STATE OF KANSAS)
WYANDOTTE COUNTY)) SS SPECIAL SESSION, MONDAY, OCTOBER 19, 2015
CITY OF KANSAS CITY, KS)

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in special session, Monday, October 19, 2015, with ten members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Holland, Mayor/CEO; presiding. Townsend, Commissioner First District; was absent. The following officials were also in attendance: Doug Bach, County Administrator; Bridgette Cobbins, Unified Government Clerk; Gordon Criswell, Asst. County Administrator; Joe Connor, Asst. County Administrator; Melissa Mundt, Asst. County Administrator; Ken Moore, Interim Chief Legal Counsel; Chief Ziegler, Police Dept.; Lew Levin, Chief Financial Officer; Debbie Jonscher, Asst. Finance Director; Mike Grimm, Research Manager; Mike Tobin, Interim Public Work's Director; Reginald Lindsey, Budget Manager; Janet Leverich, Administrator's Office; Jason Banks, Asst. to the Mayor/Manager; Maureen Mahoney, Asst. to Mayor/Chief of Staff; Mike Taylor, Public Relations Director; and John Turner, Sergeant-at-Arms. Also in attendance was Patty Gentrup, The Novak Consulting Group.

MAYOR HOLLAND called the meeting to order.

ROLL CALL: McKiernan, Murguia, Johnson, Kane, Markley, Walters, Philbrook, Bynum, Walker, Holland.

NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Monday, October 19, 2015, at 3:00 p.m. in the 5th floor conference room of the Municipal Office Building for a Strategic Planning Session.

CONSENT TO MEETING of the governing body of Wyandotte County/Kansas City, Kansas, accepting service of the foregoing notice, waiving all and any irregularities in such service and in

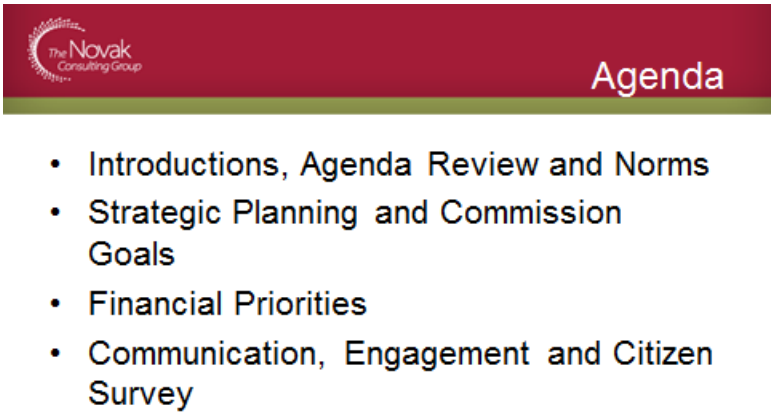
such notice, and consent and agree that we, the governing body, shall meet at the time and place therein specified and for the purpose therein stated.

Mayor Holland said this is our bi-annual, we do this twice a year, and we do one in the spring and one in the fall. Usually we do the spring one in March. On election years we do in May with a new elected body. We just had one in May and then we try to do one in October, early November/late October. The goal of these is to look at the 30K foot long-term issues that we face. If there are specific issues of topical issues we like to put those out on our 5:00 p.m. Special Sessions for a more timely debate to go into specific issues. This is really to try to get an overview going into the next—preparing for the next budget year, thinking about our priorities and then looking at the spring strategic plan to really give direction to the staff for that 2016 Budget. The one thing that is good and exciting is this is the year that the summer of 2016 is the year we will do the budget with the new STAR Bond revenue that we have been anticipating for some time in this community. Tonight we're going to start talking about priorities around that and get a feel for it because in the spring we're going to need to give our Administrator direction for how we want him to build a budget based on those recommendations. We're going to look at a number of things today. We do have Patty Gentrup with us again today. Welcome back.

Patty Gentrup, The Novak Consulting Group, said I'm glad to be back. Good to see you all. I keep showing up at least twice a year and I look forward to it. Thank you for having me back.

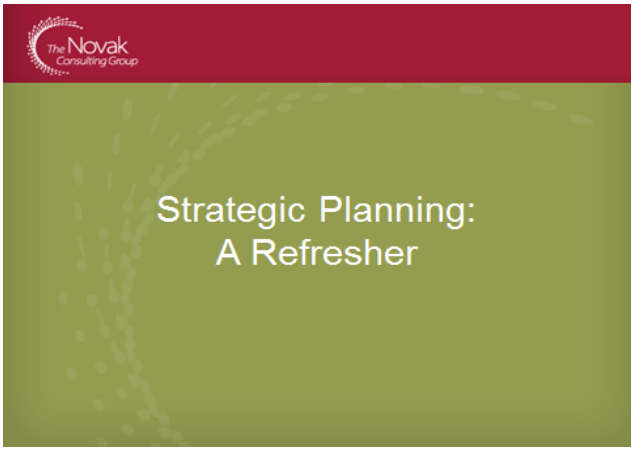
A week ago Monday I had the opportunity to be at the League of Kansas Municipalities to present with Commissioners Markley and McKiernan on team building and strategic planning for your governing body. One of the things that they really emphasized, and it was really powerful I think, because as you know the League really represents elected officials. That's really who attends those conferences and attends those training sessions. I think it was really powerful to have two of their own colleagues speaking to the importance of team building and strategic planning. One of the things that was mentioned time and time again was the need to continually work at this and that it's not something that is easy, that you don't just have a team building or strategic planning process or event or day or a few hours and say oh great we're done, let's move on. So, once again, I would like to commend you for coming together at least

twice a year, I think sometimes it has been a little bit more often but generally twice a year, to do strategic planning.

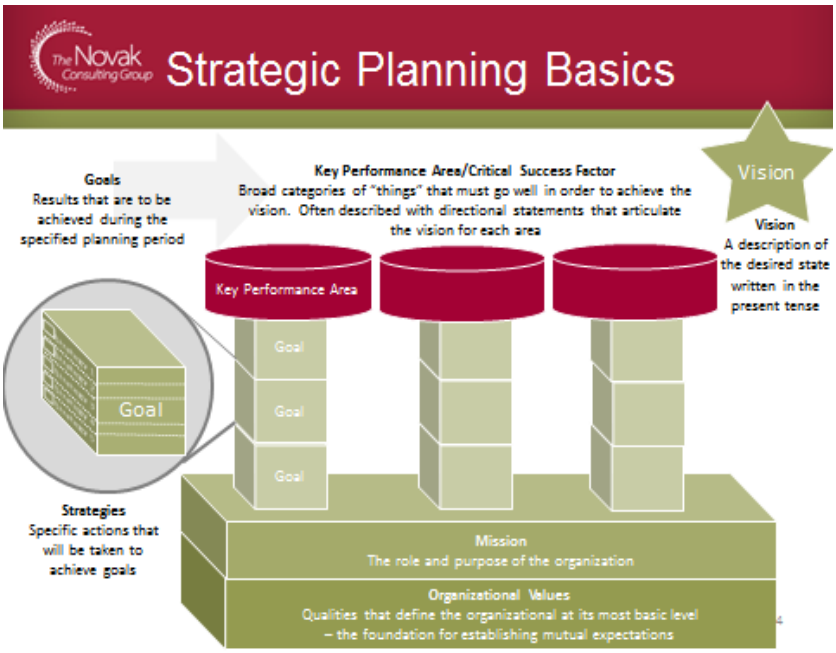


Let's just go over really quickly the agenda for today and the hope for outcomes. First of all we're going to be taking that 30,000 foot view. On the agenda it says Strategic Planning and Commission Goals. We're going to narrow that a little bit. First of all we're going to step back and have a refresher on strategic planning since in the four years' time or so that you've all been at this we have four new commissioners. I think it's really important to kind of take a step back and talk about what strategic planning is, what it looks like and then we will identify what are really the things that need to be going well for you to achieve your vision and see if we can define what that looks like, what success looks like. We're only going to be able to achieve I think that much and what I've suggested maybe is a two hour portion of the agenda so we will see how that goes. We will then turn over to staff to take a look at the financial priorities. This is not just a laundry list of the things that you want to do. They are real needs, they are real decisions that need to be made and how do you balance the priorities that are before you and so, again, that will feed into the development of the budget and your goals for the next year or more. Lastly, we will take a look at; this is kind of a lot in one bullet point, communication, engagement and citizen survey. It's my understanding that these are all issues that you have talked about several times over the last few months and so we want to get a little bit more

definition in terms of what you're looking for and how we can proceed. That's the agenda for our time together.



As I promised, a refresher, what is strategic planning?



This is a graphic that The Novak Consulting Group put together and it really tries to identify all of the necessary elements for strategic planning because, again, it's not just a one day event, it's a process and there are a lot of pieces to it. Really your strategic plan starts with your vision. You don't know what you should strategically be doing if you don't know what you're working towards so you develop a vision and then you also have a mission. Usually the vision is for the

community and the mission is something that focuses in on organization as an organizational mission statement because it's really the purpose for being. So, what is the purpose for being for the Unified Government? When you've identified what your vision is, so what you want to do, then you have to figure out what's important to work on to achieve that and so we call those critical success factors and for each of those critical success factors or key performance areas then you have your goals or strategies so that's really kind of the framework for your strategic planning. This isn't new to you. It's maybe some different words. I've changed firms since I began working with you and so we have some different terminology.

Answers three questions:

- What do we know to be true?
- What do we hope will be true in the future?
- What must go well in order to make it so?

Strategic planning answers three questions so what do we know to be true? You have to know where you're starting from to figure out where you're going so this involves at the get-go kind of your environmental stand. What are the issues that you're currently facing, what's the current state of your organization or your community? This is something that's always changing so again you have to kind of look at what the changing dynamics are and what you need to be focusing on to achieve your vision.

What do we hope will be true in the future and that really is your vision statement and then also what must go well to make it so. What are those critical success factors?

- Vision
- Goal Statements
- Objectives/Strategies
- Committee Structure
- Routine Updates

You've done a lot of work for this already. You have your Vision Statement, you have goal statements and strategies and one thing that I would really like to point out that's very important is that you figured out to process that three-year organization. You have 12 goal areas or critical success areas identified right now and you assigned each of those to your committee structure and it's something that you not just assigned to your committees, and then you also have routine updates.

Wyandotte County is an urban community
with a small town feel
where people live in close knit,
diverse, safe neighborhoods for life.
Our people enjoy a healthy lifestyle,
a variety of community amenities,
and thriving employment opportunities.
Wyandotte County is a place that is easy to
stay in and hard to leave.

That is one thing I would like to pass out and this is something you've all seen before so it's not brand new information for you. What those are really are in September the County

Administrator gave you an update on progress in meeting those goals as well as providing you a list of measurable goals. Again, this is not—you didn't receive it before today in anticipation of today but something you've already reviewed so I hope it looks familiar to you. There are two things coming around from each side, two different documents.

You've really accomplished a lot. A lot has happened. There has been changing dynamics in the organization so I'm going to ask you a few questions first.

- Most significant achievements?
- Lessons learned?

When you consider the list of achievements that you've discussed, what would you consider the greatest achievements of the Unified Government in advancing toward your vision? **Mayor Holland** asked in what timeframe. **Ms. Gentrup** said we could go with just—I'm going to have to say in four years since I think that's when we began because that's when your Vision Statement really was established. I know that there are new commissioners on the Commission since that time, but I think we should recognize the work that has been done since the vision was established.

Commissioner Philbrook said I'm going to hit the glittering generality and then everybody else can fill in under that because there's a bunch of them. We asked that a lot of things be reviewed and revamped, looked at, reconstructed for more effective government and efficiencies as well and to help keep the costs down with the people that we have. Some of those things are the Fire Study, also the fact that they have reinstituted the Cadet Program (inaudible). They reinstituted those to get people interested in becoming fire control folks. We also are in the

process of working over committee's to restructure committee appointed folks and decide are these really things that we want to keep or not. Are they really doing their jobs, are they antiquated? **Ms. Gentrup** said then the discussion later will be very timely. **Commissioner Philbrook** said the other thing is that we are now actually evaluating our Administrator again which we felt needed to happen. That's just the first three.

Ms. Gentrup said so other greatest achievements, things that you can look to that you feel like you're really proud that you've achieved together for your community. **Commissioner Philbrook** said I have one more. We've been working really hard on the Animal Control situation and have a new Administrator. **Ms. Gentrup** asked others. Certainly there are other things you're proud of.

Mayor Holland said I could list a couple. One, I think the revised budget system that we're doing, I think the extended budget system I think Commissioners Markley and McKiernan get a lot of that credit for drafting a proposal which ties into these strategic plans. I think that process of extending that out and spending more time on it over the course of the year I think is big. I also think the commitment to doing strategic planning and stepping back is big. It's something that often happens once and then people step back from it, but I think there has been out of the strategic plan a commitment to come up with goals for the organization and out of that commitment to come up with each department coming up with measurable goals. I think there has been a substantial commitment by this elected body to move as much as possible to data driven decisions and data driven decisions you need data and that means goals so you know what you're measuring and why. I think the studies that were referenced, pretty comprehensive in all of our Public Safety; Fire, Police, Sheriff. Also, a comprehensive look at our compensation across the organization, really wanting to gather the data for where we are, getting some base lines and then seeing how we move that forward and I would also say we have done a lot with transparency in the last couple of years. The use of television I think has been widely well received in our community for our Commission meetings and I think our use of the website for a lot of open data, of course there is more to come, but getting our budget out online; getting our Land Bank access online. There are many examples that our IT Department and others have worked on, our Budget Department has worked on that I think are pretty critical. **Ms. Gentrup**

said some themes there in terms of efficiencies and data and developing goals and working toward those. What else? What other things are you pleased that you have been able to accomplish or if not fully accomplish but on your way?

Commissioner Walker said I think that, although the public may view it otherwise because of the way the tax bills are structured, I think it has been commendable—I've been on two years and we have people that have been on eight years; there has been a great resistance to problem solve by raising taxes even when our assessed value tanked in 08' even before that one has to wonder what the taxes would have been without unification. It's sort of a mixed blessing. We've not been successful to date in reducing taxes where people see that in a tax bill because most people unfortunately look at the bottom line which is made up of at least three taxing entities, four actually with the schools and the Community College. Obviously, raising taxes raises revenues and revenues are necessary to solve some of the goals that we've had. It's not to say we don't need to do a better job, it just seems to me that if it's looked at objectively by an outside party while other cities have raised taxes we're—dollars today are worth less than they were ten years ago and we're not spending a lot more dollars. **Ms. Gentrup** said so kind of holding the line on taxes is what I put. Is that accurate? **Commissioner Walker** said I would say that. I've seen how we can solve some of these problems by a couple of mills or three mills and you compound that every year and it becomes significantly more so the stated and I guess somewhat informal policy has been we're not raising taxes, we're not going to raise that mill levy. We want to increase revenue but we're not going to do it by general property taxes. I think to me that's the most significant thing in the long-term. Do we still need reduce them? Yes we do.

Commissioner Walters said a few things come to mind and one is the continuation of the CNIP Program which has a direct impact on our neighborhoods and the environment in our neighborhoods. Secondly, the Futsal Program which has stymied the Commission since 2010. We were able to solve that and are going forward with futsal field installations. Thirdly, tweaking the Casino Charity Grant Program I think is a success.

Commissioner Philbrook said there's something that's been going on in the background that some of us are active in and that's Workforce Development and it's directly in with Community Development and development overall for our city. They found at one level that we needed to have that so we could actually have enough people to fill all the jobs that we're bringing into the city. **Ms. Gentrup** asked can you be a little bit more specific in terms of—Workforce is petty— **Commissioner Philbrook** said I know it is. It's just an issue in itself. Right now what's happening is there are a lot of people in this community the schools, the government, the employers, and a lot of other folks that have to do with finding jobs for folks are coming together. **Ms. Gentrup** said so partnerships. **Commissioner Philbrook** said oh yes as a big partnership. We haven't given it it's official name yet, but it's really going to play a big part and Commissioner McKiernan brought out that of course directly related to parents and what kind of jobs have to do with the health of our children in our community. It's a big thing.

Ms. Gentrup asked does anyone else want to talk about an achievement. Something you're really proud of that you say gosh I know we spend a lot of time together, I know we talk about a lot of things, go to a lot of meetings, but we got it done.

Mayor Holland said I would say we've had over $2B worth of economic development in our community in the last two years. That's remarkable and 30% of all the jobs that are created in Kansas last year were created in Wyandotte County. To Commissioner Philbrook's point, we need to connect our citizens to those jobs aggressively through Workforce Development, but I think there is a new awareness to that but economic development continues. We have a million square feet of manufacturing under construction right now in Wyandotte County and a real lively focus on growing the light industrial and manufacturing sector here. I would say that's a big piece. The other piece that I would say is Housing & Urban Development, there has been a lot of groundwork laid for an Urban Housing Plan that we're not there yet, but a lot of groundwork has been laid in terms of moving that forward. That is, I believe, going to bear fruit; but it's as legitimately hard as it sounds and of course no one has put more time into that than Commissioner McKiernan and Commissioner Markley in terms of trying to turn that around. I know Commissioner Murguia has worked on it as well. There have been a lot of folks working

very hard on urban housing development that's just hard to do. I tell everyone if it were easy, we've would have already done it.

The other piece too, in addition to the studies for our departments, we've also made a pretty significant commitment to master planning. We've done some master planning around the Healthy Campus. We're committed to master planning for the K-32 Corridor, we're looking at a master plan for the Rosedale area and there's discussion with this budget that we desire to do master planning around the northeast. We need to do continue to do master planning around Leavenworth Road that Commissioner Philbrook has begun. There is a renewed focus that as we're moving forward we need to have the plans in place so we can build upon it and I think that's pretty important. **Ms. Gentrup** said so again you need to know where you want to go in each of those specific areas. I'm going to figure out a way to get there.

