't house them.
- Build less asphalt streets and more concrete.
- Challenges mostly snow removal!
- Charge less for stalls at the farmers' market. Offer city employees free membership at the community centers. This could improve health, reduce healthcare costs and reduce sick days. Maintain green space as you grow
- Clear the main streets after snow/ice. I understand about the side streets but Ward Rd and all the way down 3rd street is really bad too.
- communicate
- Communication
- Communication, both City employee to City employee and City official/employee to resident. Not just in frequency, but in consistency.
- community education on how the local govt operates and is funded - many residents don't seem to understand this
- connectivity with streets and paths, city is very disjointed feeling

- Continue to focus on the quality of living for the community.
- Continue to improve employee salaries and support of the employees.
- Continue to invest in your employees (training, moral, etc.). I think by doing this we will be able to better serve the community; this will improve on what we have and will further support and give the tools to improve on what we are currently doing. In my experience having some of the employees (that are willing) be trainers and teachers (peer coaches) for new employees or employees in need of development. I believe everyone has talents and abilities that can be valued, don't focus on the negatives; focus on what that employee does well, and allow them to utilize the skills that they are best at, while helping them develop the areas they may fall short in. People want to be valued, help them see their value and let them utilize their full potential. Now, that being said, not everyone is willing to take the extra step and take the opportunities that are given to them.
- Develop a comprehensive development plan that does not simply look at land and what would it would best be used for, but instead accounts for the level of city services required to meet that development and systematic additions to personnel and equipment needed to meet the needs of the new development.
- Develop high paying jobs closer to where they live.
- Develop or improve upon a communication plan that specifies how and when we will 1) communicate information out and 2) respond to social media, LSConnect, emails, etc. for all departments.
- Develop something unique to Lee's Summit that provides an identity and makes the City a place to visit for others.
- Do a better job of promoting all the good things that are done for the community by the City.
- During a snow event, provide a map that show what streets have been treated/plowed.
- Educate the residents on the various departmental responsibilities.
- Education
- Eliminate collective bargaining unit groups and encourage a singular team approach to serving our community.
- Eliminate the current city administration.
- Ensure affordable housing is available
- Establish and accurately measure key performance indicators for provided services.
- establish local transit system for local residents
- Find ways to be more nimble/flexible to meet demands for service and technological advancements; many of our processes are slow and outdated and don't allow us to react quickly to change.
- fire the city manager
- For all staff members to be on the same page for consistency purposes
- Get a new city administrator
- Get back to the basics of what a government is suppose to provide to its citizens (ie; good roads, good water / sewer systems, good schools, and good police and fire services).
- Have better public transportation
- Have the best trained employees. Police, Fire, EMS, City Management. Also focus on core services before pet projects.
- Help foster more affordable housing and renting
- Higher standards-don't let LS be known as a soft target for crime-as it stands, we are viewed as an easy mark
- Hire a Fire Chief and City administrator from outside this department

