STATE OF KANSAS)
WYANDOTTE COUNTY)) SS SPECIAL SESSION, THURSDAY, JULY 26, 2018
CITY OF KANSAS CITY, KS)

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, July 26, 2018, with eleven members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District (arrived at 5:08 p.m.); Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO presiding. The following officials were also in attendance: Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Carol Godsil, Deputy Unified Government Clerk; Joe Connor, Gordon Criswell and Melissa Sieben, Assistant County Administrators; Kathleen VonAchen, Chief Financial Officer; Debbie Jonscher, Deputy Chief Financial Officer; Reginald Lindsey, Budget Director; Budget Staff; Emerick Cross, Commission Liaison; Jeff Fisher, Executive Director of Public Works; Jon Stephens, Economic Development Director; Rob Richardson, Director of Planning; Bruce Newby, Election Commissioner; Nancy Burns, Director of Register of Deeds; Susan Jensen, Register of Deeds Office; Bobbie Lane, Area Agency on Aging Department; Maureen Mahoney, Chief of Staff in Mayor's Office; Lynn Melton, Assistant to the Mayor; and Officer Doleshal, Sergeant-at-Arms.

MAYOR ALVEY called the meeting to order.

ROLL CALL: Kane, Markley, Walters, Philbrook, Bynum, Burroughs, Townsend, McKiernan, Johnson, Alvey.

REVISED NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, July 26, 2018, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building for a Budget Workshop. Immediately following, the Commission will recess to the 9th floor conference room for an Executive Session regarding labor.

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 Alvey said tonight is our fourth Budget Workshop. Mr. Bach, would you please start us off.

Doug Bach, County Administrator, said on tonight's agenda we're going to work through a couple of requests that we had come in. One was regarding funding, I think, regarding a lot of the Master Planning areas we have done in the community. We had a request to go over the Special Funds, which you all received information on that yesterday, so hopefully you had some opportunity to look at it, but we will walk through it. We had questions about NBR Funding, Livable Neighborhoods staffing and then we will take a look at what we have on slate for the future agenda workshops. Also, tonight we are hoping to get an executive session done under Labor and all this before 7:00 if we're fortunate.

We will start with Economic Development. This is one that Commissioner Walters asked to come back and talk about. We may have jumped tracks on this, Commissioner, a little bit from where you were, but I thought it would be important if we kind of setup the many different plans that we've looked at over the past few years. We will note some of the things we're doing but also set out—and I think this is the direction the commissioner is going and some of the challenges that are in place to actually move forward and implement some of those. With that, I asked Rob Richardson, our Planning Director; and Jon Stephens, our Economic Development Director; to come tonight and kind of run through this.

Rob Richardson, Director of Planning, said this first slide just shows all the different planning efforts we've engaged in starting with the City-Wide Master Plan in 2008, the Downtown Plan is

in there because we started those at the same time and just finished a little bit earlier and it concludes with the Northeast Area Plan that we're currently working on and the Zoning Code Rewrite which is not necessarily a planning item, but it's a significant implementation measure that was requested in the 2008 Master Plan. We've done a lot of planning and it has been across many parts of the community. We haven't really hit Turner and we haven't really hit the middle area of the community from say 635 to 435, but we have some of that planned we'll note in the future stages. These are the planning efforts that we've undertaken essentially since 2008.

Jon Stephens, Economic Development Director, said I think it's important that we look at the previous and current Master Plan support. A few of the elements are Planning, Public Works, Parks, really the majority of the departments within the Unified Government have worked to implement significant projects associated with all of these Master Plans over the years. Economic Development additionally has taken active roles in the Master Planning Development as well as in support in prioritizing implementation within those as we look at economic development. We of course work diligently on encouraging developers to look within the Master Plan target areas as well as how to conform within those. Finally, we've used existing incentive structures, existing incentive programs to compel development and encourage conformance with the Master Planning principles within each of these areas.

Mr. Richardson said so, from all those plans that were listed on the first slide we've done quite a bit to implement those. I have selected a few of the many, many things that I could have put on here to talk about for things we have implemented. The City-Wide Master Plan said we should do more area plans because we didn't have the funding to get into to dive deep so that's where we've worked additionally on the Northeast Area Master Plan. We're going to do the Central Avenue area. Armourdale, we did a remake on the Rosedale Master Plan and so those things are called for in the City-Wide Master Plan.

We've had several successful grant efforts that were implementation measures. The K-32 Corridor Plan is an additional area plan that we received a grant from MARC for. In the Rosedale area, we've had a couple other grants that we've been successful for; some on the transportation side and some on the planning side.

Curbside Recycling was actually called for in the 2008 City-Wide Master Plan. Improvements to various roads such as Leavenworth Road. That was something that probably the first week I started as Planning Director people said we have to work on Leavenworth Road. **Someone** asked when was that. **Mr. Richardson** said it was a while back. It was 15 years in two weeks.

One of the things we heard was to work on the medians to make traffic flow better along State Avenue especially from College Parkway to 78th Street and when we got the, I believe, it was the TIGER Grant to do State Avenue, the redo on State Avenue, we worked with the businesses and the people along State Avenue to make sure the rebuild was done appropriately.

That started with the City-Wide Master Plan and many transit upgrades, the 10/12th Street Bike Trail came out of the Sidewalks & Trails Plan.

One of the things that the 2008 Master Plan said was to use technology to improve the City and I think the SOAR effort is a great example of how you use technology to help implement some of the things that the plan wanted to do.

Obviously, we're revising the Zoning and Subdivision Codes now and we do a lot of plan implementation every time we review a development application for zoning and that's probably what you see the most from the Master Plan is when we come forward with the zoning does it comply with the Master Plan or not.

Finally, we've implemented the Quiet Zones for K-32 as part of the K-32 Plan.

Commissioner Kane said I don't think you realize what a good job you guys did on Merriam Lane toward Southwest Blvd. and I think if we took a look at that and made all our roads look like that, we wouldn't waste the money burying cables. **Mr. Richardson** said I do like Merriam Lane. It turned out very nice. That is one where Public Works said—we were trying to originally just get the bike lanes down on the shoulders and Public Works said the whole road needs to be redone so let's apply for a MARC grant to redo the whole road and we really do it correctly. So, that was all of us working together to get a better result than what we might have come up with alone.