Ms. Gentrup said my next question for you is let's talk about what you've learned through the process of strategic planning. What difficulties there are kind of lessons learned, difficulties or lessons learned and the successes as well? **Commissioner Philbrook** said there is only so much time and people.

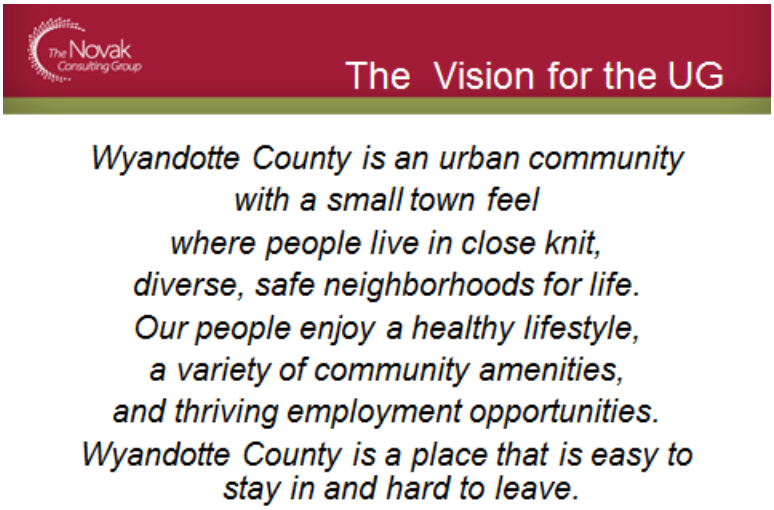
Commissioner Markley said I think we had this discussion with Patty about how our goals started out and we were trying to come up with strategies as a Commission within our committees and we all know we failed at that miserably and kind of put it back on staff to tell us what they thought were the most appropriate goals for their departments. I think our lesson learned was that we didn't know enough about operations to be able to come up with the strategies to meet our goals. We needed staff to jump onboard with us for that. **Ms. Gentrup** said help me to condense that. **Commissioner Markley** said we need staff. **Mayor Holland** said, commissioner, isn't it the piece between the different roles that we have as an elected body and the policy setting of setting the goal, setting the standard and then the staff's role, empowering the staff to come up with a strategic plan to achieve those goals. I think that understanding of the partnership between elected body and the staff that I think has been helpful.

Commissioner McKiernan said I think one of our lessons learned is that we are still challenged to consistently set S.M.A.R.T. goals, those that are specific and measurable. We're still having

trouble with the measures, what we want to measure, how frequently, what significance the measures has and that's a place we still need to grow is establishing objective measures so we can mark progress.

Ms. Gentrup said other lessons learned. Difficulty in strategic planning, establishing goals, achieving the goals and I think, Commissioner Philbrook, I didn't put down resources. That's usually the number one. **Commissioner Philbrook** said on everybody's part. **Commissioner McKiernan** said I think another one is, and it's a challenge in any organization to communicate the long-term vision of the organization anytime there is a change. As you said we've had a lot of changeover in members since we first started this in 2011 and so there is a continuing challenge to bring new members up to speed with what already exists so that they know the journey that the group has already taken and can continue from that point forward rather than going backwards to keep them up and reinvent the wheel. **Ms. Gentrup** asked do any of the new members want to comment on that.

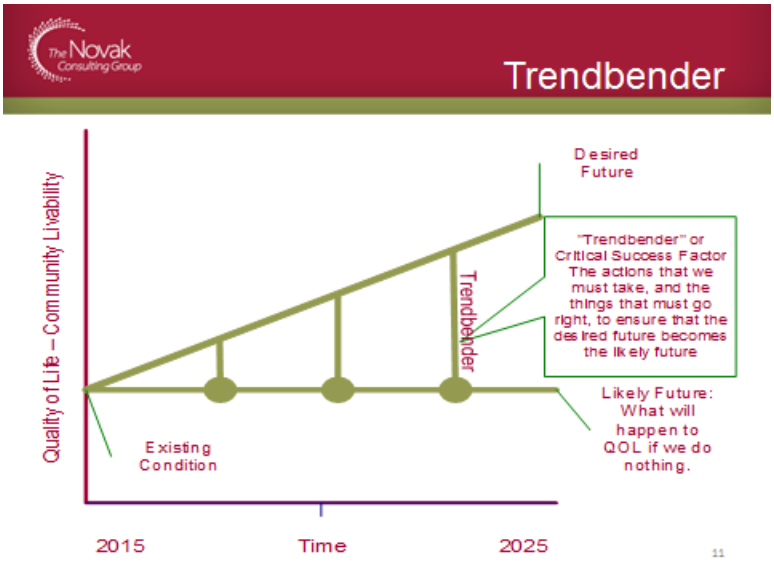
Ms. Gentrup said all it takes is time and money, right? Let's go ahead and look again at your vision.



Tell me how far along do you think that you are in achieving this vision and it's hard to kind of quantify. Are you there? Do you need a new vision? I kind of hope not because I didn't plan to do that, but we can. **Mayor Holland** said I would say if we do want to change our vision, I think at our next strategic plan we would want to work on that then.

Commissioner Bynum said I think sentence one is true and sentence two is we're working on it. **Ms. Gentrup** said so sentence two being our people enjoys a healthy lifestyle, a variety of community amenities. **Commissioner Bynum** said no, that's not quite true yet. **Ms. Gentrup** said right, but again, a vision is something that we write it in the present tense and it's something to work towards. **Commissioner Bynum** said I can live with that and sentence three is true. **Ms. Gentrup** said easy to stay in and hard to leave.

Let's talk a little bit as you are working toward achieving your vision and so you have a vision and if you do nothing, if you don't establish goals, if you're not making any progress; you hope that you just maintain the statuesque, but that's not why you're all in this work.



You are trying to improve your community so we call them trendbenders or critical success factors. When you consider the things that must go well for you to achieve your ultimate vision, kind of those big categories and I want to talk a little bit about that right now. Again, what are those big categories that must go well for you to achieve your vision? **Mayor Holland** said I think of it in two ways. One, there are some external factors over which we have little control.

Ms. Gentrup said so let's talk about the things on which you have control. **Mayor Holland** said I'm thinking about the economy, the decisions the State makes. There are a lot of things that impact us dramatically; weather, natural disasters, I mean those are things we don't have any control over. So what kinds of things need to go well? I think we need to be thoughtful and planful and carryout—continue to push to get the measurable goals where we want them. **Ms. Gentrup** said measurable goals in what kind of categories because really the visible are kind of the strategies to achieve—**Mayor Holland** said we have our big goals, the Commission goals, and then I think we need to continue to push and partner with the staff to come up with the measurable—the S.M.A.R.T. goals in each area that are going to move those Commission goals forward. It's one of those things, often they're difficult to come up with but when you see them you know they are there. When you they're not there, you know they're not there, but I think we need to continue the standing committee work because it's the standing committee where each department brings their measurable goals to the Commission and gives the Commission an opportunity to say yes that's moving in the right direction or no we need you to come up with new goals. I think for us to be successful we have to continue the work between the strategic plans at the standing committees to continue to develop the S.M.A.R.T. goals. **Ms. Gentrup** said that is really a strategy. I don't feel like I'm explaining myself very well.

Commissioner Markley said let me give you one. What you're looking for is more like we need a more diverse housing stock if we're going to get to our desired vision.

Commissioner Walters said I would suggest we need to address the number of vacant lots and abandoned houses in our neighborhoods. **Ms. Gentrup** said I'm going to ask you to just pull it back up again. Vacant lots and abandoned houses, those are strategies to perhaps a way to achieve—perhaps a more diverse housing stock. So I'm talking about the really significant big things, not ways to achieve those big things so maybe it's a diversed housing stock, maybe it's—**Mayor Holland** said growing our property tax base in all sectors; commercial, retail and residential.

Commissioner McKiernan said I'm going to go back to what Commissioner Walters just said. **Commissioner Walters** said she didn't like my idea. **Commissioner McKiernan** said but I did. I think it's just a matter of how you phrase it because what Commissioner Walters I think is saying here is that property blight, however we want to define it, is a barrier that stands between us and achieving that vision. **Commissioner Markley** asked could you lump it into

something like livable neighborhoods. **Commissioner McKiernan** said yes you could. **Commissioner Markley** said so in addition to having housing stock like having higher value property and lower value property, we need to have livable neighborhoods which include getting rid of the blight. **Commissioner Walters** said the reason I said what I did was I would think you might get ten different responses from ten Commissioners to explain what a diversed housing stock means to them. That's why I was sort of trying to be more specific about what I thought was standing between us and achieving our vision.

Ms. Gentrup said thank you for that explanation. Let me tell you kind of where I'm hopeful that we can go in the next little while. When you look at—

Here is kind of what I would call right now your critical success factors. Nine of these were established, identified four years ago. Three of them were added in the spring I think or last fall. I think it was in the spring. Most of them aren't—you don't have a definition for most of them in terms of what that means. You haven't come to any kind of agreement in terms of—Housing is the first one, but maybe livable neighborhoods is a bigger bucket that includes housing, maybe Healthy Community/Recreation or maybe that's its own so I'm trying to narrow. I'm trying to get us to narrow, frankly, those critical success factors because when you look at this list and you look at what your committees are doing and you look at the list of goals and being able to achieve measurable goals.

What does success look like
for each factor critical to
achieving your vision?

I would like for us to end this portion of the strategic planning today narrowing this list and having you come together around definitions of what success looks like. Then we would throw it back to staff and ask them to come—it kind of goes back to one of the lessons learned. You need to have staff input on some of these things as well and then it would obviously come back to you for consideration. **Mayor Holland** said I would say if we could take, for instance, Environment and I don't want to minimize the importance of the environment, but it's not something that's entirely within our control in terms of the steps we're taking. It sounds good and it feels good, but I don't know that there are any direct steps to it and as we look, you know we use these 12 items to evaluate our Administrator because if these are our success factors, then we need our Administrator to fix these or address these in some way. I don't know that the Environment is practical. Some of the others are more direct. I mean Financial Sustainability, that's pretty direct. Customer Service is pretty direct. Innovation is pretty direct. Public Safety is pretty direct. Health Community with Recreation—Social Services is that a focus area of ours, is that something that we—**Ms. Gentrup** said it's something you do. **Mayor Holland** said it's something we do. **Commissioner Markley** said I feel like we do it to support some of our other goals not necessarily because we want to be in the Social Service business. **Mayor Holland** said right. Would it fit under Healthy Community/Recreation as a broader category so are we looking to get to three or four categories that could have subsets under them or are you looking to just get from 12 to 8? **Ms. Gentrup** said I'm looking for categories, unspecified number, but I think this is a little bit much that would have subsets. What I wanted to do given that we have four new

commissioners since the original nine were identified to really kind of have a discussion about what's really important. Is it Economic Development, is it Liveable Neighborhoods and so many things that goes under there, is it Healthy Community/Recreation and see where we could land and then compare the two lists and define.

Commissioner Kane said it's kind of weird because you've got Public Safety as one of the first things you talk about, but up here it's like ninth and in my mind Public Safety should be our overriding priority. **Ms. Gentrup** said this isn't in priority order. **Commissioner Kane** said well next time do me a favor and put Public Safety first. **Ms**. **Gentrup** said I will try to remember that. **Commissioner Philbrook** asked are you looking for something like the Workforce Development partnerships that they are going to come back with measurable goals and stuff and present going toward our goals. I'm trying to understand exactly. **Ms. Gentrup** said no, I'm not asking you to get into the detail of how any of these individual items would be achieved. What I'm asking is like what are the big critical areas? **Commissioner Philbrook** said okay, that we have a lot more people that live in Wyandotte County with a higher income.

Commissioner Markley said I think the idea is we were sort of asked initially to think about these pillars that were holding up our whole structure and our goal system and instead of coming up with pillars we kind of came up with like an entire house frame. I think she's asking us to go back to thinking more like what are the few pillars, relatively few anyway, that can hold up our entire vision and there may be many smaller things within those pillars, but what are those sort of primary goals because ordinarily a strategic plan you don't want to have 50 things and say these are all of our goals. You kind of want to be able to sum it up in that elevator speech and say our pillars are these and there are four, five or six of them.

Commissioner Kane asked can you go back to that other slide. **Ms. Gentrup** asked the one that had Public Safety ninth. **Commissioner Kane** said yes and I know we have Customer Service there and in certain areas we've gotten really good at it and in certain areas we're really, really weak and I think that's something that we need to discuss too. We've got people coming in and going downstairs in Planning & Zoning and they see a note we'll schedule meetings on Tuesdays and Thursdays and that's not very good customer service in my mind. Plus, when certain people

call or contact us we respond by email instead of a phone conversation which I don't like. I believe emails are okay, but there are certain times you have to talk to the person either face to face or over the phone and so I think that would be one of the ones we would want to focus on.

Mayor Holland said I think if we were to look—if I were to lump these in three categories of things that we work on Economic Development, Quality of Life and Organizational Excellence or Organizational Goals. I think if you would look at Economic Development, I would look at Housing, Transportation and Workforce Development as the three things that kind of drive economic development. If I were to look at Quality of Life, I would look at Public Safety, Healthy Communities, Social Services and Infrastructure. If I'm looking at Organizational Excellence or whatever, I would look at Fiscal Responsibility, Customer Service and Innovation. The Innovation, Customer Service and Fiscal Responsibility are kind of internal to the organization that are goals that we need that we haven't had before. The others are external and that grouping dropped Environment off of there. **Commissioner Markley** said although arguably that could be under Quality of Life. **Mayor Holland** said Environment could be under Quality of Life, but unless we have a measurable goal for it, it's got to go. If someone comes up with a measurable goal, I'm fine with it staying. I'm not against the environment.

Commissioner Philbrook said well one thing that's under Environment is sewers. Sewers are under all that new stuff we're working on. **Mayor Holland** said that's infrastructure. Anyway, that's a suggestion if we want to look at Economic Development and how housing drives economic development, how Workforce Development and Transportation; those are big categories, Quality of Life which is big and Organizational goals which is big. Those gives us some umbrella organizations and then under Quality of Life I put Public Safety first, I want the record to show.

Ms. Gentrup said when, not if, but when we can come to consensus on what this might look like, I'm going to be asking you to—we will be breaking up and defining those. Are those too large to define what success looks like? Mayor, can you repeat? **Mayor Holland** said Economic Development. **Ms. Gentrup** asked and that includes. **Mayor Holland** said Housing, Transportation and Workforce Development. Quality of Life; Public Safety, Healthy Communities/Recreation, Social Services and Infrastructure. Organizational Excellence; Fiscal

Responsibility, Customer Service and Innovation. (**Someone** was speaking but inaudible). **Mayor Holland** said Environment could go with Quality of Life. We could put Infrastructure/Environment. **Commissioner Bynum** said I think Infrastructure is of critical importance in the Quality of Life category. **Mayor Holland** said you want to keep it separate. **Commissioner Bynum** said yes, it's pretty important. **Mayor Holland** said so no slash, just a comma. Relationship has been downgraded from very close to next door. Well, that's just a suggestion. I'm sitting here looking at this just now and I think that's an option. **Ms. Gentrup** said Economic Development would include Housing, Transportation and Workforce Development. Quality of Life would include Public Safety, Healthy Community/Recreation, Social Services, Infrastructure and Environment. Organizational Excellence would include Fiscal Responsibility, Customer Service and Innovation. **Commissioner Bynum** said just a question because you took Economic Development which was on our list and made it a category and so I think we had better—it does include Housing, Transportation and Workforce; but it also includes Commercial, Industrial. I mean we've got a development so we need to add something that captures Economic Development itself. **Mayor Holland** asked do we want to call it Development, just generically Development and then Economic Development under it with Housing; Housing and Economic Development as separate. **Commissioner Markley** said I like it with Economic Development because I think development that can be like developing your employees so Economic Development is good, but I think it does need have like, I don't know what the best word is, whether it's Commercial or what term? **Mayor Holland** asked Business Development. **Commissioner Markley** said yes. **Mayor Holland** said Housing, Transportation, Workforce Development, and Business Development. **Commissioner Philbrook** said that's good, Business; because that covers all the small people. **Ms. Gentrup** asked other comments on the Mayor's suggestion in terms of how these might be condensed. **Mayor Holland** said I sketched this up five minutes ago so I'm not married to this.

Commissioner Johnson said I've been quiet up to this point. I'm kind of an end of the bottom line kind of person and I just need to ask this question. At what point did we come to the conclusion that the way that we had it structured with the twelve points was not sufficient or in need of changing. **Ms. Gentrup** said you did not come to that conclusion. That's certainly still on the table. It was my—it was not necessarily my suggestion that it be narrowed, however; I

did want to again ask you to consider today as a group, because this is a brand new group, what those critical success factors are so those pillars, Commissioner Markley's analogy, but those pillars. Do you need the twelve pillars or would you like to condense them? It's certainly on the table. **Commissioner Johnson** said I guess I don't want to, for me, in all due respect I don't want to continue or go down a road to which there has not been identified a problem. I'm not suggesting that I'm in favor of these twelve points, but I'm just listening to the conversations that we're having and I'm trying to figure out at what point do I want to engage in this dialogue where it's productive because what happens in two years? Are we going to be having a similar type of discussion and if so, I want to know what was wrong with the three steps that we've uncovered today. I'm not trying to be negative; I just want to make sure I have full understanding.

Ms. Gentrup said I appreciate that and your point is well taken. I would ask if you are all able to identify what those critical success factors are now if you were able to say off the top of your head I know what's really important for our community to achieve its vision and then just list them off. Then would you be able to define what success looks like in each of these areas so what does Innovation look like?

Commissioner Kane said I want to back track. I want to support what Commissioner Johnson said. I don't like combining any of them because in my mind each one has its own value and when we go combining them and then Economic Development might not get what it needs, Innovation might not get what it needs and I don't want to combine Public Safety with anything other than Public Safety. Everything we do up here when we talk about Public Safety we're talking about Police, Fire and Sheriff and I don't want to put them in with our Workforce and Healthy Communities because that stands by itself. I'm kind of like Commissioner Johnson I think each one of these has its own merit and we should look at each one of them separately versus combining them. That's just my opinion. **Ms. Gentrup** said it's your strategic plan.