- Hire department heads that actually know the job they are being hired for instead of just being a yes man/woman or friend of the City Administrator.
- Hire more staff so that more programs and services can be provided
- Honestly strive to be the very best. This takes money, hard work, and a desire to find the very best leaders to move the city that direction.
- I believe the city falls short in our visual image compared to other high end cities. our medians look like crap, we have a dump abandoned property on the south side of I-470 for everyone coming into the city. We just need to spend more on a clean visual along with clean brand.
- I don't know
- I have little complaints in this area. I would like to see our green areas maintained or better kept. Areas for example would include SW Ward Road, NE Tudor Rd between Douglas and Ward.
- I think we could have more community events that involve the community
- Improve the overall streetscape.
- In my opinion the City needs to examine it's allocation of resources that serve the safety of our citizens, and to find a way to otherwise fund growth for public safety. Another issue is becoming more developer friendly in the overall process of growth and development.
- Increase the number of employees serving in all departments. This would allow all departments to better serve their community by meeting their mission statements.
- Innovation. Public Announcements.
- Invest in public safety. The town is growing to fast. Public safety cannot keep up with the call volume and lack of equipment/personnel
- Keep on encouraging good character and modeling it, promoting integrity
- keep working on the cities issue's with being understaffed in their workforce.
- Keeping and maintaining the best employees.
- Keeping up with employee skills
- Less progress, less new home building, expanding outward.
- less red tape on development projects, less micro management from the council
- Listen to each other.
- Listen,listen,listen. Be more pro active.
- Look for more expansion in the southern corridor. We have nothing down here as far as good restaurant options.
- make areas in the city more appealing by removing old buildings and make homeowners follow codes to clean up their property
- Make it walk friendly all year long. Clean sidewalks in the winter.
- Make sure we are doing all we can to get the best businesses in Lee's Summit so the city will continue to grow and have a good tax base.
- make sure we have new options for landfill and recycling
- More amenities for residents and others to spend money on in the City
- More efficient programs and services.
- More frequently conduct Citizen Surveys to measure performance on key services/programs that are based on the majority response and re-adjust those services/programs in multi-year priority based budgeting to meet those expectations as opposed to the expectations of a loud minority and short-term issues.
- more local events
- more parking in downtown LS.
- More public transportation

- Need to work on retaining the tenured employees.
- Not just react to potential problems but be proactive to prevent future problems!
- Not sure. Doing good as far as I can tell.
- Notifying them as to why we do what we do.
- Open another landfill/resource park.
- Operate more efficiently.
- Pay police and fire more so we get better candidates. With paragon star being built we will need more patrol officers.
- plow the streets
- Proactive Codes Administration
- Promote all we do well
- Promote businesses that sell entertainment that is not centered around the sale of alcohol and food.
- Prove to the community and employees that they stand behind them.
- Provide a management / leadership type of training.
- Provide financial dashboard on a more timely basis. Many people have expressed concern why this has not been updated in many years.
- Provide more Police and Fire resources
- Provide opportunities for citizens to engage with the city
- put their employees first, the ones who do the daily grind to make it happen
- Realize that it takes funding to achieve the things our citizens want. There's a heavy focus on development of land but services are being left behind. Tax incentives to bring in business creates a disparity in what we are able to provide to the citizens. There has to be investment by the businesses into the community.
- Rebuild the water system culture from the top rank down.
- Recognize the significant growth in the southwest region of the city. Provide better amenities in that area (dog park, walking trails, etc.)
- Revised snow plan
- Road maintenance
- See #7
- Steady improvement of the streets/roads throughout the city.
- Stop bickering among the elected officials and city staff.
- stop fighting with each other and look out for someone other than themselves
- Stop giving tax breaks to businesses wanting to come here. The TIFs should not include things the companies should be providing for themselves.
- Take care of the employees, the ones that are taking care of the citizens.
- The city council could get along better and quit arguing during open council meetings.
- The City needs to listen to its citizens and take feedback and use it. These surveys do no good if some of the hard ideas are not dug into and looked at more closely.
- Think long term and big picture instead of reacting NIMBY's who fear monger. Heed professional advice more and campaign donors.
- Treat the front line employees the same way upper management wants/expects to be treated.
- update outdated technologies and processes.
- We already do so much, Lea McKeighan, water park, great Police and Fire departments

- We need to continue working on accepting diversity of thought, religion, sexual orientation, economic class, and culture in our community. If we don't, we will become a static community, one that future generations will choose to pass over for more vibrant and active communities.
- Welcome and support commercial businesses to create local employment
- Work hard at keeping the Employees Trust and making sure that the pay for the rank and file keeps pace with the surrounding cities.

Question 9: What are 2-3 distinctive strengths or attributes for which you would like the City Government to be known 5-10 years in the future??