Mayor Alvey asked was there any baseline data gathered before Merriam Lane redo so that we can measure the improvement in property values along that stretch. **Mr. Richardson** said we have the data that we can do that, but just inherently we've seen lots of people improving things. Some of those real old double T concrete structure buildings, two or three of those have been redone and repainted and look really nice. We've got somebody that's going to take the old—it's been cleared for a while, but it was an old mobile home park and they're going to build something there now. They've been through DRC. There have been several things that have come up so that would be a thing…**Mr. Bach** said he doesn't have it up here, State Avenue we did collect baseline data on that and the differences after that investment along that area. **Mayor Alvey** said I think that's helpful for us. Jon, we've had this conversation before, that if we could identify those priority projects that, again, we've got to grow the tax base and if these public infrastructure improvements can be brought to the right areas, we can again use that to leverage even more resources.

Mr. Richardson said things we're working on now and in the near future, with the Northeast Area Master Plan we've started implementation as part of the whole planning process. You will recall that the commissioners funded what we call the Early Action Projects and those three Early Action Projects are a clinic that will be open I believe 30 hours a week, it might be 35 hours a week. We're working with a co-op grocer that wants to do something at approximately 18th & Quindaro and an Early Action Model Block that will YouthBuild and, hopefully, Habitat for Humanity as well to work on a Model Block for the northeast area. Then, obviously, adopting the Plan and moving forward with the other implementation measures.

You're all familiar with Envisio and we're putting all the Master Plan implementation measures that we have across all the plans into Envisio so that we can track and prioritize them, and we will bring those back to you when we get that in. It will probably be next fall or early in 2019 because it's a fairly significant effort but that is one of the things we've talked about within the department is how do we track all this stuff because it's kind of a yeoman's effort. That was just a list of the last 10 years. We have plans before that as well, so we want to use Envisio to track that and prioritize those, get your input into the priority of those so we can work with that in the Capital Improvement Plan.

In 2019 the CMIP calls for a Central Avenue Plan so that will be south of downtown, south of State Avenue to I-70 from I-70 out to 635. That will be a fairly large area. Then, an Armourdale Plan in 2020.

Mr. Stephens said obviously, the Master Planning process and the dovetailing of these Master Plans has had a lot of success as well as the prioritization for implementation within the various departments. It has had a lot of success that we've discussed, but there are certainly challenges to implementing these Master Plans. As we look forward there are questions as to prioritization for implementation of the Plans since we have these strategies across all of these plans; how we look at that quantitatively. Many of the Master Planning areas have large zones that are not targeted by traditional developers. We're not receiving a lot of incoming direction from traditional developers; therefore, Economic Development and the Unified Government has to compel action from the developers or seek out sort of non-traditional small scaled developments while can be very successful are also very time-consuming and can take a lot more time to do.

Some of the Master Planning areas that Rob covered have high percentages of unoccupied commercial and residential parcels. I think that is no surprise to anyone around the table. Those areas and some of those parcels also are just naturally harder to develop. **Mr. Richardson** said I would also say on that, that's somewhere we're working across departments with SOAR to look at some of those unoccupied structures and using the Land Bank as a resource and looking for new ways to do that. So, we're being creative in that area as well, but to get somebody new from the outside but we haven't been real successful on the commercial side yet. We've had some houses that we've been able to reoccupy but the commercial side, it's kind of the next level of that.

Mr. Stephens said as we look at some of these areas, as Rob said, look at these areas that are a little more challenged with certain market forces. We also have to target first-in development

and those first-in developers, those first ones that enter some of these areas, some of these planning areas; those traditionally if they conform with the Master Plan, which we obviously want them to, they come in with higher frontend costs traditionally. Those are higher costs to build, higher costs to develop, but also offer a higher reward for the area because if they prove the model residentially or commercially, we will see more natural growth of development.

Finally, there is always the challenge of resources for all of the infrastructure needs including sidewalks, trails, roadway improvements, parks, all those things. **Mr. Richardson** said one of the things I would add to that in the priority is that we prioritize some of our infrastructure improvements based on what we think we can score well for federal grant money. Having a project that won't score well because of the criteria that the Mid-America Regional Council imposes on us for the federal money projects is something that influences our priority because we knew that Leavenworth Road, we knew Merriam Lane, we knew the 12th Street Bike Trail; we knew some of those would score very high on their list because their criteria now will lean a little bit toward more urban projects. We look at that as other criteria and some of these we may have to decide well they're not going to score enough for a federal grant, we need to figure out how to fund those ourselves. That would be part of the prioritization we can do working with Public Works and Parks as we move forward with implementing some of these.

Commissioner Kane said I can't remember this is my 13th or 14th budget, but once again we have no parks west of 435. I think the district would be disappointed if I didn't point that out.

Mr. Stephens said finally, continuing on with some of the challenges that we face in implementation is identifying resources to support targeted predevelopment planning and that's really the staff resources and the time of working with many of these non-traditional developers, first-in developers, etc. Additionally, there is a need, I think, for shared cost funding for project planning, some of the early pre-planning of projects both non-profit and for-profit as we look at this. Then, there's nature cost sharing for developers for feasibility studies. Many of these areas there are questions from a lot of developers as to the feasibility of their project and I think sometimes supporting some of the early-in, lower cost feasibility studies can be beneficial.

Marketing and development support of the planning areas; Rob and his team have done, I think, yeoman's work in being on the ground and working these projects with the neighborhoods and with the community, but there is always more need there from marketing and supporting of planning areas as we look at getting the word out and then really compelling interest in the neighborhoods and in the community. **Mr. Richardson** said I would say additionally to that is staff time to do that because there are a lot more implementation measures and a lot more needs than we can prioritize amongst the staff that we have in either department. **Mr. Stephens** said exactly.

Programmatic Support of Commercial Events and Tests; those are things before we invest in major infrastructures, particularly roadways, bike lanes, all of these things; there are a lot of innovative models out there where we could do temporary implementations. Do a role out of a test area of road dieting or a test area of more walkability and there are just a lot of opportunities there. Many of them are lower costs, but they do require staff resource, they require investment costs and there are real dollars involved, but those give us some opportunity there to test that to build some quantitative modeling of how we do those in what targeted areas are going to work with those. Then we can set prioritization better if we see how some of those work by testing them on the ground and in real life.

As we look, as I said, a lot of times big developers are not always the first ones in, so we've got to look from tactically. We've been very lucky, thanks to the Commission, to create a small business liaison and have been having a lot of direct one-on-one contact with businesses and potential businessowners that want to look to relocate or locate within KCK. We think that small business match grants are obviously something we would consider for support in helping to grow businesses that conform to the Master Plans.

With that, that's the end of presentation. Hopefully, we covered a number of the questions that were asked at the previous budget session.