Commissioner Markley said I guess what I would say is I am in favor of having fewer and this is why. When we set up these goals we set them up with the idea these were the things that were all equally important. We don't pillars where some are short and some are tall because that would be silly. They are all equally important, but the reality of our day-to-day is they're not equally important. We have spent no time on our standing committee talking about

Environment at all in four years so we've not talked about that at all and we're saying it's of the same importance as Public Safety. Clearly that's not the case or we would have spent more time talking about it so I think what we need to work toward is identifying what are the pillars that are all of equal importance and if there are some—this isn't an extensive list of everything we do in the government. It shouldn't be. It should be telling us what are the most important things we do as a government and if some things are short of pillars, it's not that we're never going to do them; it's just that they're not the most important pieces of our puzzle. I think as time has gone on over the last four years we've been able to sort of identify through just day-to-day operations what are the things we're spending all of our time on and what things did we put on the list because it felt good to say we're going to do environmental stuff, but really we don't have power to do environmental stuff. The federal government tells us what to do and we do it so having it on the list made us feel warm and fuzzy, but it's just not the thing we're doing day-to-day. To tell staff these are the critical pillars you should be working on and have our staff know but we can't do anything with environment; we're just sending the wrong message to them, I think, about what our strategic plan is and what the role in it should be if we're giving them these pillars that have nothing to do with their day-to-day work.

Commissioner Johnson said so the twelve points is kind of where we left off at the last meeting and that we're trying to refine it as it stands right now. **Commissioner Markley** said yes.

Ms. Gentrup asked other comments; suggestions that they perhaps could and should be condensed, other suggestions that they should remain as is. It's your call, not mine. **Mayor Holland** said I would think the only reason—I wouldn't condense them. I would group them and I think there is a difference between condensing and grouping if we're going to wordsmith it at all. I think they get easier to talk about as an organization, the fewer things you have, and it's easier to recite and it's easier to share with the public kind of the areas that we're focused in. If we have fewer things, I think the big list is harder—it's more complicated to communicate to the community and to one another. I think if you have larger categories like Economic Development, Quality of Life, Organizational Excellence and I'm not committed to those titles, I'm not committed to that grouping, but I think if we have some groups under which we're thinking, I think it's easier to communicate to the public about what we're trying to do and to

focus our energies in those and to see the correlations that they have with one another. For me I think grouping them is easier to explain but it doesn't diminish any of them in terms of the measurable goals that we're going to do. Then the titles—I mean the word Quality of Life doesn't mean anything, but Public Safety and Healthy Communities and Social Services and Infrastructure do and Environment, those all mean something. Quality of Life is just a grouping that helps us to explain to the public what we're doing in a given day so for me whatever titles we come up with—I think if we had three or four, two, three or four larger categories that we group things in, I think that would be handy from a communication perspective. In terms of the actual work that Doug and his team do I don't think it changes the fact that each department that works in these has to come up with goals, S.M.A.R.T goals, to achieve the end. That's my two cents, but if we left all twelve as they are and we put Public Safety in the upper left-hand corner, I would be fine with that too.

If you say your values are what you spend money on Public Safety is number one, Infrastructure is number two, Economic Development is probably number three, and you can work down from there but if we were to list them by financial commitment, that would be the order for the top three.

Ms. Gentrup said by my count I have two folks who say leave them as is; two folks that say I think maybe it would be good to maybe group them. **Commissioner Johnson** said I'm not feeling one way or the other. I'm just asking a critical question of what brought us to this point and how long is it going to take for us to get to these points. I see some measurable goals here and is that to suggest that these are not tied to some of these areas already because it seems to me that they are. **Ms. Gentrup** said they are tied to some of those areas, yes.

Commissioner Philbrook asked may I suggest we move onto what we can actually measure efficiently and effectively and I think that can affect also what we pull out of here as to emphasize. If we can't really effectively measure something and show some movement on it then this Commission has wanted to show things are moving and if we have no way of showing definite things are moving—like we've gone up in Housing 15%, you know we have 10% more people that have wages above $40K; things like that which shows a growth in our community. If we can't show those sorts of things in a particular area, then do we want to have that as a factor?

That's a question. **Ms. Gentrup** said so for there to be measurable goals we have to understand what the measure is but also what does innovation look like. To what end are we working toward innovation, what does—infrastructure is just one word. What are we trying to achieve in that infrastructure so my next step was going to be asking you to work in small groups to define whether it's twelve or three or whatever number we come up with.

Commissioner Bynum said I need you to help me understand where we're going after we do that. What do we want when we're done? **Ms. Gentrup** said that's going to give staff an understanding of what you want when you're done. Meaning what you want in each of these areas so what you want in Innovation or Public Safety or Economic Development, really defining that and then they're going to take those and come back to you with putting, frankly, meat on the bones with strategies in terms of how to achieve that. Again, we're taking a step back given that there are so many new faces on the Commission. If that's not necessary, if you all feel comfortable with these twelve, if you know what you're trying to achieve in each of these areas, then we don't have to go through that exercise.

Commissioner Walker said at the risk of being negative I have to be honest with you. In these sessions and with similar sessions these breakouts into small groups have not been for me beneficial. They don't lead us in the kind of dynamic that a joint discussion does. I mean underpinning every one of these—really our goals, the goals of the Commission, the goals of the City Council before than are not largely different. Before I retired I sat in on these as Kenny is and heard the same kind of issues being discussed and the same topics perhaps with the exception of the Healthy Community initiative prompted by the recognition that at least on one evaluation where at or near the bottom in the counties of the state. Every one of these has been an on-going continuing goal or priority or objective of the Commission and individually various commissioners.

I'm looking there right now and without a financial plan none of these—I mean we can do better on customer service without spending a lot of money. Innovation, if we're talking about making data available through technology, there is some cost with that. Public Safety we heard the other night what that's going to be in terms of costs to—even over a three to five year plan it's a significant hit every year to do that. Housing, of course the private sector is a partner

in that, but there is usually some incentive or tax breaks, deferred revenue if you will. I guess I don't get the point to breaking out into small groups and then having someone get up and make a presentation about here's what we discussed and I don't know what small groups you were going to break us into, there's eleven us so it's three or four and none of the others have had any input to the topics you've talked about and then we come back. I think facilitators like that. Maybe there is a sense that somehow that builds team—it's not going to build team in this group. **Ms. Gentrup** said team building is a whole different agenda, but it is a technique used so that people feel more comfortable to speak than they might in a large group. **Commissioner Walker** said there is nobody up here that's shy about talking that I've encountered yet on this Commission.

Ms. Gentrup said to your point this is an opportunity for the staff to understand where you want to commit resources and if there is a common understanding of where staff wants resources to be committed, and I know the next section on the agenda is regarding Financial Priorities which you will dive into. **Commissioner Philbrook** said I agree with him. I don't want to be broken up into fours or three's or whatever. Let's get on with it. **Commissioner Johnson** said I second that emotion. **Commissioner Markley** asked so are we getting on with the three or are we getting on with the twelve I think is the next question. **Commissioner Philbrook** said well the twelve are all part of the three. **Commissioner Bynum** said I don't care because regardless whether you put infrastructure under a Quality of Life category or not, it's a quality of life issue so I don't care how the words get broken up.

Ms. Gentrup said what I might suggest is given that you're already having a discussion in which I'm unfamiliar in terms of what that process looks like in terms of what the committees look like and what they're working on that you really define what success looks like for each of these areas and then the measurable goals come after that which frankly is just a different way to have small group discussion and bring it back forward. I would certainly defer to all of you on that. Mayor Holland or Mr. Bach, I don't know if that fits within—**Mayor Holland** said I'm not inclined to force this group into small groups if that's not what they want to do. **Ms. Gentrup** said no, I wouldn't suggest that at this point for this mission either. **Mayor Holland** asked do you want us then to walk through the twelve and start or the three to say what—**Ms. Gentrup** said I was suggesting that you do it in your committee structure. **Mayor Holland** asked in the standing committee's? **Ms. Gentrup** said yes. **Commissioner Johnson** said I would ask this

and I don't want to make this any more complicated at all, but is there anything that we need to either add or delete from these twelve is the question that I would ask. **Ms. Gentrup** said that's the question that we asked I think in the spring and we ended up with Innovation, Customer Service and Fiscal Sustainability.

Commissioner Bynum said so I would ask the team where would you put abandoned tax delinquent properties in the existing categories or should it be another item. I think it's a big item. **Mr. Bach** said if I were to move forward I would put it under Housing or Economic Development.

Commissioner McKiernan said if I were to, again, change things around just a little bit; you added business development under Economic Development to catch the commercial side of things. I would add a bullet that says residential development and I would move Housing up under Quality of Life for just the reason that you suggested right there because having a sufficient stock of decent well-maintained, whatever you want to say, Housing I think is critical to the ultimate success as a city. I would put Housing under the Quality of Life and then put residential and business development down under Economic Development to catch both sides of that and strategies that we would use to promote housing development or residential, which might be the same or might be different from those that we use to promote business development. **(Inaudible). Commissioner McKiernan** said but it still begs the question of what does it look like when we get there so I put Housing up under Quality of Life, now what does it look like in our city if our housing is exactly where we want it to be. Does it mean that there is less than 10% of our housing stock is below a certain valuation? Does it mean that less than 10% of housing stock has been cited for code violations in the last year? What does it mean when housing contributes to a quality of life that contributes to the city we all want easy to come to, hard to leave and not just because—so I think that's the thing that we're struggling with on all of these?

In terms of Public Safety, what's it look like when we get where we want to be? I don't think it's necessarily—it's whatever workforce it takes and whatever equipment they need to achieve a target and so we're going to have to rely on some data from whether it be time to respond, number of incidents, whatever it might be; what's it look like? We still struggle with this down the board. I'll pick the next one. Healthy Communities, okay if you take one measure

of health we don't measure well against the other counties in the state of Kansas. Well, what do we want it to look like? Do we want our score to change, do we want the raw data to change and which ones do we really think are the important ones that mean to us our community is healthier today than it was yesterday. For all the time that I've been participating with this group in these meetings that's where we get stuck. We get stuck with defining what does success mean for us? What do we look like when we grow up? What happens when we get there? I think that's still the place where we're going to have to spend some time visioning where we want to be. Now, I'm no further along—I have some ideas of course but I'm really not that much further along that process than any of the rest of us.

Mayor Holland asked so would you recommend maybe going—are you recommending spending some time now going through each of these twelve, brainstorming three or four things under each one that would be outcomes and give that back to the standing committees to kind of set some goals around or would it be better to—I think we have assigned all twelve of these to the two different standing committees or the four different standing committees so these are assigned already. If we, here it is up here, if you look up there; Public Works and Safety but I think if you look we have designated all twelve are under all of our committees. The question then is do we want to do that now with the whole group of coming up with the outcomes or do we want—because we have each—the Administrator has provided each department with some measurable goals, I think the standing committees needs to evaluate those goals for each area and say yes, those are the goals that are going to get us to our desired outcome. **Commissioner McKiernan** said I agree with that. I think we've struggled, at least on my committees, we've struggled with how to make it all happen and then I've looked at those goals and to those I ask, for a couple of them at least, to what end. We've written down we want to do something, okay, to what end. The very first one says we're going to serve X number of people, no it doesn't even say that, we're—**Mayor Holland** said reduce the number of seniors waiting for services. **Commissioner McKiernan** said there you go, to what end and by what percentage does the reduction occur or what's the floor where we say that's success. I think one way that we could precede is to take those that we got as a part of the Administrator's last quarterly report. Take those, split those up, take them back to the standing committee and ask just those questions to what end are we making this a goal of ours and what does it look like when we succeed in that goal? Maybe that will help us get back to these others.

Commissioner Philbrook said so you're saying we're asking the Administration to supply information on what they've met so far under these and decide—no not that—**Commissioner McKiernan** said I think a possible strategy is we take them back to our committees and we have a thoughtful discussion. We struggle to have thoughtful discussions every now and then in our standing committees because frankly we have enough work to do that sometimes keeps us here until 9:00 at night just getting our regular work done. I think sometimes we struggle to have those more high level, philosophical is not the right word, but that's the word I will use, thoughtful discussions in terms of visioning and goal setting.

Commissioner Markley said I think the word vision is the key. I think what Brian is trying to get at is that we struggle to relate our day-to-day goals back to the vision. So if we reduce the number of seniors waiting for services, no offense to who wrote this goal, I'm not picking on you, it just happens to be first on the page; what does that do for our vision? How is it getting us closer to our vision because now we've done, I think, a pretty good job of getting goals, even a whole bunch of goals from our department, and now I think we are backtracking saying okay are these moving us toward our vision or not? We don't know, we haven't talked about how they relate back to our vision. **Commissioner McKiernan** said and having evaluated that whole set, are there things that are missing? **Ms. Gentrup** said what is your vision for each of these areas too? It's not just the overall vision, but what is your vision for Education and Workforce Development?

Mayor Holland said if you think about our structure, these are department goals. Area Agency on Aging is a department that we have. It's under Social Services presumably. I think we would want to code this goal as a Social Service goal and then you could sort what are our Social Service goals because some departments are going to be working on Social Services. The Clerk's office is unlikely to have a Social Service goal, but they might have an Innovation goal, they might have a Customer Service goal, I don't know that they're going to have any Multi-Modal Transportation goals in the Clerk's office and then there is some Organizational Excellence goals that every department ought to have just in terms of improving their work which could be under Innovation. It might be they have an Environmental goal to improve the environment of their workplace. I think the goals should be coded so they're sortable so they go under here.

The other issue is if you had a perfect structure you would take your twelve items and those would be your twelve departments and you wouldn't have a department that doesn't fit a goal. We have stuff we have to do so Motor Vehicle Registration, well it's kind of important that we do it. The Election office is an important office to have but when they state their goals they should flag which of these Commission goals they're working on and then that would give us a cross-reference to say—because then if we have a goal of Environment, I'm going to pick on Environment again, if we have a goal for Environment and not a single department came up with a goal that got flagged Environment, we would have to say what's that about? Now, the challenge then is Public Safety, what are our Public Safety goals, they're at-large, obviously reduce crime or reduce loss of property and lives and fires or this X medical response or reducing the number of people in our jail which kind of goes against getting people who belong in jail off the streets. You have these goals that could go under Public Safety and in those departments all those would be lumped.

I think one thing we could do is ask for the departments to flag which goal they're working on or where it fits in a goal because if we don't have any goals, if we come back and no department has a goal on Social Services, well what are we doing? We don't have anybody in the organization working on Social Services. If no one has a goal on Housing, then we're not working on Housing. Does that make any sense?

Commissioner Walters said well we do have some goals on Housing and I think in the ledger we just passed for 2016 there are some new different directions that we're trying to take our housing. That was an outcome of some discussion we've had in committee and I think the thing to do at some point is to measure progress on that but that's something that is in the works.

Mayor Holland said the key is tying the goals to our objectives. Is that right? I will say every time we set the agenda for standing committee we go through the time and we say okay this committee is going to take an hour and the next committee is going to take an hour and we need to spend thirty minutes on goals. One of the things we're strategically trying to do is putting goals first on the agenda to make sure they get dealt with by a fresh Commission because by the time two hours have passed, 2.5 hours have past, and now its goal time well that's harder to deal with and we don't get the visioning time. **Commissioner Markley** said that's what I was going to say going back to the visioning idea, I think the first step at standing committee is for us to set the vision that goes with these, this list of goals, what is the vision for what it looks like if

we succeed in each goal area and that will make it easier for us to relate back and say these goals do or do not match up to that vision, mini vision.

Mayor Holland said what would be helpful probably is if each commissioner on these—you know we can send this list out again. We've seen it enough times that we stop seeing it. Does that ever happen? If we had everybody on those committees take those topics and just write down two or three things of outcomes that you say would tell you yes we're doing Infrastructure right, yes we're doing Environment right, yes we're doing Public Safety right and then bring that to the standing committee then we wouldn't have to generate it right off the top while you're sitting in the meeting. You would do that ahead of time and we could just remind you in the agenda that we're going to be talking about Infrastructure and Environment, please come with outcomes. You could do some of that ahead of time and bring it in and start working it and that would save time probably.

Commissioner McKiernan said I think Commissioner Markley has a great idea. Let's take it back and try to have some thoughtful discussions in terms of the vision and really the question is what does it look like when we—**Commissioner Markley** said I also just had an epiphany. We already created our four pillars and we already fit them under the categories, we just did it in the structure of our standing committees. **Commissioner McKiernan** said there you go. **Mayor Holland** said so let's not reinvent that wheel. **Commissioner Markley** said too late. We already tried to reinvent it and then tossed it aside. We really identified through our standing committees those important topic areas for us and sort of lumped them together under those so too bad we didn't see the slide first and we may have thought of it before. Public Safety was at the top on this one so everybody's happy.

Commissioner Walters asked could I mention one thing. Environment, I still think we might have ten different opinions about what that word means to us. Some people when they hear the word environment or environmental issues they think about recycling, some people obviously think about sewers. I didn't but some people do. I think sewers are Public Works or Infrastructure. The environment to me is a visual environment of our city. Our signage ordinances are an environmental issue to me. What our city looks like when people drive through it, State Avenue corridor improvements, to me that's a big environmental step forward and I think its tied to Economic Development and Quality of Life and all those things. I don't

think it should be pigeonholed necessarily too much into one little category because to me the environment is our all county and particularly what you see every day and how you experience our county. It's a big topic. I think we should think about it and talk about it a lot and maybe some of these other things that fit into that might work better in different categories. That's my two cents on Environment.