- (1) Best employee. (2) Hardworking (3) Most reliable.
- 1) Focus more on quality housing and commercial development, less on accepting any builder/developer plan just for the tax revenue. 2) Partnership with the school district to maintain good quality schools with leadership that reflect the community values, not pushing political agenda.
- 1) Stronger government. Elected officials should have more input and control over fiscal decisions currently directed by city manager. 2) Focus on external customers first (community), internal customers second (employees). We remain under compensated and overworked due to staffing issues in all departments in the city. Employees that feel respected generally perform better to our first priority's needs: the community. 3) Design and 'master plan' the city. Thoughtful zoning and development will allow us to achieve our stated goal of being a community where people come to live, work, and play.
- 1. An excellent provider of a high level of services 2. Inclusivity amongst all socio-economic groups
- 1. growing community 2. thriving business and tax base 3. a city govt. that recognizes what their employees have accomplished and compensates them fairly for their efforts.
- 1. Safety of citizens 2. No blighted areas 3. Pride to say your live in LS
- 1. Stewardship: use the tax money and resources responsibly. 2. Ethical. 3. Service delivery: Citizens and patrons of the community feel like they are given the right level of service efficiently and they are treated with dignity and respect.
- -a dedicated, competent, and professional staff -thoughtful, progressive planning -excellent citizen engagement
- a good place to live, great with city customers, and welcoming to people who come to our city
- a place where the government listens to the citizens that they represent
- A safe community (low crime) Amenities (arts, parks, destination shopping, unique restaurants) Conference center (hotel to attract more people)
- A safe place to live and a city that values their long term employees. Not just a city that has a good starting salary but screws its longtime employees. You have to care about the people that work for you.
- Ability to pivot to achieve goals, consistency one can count on (keep word, set trends), vision
- Affordable living. Long range planning.
- Age friendly, affordable housing, transportation
- An Honest Day's Work For An Honest Day's Pay.
- being a culture of "yes, and" as opposed to a culture of "no, because" - internally as an org. but externally with citizens too. Embraces and celebrates cultural diversity.
- Being a good place to work to provide the best to our citizens, honesty, and transparent government

- Being more transparent and wise with financial accountability, and forward thinking development plans to ensure city services are prepared to meet the expected enormous growth from recently opened lands for development.
- Being progressive in establishing a sustainable community.
- Committed employees Competitively paid employees Competent Administration in all departments
- Community and Courtesy.
- community focused and consistent
- Community, Strength in Growth, Prosperity
- Competence. Consistency. Integrity.
- Competitive employer and excellent service delivery Adherence to a well prepared comprehensive plan Attractive for development and growth
- Courteous staff. Long-term strategic thinking. Professionally managed community.
- Economic growth
- Efficiency, Professional, Effective
- Environmentally responsible and forward looking.
- Ethical, Informative and Responsive
- excellence in public safety establishing amazing community recreation network for family and youths
- Fair Listen Act
- Fairness to all citizens Quality of life
- Fairness, integrity
- Financially sound. Fair and consistent treatment of residents/customers
- Fiscally responsible Safety Community-minded
- fiscally strong; strong customer service
- Focus, attentiveness, diligence.
- For achieving a sustainable economic growth. For promoting love in the community.
- foresight in handling future growth; maintaining the systems we have
- friendly and efficient first responders, good schools, and family friendly entertainment
- Good Leadership, Good place to work, Fiscally responsible
- good planning and vision and strong infrastructure
- Good schools, and a safe community.
- Greater financial transparency
- Helpful. Proactive. Professional.
- Honesty and integrity
- Honesty, competence and a commitment to service.
- Honesty, Innovation, High Standards
- Honesty. Excellence. Progressive leadership and services.
- How they care for the employee's and how they look out for the city.
- Humble, kind, listeners
- I'd like to see strong decision makers that rely on science to direct projects and less political infusion.
- Imagination and innovation for progress.
- Informing residents about their homes, structures, and cleaning up blighted areas. Maintaining neighborhoods. Green spaces and parks would be a plus.
- Innovation, productivity, efficiency.