Commissioner Murguia asked, Jon, would say it's a pretty good indicator in these areas that when we have a fair market developer whether that be in commercial or housing development that's interested in our urban areas that's a pretty good indicator that there is some potential from the market in the area they want to develop. **Mr. Stephens** said certainly. I think when there is incoming market, free market interest in it, I think it all comes down to does it conform with the Master Plan, does it conform with the Neighborhood Plan, and what is the potential of growth. But, I think, the natural answer is yes. When the market forces are coming in and proposing development by and large that is going to be a sign of economic help in that area. **Mr. Richardson** said I would say that when we talk about the market, that includes them wanting incentives from us as well. Most of the developments are going to be requesting some kind of incentive outside of the single-family residential developments, so you have to weigh that if that's really free market or if we're influencing that as well. Sometimes we want to use our incentives to influence that market and that's how we make this happen.

Commissioner Murguia asked have we ever had in the time that you've been here any developer interested in developing anything other than subsidized housing which is in an incentive as subsidy east of 635 in anything without coming to us for some sort of help financially, ever. **Mr. Stephens** said I would say we're seeing that with small scale—**Commissioner Murguia** said like what. **Mr**. **Stephens** said a lot of small scale renovation of buildings and things like that. Some they will approach with NRA, but we've had many that we've looked at after they've completed their work, after they've completed their renovation project, and said well yes that would have qualified for an NRA, but we're not proactively pursuing that. So, I do think on the smaller scale and, as Rob said, on some single-family I think we see that and we're seeing that in a growing way. **Mr. Richardson** said I think you're seeing some of that in the Central Avenue area. There has been a lot of redevelopment, there is some that's underway now that's been a little slow, but those projects aren't requesting resources. That would probably be the best example I have. **Commissioner Murguia** said they're not requesting resources. **Mr. Richardson** said no. **Commissioner Murguia** said so there are people that are in the Central Avenue area redeveloping

commercial and residential areas and they're not requesting any kind of incentive. **Mr. Richardson** said commercial for sure. I don't know about residential.

Commissioner Murguia asked are those commercial developments that they're doing meeting our codes and the Commission's overall Master Plan for quality and the kind of retail and the kind of housing development that the Commission has set out in our strategic planning? **Mr. Richardson** said if they require permits through the DRC, then we review all that and they're required to meet those standards. Some of them have been to the Planning Commission and the Board of Zoning Appeals. If somebody just wants to paint their building, it doesn't require them to go through DRC. **Commissioner Murguia** said in your history, what would you say about in the long-term sustainability of those projects and the quality of those developments. **Mr. Richardson** said I think it's working right now. I don't know that I could say 20 years from now what the retail market is going to be. I think that's something that's kind of beyond our local— **Commissioner Murguia** said no, I'm talking about—how long have you been here? **Mr. Richardson** said 15 years. **Commissioner Murguia** said okay, in the 15 years, 10 years ago, developments that were small scaled that didn't require any subsidy or any incentive, can you point to any project tonight that has been long-term sustainable and if we drove by it, we would be proud of it today where they didn't require any sort of financial assistance, it's sustainable, it's productive, and it's contributing to making our community better? Can you think of one? **Mr. Richardson** said I don't know, and maybe Doug would remember, did Auto Zone on Central at 18th, did they get any incentives? I don't recall that they did.

Mr. Bach said I don't think they did. Krizman's Sausage didn't require anything. I don't even think they took advantage of the NBR. That's a really nice building they built down there. **Commissioner Murguia** said you mean NRA? **Mr. Bach** said yes, they didn't take advantage of the NRA. They didn't ask anything to my knowledge. That's down on 6th Street. **Mr. Richardson** said I could probably come up with more, but on the spot, it's a little difficult to know the facts of each of those. **Commissioner Murguia** said would you say those are few and far between? **Mr. Richardson** said along Central Avenue, we just haven't done a lot of investment so the new stuff along Central Avenue and the stuff that's been redeveloped along Central Avenue, like El Bonito and Michoacán on Minnesota Ave., some of those have not had incentives tied to them and they've done very well. **Mr. Stephens** said that's renovations versus—there's been very limited new construction along Central so when you're looking at renovation projects, they're

doing it different. **Commissioner Murguia** said those kind of projects, what's those kinds of projects you're referencing that have been successful, what would you say the level of investment is that most of those—the average level of investment that those doing that are investing in our community? **Mr. Stephens** said I would say most of what we're seeing in the small business side are $500K and lower as far as Capital investments without—not their business side of their operations, but the actual Capital investment in their building or facility is probably a half million or less generally. **Mr. Richardson** said that's probably being generous. **Mr. Stephens** said it's probably more in the $250K range.

Commissioner Murguia said if it's not too much of an inconvenience, I would like to see any projects that have been developed in the eastern portion of our community where an investor or developer has contributed a million dollars or more that is something that any of us would be proud to take someone by—drive by and say that developer got no incentives. They invested a million dollars or more and it's been sustainable for five years and it looks as great as it did the day it was built. It's productive and its cash flowing and there's no issues there. **Mr. Richardson** said I would say the one that comes to mind is the Auto Zone at the northwest corner of 18th & Central. They complied with the plans and built the building up to the street and sidewalk, they on-street parking on their own, parking lot to the side of the building and it's a very busy place. **Commissioner Murguia** said I think that's great. I just want to know how many because my concern is this, that if it's five $5M projects scattered throughout the eastern side of 635, it's not going to create the momentum we need to be able to build on our community and catch up with our tax base and grow our community so that we have the money that we need to do what government is supposed to do is basic things like parks, infrastructure improvements, road improvements, curb and sidewalks, hiring additional police officers, making sure we're fully staffed in Public Safety, build things like fire stations that we need. We're going to have to increase how we grow our community and it sounds like, and correct me if I'm wrong, I may not know; but first of all, we have a difficult time attracting larger scale development and then when we do, they want incentives. It's personally been my experience that when they want incentives, there is a lot of questioning about those incentives, there's a lot of criticism of those incentives; yet, without those incentives we all already know they're not coming. It has to start somewhere when we start to develop out our urban core and I recognize even east of 635 some neighborhoods are going to require more financial assistance than other neighborhoods are going to require. I think the

message we're not telling the public is there is no line outside of economic development for large scale, over a million-dollar projects, in your office. Is that fair to say? **Mr. Stephens** said that's very fair to say and I would reference you back to the challenges, the two pages of challenges that we covered.