Commissioner Philbrook asked isn't Parks & Rec under Environment. **Mayor Holland** said no. Parks & Rec is under Healthy Communities. **Commissioner Walters** said but it certainly could be under Environment. **Commissioner Philbrook** said yes, exactly so you're right. Environment is such an all-encompassing—what is it representing right now and I'm on that committee. **Commissioner Markley** said I can tell you how it originated. I think in Gayle Townsend's district, so I don't mess it up, somebody will know; there's a park—**Mayor Holland** said Garland Park. **Commissioner Markley** said bingo, which has environmental issues in which we have to monitor at some level and so that was a heavy topic of discussion at the time of our very first strategic planning and the word environment was the category under which we put that along with our EPA mandate. **Mayor Holland** said but that committee can broaden the definition to whatever. We just need to shape it so the staff knows what we're talking about. That's big.

Commissioner Walker asked wouldn't Commissioner Walters' issues with and in general the issue of noise, quiet zones, railroads. I recently was watching the news where there is a big issue in Shawnee and they seem to be moving forward and it had to do with whether a road was private or public which I think lost me at that point, but the whole issue was Shawnee has a quiet zone issue in which 38 trains blow their wrestle every day as it goes by this crossing and they are working on an issue there. That would be to me Environment. **Commissioner Walters** said that's exactly right. **Commissioner Walker** said we have very limited over the traditional water, air that's federal and state, and we don't have any resources—we have resources but they're not the big players in controlling that. Urban noise, disturbing noises, industrial noises would be part of that environmental question.

Mayor Holland asked so do we have a direction? I think what we're going to ask the commissioners to do is we're going to send this list back out, ask every commissioner before your next standing committee to jot down some items for each of the ones in your standing committees and identify what the outcomes would look like for you, big picture outcomes, that we would know when we did it right and that we're doing it so well we might not even have to have it up there. Maybe we're just enjoying doing it well so we leave it up there and then work backwards from there in terms of working with staff to set some measurable goals, S.M.A.R.T. goals. Is that right? Is that the consensus?

Commissioner Bynum asked is there a reason we can't throw some of those against the wall right now as a group. I don't know what the rest of our time—**Ms. Gentrup** said I'm happy to facilitate this discussion if we're talking about each of those four areas. I don't know what the timeframe is for the financial discussion, financial priorities discussion. Mr. Bach, how much time we're going to need for that. **Mayor Holland** said a lot. We're going to need some time for that.

Commissioner Philbrook said so what would you suggest, Commissioner Markley, as far as do we want to just like pick at just maybe Public Works and then that narrows it down significantly for us. **Commissioner Markley** said our standing committees are next week. I won't be there and it's a really long agenda so I would say our standing committee does not want to tackle all of ours next Monday. Some of those would have to come in the following meeting.

Mayor Holland said what if you set a goal for two each meeting and that would give you enough time to actually flush out two next meeting. **Commissioner Philbrook** said I guess I have a question. Which are the two easiest that we can do without Markley and other folks at our meeting? **Mayor Holland** said I think you could do, for instance, if you came prepared to talk about Customer Service, what's Customer Service look like when you get back? If Customer Service was being done right at the Unified Government, what would it look like? We all have some opinions. You gave some ideas today in terms of returning a phone call with a phone call, in terms of how we respond to people. I think you could identify just Customer Service next time. This is what good Customer Service looks like. If we were achieving Customer Service, this is what it would be and then you could take Public Safety—well that's a big one. You might do that one by itself. But you could take Public Safety and say if we were

doing Public Safety really well, what would the outcomes be and then you could just focus on those two and then the next meeting you could focus on two more.

Commissioner Johnson asked what if Customer Service is doing a great job, how do we know that. **Commissioner Kane** said you will know it when they're not. **Commissioner Johnson** said there is a presumption here that we need to fix the wheel and I know there are some areas that we certainly need to improve upon, but I guess where I'm going with this is do we have any historical data by which we can measure where we're going in the future? I think that would need to be present before I make the presumption that I need to improve where we are outside of my own personal opinion. **Mayor Holland** said well a lot of goals here are identifying outcomes and then establishing a mode for the staff to measure them. What are we going to measure, what is measurable in customer service and making sure we have a survey in every department so every public contact comes with a survey and that survey is positive outcomes. Now we need to develop a survey for every department that touches the public to know that we're doing customer service right, but I think establishing what we want measured is—we're way back at the beginning. **Ms. Gentrup** said I think you're establishing really what the mini vision is, what is good customer service, how are you defining what good customer service is and then establishing the measurable goals to help you know if you've reached that. If commissioners are concerned about time in the next several weeks in terms of what your agenda's look like, we could take a half hour here and start that work here. It doesn't mean we have to report out.

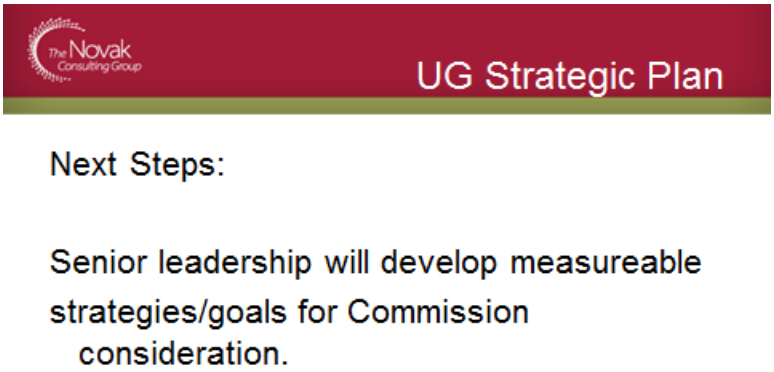
Mr. Bach said I guess I would offer up that as we've had this discussion on the different goals as they're coming back to standing committees, I mean we're breaking them out as presented to only bring back a few. Now we could do it fewer than we have. I'm trying to remember which ones are going to the next standing committee but—yes, you have Community Development; that's a good one on their to kind of say okay what's our goal. From Community Development you will ask that question and you will see what they're listing there. Measurable items may be there but they may not be in keeping with what's the end result that you're trying to achieve so that's your ability to say well now here's our target area and honestly I think it helps you by looking and seeing what that department goal is when you start to have that discussion. They're going to have a few other things they're working on. What I tried to do with this was to push to

get something out in front of you that a department is working on, that they're measuring today or they're tracking today and it's not necessarily that you look at it and say well that doesn't fit at all, but it may be that well that goal is not really in keeping with what we're trying to achieve. Then that staff department could go back and they may have that goal and they may be able to readily put it right in front of you right then, but need to go back and get the data or something like that to measure it. Actually I think the standing committee grouping will work for it. We may be too aggressive and you can tell us to back a few of those off as we go through. The first meeting we only have a couple and we can proceed through each one in that fashion.

Commissioner Philbrook said just because it's not something we want to know about doesn't necessarily mean it's not important in that goal and those goals because the department people know things that they need to work toward but it may not be a particular goal that we are interested in. If we express that, it doesn't mean don't keep doing it. It just means we don't need to know about it. **Mr. Bach** said I'll probably take that two ways. One is if we're doing something and we're spending a lot of time on it and as commissioners you look at it and say that's not in keeping with the goal we want to achieve. Now unless I'm mandated to do something or there is a functional reason for operations I have to do it, to me that's the point we come back to and go why am I spending so much time doing it. **Commissioner Philbrook** said well maybe because you're doing it right. **Mr. Bach** said okay and I appreciate that but I think that opens the discussion up that if I do have areas and I think I will go to a comment Commissioner McKiernan has made to me before, it's the ninth floor disconnect. Sometimes you feel like we get things connected, what we're supposed to do, management, and then I get down in the departments and they're still working on something else I want to make sure that something else is something we really want to be doing. When I got these goals you know Melissa went through and she kind of structured them as they working through how it's done, but we didn't rewrite them or come back and restructure them to try to make it look like well I want this to look like something that I think you want. I wanted to get it out in front of you and that way you would look at it and say well this is in line with what we're doing or it's not in line with what we want to have done and I get good meaningful feedback, departments talk about why they're working on these in these areas or to say no, I don't want you to do that. **Commissioner Philbrook** said okay, so there will probably be a lot of questions from me as we go along.

Melissa Mundt, Asst. County Administrator, said I just want to follow up if we have the order maybe out of whack. We tried to get the goals so that you guys could reflect upon them and then give us some feedback. If you're talking about kind of what does it look like ideally if we've achieved this, we can reverse order or we can reengineer it that we're having that conversation as we're looking at the goals. I just wanted to put that out there. A lot of times you want to have what that looks like and then you set your goals to look at that. However you guys end up we can work it either way, but I just wanted to throw that out there that normally you would start with what does that look like to achieve perfection, so to speak, and then work with what those goals are to give you the measurement.

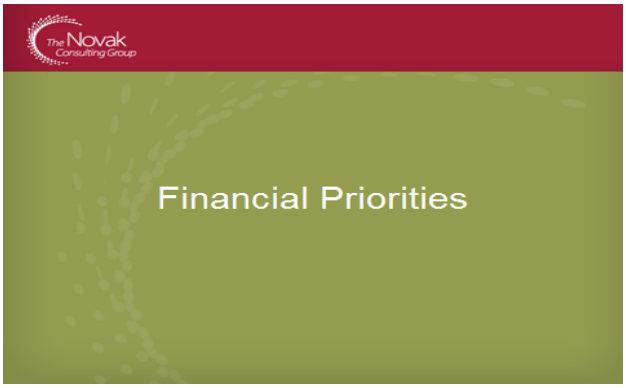
Commissioner Kane said first of all I agree with Mayor Holland that we take one item from each group and we come in and say—because there are two sides to customer service. When we were having trouble and it was taking eight hours for people to get their tags we all heard about it. We added some people power over there. That reduced the problem. Some of the folks haven't called just because they haven't had to work with some of the other departments and when they get mad they're going to call you. Also, there are certain things in certain areas that we're really good at so that would be a nice time for us to say hey we're really good in this particular area and we need a little help in this area. I'm not being critical of them. I'm just saying that hey we need to have a little bit better response on this particular level and if each commissioner does that, at the end of the day I think it will work a lot easier than trying for all of us to tackle.



Commissioner McKiernan asked are we going back to committee or not? **Commissioner Philbrook** said yes, we're going back to committee. **Ms**. **Gentrup** said going back to committee. **Mayor Holland** said but we're staying with all twelve. No one sees anything that needs to be added or subtracted. **Ms. Gentrup** said the committees will define what the vision is, what you know what success looks like and then staff will come back with measurable goals. **Mayor Holland** said and we will continue to stack these on the front of the agenda.

Mayor Holland asked do you want to take a break. **Ms. Gentrup** said yes and Mr. Bach is next up and Mr. Levin so a break would probably be perfect. **Mayor Holland** asked what timeframe in terms of food and break? **Ms. Gentrup** said we can break and grab a bite. **Mayor Holland** said if it's ready, let's go ahead and break and eat at the same time and we will take 20 minutes and come back at 5:00 p.m.

Mayor Holland called the meeting back to order and said Mr. Bach is going to walk through financial pieces with us and crank through some slides and then we can see where the Commission wants to spend some time in dialogue about that. We will probably have more information than you want to spend time on, but we want to have all the opportunities for where you want to spend your time in terms of looking at the financial priorities.



Projected STAR Bond Sales Tax Revenues, By Fund, 2017

FUND	REVENUES
City General	$8,467,000
County General	$1,195,000
EMS	$1,245,000
Dedicated Sales Tax	$1,868,000
	$12,775,000

Mr. Bach said as we start talking about the financial strategies I just thought we would throw this slide up. It's one where we've had a lot of conversation over time about what are the new tax revenues coming in and this kind of stimulates a lot of different discussion we've had in previous financial strategies. One thing I will say is we've held back from debt funding out and spending any of this money, however; clearly obviously as we look forward we see different ways that the General Fund money could fall into a forecast and just kind of eat it up just because there are—we always project expenses to increase, revenues not so much.

The breakout as shown up here is our City General Fund when we see the STAR Bond dollars that are projected to come in 2017 as you see about $8.5M for the City General Fund and $1.2M for the County. Remembering that the Dedicated Sales Tax Funds get a significant portion of that money so the EMS fund $1.2M and the Dedicated Sales Tax Fund is $1.8M so those are key categories. It's not just all in the General Fund area and I will note Mr. Levin

updated his projection to put this at $12.7M versus the $12M we've talked about for so long. That just shows that it's kind of moving towards that growth pattern. Not to hover on this slide, but it is one where we have focus on, it builds into the financial strategy and as we focus on things in the future.

As we move forward I'm going to have Debbie and Reggie just run through these next two slides and then I will take it back for some other discussion.

General Fund Repayment to Other Funds

1. Employee Heath fund	
Deferred Payments 2009-2011	$ 4,848,452
Repayments (2012-2015)	$ (2,850,000)
Balance 12/31/16	$ 1,998,452
2. Sewer System Enterprise Fund	
General Fund Transfer 2014	$ 3,200,000
Repayments (2015-2016)	$ (500,000)
Balance 12/31/16	$ 2,700,000
3. Environmental Trust Fund	
Expenses (2008-2014)	$ 5,000,000
Repayments (2015-2016)	$ (500,000)
Balance 12/31/16	$ 4,500,000
4. Workers Compensation Fund	
Cash Position 12/31/14 (negative balance)	$ 2,466,687
Repayments (2015-2016)	$ (500,000)
Balance 12/31/16	$ 1,966,687
5. General Fund Balance	
Policy Target for 2016 (10%)	$ 19,600,000
2016 Projection	$ (3,800,000)
Balance 12/31/16	$ 15,800,000

Debbie Jonscher, Asst. Financial Officer, said this slide just shows the funds that we've talked about that we have deferred payments or charged some expenses to over the past several years that we need to restore the balances to those funds. The first one is the Employee Health Fund. If you will recall from 2009-2011 we deferred payments from the County Employer side to the Health Fund and we have started putting some repayments back there. Last year we dedicated $2M to put back to that fund, but we still have just under $2M to go with what we budgeted through 2016.

The next fund is the Sewer System Enterprise Fund. We did a transfer in 2014 to the General Fund of $3.2M. We dedicated over the 2015 and 2016 budget a repayment of $500K leaving a balance still to repay to that fund $2.7M.

The Environmental Trust Fund, we shifted expenses from the General Fund, trash expenses, to this fund over a period of 2008 to 2014 of about $5M and we dedicated $500K over this year and next year to repay that fund leaving a balance of about $4.5M

The Workers Compensation Fund, the cash position in that fund was negative by about $2.4M. We've also dedicated repayments to that fund also for this year and next year of $500K leaving a balance of just under $1.2M.

The last one and this was a slide that we had shown during one of the budget workshops. This last balance that we've shown is the General Fund Balance and we put this on here just to show—according to the Fund Balance Policy that the Commission adopted our target for the General Fund Balance is 10% of expenses which would be about $19.6M. Our 2016 projection, our ending Fund Balance is about $3.8M so we just wanted to put that on there to show as we work toward that goal of where we need to be as we go over the next couple years to try to get that balance up toward our target.

Mr. Bach said as Debbie finishes there I will just put a couple of emphasis points out here. The Employee Health Fund, as noted the last time I showed you projection, we balance out at about zero you know after the year so that's with the 14% increase that we're doing and it's not reflected here. That just comes as a payment so getting money paid back into that account is a priority. It's something we need to keep our focus on.

The Sewer System Fund, that has future you know when we're talking hundreds of millions of dollars that will be into that account to cover the expenses it will have over the coming years so we are required to continue to repay that, but it didn't happen all at once. That's not as high a priority. It's one we need to keep our eye on and keep money going back to it.

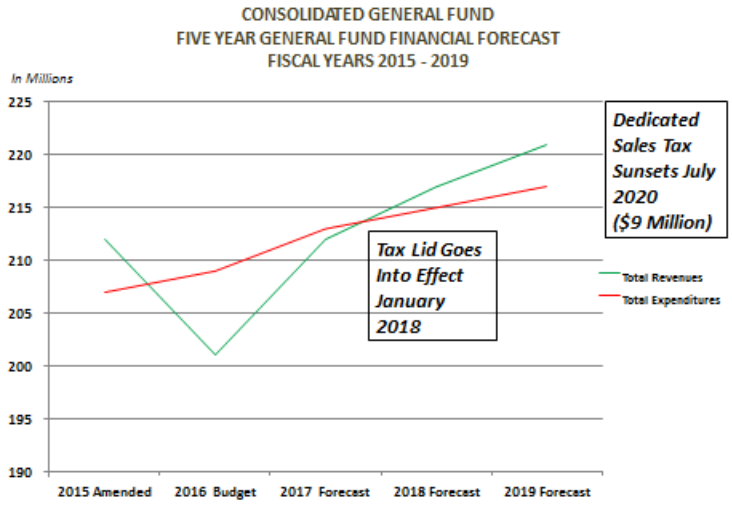
Same thing with the Environmental Trust Fund, the balance there really reflects what money we removed from it. What you return to that fund is entirely your decision. It's kind of like how much you want to put back into that rainy day fund and I think Commissioner Walker expressed this; this stems from many years ago. We started putting money into that account so it would be there and be a safeguard for us if we had issues in a certain area. There is no requirement that it be $4.5M in the end. We're just reflecting how much we've removed from that account through this process.

I would say the Workers Comp Fund is more like number one with the Employee Health Fund. We have to put the money back into that account. We don't have to put it all back in at once, but we have to make significant movement toward that every year so I wouldn't build a budget where I just put $100K into that. I would be putting $500K to $1M to try to get that back into balance right away as we do our normal contribution.

Commissioner Johnson said the Employee Health Fund; will there be any repayment in 2016? I don't see it. It says repayments between 2012 through 2015. Will there be any repayments in 2016? **Mr. Bach** said I don't have anything built in. We put in the $2M repayment and rather than spread it over two years I just put it all in the 2015 Budget. I thought about putting in $1M and $1M, but realized it's just as well to put it all in 2015 so the fund had a little healthier balance so I don't have a separate repayment built in 2016.