- innovative progressive pro-active
- Innovative approach to city planning Progressive approach to working with businesses Fiscally strong
- Integrity and wise use of tax payer money
- Integrity, diversity,
- Integrity, excellent wise stewardship, equality
- Integrity, Fairness, Accountability
- Keeping property taxes down while taking care of infrastructure. Quick to act in the best interest of the residents.
- Leading from the front, Making the employees the #1 priority in the budget. Expanding our environmental green footprint.
- Lee's Summit is seen as a regional leader, especially in regards to our professional management, not only in the City Manager's Office, but among our department heads and other organizational leaders. We need to protect the ability for our organization to continue serving the public through professional management while allowing a balance of political responsiveness.
- Listening to the community.
- making sure that major projects are properly managed with long range goals that promote Quality and Creative Designs vs. the Lowest Bid.
- Open Honest Sincere
- Paying their employees a higher salary. Having developed an entertainment district.
- Policing for a safe community and beautiful safe parks to enjoy.
- Proactive rather than reactive Creative and innovative Clear sense of direction and a shared vision
- Proactive, family oriented, and fair.
- Progressive Innovative Caring about bigger picture
- Progressive Innovative Supportive
- Progressive Responsive Calculated risk taking
- Progressive change, High Integrity, Helping the Citizens of LS
- Progressive, innovation, and professional.
- Progressive, Openness
- Progressive, outside the box, not your typical government!
- Public Safety, Infrastructure and prioritizing its employees
- Putting the community's long term good ahead of short term benefits. Being more authentic.
- Responsible. Equitable. Forward
- Responsive, progressive, and innovative.
- Responsiveness. Fair. Inclusive.
- Schools, safe community and a place companies want to come
- See #7
- Service, good stewardship of money and forward thinking particular to growth of the city
- Streamlined processes, responsiveness
- -Strength of its employees -Responsiveness to community needs
- strong employee retention history, fair compensation and benefits, role model for communication
- Strong revenues, visionary for future economic development and growth.
- Teamwork, Professionalism and Accountability.
- technologically innovative, forward thinking, stable

- Technology/infrastructural growth and dedication to citizens and its employees and small town businesses
- that we as a city continued the standards of quality, growth and community focus.
- The city takes care of its residents The city takes care of its employees
- The willingness to talk to citizens and better the city based off what they have to say. The upkeep of downtown LS, it is a great downtown area and the better we keep up with the maintenance, the more the city will thrive.
- The willingness to work for the citizens as well as the employees that support the city's mission
- To be innovative with quick response to customer's needs.
- Transparency Community
- Transparency Honesty
- Transparency and professionalism.
- Transparency, communication, integrity
- Transparency, integrity,
- trustworthy responsible stewardship
- Understanding of the role of government Commitment to community service rather than personal agenda
- Valued, efficient & proactive
- Visionaries
- Walk friendly all year long
- Welcoming community Thriving businesses
- Welcoming efficient changes, advance technological advances, and create a partnership atmosphere with the public and the city's employees in decision making internally and externally
- working with city employees on a regular basis to keep pay at an equitable level to attract and retain employees working with the public and developers to allow for smooth operations in building codes, development, and economic growth

Question 10: Are there any other thoughts or comments about the organization that you would like to share that would be helpful to this Strategic Plan project?

- Advise the City to spend less time and money on surveys/consulting firms/studies and more time treating others the way you want to be treated.
- Allow for new stand alone homes to be built in the community that are in the 200s.
- As the City grows as it will over the next few years, the city will have to add more employees and equipment. This should be discussed at length during these meetings.
- Better budgeting. Eliminate some items (unnecessary travel) to add funds to other programs.
- Bring in new businesses and entertainment, so they can pay their employees a livable wage.
- Change the city color from the pea green to something brighter!
- City needs to stop reacting to squeaky wheels and focus on providing services based on the needs of the majority of residents, not a few loud mouths
- Coming from working in other progressive communities in other parts of the country, as progressive as Lee's Summit thinks it is it's still very far behind. Also, better design standards for neighborhoods and commercial corridors to have a better look and feel.
- Don't fear new people or ideas, be open to those not like yourself
- Don't forget to build as strong foundation in the core of the city government to support the future growth.