Commissioner Murguia said really what it comes down to, you have a list there, but really what it comes down to is money. It's very difficult to find vacant grounds in an area that's marketable and usually it has a dilapidated structure, something that needs to be torn down and so you're asking a developer to buy a dilapidated structure, you're asking them to pay to either demolish it or renovate it and usually that doesn't cashflow. **Mr. Stephens** said there's significant cost differential between a traditional greenfield development and an urban redevelopment, absolutely. **Commissioner Murguia** said the problem we've had across the board in Wyandotte County that strikes me as not-for-profit work, but the problem we've had with that is that a lot of our not-for-profits lack the capacity to do larger scale multimillion dollar projects. **Mr. Stephens** said I would add I think it's important to mention also, as we look at the challenges it's not just no development versus development. It's also speed to market of development that certain areas, certain parts of the Master Plan may eventually catch up you know the market, the initial natural market, the market demand may eventually catch up. But, if we want to speed that to market, if we want to cut years off of that, you have to have some of those first-in developers and some of those explorers, investor explorers willing to come into those markets to make that initial much higher risk investment than the longer tail developers that come in after a market is established and proven.

Mayor Alvey asked, Commissioner Walters, did you get your questions answered. **Commissioner Walters** said I think Rob hit the nail on the head with one of the statements that he made that aligns with the reason I asked for this discussion topic. I think I heard you say we don't have enough staff to follow all the opportunities that walk in the door and that probably means we don't have the staff to actually be proactive to try to solicit development above and beyond what's coming toward us to the rate that we could if we had more resources in-house. That's the reason I wanted to talk about it. There's a lot of development going on in the world these days or in the region because of the recovery and I think this is the time to do everything we can to try to be a part of that. I think the question I would like to see if we can at least try to answer

is, would having more people in our Economic Development Department or more resources, maybe not employees, but outside resources help us be the most successful.

Before you answer, I'm also interested in what you said, one of the things that you see a trend is to partner with first-in developers on upfront costs and design fees and things like that. I wonder if we could take it a further step and try to chart our own course with how we want areas developed by being more specific about what we want to see. Set-up some more specific perimeters rather than just making it available as part of a Master Plan to see if we could solicit developers that way and sort of have something almost preapproved at least in accordance with what we like. Please respond to any of those topics. **Mr. Stephens** said that's a lot to respond to, but I can only speak to the tone, intent and the aggressiveness in development that I stepped into just a few months ago when I joined the Unified Government and stepped into I think a great opportunity, a lot of interest, a lot of growth and a lot of ability and have been able to fill backout a team back to what is current capacity of team. I can tell you that the philosophy in Economic Development is definitely out run the competitor on mile times towards the marathon and continue to be aggressive. We certainly are not sitting back, no one on the Economic Development team, is sitting back waiting for people you know to ring the bell, so to speak, and to show up. We're aggressively working every angle and every opportunity. In a very broad answer, Commissioner, to answer your question is certainly more resources be they technological or human or financial, certainly would expand that capacity. I don't think it would ever go unrealized, but the more direct answer to it is I haven't had enough time to really do a deep dive analysis of staff performance and capacity and how we outreach large developer, local developer, regional developer; but I can tell you intuitively having been in this industry for a long time, certainly anymore resources we have there are plenty of opportunities out there. The market is changing every single day. There are opportunities to grab, there are opportunities that are fading, there's a lot of things out there.

As far as these pieces as far as some of the things I tend to look very pragmatically at those things and while some of those initial predevelopment costs, those feasibility studies, the preplanning, the predesign, the pre-engineering; while those are probably our lowest cost investments if we were to be a partner with developers, those are also the riskiest for the developer to take on, on the frontend without any final product that's guaranteed. If we're looking at shared partnership and investing in being a partner with potential developers that we think are going to be high-performing within the Master Plans and within our community, I think some sort of

frontend sharing of some of those investment costs in a very targeted way could be very beneficial and could help compel and bring development across the finish line for the community.

Mr. Richardson said I think one of the things he said is having a partner when we start that because we've done market analysis before targeted to specific retailers and paid for the study that says retailer X fits your market profile. We've gone to retailer X and said you fit our profile, do you want to build a store here and it hasn't been successful. I think Doug would confirm that. We've worked on a couple of those different projects where we spent several thousand dollars on very detailed market studies that says these are the six retailers that fit your market in this area and they didn't want to come. Because we didn't have a partner with us I don't think it was as successful as maybe it would have been if we do that, so I think that partner part is very important in getting maybe the reality that the retailers themselves will see in a project. There are not very many cities that go out and do their own development work. They're not used to seeing that and I don't think it's something that gets them real excited. **Mr. Stephens** said that's rather unusual.

Commissioner Bynum said I'm just asking a couple questions since you're here together and I'm taking advantage of that. I think it's a larger conversation for the Commission and the Administrator, you know, maybe at a fall Planning meeting, but I really appreciate that you're jointly presenting the information. It's my understanding that your two departments really are super closely linked when it comes to not only the Master Plan piece, but the overall development piece. **Mr. Richardson** said right. **Commissioner Bynum** said so I'm just curious in each of your departments if you would tell me how many employees you have now, how many open positions you have because I think we've heard pretty clearly that both of you—more people in your department would mean more of what you discuss in terms of challenges could be taken on. Maybe some of what we've heard come forward tonight in terms of, again, tax base continuing to develop the community could be brought forward. So, just department size and then sort of your openings and then I guess your wish list. **Mr. Stephens** said we have three Economic Development professionals including myself. Those are the three that are focused on economic development on a day-to-day basis. Additionally, and sort of a separate piece, we've added Shaya Lockett who is our Small Business Liaison, so she is focused in that sort of hybridized role of retention of small businesses which is, as we've stated before in presentations, it's 20 and fewer fulltime equivalent employees. Her goal is assessing retention growth, expansion of small

business. Then we have one Administrative Support Professional and we have two people in Land Bank. That's our full staff. We are fully staffed based on current budget. So, three fulltime development professionals, a small business professional, and two Land Bank professionals and one Administrative Support.

Mr. Richardson said I'm a little jealous of him being fully staffed at the moment. We have 12 positions. Two of those are part-time interns that we use graduate students for from KU, K-State or undergraduate planners from UMKC. Both of those are open now because just the cycle of interns. That's nothing indicative of market or anything, but I have three other positions open. One of them due to retirement, but the critical part is I've had two Engineers leave and so we're using consulting engineers. One left to pursue other purposes and one left to go take care of parents, but I think we have three positions open or maybe four between Public Works and Planning in that level of engineering. I think we got five applications that were maybe four that we could interview. That is an area that is very critical to keeping the development pipeline going because engineering is typically our critical path to getting through Planning Commission or through the Development Review Committee and getting that reviewed. Those are very important positions and they are not easily hired right now because the engineering market is pretty hot and most of the firms are busy so that hurts a little bit. I have an Administrative position. We used to have a Planning Technician that was Bobby Ortiz. Many of you knew Bobby, but with all the technology that we've come across these days I'm going to ask to reclassify that to a Planner because there's not so much of that administrative stuff that we do anymore. Most of it is electronic and so that would give us a fourth Planner, so we would have three Engineers, four Planners, Kim Portillo is our Development Specialist out at the NRC that does all the plan intake and tracks all of the project processed through the Development Review Committee.