Commissioner Johnson asked can you give me a real quick snippet on the negative balance in the Workers Compensation Fund. How does that work mechanically? **Mr. Bach** said I will look over to my finance staff for that. **Lew Levin, Chief Financial Officer,** said in the Workers Comp Fund we've been budgeting and paying all claims for individuals on an annual basis. There was a period of time certain other expenses were not being funded and that included some legal costs, some insurance premiums, and so that fund went deficit. We're allowed to maintain a deficit position. It's not really our objective and a File Name: Y:\Recorded Commission Meetings\2015 Meetings\Strategic Planning\10.19.15.wavpositive cash positions in other funds I guess essentially are covering that negative position in that particular fund. Our Workers Comp Fund though our plan is approved on an annual basis by the state, and we've been in communication with them, and they want us and they've strongly, I'll say urged, or is requiring us to get that account into a positive cash balance. I think they're going to allow us to do that over a period of time but they want us to really demonstrate that we're making a commitment to get that into a positive cash balance. **Commissioner Johnson** said so right now we're just trying to get back to zero and then we will go forward to building the positive cash balance. **Mr. Levin** said yes.

Mr. Bach said we just wanted to give you an overall view—we had significant money come back in last year, that $9.5M that was an achievement to bring in. These were areas where we went after some of these pots that you all have talked about for a while and put some of the money in.



Reginald Lindsey, Budget Director, said this slide illustrates revenue and expenditure forecasts going out to 2019. The 2015 and 2016 items are on there with the budget, what we built this summer. In 2017, 2018 and 2019 we see in 2017 revenues and expenditures meet up and also in 2018 we see where the tax lid goes into effect January, 2018 and then in 2019 we see where our revenues increase over our expenditures. Out in the future in 2020 we see that our Dedicated Sales Tax sunsets in July of 2020. **Mr. Bach** said, Reginald, do you want to talk about 2015 compared to 2016? **Mr. Lindsey** said in 2016 our tax revenues will go down compared to 2015 and this is because of the increases we had in 2015 as far as the $9M that we had added into our budget. That doesn't show up in the 2016 and so that's the difference there. **Mr. Bach** said it's not like we had some different trend developing. It was just there was a significant one-time influx of revenues that came into that budget and then you see the back down to 2016 where it normally would be and then we jump up the $8.5M to $9M in the General Fund so it would move into the 2017 forecast.

Commissioner McKiernan asked what's the kind of like average percent of increase on expenses from year to year here, 3%, 4%. **Mr. Lindsey** said there are different variables, its dependent on. We could have Personnel, Operating and Capital—**Commissioner McKiernan** said but overall. **Mr. Lindsey** said it would be probably around 2.5%. **Commissioner McKiernan** said I guess my question would be is that a reasonable percent. **Mr. Lindsey** said in Personnel one of the things we don't have built in from 2017, 2018 and 2019 we don't have salary increases built in and we have flat lined our Capital at $6M a year. **Commissioner**

McKiernan said something that would help at least me as we look ahead and project and we ask what if, what if we kept all of those things flat; but what if we didn't. What if we built in a cost-of-living adjustments, what if we built in, what would the curves start to look like then? This is a lovely looking point of inflection here where green goes above red, but my question is, is it reasonable for us to estimate that or is it more reasonable for us to estimate that our costs in the General Fund are going to rise at a rate higher than 2.5% and then we need to actually account for that. Figure out a way to beat that kind of increase with either similar revenue increases or at least know where we're going to need to cut in order to do that.

Another question is does the green include the Dedicated Sales Tax, does that come to General Fund? **Mr. Lindsey** said no, this only includes the City General Fund and the County General Fund and the Consolidated Parks. It does not include EMS and Dedicated Sales Tax. **Commissioner McKiernan** said okay, so that's City/County both there.

Mr. Bach said, commissioner, maybe to your point and I thought about doing this both ways and one was to walk in here and show you a red line that swaps that green line and it's pretty easy to do it. I mean if we just built in those COLAs across there, but it was kind of coming back to what's the decision-making formula that the governing body has. Are we going to just go forward and say where we go with everything with Personnel or building in more Capital into those budgets along the way. I mean if you're looking at it from a—what are we looking at as far as the mill rate or other senses of revenue that we have, money going into Capital infrastructure instead of debt each year and so if I just took all that money out so the green line was underneath the red line, it's kind of hard to strategically plan for you all to come to and say well this is where we want to put our priority.

Commissioner McKiernan asked was it two years ago in October I brought my old graphs where the lines never met and I took what I thought was my best guess estimate looking backward and trying to get a trend line out of the data for the past few years. That's shocking that those lines never meet but I think that's a shock we all need to have because if it's going to take our tax base to grow at a rate double what it's growing at now for us to make in fact green go above red, I think we need to know that, we need to plan for that, we need to work for that, we need to figure out ways to accomplish that. If it's going to take no COLAs for us to get the red line under the green, I think we really need to discuss that thoughtfully as well. What's that look

like, do we want to do that, and so I love the way this looks but I worry that our reality is going to be much different and that we should strategically plan for our reality as we know it today.

Commissioner Walker said I'm a little perplexed that we don't have a slide that shows us the impact of COLAs. I can't believe we're looking at three years in this forecast or four years; well three 2017, 2018 and 2019 and that does not include a COLA in any of those years. **Mr. Bach** said it is built in through 2017 and so 2015, 2016 and 2017 has it. **Commissioner Walker** said you're talking about what we put on the table, the 5%, 5.2% as a COLA. **Mr. Bach** said yes. **Commissioner Walker** said the six years prior they got no salary increase and we're not taking into effect any assumptions about what this Compensation Study is going to suggest. **Mr. Bach** said I think that's a key point that we need to get to. There are several different topical areas that we can discuss and we've got them laid out on a following slide to get into and that's really where I want to get to. I mean did I make the assumption walking in here that that's where we spend all the money or are there different areas. I think on this slide there are two things that are pretty important and Reggie mentioned them, that's the Tax Lid so that's the governor's anti-growth Tax Lid that's placed on local communities that if our values go up, we don't get that green line. It gets captured and to whatever you do you have to go out—you can go for a vote if you want to use that money, but if our value goes up as a community you will not capture that as a governing body unless you go for a vote. That's an issue we have to deal with and it really impacts some of our future decision-making and impacts how we would look at contracts too. Of course, then the Dedicated Sales Tax sunsets in 2020 and that's a big number that we're working with and that's I think as we look at the strategy about how we're spending that money, you know I know initially we had to use it just to survive in different areas and then we've been able to do a few other things with it. That's not that far away when you consider you have to have an election probably in 2018 in order to know you have it when you're building in 2019 when you're building 2020 budget because the elections are in the fall. Things like that start to look at and you start realizing they're not that far away from decisions.

Commissioner Kane said well you kind of answered my question on that, Doug, because I'm concerned in when do we start preparing, asking maybe possibly asking for a bigger sales tax and maybe not have a sunset. We do have to plan now for something like that because that $9M

if that goes away, they will be off the chart on the bottom and I'm kind of like Hal except as far as not giving our employees a raise, but even with where we're at does is this including that we haven't bought any police cars, sheriff cars, fire apparatus. I assume that done of that is in there either. **Mr. Bach** said it puts us at a flat line at about where we're at now so we have a little bit more in Capital than we have in—a few years back when we had really cut it down, but I believe we could flat line at about $6M so it doesn't make a real aggressive repurchase of items that were back there, but it does put us into, I will say, $6M puts us in a much better situation than we've been in for a number of years but it doesn't just gradually keep increasing that number each year so it would have to be prioritized. **Commissioner Kane** said but we all know that our stuff is getting old and I don't want to expose our employees to any kind of hazard so sooner or later we're going to have to start buying stuff. **Mayor Holland** said I think we bought 35 police cars this year. **Mr. Bach** said between this year and next year. **Mayor Holland** said between this year and next year 35 new police cars and two new fire apparatus and four ambulances.

Commissioner Kane said I know it may not be important to you guys but that's the kind of information we need to get. **Mayor Holland** said we talked about that when we did the $9.5M payment from the Land payment. We went through and talked about that Capital investment was part of the presentation that we all got. **Commissioner Kane** said we said we were gonna, we didn't say that we've already done it. You know what I mean, it was just kind of an overview and when we buy 35 police cars I want to know and a couple of ambulances. It's just me. I'm not saying for the rest of the Commission, just me.

Commissioner Walker said when we buy 35 police cars are we talking we're buying 35 black and white that are out on the street with the sirens or are we buying detective's and chief's cars? **Mr. Bach** said that's a good question and two things I believe the number is either 35 or 30, but I will say there are in two different shifts that we're buying them. One of them is what we're buying this year. I think we're buying ten this year and then 20 next year. We will buy them in a program fashion that some of them will go directly to the patrol cars, others will go they will be in the command staff and they will rotate down cars and then those cars break out into the patrol cars. It's programmed as to where the high need is. **Commissioner Walker** asked do we get to decide where the high need, the Commission, or is this just an administrative decision and we just fund and you guys tell us what we're going to get? **Mr. Bach** said well we have always used that as an operational decision, yes, with the Chief. **Commissioner Walker**

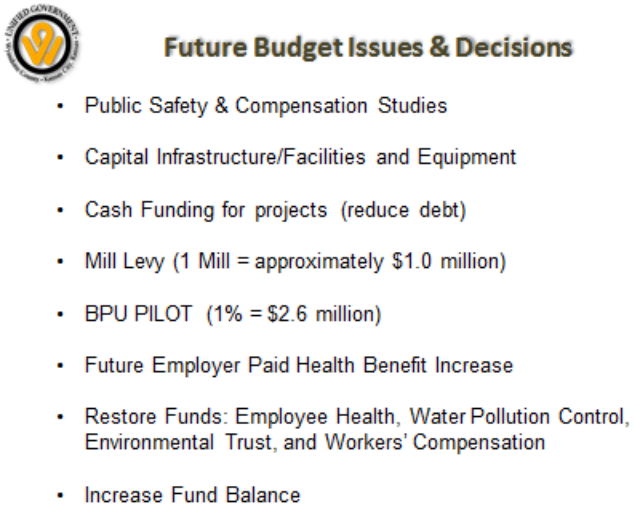
said I think there are several of us, I'll speak for myself, and I'm one who wants some decision-making quality on our part as to where the cars are that we buy. I think the priority in automobiles is the patrol cars that run 24/7, 365 and not necessarily in command staff. They have a car to take home and come back to work with. I don't object to the Chief and his commander's having a car but they don't need brand new cars. Those patrolmen drive—I don't know how they keep them together. I'm offering you my opinion on this subject and I may be the only one, but I would put the priority in reverse order. We replace patrol cars before we replace command cars.

Mayor Holland said my only thought about that is if we don't trust our Police Chief and Fire Chief to assign the apparatus where they need them, they put in the request for the funding and they get it, then we need to fire our Police Chief and Fire Chief if we don't trust them to make those decisions. I don't think that's a Commission decision. I think that's getting down into the weeds and we need to trust the professionals who are on the street who knows the needs of the department. I feel strongly about that. I don't think we need to get down into the weeds of the department and say who gets a car and who doesn't. **Commissioner Walker** said well, Mayor, we just both feel strongly about an opposite point of view and I think it's a subject for debate. It's not a matter of firing the Chief because I don't agree he needs a new car or his commanders. It has nothing to do with his performance. It has to do with what our priorities are. The cars on the street are the cars that go to our customer's homes.

Commissioner McKiernan said I'm going to kind of go back to you know I would really like, and certainly we're not going to do it today, but I would like you to shock me with these projections. I mean every year we sit with that CMIP ledger and if we look we keep shoving things to the out years. We all know that we have a certain amount of equipment that is simply going to need to be replaced by virtue of wearing out or we can at least estimate that we're going to have some facilities that are going to need to be repaired or at best replaced. I would like for us to have the capacity to throw what if in there, what if we funded X dollars and more of CMIP in any given year or year after year; then that I think helps us identify what goals, but what policy directions we need to take because we're going to need to raise—we're either going to find a way to not spend that money or raise the money to make those expenditures. Either way I think we've got policy decisions that are going to play into that as it relates to the operation of

our Unified Government. I would love us to have this kind of dynamic ability to say what if COLA was X percent, what if we tried to knock off 5% of that pushed back CMIP, what would it look like, how big would that gap go in the other direction if we did that. Then that gives us a starting point for making some real decisions and policies on how we bring those lines closer together.

Mayor Holland said I would say one of the things too that we need to understand if our valuation goes up 5% and the Consumer Price Index only goes up 1% that additional 4% of value that we have to spend today the state has just taken away and said we can't give that to employees, we can't buy new equipment, we can't improve our city; we have to lower our mill levy to match the Consumer Price Index revenue. Then if we don't want to do that and we want to capture that additional revenue that we earned by growing our city, then we have to go to a vote of the people every single time. It is probably the most anti-growth foolish discussion. It was an idea hatched at noon and voted on at 4:00 p.m. I mean it's about as foolish a notion and a poorly drafted piece of legislation as you can imagine and it's simply an attack on the cities, 85% of the jobs in this state are in the cities and if we don't maintain the quality of life in our cities then we're not going to be able to attract talent to the state of Kansas and they are going to go to other states where they can do it. This Tax Lid is probably the most destructive piece of legislation that they've hatched yet in Topeka because it directly attacks the economic engine of the state which are the cities. **Commissioner Walker** said, Mayor, I agree with you 100% on that point. **Mayor Holland** said I just want to point that out. We are going to have a special session with Mike Taylor to help us better understand the implications of that Tax Lid before we meet with our legislatures on December 10th to talk strategy about how we can get that repealed.



Mr. Bach said this next slide is really set to maybe characterize a few of the major budget issues or decisions that you all have mentioned over the past several months, if not longer periods of time, and there may be other ones that you want to put on here but this is probably an area that I think Patty can help take us through as we talk about which ones of these areas are we looking at from a priority or where this wants to be. I can read them. The Public Safety & Compensation Studies and you know you brought that up. These are major areas that we're looking at. As we see it from what we saw in the Fire Study the other day, we can take different measures along within that department; somewhere along the line we're going to have to commit to a lot of infrastructure in these buildings and in the equipment that's there and the same way in the Police Department. Sheriff's Department, you know their study, there could be things coming back there from where we're at from the Juvenile facility so there are some cost issues or priorities. We don't have all the answers sitting here today, but we know we have to keep our eye on those to dedicate future.

The Capital Infrastructure, that's kind of the what if scenario that Commissioner McKiernan mentioned. Equipment is one thing and we can rotate our equipment around and we can make an impact on that and a few million dollars goes a lot longer in that area. When you start looking at the infrastructure and all the buildings that we've listed over time that we bring in that are kind of on our unfunded list and they will be on the list that comes back to committee in November and talk about—we have to have some money go into those and are we looking to debt that money or are we looking to cash fund that money which is the next line.

We've had that same discussion. If we quit applying money to debt, we save money back if we just cash fund projects.

Mill Levy reduction, you know one mill equals about a million dollar. A little lower on the city side, a little higher on the county side.

BPU PILOT is another issue discussion. It's 1% equals $2.6M so if we touch the BPU PILOT, that's quite an impact on our Operating Budget or we have to do something with the mill levy to offset that.

The future Employer Paid Health Benefit Increase, it was noted on the one slide how much money we pay back just to repay ourselves but probably the reality here is every year this could be more like a 7% or 8% increase that we're facing that we need to do which is kind of outside of—it's not an employee raise, but it's clearly something we have to do to keep up with that.

Restoring the funds, we already walked through that list and the priority we've had of increasing our Fund Balance, trying to target it toward 10% and when do we do that.

This is the list we put out there that I think it kind of—unfortunately one or two of these items can kind of overtake you know if we want to go after them really hard they can take up a lot of extra money and extra is kind of a relatively term that I guess I would look at and say—we have the Compensation up here on top so I mean that's why I didn't put it in the other chart, it's like where do we put these to start saying which ones of these do we want to build in and make these as our priorities as we go forward. Some of them have an impact and if you take it like the mill rate, if you reduce the mill rate, then that money that's there in the next year is just gone. We've had that discussion before versus some of them that you could spend it on infrastructure once and you can spend it on infrastructure again in every year.

We have some other slides if you want to get into the Mill Levy discussion or the PILOT and break those down a little bit more, but this was really set out there to kind of frame this discussion and get you talking about it from a strategy standpoint.

Commissioner Kane said one of the things that survey those guys did the other day they clearly said that the Fifth District is underserved by no less than two fire stations and I think it's time to start setting monies aside to build a fire station out there. I don't know how much that would be, maybe a half million this year, a half million next year; whatever it is but clearly the growth is

out there. They said on their study that we were underserved by two fire stations so we need to start thinking about alright some of this money has got to go for what we're going to do in the next couple of years. I don't even know how long it would take to save enough money to get half a fire station built, but this is something that I think needs to be thought about and thought about now before something happens. People out there, believe it or not, in Connor Creek pay more insurance for their homes insurance because they're so far away from the first station which means they're that much further away from an ambulance.

Commissioner Johnson said I just wanted to know, Doug, is there an overall financial strategy that we have. I know we have all these different things and one could easily outweigh the other. In terms of like, for instance, I think you know you had in the budget about increasing the Fund Balance a little bit to get us somewhat towards our overall goal. Is there an overall financial strategy that we have that addresses all of these relative to how we leverage one against the other in terms of cash funding for projects versus what we borrow for, in terms of what we're receiving also from our investments with a short-term, long-term if in fact we even have that? Is there an overall financial strategy that we are working from right now that at least gets us toward some level of productivity and an end game? **Mr. Bach** said I will say the strategy that you all have worked on previously is one that has brought all these issues to the forefront. Now, we don't have a directive that comes back and says we held the line on taxes so we did not want to increase the mill rate, but in that regard we recognized our fiscal position and we weren't going to start cutting at that point because we were just trying to balance the bottom line. The focus was there in that directive. Other categories, no there's not one to come back and say these are areas, but it's all those restoration of funds, priorities; but what we will do next year is kind of seal subject and that's why we're doing this meeting. Your expectation to me that I'm going to build in, we're going to do health benefits, we're going to build some of these things as we go along, but I would say that's why we're doing this today, commissioner, is to sit down and really get an understanding from you as we start to move into the winter and then to next year as to what areas are the priorities that we want to be focusing and where I should be putting those efforts to build a budget.