- Downtown is a gathering space, but so are current neighborhoods. Thus revitalizing existing older hoods, especially for elderly residents, would be beneficial to elders. Parks are good for residents souls.
- Each citizen has their own factors that are important to them and each citizen speaks at different levels. This does not mean any one citizen is more or less important, right, or passionate. Each citizen, employee, and elected official has input that is valuable and should be considered but as a group we need to accept that simply put one person's ideals are not always the best for the community at large. A fear that is rooted in incomplete information is a poor tool to make a decision off of, although many people come to conclusions this way.
- Focus needs to improve on building an employee centric culture within the City organization
- Focus on entertainment areas other than downtown, affordable housing, widening of many two lane roads
- Focus on not only what is within our city, but how we move forward, the impacts on the surrounding communities.
- For at least 20 years, Lee's Summit has been playing catch-up in dealing with constant growth instead of being pro-active in the planning of said growth. Our public works, fire, and police departments are GROSSLY understaffed in both field and office personnel/administration. In a city of nearly 100,000 people and 65+ square miles, there shouldn't be only 18 full-time PW members and there shouldn't be only THREE personnel in the FD fire prevention office. There shouldn't be a minimum of TWO fire dispatchers for a department that runs nearly 11,000 calls per year and dispatches for NINE agencies while 911 calls are being dropped at an alarming rate (this alone is a HUGE lawsuit waiting to happen). This city has sat back and done nothing to prepare for growth by finding funding sources to hire more employees and now they're in a hole they will have a very hard time digging their way out of. There is a need for at least two more (really THREE more) fire stations and one to two more police sub-stations. Where will the financing come from for these multi-million dollar needs that have not been addressed?
- Have to think long term and big picture. Stay out of the weeds. Provide guidance and cut staff loose to execute those plans instead of political micro managing. Be willing to discuss ideas and options, evaluate options instead of becoming emotionally attached to a small idea. When a decision is made, move on.
- I feel I have already covered it in an umbrella fashion with my prior comments.
- I have been an employee and resident for over 20 years. I have continually seen the city diminish in how it treats employees, and cut services it provides to the citizens. I have little faith in the current city administrative staff or department leadership to provide the quality of services the citizens believe they are receiving. The city is not interested in finding the best and the brightest leaders as they may challenge the control and status quo of the current administration....instead the biggest yes men and puppets are hired or promoted to carry out miss guided agendas. If I was not so close to retirement I would be actively searching for other employment. I am now considering this though more than ever. Sad! Mr. Arbo and his posse need to be gone...
- I hope this actually changes instead of the usual crossing t and dotting I. Its time to actually do something good than just filling these surveys
- I think overall the City is a great place to work, I feel there is always room for improvement as with anything. The new mayor has been more proactive at hearing what the employees are saying and trying to come up with a plan to balance the needs of the employees while that of the citizens. It may look easy at times to those looking from the outside (employees) but those of you making the decisions have very tough jobs (you can't please everyone). I think continuing to include employees in the discussions on topics that we may be affected by is critical to keeping the moral

up. I think the majority of those that come to the City have come here for similar reasons: family time, flexibility, benefits, and overall a positive environment to work in.