We could probably use another Engineer and maybe a Planner depending on how much implementation focus we want to have on tracking those and developing the projects that implement the Master Plans. That could be two to five planners to really make an impact on that. **Commissioner Bynum** said when you say another Engineer, do you mean fill the two openings and add one? **Mr. Richardson** said yes. The issue with engineering is that you know we will have one month where we do—I think our high month is probably about 120 plan reviews, so a project might have seven different plan sets in it so each one of those is a review or a month where we do 40. The expectation of completion is no different in the month where you do 120 and you

have no way to predict that. It's very difficult to manage and it's very difficult on the Engineers because—I'm not so worried about overtime in the professional engineering world because if they were at a firm and had a big project going, they would be working overtime too, but it's not necessarily the—it doesn't endear me to my employees and make them want to keep working here all the time when the workload varies that much and it puts that much stress on them and their families.

Commissioner Bynum said just a final comment. You both heard, and I think every commissioner here has heard, length of time in your processes and frustrations that accompany that, and I just wonder if a conversation for us is if we better support with staff, does that shorten up certain time and certain processes? **Mr. Richardson** said there is a lot of that that is tied straight to the State law and to the use of *The Echo* and just purely being able to process if we get 30 applications. As part of the Zoning Code rewrite, we are going to examine all of that and look at ways where we might be able to speed some of that up in different areas. What really needs to go is all of that necessarily a public process or can more of it be done administratively to speed that up so we're looking at all of that. We will be reporting back to you as we get through that process, but that is something I've tasked the consultant with to make sure that we're being as expeditious as we can and if there is a way to be more expeditious, but it takes more staff, I want to know that as well so I can come back and tell you all that.

Kathleen VonAchen, Chief Financial Officer, said I wanted to also point out that of the four people in the Finance Admin Division, I would say a full FTE is spent with the administrative portion of the work related to the economic development district. That includes working through the creation and formation of those districts and then implementing, from an administrative standpoint, all the provisions within—well, most of the provisions within the economic development or the developer agreements processing payments to the developers, collecting the revenue, tracking it, reporting back to the FCC on all the bond related documents that have to do with economic development. That work has been increasing to the point where it's really—you know we're just doing our best to keep our head above water. If there was a lot more development happening, we would need—you need to keep that in mind that we need more resources on that end too. It's something that's overlooked.

Commissioner Markley said I'm going to pull a Murguia here and just say why wouldn't we find an outside firm to take on some engineering hours when we have that overflow so that our regular engineers have more of a steady workflow and when we have those huge months, we just pay a contractor to do that extra work. Then, maybe they love us and then they want to come and work here fulltime and then you would finally get your position filled. **Mr. Richardson** said the difficulty is scheduling when we don't know what's about to hit. Their schedules are full too, but we're looking at all those different options and we have to have somebody that—you know it takes a month or more to get a contractor up to speed so if they don't have that same person all the time available to us, it tends to slow us down. We've tried that and we're working on different ways to try to make that work as well.

Mr. Stephens said to go back, Commissioner Bynum, to your question. I didn't fully answer, but I think it's important to say that as we look at this that fundamentally the difference in our departments, Economic Development has the opportunity and the ability, and I would say a large percentage of my time since I've been here, has been on the growth of economic interest and growth of economic development and compelling greater interest from developers. So, the up and down times within Economic Development I would say, and I would ask any team members back here, to raise their hand if they say there is really downtimes in Economic Development. I don't create downtimes in our team because when there are not six or seven working development agreements, we're out compelling, bringing in developers and I was trying to do the math; I think we've brought in 16 developers into City Hall just in the last few months to tour them, show them and to work towards terms and development of project areas to develop interest. With that as we look at the elasticity of staffing, if we had opportunities, it would be another Economic Development Professional that has the capacity to work the early in legend from interest to terms to development agreement. Also, then probably an additional Administrative style support person to help transition those development agreements into final documents that would be ready for review by the commissioners for review and approval.

Commissioner Murguia said so this is just my opinion, I've never brought this up before, but it seems like we do things here backwards. From a Master Planning perspective, it's always started from us. We start it, we organize it, we put it together, and we always go to the people in the

community first. This probably isn't going to make me very popular, but unfortunately the people in the community including myself are not familiar with what the market is and where business wants to locate. I think we give our community false expectations when we bring them to the table and say dream big, tell us what you want, they give us a list and then you can't make it happen because it doesn't meet with what the market demand is. We constantly are disappointing the public when we do it that way. It would seem to me the better approach would be to get with developers because that's what they do. Like if you need a doctor, you go to a doctor. You don't talk to your friend and then go to the doctor. You talk to the developer, the developer that's not just developing in Wyandotte County, but developing in Johnson County and developing in Leavenworth and developing in the region and you say hey, can you look at Wyandotte County in general, the whole county, and can you tell us where our greatest opportunities are in all areas of the county because I know what they're going to tell you if you just say—they're going to say the Legend's. We're saying that's great, we know there's opportunities there and we want to continue to pursue those, but what are our opportunities across the board in Wyandotte County and find those areas. Then you take that information and you're forthcoming with the public and you say listen, we went to these developers, that's what they do. We went to the doctor and this is what the doctor said our options are and they told us what the options are and this is what you get to pick from.

I think what's unrealistic is when you go to a group of people that know nothing about development and know very little about government and how it operates and we say things like we know you want a grocery store so what do you want. Of course, if someone comes to me and says I'm going to buy you a car, what kind of car do you want, I'm going to pick a pretty nice car and I'm not going to pick what's practical for what I need it for. Then you have this huge expectation that they're going to get a 60,000 square foot supercenter with organic product and all these kinds of things when we all know from talking to developers that the market doesn't bear that kind of development and they can be mad about that but it's not going to happen.