Commissioner McKiernan said this kind of goes back to the graphs that I brought to this meeting two years ago where I built a framework, a model, and made some assumptions and then could play with it. What if we increased by 1%, what if we increased by .5%, what if we decreased by 1% so, for example, we've talked about desiring to decrease the PILOT. What would it look like if we decreased, and in that model I presented then it was .5% per year for six years until we got to a certain level, and then what's that do to the gap between income and expense. What if we desired to set aside $3M a year as the starter for some of our Public Safety infrastructure, what would that look like to add that to our current expenditures and have it dynamic where we can make the changes right here in our little model. Then look at them in terms of the revenue and the expense curves so we can see well that puts us farther apart, that brings us closer together, that does things over time and I'm confident that we could build a model that would be sophiscated enough to take in all the big pieces, but simple enough that we could make some adjustments to it on the fly and ask what if and then see it on the screen and not in numbers but in a trend chart, green and red, like you had a moment ago so we can get a visual understanding of the magnitude of different changes. What if we desired to increase Fund Balance by 1% a year for the next ten years based on our historical trends, how much more money would we need to save to the bottom line every year to achieve that goal? That's where I'm still a little bit spinning my wheels because I don't know what all these things are going to do to our trend lines. What are they going to look like? How much of an impact will they have? I would love the ability to what if that for a while because as I said earlier then that goes back to driving policy. If we have an absolute goal of increasing our Fund Balance to 10% in seven years, then that's going to drive some revenue policy. It might drive mill rate discussions, it might drive PILOT discussions, but we're still a little bit too abstract for me right now. I would like to see if we could concrete it up a little bit.

MILL LEVY AND TAX SUMMARY

	CITY	COUNTY
1) What is the 2015 mill levy rate?	43.875	38.813
2) What is the impact of a 1 mill change (%)?	2.3%	2.6%
3) What does 1 mill change represent in taxes?	$950,000	$1,060,000

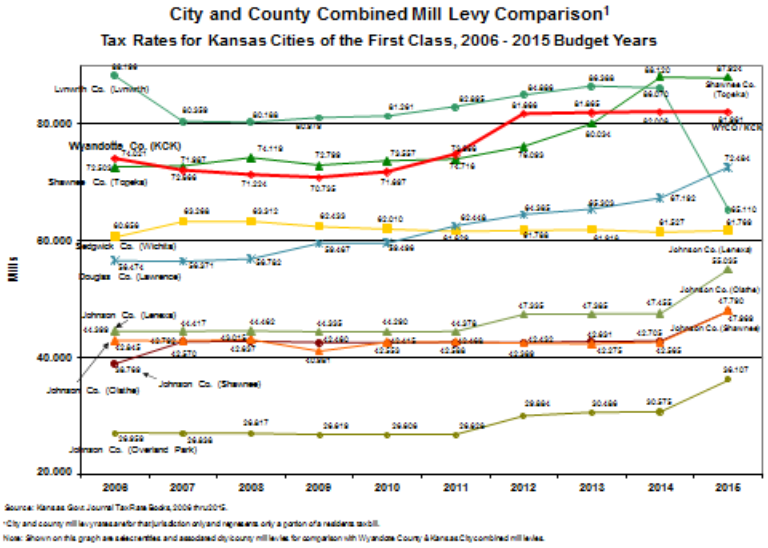
Impact of a Property Tax Reduction - $100,000 home in Wyandotte County

1 mill reduction = $11.50/year or 96 cents/month

5 mill reduction = $57.50/year or $4.79/month

Mr. Bach said these kind of breakdown a little bit more and not quite answering your question, but it does speak to what that impact of change is, commissioner. Here's the current mill rate city and county, and if we change it one mill that equals 2.3% or 2.6% on the county and how much money goes down. I think it takes it away from the abstract a little bit to show you the impact on a home if it's valued at $100K on one mill rate reduction is worth about $11.50 a year. That's a good question to kind of think about if you make a one mill reduction—I mean that doesn't help you on your budget question, but it does help you on answering what's the impact to my constituents if we took five of the mills away, it's going to save people with a $100K home a little less than $5 a month and is that the quality of life impact you go for because you're showing that mill rate reduction. I think the corresponding one you're looking at is in or what does that five mills mean on my budget. **Commissioner McKiernan** said it could be that but what's the current inflation rate two percent or something like that? **Mr. Levin** said the current rate is zero. **Commissioner McKiernan** said well that's a good point. For the sake of argument let's say that everything is going up at the rate—our expenses are increasing at the rate of 2% a year, so what happens—**Mayor Holland** said a different question that's a different question because our expenses are going up. **Commissioner McKiernan** said let's just for the sake of argument say that our expenses are going up at the rate of 2% a year with all the assumptions that are underneath that. If we hold the mill levy constant then—it's this whole thing I'm not able to visualize so if the mill rate stayed the same, how much would the valuation have to grow to generate enough revenue to meet an increasing expense costs. Those are the kinds of the

things—**Mayor Holland** said this is where it gets very complicated. The other thing is very frustrating. This Tax Lid has just disincentivized every community in the state from lowering their mill levy because once you lower it you can never raise it again. In the event that we go through a recession you can't do anything with your mill levy. The key is we had talked about lowering our mill levy and that's been a goal of a lot of people in this community with the STAR Bond payoff for a long time and we need to talk about how much of the money, of the $12M, do we apply to mill levy reduction. If you look at this, and go to the next slide too, I want to show the next slide.

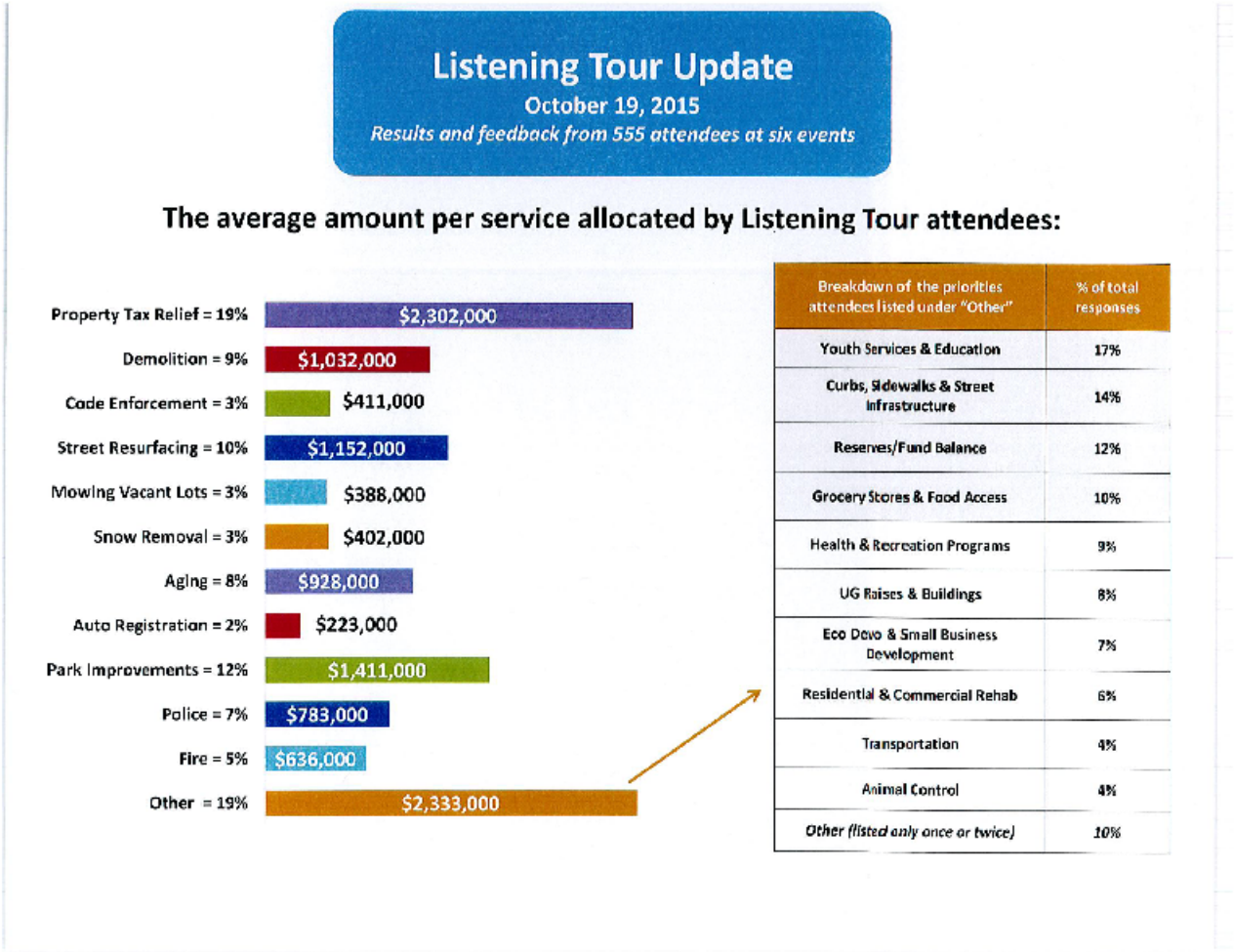


You look at our combined mill rate in Wyandotte County; we're in the red line sadly. I don't know why we're the red line but if you look at that red line we're at about 81 combined mills city/county. You look at Sedgwick, Shawnee and Shawnee is actually higher than we are, Shawnee and Topeka; Sedgwick and Douglas you can see where they are, Johnson County. If we're going to be competitive and we're at 81 and we want to be competitive we're going to have to drop substantially. Leavenworth just made a big shift. They put in sales tax and reduced their property tax significantly and shifted it to sales tax. One thing that I want to talk about with mill levy reduction is what's our goal? Is our goal to match Overland Park and Johnson County where we would need to cut our mill levy in half or more to be competitive or is it to be more competitive with Sedgwick and Douglas County? If that's the case then we can set a goal for how much we want to lower it and then if we put all $12M into mill levy reduction at 81 we

would be below Douglas County and closer to Sedgwick and Leavenworth County. The challenge is having a goal so we're not just—because, commissioner, I think your assumptions are important in terms of balancing what does it mean to do it in terms of the big picture. I think it also matters to say is it a goal to drop it one time a lot like Leavenworth County did or is it more valuable to try to lower it over time and set a policy of reducing it over time. I think those are the kind of directions we're going to need to come up with because when we talk about $12M what percent of that or what amount of that do we intend to put towards mill levy reduction.

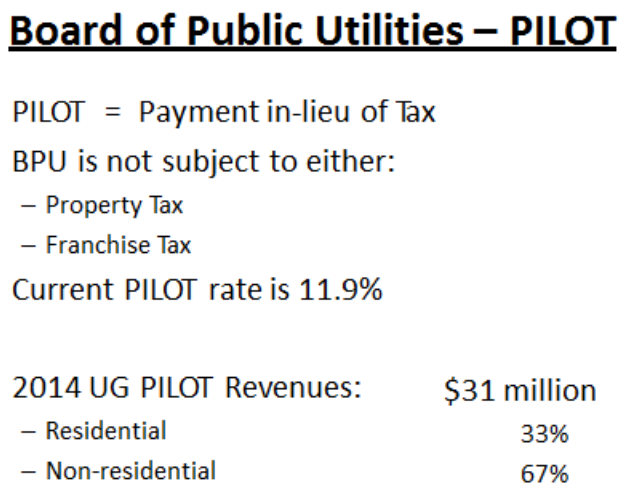
The other piece about mill levy versus PILOT, the PILOT is 35% residential and 65% commercial whereas mill levy is 50% residential and 50% commercial and so the commercial area covers the PILOT more than they do on property tax. That's a part of the conversation we've had in the past. I think these are the kinds of things—and as energy rates go up, obviously our PILOT value goes up and that's a good time to lower it, when our property values go up that's a good time to lower the mill levy, but we need to talk about a policy decision in terms of how much money is the community expecting us to spend on mill levy reduction when the STAR Bonds comes due and we need to build that into next year's budget. I think that's a conversation. I think there is a number.

I will pass around this list.



This is a Listening Tour update and this is 555 attendees in the first six events. We have two more to go but this includes the one that we just had in Turner. If you look at this in asking the community, the folks who have participated in the Listening Tour which is not everybody, but its 555 residents which is pretty good and you look at the priorities that they gave in terms of how they want to see that money invested. They want about 20% of it put towards property tax relief which is about $2.3M. The next largest is park improvements $1.4M, street resurfacing $1.1M and then they had a whole list of other things that they wanted to see money put into that you can look over on the other side, but these are things that we're getting back from the community in our districts when asked to spend some time thinking about this. I think that's helpful data. It's one piece of the puzzle in terms of pushing the conversation out to the community, but as we come back and set our priorities I've heard a number of priorities from this Commission, cost-of-living increases for employees, mill levy reduction, infrastructure investment and those of course

work against each other. Mill levy reduction and infrastructure improvements work against each other.



Here is the BPU piece and it gives you the Payment In Lieu of Taxes and it's a complicated conversation that we need to get into because they don't pay property tax or franchise taxes like other utilities do, but the question is should it be 11.9. We take in about $31M from our UG PILOT revenues and people ask me on the Listening Tour what would it take to get rid of the PILOT, $31M. It's a lot so those are some of the priorities that I think we need to talk about and what are people's inclinations in terms of leveraging that new revenue stream. Presumably our valuations will continue to go up, maybe not 5%, maybe 2 or 3% so we have some—we've got a big puzzle to put together and I think we want to start thinking about how do we want to assign those revenues.

Mr. Levin said could we go back to the one graph with the red and green. I just felt like I wanted to respond a little bit to a couple of the points. We've developed a model that we can certainly have different assumptions. We did for the 2007 to 2019 we did have some basic assumptions on revenue. A 3% increase in property tax revenue, 2.25% increase on sales tax revenue and we had some increases on the Operation side. We did hold employee compensation flat in 2018 and 2019 and we're stating that upfront and so we realize certainly part of that where we see the green line moving forward and the red line being somewhat flat because we haven't

made that assumption, but we certainly can build that into the model. We can build in additional monies for Capital Improvements, but to me what that shows is maybe our flexibility going forward unless we really start to see some significant increases in assessed valuation and if we want to do some other things it's limited. If we jump back to the very first slide that Doug started with, this slide really where we do have some more flexibility as we look at that EMS Fund and the Dedicated Sales Tax Fund, they're not reflected in that graph and so we see over $3M a year there that's really available to start making decisions. That's where I think maybe there is an opportunity for the Commission to say do we want to have some major projects, do we want to set-aside some of that money to build a fire station or increase the amount of monies that we've spent for Public Safety, Capital or Neighborhood Infrastructure. There's real money that's available and the alternative decision is we could use that money to fund Operations and reduce the mill levy. I just wanted to give that little broader context.

Mayor Holland asked what is the built-in assumption on the green and red chart in terms of health care increased costs. **Mr. Levin** said I think we show part of the increase in expenditures 2016 to 2017 we built in a 14% increase on Employer Health Contributions. Is that correct Reggie? **Mr. Lindsey** said yes. **Mayor Holland** said and then in the future years what did you anticipate? **Mr. Lindsey** said 2.5%. **Mayor Holland** said but if it's 14% again, those lines cross in a hurry, correct? **Mr. Levin** said correct. **Mr. Lindsey** was inaudible. **Mayor Holland** said but it could go up 14% again.

Commissioner McKiernan said I think one of the things, and maybe I'm the only one and if so that's fine, I'll stay after school but one of the things that would really help me is to know that list of assumptions that goes into building the model because then you ask the question is that assumption reasonable, is it even possible, and what if the reality doesn't match the assumption. We assume it's going to rise at a rate of 3%, but what if it rose at rate of 5%, whatever it is we're talking about. Then what is our best case scenario, what's our worst case scenario and I don't know. **Mayor Holland** said I think it would be helpful, Brian, and I think going back to your model that you brought us two years ago, I think we could very easily list the assumptions on the bottom and I think you could even do it in a dynamic program where you could say raise that two points and you could watch the graph shift, lower it two points and watch that shift. I think

we could do a dynamic forecasting item based on assumptions that could be changed in real time so we could look at what if we did reduce the mill levy five mills, what if we invested $5M into mill levy reduction and you watch the lines get closer together. What if we had an 8% increase in health insurance each year which is very real and what if we gave a cost-of-living increase in 2018, 2019; what does that do? **Commissioner McKiernan** said what if it's 1% versus 3%. **Mayor Holland** said that's right so I think if we could do—and I think that would be easy to set up where you could set up—**Commissioner McKiernan** said it wouldn't be easy but it would be possible. **Mayor Holland** said well it wouldn't be easy for me. For people who understand computers better than I do to set up a dynamic piece where you can—there are even websites where you can do that, where you can play with budgets that way and add this and then this is the graph changes and such.

Commissioner Walker said I was just going to say one of the handicaps as a commissioner even with open data is I can't do anything with it to change it. Priority based budgeting is kind of a term of art although there are a number of programs available would allow commissioners who are staffless to play with numbers independently and determine okay I want to build a swimming pool in my district that's going to cost $2M and we're going to have to bond it. What is the effect on our bonded indebtedness and how does that change the others and it will show you in real time how that occurs and that's part of your technology innovation. If there is a system that now exists for us to do that then I need to be schooled in it because I can't get that on open data. I can only do it in my head which is very inaccurate. I mean I think we ought to be able to see what the impact is without waiting, calling up Lew and saying Lew here is what I want to do. Other cities are doing it; we're certainly not breaking into something that no one else is doing. Many city government people, elected officials, have access to this kind of system.