- I think throughout the years the city has wasted money on hiring people to tell us what we need, what we are lacking and where they think we should go and how to get there.
- Include data driven information in your planning.
- Instead of planning the budget and then see if there is enough money for raises, how about making raises our #1 priority and then making the budget fit by making it leaner if needed.
- It feels as though we have concentrated on bringing business and population to the city. TIF's, a branding campaign, highway signs, ect. Those are all nice and I think it brings people and business in but once we have people here we need to be able to take care of them. When I moved here it was for the service and opportunities that the city could offer. We need to concentrate on the citizens.
- It is a pleasure to work for the City of Lee's Summit, and hopefully others feel as I do.
- It is my hope that our Mayor and City Council will look beyond decisions that may appear to create immediate political gain and think in broader, long-term ways. When you look at some of the "great accomplishments" of our community, such as the downtown revitalization, building quality municipal buildings, improving the airport, annexing land, you see a constant theme of "long term thinking" and allowing the smaller micro-decisions to remain with the professional staff and leadership.
- Just be honest about where we are and where we are heading. Take care of those who work so hard to make this a wonderful city to live.
- Keep an eye on the housing market in LS - we have a lot of apartment complexes which give options but trying to get a house in LS is super expensive
- Keep doing surveys and keep listening to us.
- Keep up to date on current technology. Broaden focus to continue the growth and attracting new, long lasting business.
- Look into something big that would bring in tourists that would generate revenue and make us known as a place to visit.
- Make sure employee rights are protected and everyone can make a livable wage according to the market every year
- No
- No.
- None come to mind!
- not at this time
- Not really.
- nothing else
- Our City continues to grow quickly. There is a lot of ongoing development. We must make sure we are prepared to support all of it.
- Our schools have one of the best special ed programs in the state but no housing, jobs or programs after graduation.
- Pay all city employees better.
- Plan for future connectivity to the metro area via bike routes, light rail etc to make Lee's Summit accessible for the public, businesses and conferences.
- Recruit and retain the best, keep managers who listen and achieve
- Reduce taxpayer exposure to the development community. Not all projects are worthy of financial support from City coffers. Provide greater interest in our rights of way damage from utility installation, including compaction and restoration.

- Sustainability is a challenge moving forward. We still no plan for the future of the Solid Waste. Trucks drive through neighborhoods 5 days a week compounding maintenance issues for our roadways.
- Thank you for asking the employees their thoughts. We have a perspective that will be helpful in our future success.
- That the city be mindful in looking at the growth of the community as to their info structures capability.
- The acquisition and retention of Police and Fire personnel is a critically misunderstood concept at City Hall. Today's Police and Fire personnel are highly trained professionals, often requiring nearly a year from hire date to completion of training through the Academy and OTJ training. The loss of veteran employees cannot simply be replaced when a new person is hired. The selection processes are lengthy, and the aforementioned training requirements are extensive. Vacancies often go truly unfilled (filled with a person capable of handling the duties without direct supervision) for many months and sometimes years. This problem is also felt when a veteran Dispatcher leaves - a position requiring extensive training and competency to fulfill. The City currently allots a set number of employees to each Department. Though this is standard among government agencies, it does not take into account the loss of seasoned personnel who cannot be readily replaced. Even if a new officer or firefighter is hired the day after a retirement/resignation, the time to get that person capable of actually performing their duties is typically between 6-10 months. However, the City considers the position filled as soon as the new person is hired. The citizens feel the effect of less personnel to respond to their calls while waiting the 6-10 months for the new hire to actually be ready to perform their duties. And that is the best case scenario of hiring the day after a vacancy. In reality it typically takes 2-3 months of advertising, background checks, and hiring processes to even select a new hire, let alone the 6-10 months of training to have them ready to perform. That is over one year without the service expected by the community. The effect is Police or Fire may only have "X" number of actual vacancies according to the City personnel allotment, but in reality they have "Y" vacancies until the new hires are fully trained and capable of actually providing their service. For example, Police may only have 6 actual vacancies, but if they have 12 people in some point of initial training (Academy, FTO, etc.) then the effect is 18 vacancies, not 6. This is actually felt by the community in the level of service they receive and is possible for them to receive. The City Staff needs to take a much more serious look at ensuring "actual" staffing needs, rather than simply looking at a total number of allotted personnel. Though personnel who resign can do so on short notice, the City can pre-plan the replacement of retirees much more accurately. Hiring, and training for their replacement should begin to take place prior to their retirement, to expedite the return to normal service levels and personnel numbers as quickly as possible once the veteran employee leaves. This would require a form of "emergency fund" particularly designed to ensure staffing levels outside of normal budgetary requirements for allotted personnel. Though this "emergency fund" would likely require several hundred thousand dollars each year, the improvement in city services though maintaining personnel numbers closer to the peak numbers advocated by the Chief/City Staff would be more than reasonable and responsible. City Staff should be very aware by now that each of these professions has seen a remarkable decrease in the candidate pool, and are suffering through enormous competitive battles with comparable agencies. The lower numbers of qualified applicants only exacerbates the problem of maintaining personnel numbers at levels that allow services to be provided at levels expected of by the community.
- The city manager should not be allowed to play the games he plays with employees. He seems to have too much power and does not relate well with the people who work for the city.