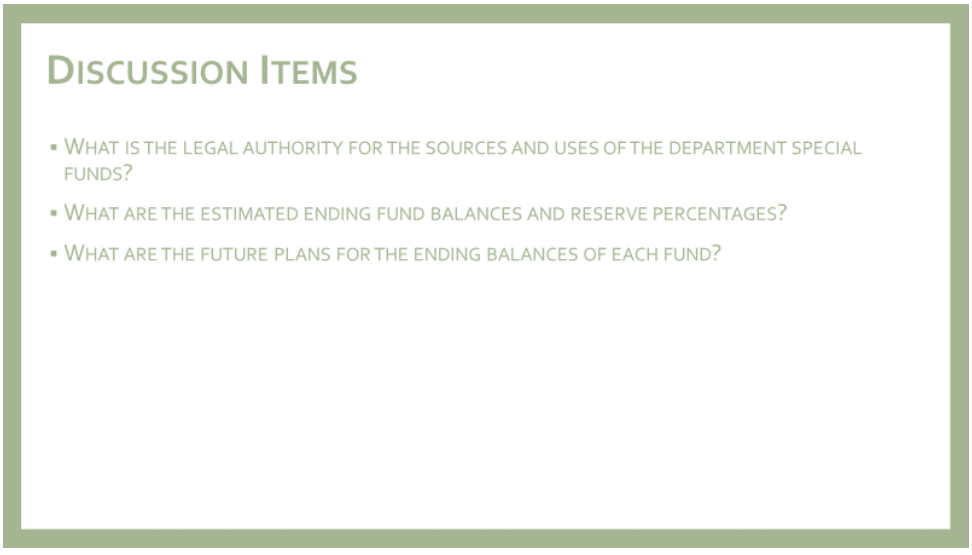
I would like to see our staff shift to more of why we aren't hiring a couple of different—it doesn't have to be one, it can be five developers and say come tell us what you can do in our county all over the county. Bring it back to us and then present that to the community and say this is what business they will do for us and then let them decide. If they say no like when Lane4 volunteered to take over Indian Springs and didn't get paid a dime, they came back with a proposal

and the community said that's not really what we're interested in, fine, then we move on. They need to understand what their options are. When you go to somebody and you just say pick whatever you want, what it does is, I think it creates a lot of stress and unrealistic expectations on the elected body that they think they're going to get something that the business community is never going to deliver. Nobody is doing that to be, I don't think, discriminatory or mean, it's pretty simple for people that don't understand it. They look at rooftops, they look at income levels, they look at disposal income, how much actual money after you pay your house payment, your light bill, and you buy your kids clothes and you feed them; how much money do you have left to pay for other things and what kind of retailer is going to come to your neighborhood and invest millions of dollars in a building and inventory for that little amount of money that particular neighborhood may have to spend. People don't understand that but it's pretty elementary.

I would like to see us take a different approach in the future. Start with the developers, get them to bring forward several ideas and when we have a marriage, when the community says yes, I like this idea and the developer says I can do this idea, then that becomes a priority project no matter where it is. If we're working on that all around the county I would think that would save all of you a lot of time and a lot of manpower because I think if we're really forthcoming with the public I doubt, Rob, that you or, Jon, even you; are you building an intimate relationship with grocers out there? I'm just using that as an example. Are you going to dinner with The Gap or Price Chopper or Walmart, are you hanging out with the guys that own Dollar General or Sonic or a fast-food place, I doubt that's happening? **Mr. Richardson** said I'm definitely not hanging out with the Dollar General people. **Commissioner Murguia** said I will tell you I doubt all of you are building a relationship with them which is allowing them to know more about our neighborhoods. I would just like to see us rely on the experts in that area which are the developers that are having those relationships with those.

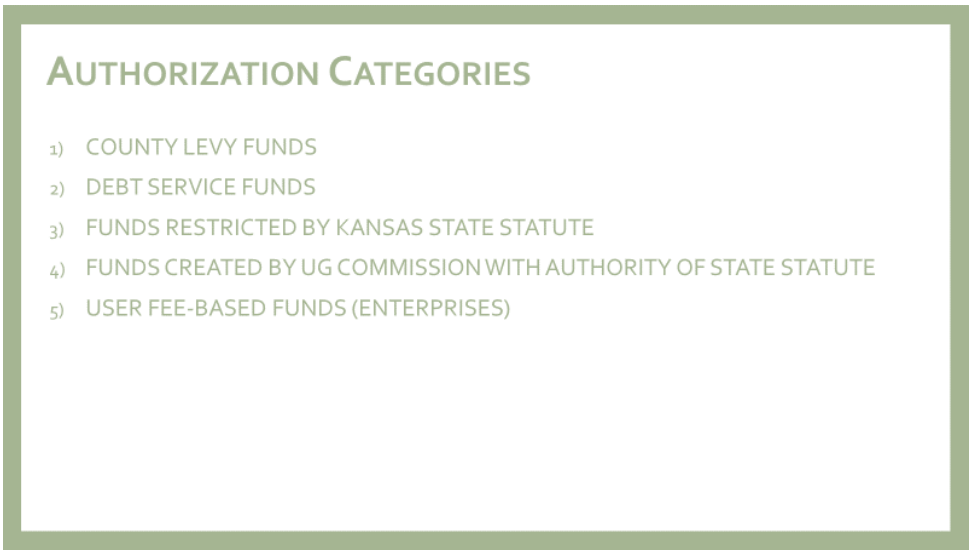
Mayor Alvey asked any other questions or comments? We will move on to the next topic.

Mr. Bach said the next section we have is on Department Special Funds. This is one I know a few commissioners had talked about and then at one of our Economic Development Standing Committee's the topic came up. Ms. VonAchen and her staff have put together a fairly extensive report that she sent out. Some of you may have had the chance to look through it. I will also note there are many department heads here that work with these special funds that if we were to get into some of the details with that. She is in a position to walk through all this that we put together for you this evening. I've asked her to kind of skip through part of it at a fairly high level though if there is an area where you want us to go back into and spend more time, we certainly can do that.