Mayor Holland said I am curious if commissioners have an opinion about what we do—I mean one of the goals of the STAR Bonds when we first made the investment almost 20 years ago—17 years ago was that we would shift the burden from property tax to sales tax revenue in terms of the community. We would have a more balanced policy. Looking at the information that we have, do people have an opinion about how much is the expectation in the community, how much do people want to see, do they want to see a big drop, do they want to see a series of small

drops, do people have an opinion in terms of what we should do in terms of shifting the burden from property tax and sharing that with sales tax? With the new wrinkle that we had never had before, with the new legislature Tax Lid, do folks have a thought on what would be appropriate or helpful?

Commissioner McKiernan said it was part of my graphs two years ago, $12M is a drop in the bucket out of a $300M budget so if we threw all $12M to the bottom line, it would be a blip on the radar of our budget and it wouldn't close a gap so even if we threw all $12M there, we're still not going to close the gap. We still need to as a group collectively identify what are we going to do to increase revenues or decrease expenses because while throwing $12M to the bottom line would reduce annual taxes on a $100K house by about $280 I think. **Mayor Holland** said $150 a year on a $100K house. **Commissioner McKiernan** said that's right it would be about $150 on a $100k house. But, again, what if we threw half of it to the bottom line and what if—it just comes down—what I'm saying is until I can see the effect of other factors, the mill rates, the PILOTS, and the anticipated rate of growth and potential COLAs, I mean I would love to throw it all to the bottom line but the question is what would that do, how far would it get us to where we want to be and I don't have the data to answer that so I'll be quiet.

Commissioner Walker said I'm going to, and with all due respect Brian, I think that when you're talking about it only being $280 or $300 or $400, I think the audience out there may have a different opinion of what an extra $300 or $400 a year might mean to them on the value of their homes especially if they're living in fixed circumstances but their house because it was paid for many years ago is now worth more. Obviously, the people who benefit the most from the reduction of taxes are the people who have the $500,000, $600,000, $700,000 homes but they probably appreciate the $700 or $800 or $1,200 a hell of a lot less than somebody who is getting $280 or $300 or $400 more a year to pay the utility bill or pay for grocery's or medicine. **Commissioner McKiernan** said I totally agree. I don't want to dismiss or minimize the impact of having that reduction, but even if we were to put all of it there, in terms of our overall budget we still don't balance which then has implications in terms of our ability to provide city and county services for those same people. **Commissioner Walker** said the wrinkle for me is this Tax Lid that has changed the entire equation in three years. Now, we can be heroes for three years and then jump taxes 30 mills in the year before the lid goes into effect or something like

that. You know what I'm saying but if we don't have the highest, we've got one of the top ten highest PILOT fees in the nation. I mean other cities get 5% from their utilities and they don't get free lights and they don't get street lights and stop lights. I understand the difference in the values but there comes a point of which we have to—people have to say—I can tell you that while I've been to I think four of the six maybe, maybe it was five, maybe I just missed the first Listening Tour and I did not sit in any group and listen to that particular group but I talked to people. I've had no one communicate with me by email, by my neighborhood 55th Street Neighborhood Group, I mean it's all antidotal, it's not scientific. They all want tax reduction. They're not talking about streets to me or mowing lots or better code enforcement. All those things are the icing on the cake. The cake is we want lower taxes and I don't know whether that means we put 25, 50 or 100% of it in there, but I can tell you when it was done you know as well as I do what the people were promised and now here's government again, things change so we're going to do something different. I mean that's the perception I think people watching are going to get.

Mayor Holland said I think the perception that I want people to get is that we're being thoughtful about how we do this and that we're making a good decision and getting community input. I think you're exactly right, commissioner, I think that the expectation when the STAR Bonds were invested is that it was going to lower our property taxes long-term. I think that was the stated expectation so I think it's incumbent upon on us—the other piece is because $12M is only 4% of our overall budget, that's still a lot of money. I think there needs to be visible impacts in the community that people can see, touch and feel from a STAR Bond project. You know it may be something like you know Commissioner Walters talked about the CNIP Program and how powerful that was in terms of visible impact in the community. We need to think about some kind of significant things, tearing down blight. I've pushed that forward a number of times. I would love to see $1M or $2M the first year just go out and take down the worst blight in every commissioner's district. You identify the worst blight in your district and we have a fund and we go take it out, addition by subtraction, would be a huge benefit for our community. We've got a lot of needs but I want—not only do we need to stay true to the promise that was made earlier in terms of reducing property taxes, I think we need to have some very visible impacts that people can see, touch and feel and say hey that's the STAR Bond project paying off

that's making a difference in my neighborhood. I think that's the kind of strategy I want to get to with this group is what would be a signature affect that this money could have because it's not very exciting. I think we need to restore some fund balances, that's not exciting. I think we need to lower the mill levy which is kind of exciting. We could put $12M into every bullet item up there and not finish any of them. We've got to come up with a balance and we've got to come up with a recommendation, it's got to be a dynamic discussion about what matters.

Commissioner Johnson said we're talking about $12M, not just one time $12M. **Mayor Holland** said every year. **Commissioner Johnson** said so there can be some impact made. **Mayor Holland** said yes, absolutely there can be. **Commissioner Johnson** said and we just need to look at what areas—I mean we just need to come to the best of our ability to try to come to some consensus as to what areas can we make the most impact. The incremental value, that $12M coming back into the Treasury or whatever, every year going forward now and that's a real impact, those are real dollars so I just keep hearing this $12M, what can we do with $12M but it's not just a onetime shot.

Commissioner Philbrook said I'm going to go off in a little bit different direction with the mill levy thing. We all keep talking about our mill levy, but we're not the only one that imposes a mill levy in Wyandotte County. We can bring ours down one or two, but what are the schools going to do with their funding drying up. They brought theirs down, but what are they going to do next year. People don't look at just what we do. We can bring it down but if the others bring it back up, we're going to get lost in the shuffle. I don't think anybody is going to pay any attention.

Commissioner Kane said I wish I had some sort of magic answer and I don't because like Commissioner Walker said people, and you Mayor, people are expecting us to lower the mill levy because that's what they were told 20 years. We also have to be mindful of what's happening at the state level and how that will affect that. We also have to worry about our bond rating because you know we want to go up and not back and we do have to fund the things like the insurance and stuff like that for our employees. There is no right or wrong answer because no matter what we do we're going to make somebody mad because we didn't do it just the way

they want it and I guess I'm warning them that we will do the best we can with what we got. **Mayor Holland** said that's right.

Commissioner Bynum asked isn't there past examples of combining cash and debt to do a big project. Have we done that in the past? **Mayor Holland** said yes. **Commissioner Bynum** said I just see that as an option for—particularly to Commissioner Kane's pointing out the fire structures that are needed out west, I could be in support of in the future when we're making some of these decisions you know using some cash and then some debt to begin those projects. I know last week it seems like when we had the Fire Study Report we would work through as strategic planning process for that, but I would be open and interested in some sort of combination. Maybe you borrow less because you use some of the cash you have to get some of those projects started.

Mr. Bach said I would say that's a combination you could go after and actually the fire one is a very good one to think about. If we go back to the slide where we had the different funds and how much money is coming into each area and we think about the Dedicated Sales Tax Fund, and generally when that was approved we kind of broke that into three categories, one being Police, Fire and Infrastructure in the community. Well that new number in the Dedicated Sales Tax is about $1.8M so if you said a third of that goes into fire, that's about $600K. So if you said that's money we're going to take toward new fire infrastructure—you wouldn't want to debt that yet, well you could, but you're only debting it through 2020 because you've only got a couple years left on it, but you could cash fund and that kinds of does that putting money into it now so we're looking at it for that future opportunity. If that was renewed you could determine whether you wanted to debt against it in the future or just keep working with the $600K a year and build something from that standpoint. I think you have a few different options in that regard as we think about how we would build that up.

Commissioner Bynum asked when does EMS—I know we voted on EMS in 2004 and 2005, somewhere along there. **Mr. Bach** said it doesn't have an expiration on it because it's dedicated for a service function to come in.

Commissioner McKiernan said to kind of play off Commissioner Bynum's question about the combination of cash and bonding, as I've done my homework lately, check me if I'm wrong

here; if we borrowed $10M to build something, whatever it might be. At our current interest rates over 20 years we would pay about $3.4M in interest on that $10M. Is that roughly right? **Mr. Levin** said that's correct. **Commissioner McKiernan** said so if we were able to squirrel away a little cash and pay $5M in cash and bond $5M, we would save $1.7M in interest over the course of that loan. Now it's not going to be that year's savings because we still have to spend all that money, but ultimately we would save over the course of those 20 years $1.7M in interest that would have been paid out. I think those are also strategies we ought to think about. Its creative ways to avoid debt financing and who knows maybe—**Someone** was inaudible. **Commissioner McKiernan** said exactly, cash is king and so as we think about how could we constructively use these funds for the betterment of our whole city and county now and in the future maybe we consider strategies like that where we don't save money today, but over the long-haul. If we repeat that strategy year after year after year, then ultimately our total bonded indebtedness goes down, our total that we have to assign toward principal and interest payment every year goes down; our bond rating goes up, our interest rate at least stays the same as the rest of the world goes up. I think there is a real powerful economic thought in what Commissioner Bynum just suggested.

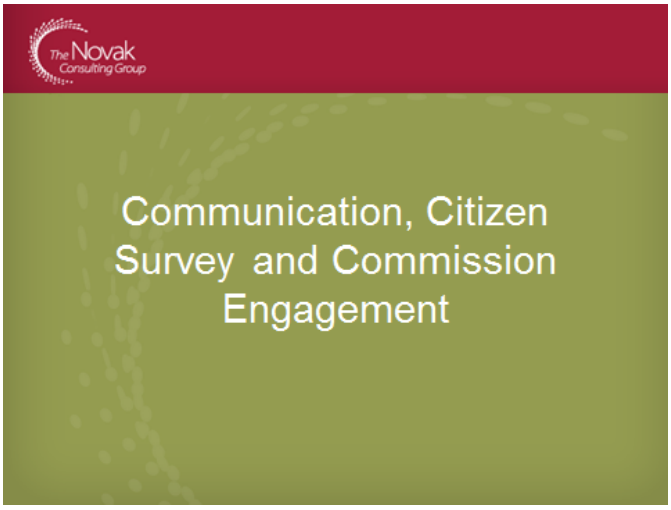
Ms. Jonscher said I will just add to that. We do have some projects in the Capital Plan right now that we do fund both with debt and cash. One of them would be the Neighborhood Street Improvements. We bond the majority of it but we do have a portion that is paid from the Dedicated Sales Tax for the Neighborhood Street Repairs.

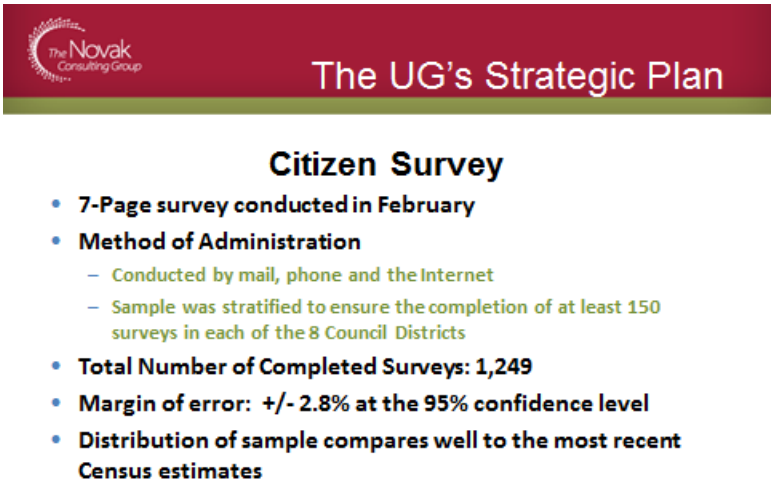
Commissioner Markley said I don't know how far into this discussion we're going to go. It doesn't look like we're going to get down to the details today if we're going to be done by 7:00 p.m. but I will just say what I don't want to see. I don't want to see us take this in and treat it just like other General Fund dollars where you put $100K here, $50K there, and it all gets lost. What I would like for us to do, and Brian and I have talked about this before strategic planning, is to pick three or four categories this first year, split the money between these three or four categories so that it's big chucks of money to have a big impact. I believe that tax relief has to be one of those categories but going back to Brian hoping that we can do the what if model, once we spend that we don't get it again the next year to Commissioner Johnson's point, it's gone so we need to be cognizant of that, but even in years two and three I don't want us to just start

spending the money. We do it personally, right, you get a raise and the first year you're really good about it. You put your whole raise into your savings account and the second year suddenly you're not doing that and you are spending the raise on everything. We could do the same thing here if we're not careful so my priority regardless of what four categories we arrive at, although I think we all have probably similar opinions on those priorities is that we give big chunks, make a big impact and not just spend $50K here and $50K there so that we can easily show the community this is what we did with the money and not just adopt it into our budget.

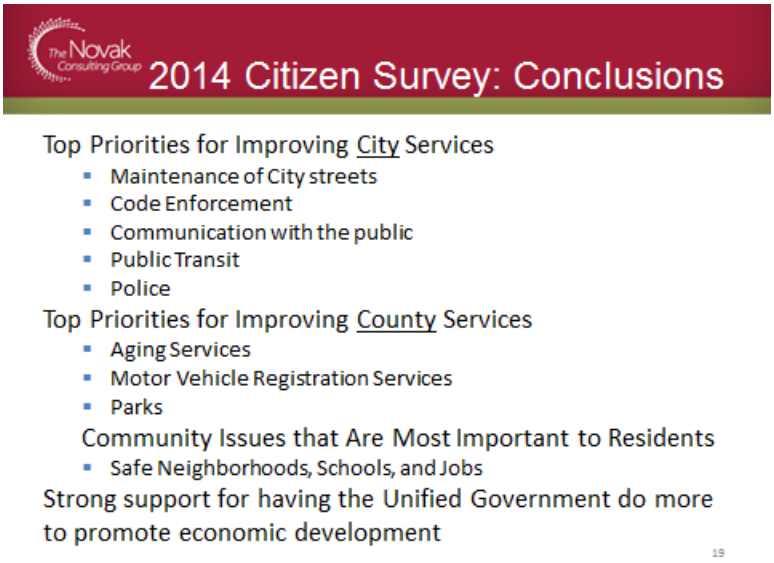
Mayor Holland said I couldn't agree with you more. I think if we simply drop this into the General Fund budget, we have missed a major opportunity as a governing body to do some signature impacts that are going to improve fund balance, tax rate, and quality of life. I mean we have a real opportunity here and I think we need to look at it as such and I think we need to think about our priorities. I encourage you to look through the list that the Listening Tour has generated. I will say this group so far is encouraged about $1.5M into Reserves and Fund Balance a year. The public sees the importance of that and I think—look through this as a look and then when we get the final I think we can use that as a piece of data that we can use in terms of shaping our decisions. It's one piece of data, it's not a complete data set, but I think we can look at it.

I do think we can shift gears a little bit unless anyone has anything else they want to contribute to this conversation. I think we can shift gears a little bit and go into our last item of Communication, Engagement and Citizen Survey.





Ms. Gentrup said we will go ahead with the survey first since it's up on the screen if that's okay with you all. Lew and I both had a couple of different PowerPoints here so this is Lew's PowerPoint and I won't call mine up, but I will just remind you of the conversation we had about 1 ½ years ago in March from a survey that was done in January of that year so January of 2014. In general terms I will tell you what resulted from that was a great comparison saying that you had made progress in many areas so the Unified Government is going in the right direction in terms of the delivery of services and looking at customer satisfaction with the delivery of those services.



The priorities at the time for city services were maintenance of city streets, code enforcement, communication, public transit and police and then for county services it was aging services, motor vehicle registration services, and parks. Then community issues that are most important to residents at the time were safe neighborhoods, schools, and jobs as well there was strong support for having the Unified Government do more to promote economic development.

For those of you that were there you might recall that there was significant discussion related to how the survey was administered and the validity, the statistical validity of that and I am no Chris Tatum from the ETC Institute but I will try to convey to you what the answers to those questions were.

The method of administration was that it was conducted by mail, phone and the internet and there were at least 150 surveys in each of the districts so the total number of completed surveys was 1,249. There was discussion regarding whether that was enough surveys to really be able to evaluate the needs within each district and the answer that Chris gave was yes that was still a statistically balanced survey. What it did not do was kind of cross reference, do cross tabs of specific answers within specific districts so overall it was statistically valid, but it did not give you specific district related information which was something that you all were interested in.

As well there was discussion related to kind of the distribution of the survey in terms of the census data, census statistics and that was equally valid so the question came up do we have to have a larger simple size. The answer was no. The sample size was valid. Could we get more information related to our district? The answer was yes, but it's going to cost you some more

money as I recall. The question before you this evening is whether or not you want to—let me back up one more step. Then it was so how do we use this on a going forward basis. So we've got a survey, it had been years since you had done a previous survey, how do we use it on a going forward basis and Mr. Tatum said you have to make sure there is enough time in-between survey's that you could have made a difference. So to do it perhaps six months later maybe was not enough time to see any considerable difference in any of those areas so he suggested kind of every two years and so you are at that decision-making point now in terms of whether or not you want to put resources toward doing another citizen survey. With that I might turn it back over to Lew in terms of what that process might look like. **Mr. Levin** said I'm going to let Mike take the lead.