- The city will not achieve the level of greatness it desires and the city's residents deserve until the current administration is eliminated.
- The City's Boards and Commissions are supposed to be an opportunity for public participation but they end up coming across as deputized bureaucrats. Many of them lack direction and purpose but when that lack is recognized from above, the direction and purpose is also pushed from above. Volunteers participating in government should have the opportunity to drive their own bus. If they aren't doing that, it's because they are not receiving adequate support.
- The elected officials need to pay much more attention to core general employees.
- There have been significant strides to improve the pay for employees. There remains a disconnect of the administration and the workforce at large for what is important. It is often stated that the employees are the reason the city does so well, however it is often difficult and delayed for the employees to receive benefits that reflect those statements.
- The Mayor and Council need to get out of the weeds and hold Administration accountable for the bigger picture.
- The most important thing that can be done is to follow up with staff so that they feel like their thoughts and opinions matter.
- The strategic plan needs to consider relative success of the City depends on attracting and retaining a fully qualified and high performing workforce.
- The upper management needs to recognize the contributions of the longtime employees. It's great that they are willing to expand pay grades, but they are still screwing their non-represented employees. The disparity between fire and police dispatch is ridiculous. The Mayor said it would be taken care of. The HR representative and the city manager don't seem to care. Police dispatch does 3 times the work as fire, yet the same person with more seniority at police is making \$10,000 less than a fire dispatcher. Fire dispatch got a bump in the contract of 2017 taking them more into their range than police. How is that fair? No one seems to want to do anything about it. Anita Dickey doesn't seem to understand the issues. Police dispatchers feel they aren't as valued as fire dispatchers. The mayor said it would be taken care of, as of this date, it hasn't been. A 12 year dispatcher at fire makes approximately \$10,000 more a year than a police dispatcher. How is that fair? Nothing is being addressed about the police dispatchers pay.
- There are many areas of town recently bought from the Mormon church that will be developed in forthcoming years. The Pryor/Scherer Road corridors need to be considered carefully for traffic flow and future schooling needs of residential areas to be built nearby.
- There is no reason for this effort if the end result is not supported by City Council, City Management, staff and the community. A Strategic Plan needs to be reviewed/updated annually and worked! Not just sat on a shelf like so many plans the city creates.
- This is an excellent first step. How this employee information is evaluated and addressed is another, and then of course, the information from the citizens. Using SMART objectives will be important to demonstrate progress towards the goals identified in these surveys. Being transparent and accountable is imperative to the long term success of this project.
- This relates to #9 as well. Look for the best options available that consider topics such as parking Lot Drainage, snow removal and a reduction of Weather Related Damage. Additional drains, French Drains and other specifications that extend the life of parking lots. With these specifications considered prior to the bidding process, all vendors are held to the same requirements, not the bare minimum, then the lowest bid doesn't equal the minimum quality.
- thoughts? yes. helpful? probably not. :)
- To remember to be an inclusive community.

- Water and wastewater programs are being neglected according to past department promises as to what our customers are paying for and the American Water Works Association best management practices due to Water Utilities management staff lack of hiring, training, retaining employees.
- We cannot keep hiring people who are the least qualified for department head positions. We MUST hire an HR director who truly cares about employee needs and can be trusted by the employees.
- We have to have a change in the way Administration deals with employees to assure we don't continue to lose knowledge and experience to other agencies.
- We need to find ways to bring the community together, and reach people outside of the normal participants. We can't be afraid to try new ways of reaching people and gaining their feedback.
- We need to work proactively to address employee concerns and questions to build trust with administration. As employees feel trusted and valued they will be more productive and the quality of their work will improve.
- Words put things into action so choose them wisely.
- Work to build a safe, prosperous community.
- Worry a little less about developing cultural amenities and a little more about developing good paying jobs.
- Would like to see some sort of Innovation Team