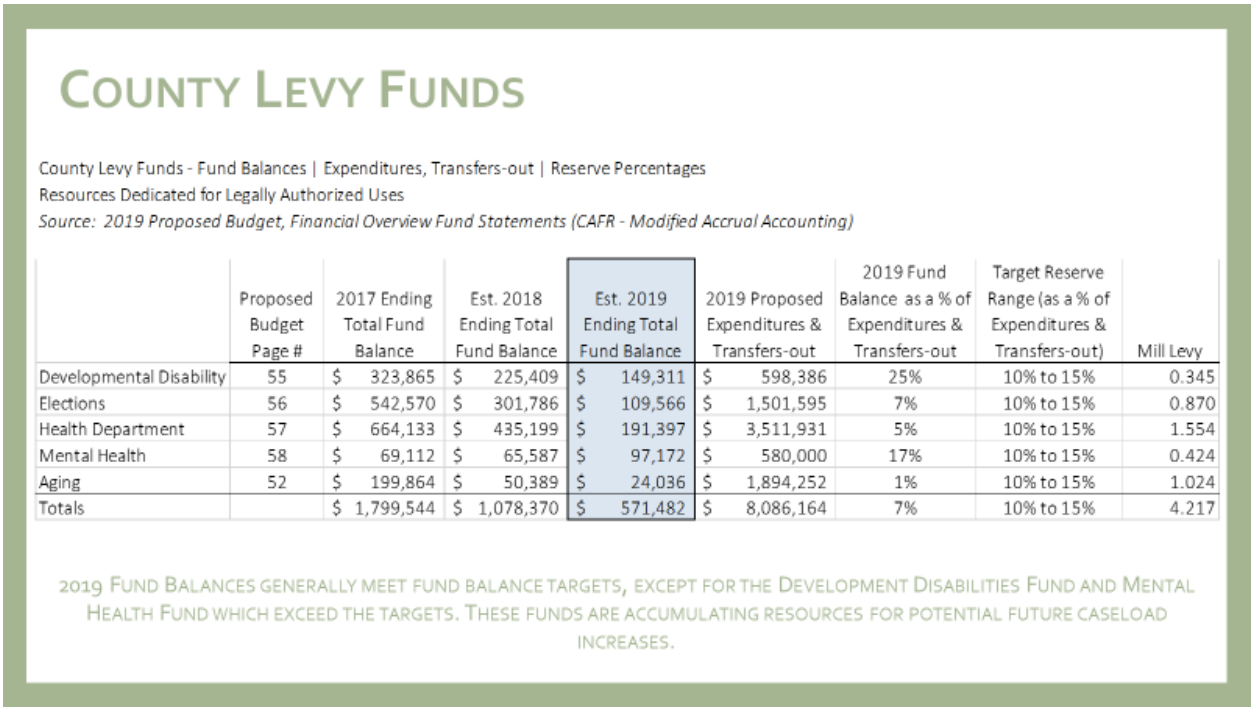


Kathleen VonAchen, Chief Financial Officer, said as you know when Doug presented the proposed 2019 Budget document we talked about how the total budget equals the total budgeted

expenditures equaled $376M. What we're presenting here tonight is what we're calling the Department Special Funds. Those all total $145M or 38% of the total budget. The remaining portion of the budget which there has been a lot of focus on are the three General Funds; the City General Fund, the County General Fund, and Parks & Rec Consolidated General Fund. What we're about to talk about is the rest of the budget. In governments, because we have all these laws we have to follow, there is a requirement that we have separate funds for all these various uses of revenue in order to demonstrate our compliance with the law. That's why we're going to talk here about 26 different funds. The purpose of this presentation is really to just answer these three questions: What is the legal authority for the sources and uses of the Departmental Special Funds, what's the ending fund balance we're estimating for the end of the year and how does that compare with our Reserve target percentages, and then what future plans are there for any kind of ending balances of the funds going forward into 2020 and beyond.



So, of those 26 funds I broke them up into five categories and so I'm going to start out—basically these categories are developed based on the level of authority or compliance that we have to adhere to.



County Levy Funds

County Levy Funds - Fund Balances | Expenditures, Transfers-out | Reserve Percentages
Resources Dedicated for Legally Authorized Uses
Source: 2019 Proposed Budget, Financial Overview Fund Statements (CAFR - Modified Accrual Accounting)

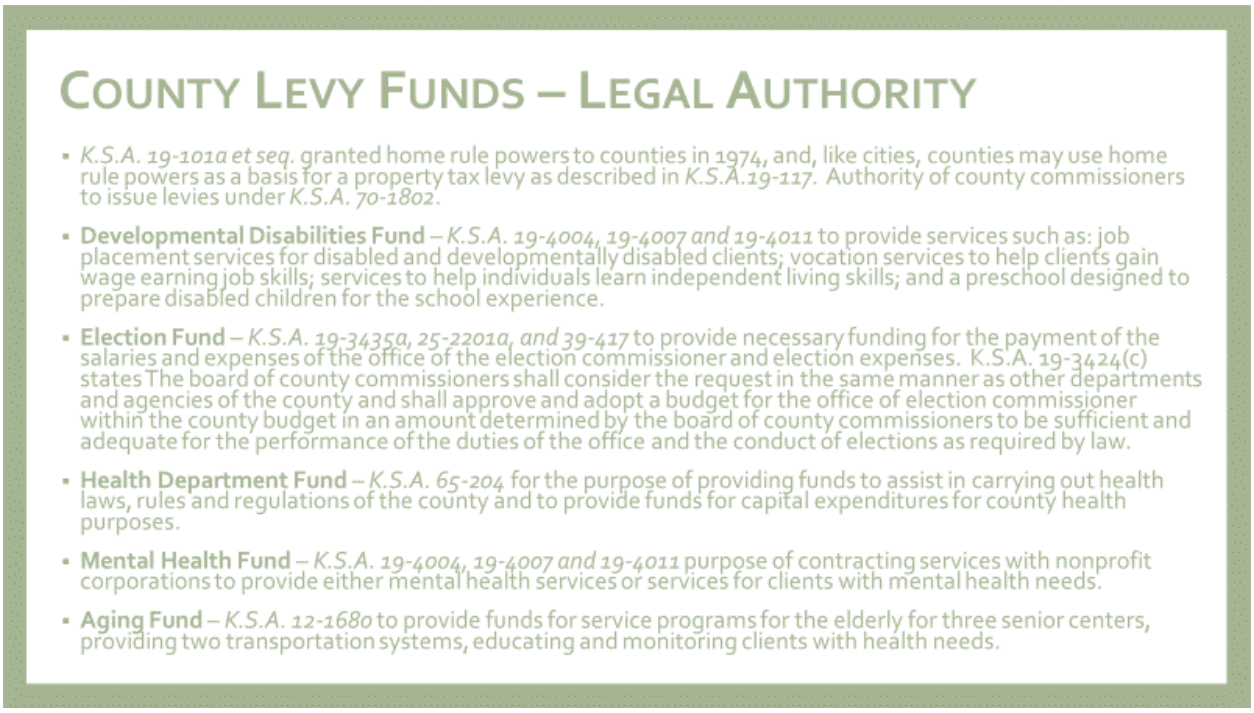
	Proposed Budget Page #	2017 Ending Total Fund Balance	Est. 2018 Ending Total Fund Balance	Est. 2019 Ending Total Fund Balance	2019 Proposed Expenditures & Transfers-out	2019 Fund Balance as a % of Expenditures & Transfers-out	Target Reserve Range (as a % of Expenditures & Transfers-out)	Mill Levy
Developmental Disability	55	$ 323,865	$ 225,409	$ 149,311	$ 598,386	25%	10% to 15%	0.345
Elections	56	$ 542,570	$ 301,786	$ 109,566	$ 1,501,595	7%	10% to 15%	0.870
Health Department	57	$ 664,133	$ 435,199	$ 191,397	$ 3,511,931	5%	10% to 15%	1.554
Mental Health	58	$ 69,112	$ 65,587	$ 97,172	$ 580,000	17%	10% to 15%	0.424
Aging	52	$ 199,864	$ 50,389	$ 24,036	$ 1,894,252	1%	10% to 15%	1.024
Totals		$ 1,799,544	$ 1,078,370	$ 571,482	$ 8,086,164	7%	10% to 15%	4.217

2019 Fund Balances generally meet fund balance targets, except for the Development Disabilities Fund and Mental Health Fund which exceed the targets. These funds are accumulating resources for potential future caseload increases.