Community Survey –Potential Timeline
(Approximately 15 to 20 weeks; 4 to 5 months)

Task 1 *(2 weeks)* –Finalize survey calendar and scope of work

Task 2 –Begin contract discussions with ETC

Task 3 *(four weeks)* –Review survey questions with elected officials and senior managers (special session)

Task 4 *(three weeks)*–Finalize survey questions and format (internal and with ETC)

Task 5 *(6 weeks)*–ETC to conduct survey; followed by summary results and creation of final report

Task 6–Presentation of final survey results by ETC

Mike Grimm, Research Manager, said I'm just going to spend a few moments and go through this slide. For the community survey if we were to do it again kind of timeframe we would be looking at. Task 2 and 2 maybe two to three weeks just to finalize the calendar, scope of work and then begin discussions with ETC. Task 3 we could probably count on about four weeks

reviewing questions with elected officials and senior managers. Task 4 another few weeks to kind of work internally and with ETC to finalize survey questions and then the brunt of the work on Task 5 is ETC would administer the survey and tabulate the results and create a final report and then Task 6 that report would be presented.

Mr. Levin said I will just emphasize on Task 3 in parenthesis we would contemplate a special session with the Commission to make certain they had full opportunity to discuss the survey and any particular questions.

Community-Wide Survey Confidence Level Summary & Fee Schedule

Number of Surveys Completed		95% Confidence Level		Approximate Cost
County-Wide	Commission District	County	Commission District	
1,200	150	+/- 2.8%	+/- 8.1%	$46,400
1,600	200	2.4%	7.1%	$59,300
3,200	400	1.8%	5.0%	$109,600

Mr. Grimm said we will bring it back to the money issue again I guess. That first row is where we were the last time we did this survey. Countywide the goal was to receive and it was accomplished 1,200 surveys back and that was 150 per Commission District and that cost then was $45K and I talked to ETC and we can add on about 1% per year so I added 2% to that cost and the approximate cost is $46,400. The Confidence Level is when we can say were 95% sure that the results of the survey reflect all the citizens of the county so with the last survey we were 95% sure plus/minus 2%, that's our error. You can see we had fewer surveys back from Commission Districts so that verifies now we're 95% sure plus/minus 8.1%. As you can see what more money gets you are more surveys completed and it lowers that bound of error

ultimately with getting 3,200 surveys back. At the Commission District level that's a 5% confidence or bound of error but the cost of that is quite a bit higher of $109K.

Commissioner Walker said Task 3, there was a question and it may have been my fault, it may have been too small of a sampling from the countywide that I had regarding the Turner Recreation Commission and the basic role they perform in lieu of the city doing any of what they do—well, much of what they otherwise do, I forget what the question was now, I would have to dig it up. This Task 3 I think there is going to be a variation among all of us commissioners as to what questions we want asked and I think I would like to see that task particularly worked whether it's a special session—I guess I want every commissioner to have the opportunity to get some of the questions they want that are not otherwise these general questions asked. It may be that they are going to be specific to a district more than they are to the entire county or maybe not. I'm just saying I would like to see that worked hard with the elected officials. Not just here are the questions and vote it up or down. I would like to see some real opportunity for our input into the questions we want to ask and a decision made regarding the appropriateness of them. I mean, Commissioner Walters for example, the uniqueness of how his district is configured. He may have questions that don't really relate. The quiet zone comes to mind. I'm not really sure whether that would be a question you would want to have asked or not, but most of the people in the county, well I won't say that, quite a few people live by the railroad in this county so while out in Piper maybe they don't. I can hear the railroad tracks of the UP off in Merriam sometimes at night if the wind is right, but I don't have a railroad going by my house 38 times a day. Maybe that's an example of a question that one of them would want to ask or maybe it has something more particular. I just want to have more—maybe I'm just remembering it wrong. I am old and I forget things sometimes but I will tell you that I think what's critical to the validity of this survey is the questions that are asked and if the questions are constructed one way, we're not going to get anything out of it that we don't know already. I'm just voicing my opinion. I want to have more input into what the questions are that go out on the survey.

Mayor Holland said, commissioner, I want to agree with you. The reason I really think a special session is in order is because we need to be in this sitting with ETC and talk through the issues because I think last time commissioners were just asked to submit by email and I think there were some things and that didn't work. We need to make sure that we have a

conversation about what the questions are because if we're going to do individual questions for individual districts, we need to hear from ETC how they administer that. I think that's an administration question. It might be that if we're going to have three questions per district that are unique to each district and it's X percentage of the questions, then they may charge us more, I don't know. At least I want to sit around the table together and agree on what those questions are because I don't want it to happen again where someone submits a question and didn't feel like you got a fair hearing. That's not going to work and I think if you go to the next slide it's pretty astonishing, and I don't think there is anyone in this room who thought it wasn't statistically valid, I think that was a concern before but I don't think that's a concern today. What you do have to understand with 1,200 surveys it's the confidence level that shifts from 2.8 to 8.1. To get 8.1 down to 5.0 you're spending a lot more money, $63K more dollars, more than double the cost to lower the percentage change and the Commission District 3%. To get it down to 2.8% you would have to spend $200K because you would have to do so many surveys in each individual district. It's a parabolic change, it's not easy. I think one of the things we're going to have to look at is with a cost sheet like this is if we have 150 questions—or a 150 in each Commission District can we customize, and I think that's a question for ETC, can we customize each district for a couple of questions that are relevant to that district or do we have to customize the whole thing. I think that's a valid question and I want a special session to talk that through with ETC so they can talk to us about how to best administer our thing because if we have, for instance, if we have a single question in a single district, for instance and we're just going to pick on Jim Walters here; if he wants to survey Edwardsville and what they think about the quiet zone for a lot less money we could just survey Edwardsville for just that one question and not have to double the cost of countywide survey for that specific question. There might be an opportunity, and ETC I think would be the right group to answer that, to say look if there are three of you that have a specific question, frankly you should contract with us separately to ask that question survey for this amount of money rather than trying to work it into a countywide survey. I don't have the expertise in terms of surveys to know how to answer that but I would like a special session so we can put our questions out there because I would like to put some questions on there that relate to how we spend the $12M. You know what is the feeling about do people understand property tax relief, do people see that as a primary goal from this, how much should we put towards that. Those are questions I would be interested in. We have a pretty good sample here

of 555 residents so far, but it's not the same scientific statistic, its good data but it's not the same as this and we should talk through that.

Commissioner Walker asked did we last time put the survey on the website. **Mr. Levin** said no. **Mayor Holland** said the results were. **Someone** was inaudible**. Mayor Holland** said I don't think you can do that statistically. **Commissioner Markley** said I thought we did put something on the website though; we just didn't combine those results with the survey results.

Commissioner Walker said I would like to see that again because depending on how many responses we get and if we can identify the critical information basically being where they live and the district; ones that would come in that way couldn't our staff give that as a supplemental report. It's truly not random. I don't know.

Mayor Holland said this is why—the first question is does the Commission want to do another survey prior to our next strategic plan which means we would go after it now, do it after the first of the year and then have the results in March so that we could use that data as part of our discussion on the $12M. Do you want to that? If not, then we don't have to worry about it. If we do want to push ahead with a survey, we need to decide now because if we wait until March we won't have it done before the budget. That's why this is relevant. We had talked about waiting some time. We was going to do it the very next year and then we decided we probably don't need to do it every year so this would be every other year and we do have a big issue coming up. Is there a consensus that people would like to do a survey again and then we can start talking about at what cost.

Commissioner Walters said I would like to see a survey done and to follow up on all these comments about District 7, it is an oddball district. There are three Fire Departments, three Police Departments, and three Public Works Departments and as I recall last time there was only one set of results for District 7. I would really like to figure out a way to get results from Kansas City, Kansas residents in District 7 and then maybe different questions entirely for the Edwardsville and Bonner Springs residents who do not get Kansas City, Kansas public services anyway. That's on my mind and I'll just put that out there, but I do support the survey. **Mayor Holland** said it might be interesting that we could just include that Kansas City, Kansas portion in the survey area and then it would probably be, I'm guessing, less expensive to commission a

survey just for the Bonner/Edwardsville rather than trying to nuance the big survey for that purpose.

I think we're just going to have to dig into the conversation with ETC to determine is it worth $13K more to lower the Commission District confidence level by 1% or to raise it by 1% and is it worth $60K to get it down to 5%, ponder that. We don't have to decide tonight because we're not letting a contract tonight but there might by other considerations.

Mr. Bach said I guess I will clarify I didn't build into the budget money. I apologize for that, the survey money. I know it's a priority we talked about two years ago when we were going through this process but we kind of lost track of it and didn't come back to it but crossing over into 2016 which is where I could probably put the bulk of this expense. We would just build that back into next year's budget and we will have it there. If that's where we're at, we will get started with them right away. Mike will put this on his to do list and we will ETC in and start working with them and try to get a list of questions and get that back in front of you in special session in short order. I think you mentioned March, Mayor, I think we're talking best case scenario probably April to get there, but we will move through as quickly as we can. We're four to five months so maybe we can get there but we are going over the holidays too.

Mayor Holland said my expectation is we would adjust our strategic planning date to have that data so hopefully we can do it sooner than later. We had the strategic plan in May and didn't hurt us. I think earlier is better.

Mayor Holland said Commission Communication and let's take a stab at this. We may not resolve it tonight, but let's get it out on the table and see what we can do with it.

Ms. Gentrup said it's my understanding that there has been some recent discussion related to communication among the Commission, with the staff, kind of funneled through to the staff. Doug mentioned a comment about maybe the ninth floor disconnect and there has also been some—Commissioner Kane talked about he would like to know how many—did we actually purchase those patrol cars or the fire apparatus. Here's a list that staff put together in terms of the routine ways in which they communicate with you and you communicate among yourselves as well. The questions are, and I don't know that we can do this quickly but we can try, what is effective, what is not effective, what more are you looking for?

Commissioner Kane said I would like more information out of the Mayor's office and I use Emerick all the time. I call Doug personally, I call Joe personally, and I call Gordon personally to get certain answers but hell I would just like to know where he's going sometimes because everybody says well I saw your Mayor here, okay well I didn't know the Mayor was going there. I think there needs to be a better communication from his office to us or at least to me. **Ms. Gentrup** asked how is that generally done in terms of quarterly meetings I understand. **Mayor Holland** said a couple things I'm doing unique that never happened before—I mean I working to meet quarterly with the commissioners, I do a weekly email out that the commissioners get as well; but I'm open to what kinds of information you would like to have

because I can flood your inbox but I don't want to just saturate you with information. I want it to be information that's relevant to you so I'm very open and you know we heard this feedback to Doug and I've heard it to me as well, I want to make sure that I'm getting the information to you in a timely manner that's relevant to you. What's the most effective way to do that? I mean I know we have, we used to call them 3 on 3s but they're small group meetings with the commissioners, individual meetings, we do the emergency notifications with the phone calls which we have done more than ever and I think those are very helpful. The full-time Commission Liaison, the E-News, Quarterly Reports that Mr. Bach does, we do special sessions and workshops; but if there is more—honestly, I'm looking for specifics in terms of what kind of information you want like where I'm going, if I'm in your district, is that what you're talking about? **Commissioner Kane** said that's exactly what I'm talking about. Not just you, but others. You know when you step out into somebody's box they would sure like to know you're there other than they see the footprint or something else you left when you were leaving.

Commissioner Markley said I was just going to say for those of you who weren't here four years ago I will say that in general communication has vastly improved because there wasn't really much of any communication back then so a huge improvement. My only, I won't even call it a complaint, just concern is that a lot of times we have this great new standing committee structure and we see a lot of stuff come through standing committee, but sometimes there are long gaps where we hear about a project and then sort of nothing happens in the Commission's eyes for six months, but I'm sure something is happening behind the scenes so that may be something maybe, Administrator Bach, when you're doing your weekly newsletters if you know there is a project that's been hanging out there for a really long time or if one of us is asking about it maybe you just include a line saying hey, this is still going on and here's where it is. I don't know that it's worth coming to standing committee again to report and just say hey we're moving forward. That's probably a waste of staff's time but sometimes I think we wonder is that still happening, didn't we approve that, is that still happening because there is just a long gap between the beginning of the project when we approve it and the end of the project like purchasing the cars, the end of the project when it actually happens and we just kind of feel like we're hanging out there wondering if it's really getting done or not. **Mayor Holland** said I think that's a good point. One of the these we've tried to do is like with the legal stuff, giving

quarterly updates on legal matters facing the Commission and the city and getting those tracked because it will go years—I mean it takes five years to get something to trial it seems like and we lose track of it. If we had some kind of project tracker that was showing projects that said—remember we talked about this and it's still moving but this is where there is nothing to say. This one is still on track but it's not doing anything. This one they have broken ground and it's moving forward etc., etc. That might be a kind of project tracking that we could do through CMIP and then it would just be a matter of prioritizing that. You can infuse so much information that's its ossification in itself. You know here's 27 pages of documents, well that's hard to track so we need to find a way to do project tracking. I think that would be helpful because it is true there are yawning gaps between approval and completion.

Commissioner Bynum said to Commissioner Kane's point, I appreciate the weekly updates from Doug and I can see that from the Mayor's office, I can see that from each of the commissioners and I don't mean when you're in my district so much as just what are you doing, what's important this week to you or what's important overall to you that you're working on. The downside of that is asking everyone here to do more than they're doing now which I think is quite a bit so I throw it out as a suggestion. **Ms. Gentrup** asked would it be beneficial to everybody if you were receiving emails from your colleagues saying hey this is what I'm up to. **Commissioner Bynum** said I'm picturing it more as a communication, not someone internally puts together, but we all know that by Wednesday at 3:00 p.m. if we want our item in it we submit it on time. Hopefully, something that has some structure to it. It would be interesting and helpful to me to know what the other commissioners are involved in. **Ms. Gentrup** said so it would be one communication but everybody would feed into it. **Commissioner Bynum** said that's just a thought.

Commissioner Walker said I have grown I will tell you somewhat immune to E-News when it comes across in the thing we publish twice a year, the Citizen. There is never any balance to it. Everything is sunny and rosy and everything is nice and good in Wyandotte County. If it's going to be a newspaper or in the likeness of a newspaper, I think it ought to show the good and the bad. I tend to view it as a propaganda piece and don't pay as much attention to it as I should. Mayor, I'm sorry to tell you either I don't get them or if I do get them, I don't read your press

releases. **Mayor Holland** said I send a weekly email that all the commissioners are on. **Commissioner Walker** said you do that and like the emergency notifications are wonderful because now I answered them the first time because I know they are going to call me four times if I don't and that irritates me but I quickly answer it when I see it's a 6300 number. I get my best information from like you know I like Doug's report. I know you discontinued what previous Mayors have done with the Mayor's Report but that's a judgement call whether the Mayor's Report was on that weekly Friday handout—whether there was much value to it because it was usually well I had lunch at this and that and so forth. It's wasn't hard packed.

Ms. Gentrup said I'm going to come back to Commissioner Bynum's suggestion or request that there be some kind of communication from the Commission and Commissioner Kane kind of referred to that as well saying he just wants to know when you're up in his district but I think it was a little bit broader than that. **Commissioner Walker** said what about me and Melissa because every district is our district as well. Is every commissioner supposed to notify me when they're doing something in their district? **Mayor Holland** said you're supposed to notify every commissioner when you're doing something in their district. **Commissioner Walker** said oh, I see.

Commissioner Kane said Hal's got something on that Citizen. We do a quarterly thing for our union across our sister unions in Kansas and Missouri and each person in the office is required to write an article. Right now mine are the non-positive things that happen in the state of Kansas who may or may not cause the pain, but I would like to see us write something that goes out to the citizen, it might a little bit thicker version so the people know hey my commissioner or our commissioner is doing this in our community. You're right, Hal, it can't all be fluffy news because we don't all have fluffy stuff going on so I think it needs to be more down to what we're struggling with where we're going to put the $12M. We've met several times, we've talked about it and we still don't have an answer. People need to know the truth and they want to know what's going on. They want to know and be honest about it. They don't mind us getting excited with each other because they know we're working at it and we wouldn't be here if we weren't working at it.

Commissioner Walker asked do we as commissioners have, I guess I should know this; I never knew the commissioners could write an article and submit it to E-News. Do any of you do that? Have any of you ever been asked to write articles? Who writes all these articles and approves the final print? **Mr. Bach** said it comes out of Public Relations. They are the ones that look for the different information and write it. **Commissioner Walker** said so Mike Taylor decides what the news is as they say fit to print and the rest of us just kind of—**Mr. Bach** said Mike and Edwin looks for stories that we need to report on and put it there, yes. **Commissioner Walker** said we may need to visit that because, not that I've got something every week, but once in a while I've had the urge to write something but I have nowhere to send it. I'm just saying I think there are times when, and you see it in Facebook, where there is essentially an article that needs to go into E-News written by the commissioners or the Mayor or maybe even a staff person that they are expressing an interest on. **Mr. Bach** said I will say Mike and Edwin have often reached out to people for different things. In fact I will say Edwin Burch pushes that. He used to push it really hard of getting people to come up with things to put in E-News. He wants to make sure there are active things in there. You're making him happy by saying that commissioner. I think the more information we can get, the more kind of critical stuff versus him having to go out in the organization and find stuff or something that is important in your district that you feel, we would gladly accept that to be part of that program. We have a few thousand followers of that so it's popular.

Mayor Holland said I will say this has been very helpful because I've taken notes here and have some ideas that I think we can put into place soon. I think this has been very helpful. If you have, because we're running up against our timeframe, if you have more ideas after the game and you think of another way that communication could be helpful, get that back to Doug and I because I would very much like—I want to get out the relevant information that's of interest to you that's going to keep you in the loop in a way that you feel good about it. If you have another idea, please let us know because I've got some ideas right here that I think I can put into place.

Mayor Holland said I think we should thank Patty for her return trip here. I want to thank the commissioners for your time tonight and for your commitment to this strategic planning process

and I think we have some follow-up work to do but I think we're getting a picture of where we need to go.

MAYOR HOLLAND ADJOURNED THE MEETING AT 6:50 P.M.

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Bridgette Cobbins
Unified Government Clerk

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