We're going to start out with the County Levy Funds. The County Levy Funds, there are five of them, they have been established for quite a long time; probably before consolidation. These are very old funds and they deal with many of the core Human Services functions that are required by counties by the State. What we've also presented in this table is a listing of the page number where you will find the fund summary in the budget document and we've provided a little bit of history in the ending fund balance for '17 and '18 and then what we're expecting to have for fund balance in these funds at the end of '19 assuming the estimated revenues minus the proposed expenditures for these funds. The proposed expenditures for these funds in 2019 is listed here and the Reserve target is a calculation that takes this estimated fund balance and divides it into the number of—the amount of total expenditures and that's how you get that 25%, for example, on the top line. Over here are the Reserve targets that are included in the proposed financial policies that is on your docket for later this evening. Then, we just provided the mill levies here just as a reference. **Mayor Alvey** said the target reserve range, as a percentage of expenditures and transfers out, the 10-15% is that range required by statute, recommended, is that our own policies that we're following; what is the source of that 10-15%? **Ms. VonAchen** said this is as established by our policies. These policies have been in place for quite a while, but they are not required by statute, no. This is best practices, recommended practice in order to maintain sufficient reserves to meet liquidity needs. **Mayor Alvey** said in general we set that policy because of when we go out to get bonding authority

or to bond, this is what the bonding agencies are looking for, why that range, just in general? **Ms. VonAchen** said you know that's a really good question. The bonding agencies, they look primarily at the General Fund. They don't look at the other governmental funds, but sometimes they look at the other governmental funds. Let me just tell you, if all these amounts were negative or really close to zero, then they would be looking at them because it shows that you're not really prudently managing your cash in your financial position.

Just generally speaking, as you can see, we're right in the range except for these two funds; Developmental Disabilities and Mental Health which are slightly higher than the 10-15% range and part of the reason is because these funds are accumulating reserves in anticipation of possible future increases in case load. I'll take you to the next slide.



This next slide you can read it at your own leisure, but it does provide the statutory authority for the collection of the fee and its specifics on how that money should be spent or is required to be spent on. I won't go into it in-depth, but I'm happy to answer any questions.

Commissioner Walters said go back to that previous slide. There are several departments there that the fund balance is dwindling significantly. For example, the Health Department and Elections. Could you explain that a little bit, why our fund balances are going down so drastically

in those couple of examples from 2017 to 2019? **Ms. VonAchen** said by the way, I was going to introduce my staff. I have Debbie Jonscher here, our Deputy CFO, she's going to cover a couple of slides. I have Budget Manager Reginald Lindsey who is going to answer specific questions like that.

Reginald Lindsey, Budget Manager, said with the Health Department we're purchasing a new software, an electronic medical software that going to be $295K so that is quite an impact on their fund balance. With the Aging, basically we fund two departments out of there, the Aging Department and also Transit and just trying to provide meals and everything for our aging community we kind of cut really close to the fund balance on it. **Commissioner Walters** said so these are kind of one-time expenditures so maybe—**Mr. Lindsey** said it was a one-time expenditure in the Health Department but Aging basically the operations are pretty taxed as far as—there are a lot of services we're trying to provide here, and we do cut it pretty close on the fund balance here. **Ms. VonAchen** said the Aging fund, which is also augmented by grants, if you go to their main departmental page, Reggie can probably tell you what page that is, it's augmented by other sources of revenues like grants and other things. This isn't the only amount of money that's going towards Aging Services but we always try to maximize the property tax dollars as much as possible. **Commissioner Walters** asked what about Election? **Mr. Lindsey** said within Aging we also have Transit where we have to buy vans and buses and then we have people to deliver—**Commissioner Walters** said I understand that. I'm just wondering if we're going to have a problem in 2020 where we have to replenish all these funds or something. **Mr. Lindsey** said every year during the budget season we have to try to find ways to balance the fund for Aging. The Health Department we do have one-time expense where after we buy the piece of software it will be find, but Aging is something we have to take a look at every year.

Ms. VonAchen said we have the Election Commissioner here to talk about the Aging Fund if he would like to make some comments. **Commissioner Philbrook** said he's Election. **Ms. VonAchen** said Election Commissioner.

Commissioner Philbrook said on the Aging, the Transit; you don't need to give the answer now but I would like to have the breakdown on the amount of monies for the Transit because there are different kinds of transit programs. **Mr. Lindsey** said the funding that's provided to the Transit

Department from the Aging is like $1.5M and then there is $440K that goes to Aging. **Ms. VonAchen** said we can tell you the page number in a moment. Any more questions on the County Levy Fund?

Commissioner Burroughs said I do have a comment in reference to the question that was proposed by Commissioner Walters in reference to the mill levy amount in the Reserves. We have two that are over their mandated various of 10-15% and we have three of them that are within—or two of them within and one of them that is way low. As a body we have the authority, I believe Mayor, to adjust those mill levies accordingly and address how those reserves are built within those particular accounts. I would encourage us to look at a projection in reference to Mr. Walters' question about the Aging. If we need to build those reserves, we may want to look at raising the mill levy for the Aging and at the same time reduce the mill levy dealing with Developmental Disability or the Mental Health portion. I know they may have a caseload that will come forward, but in the meantime, we should stabilize those accounts and make sure they're within their percentages of the target reserve. If they're not up to target reserve or over target reserve, that's where we need to coordinate how we can best utilize the resources we have to adjust our budget.

Commissioner Philbrook asked, Commissioner, are you suggesting that we stay at the 4.2 but just adjust it within that group. **Commissioner Burroughs** said that's a point of discussion when we get into working the budget. I'm not advocating or playing one agency against another, but if we're going to try to get back the Aging, get it up to within its reserve levels of 10-15%, there's a various of 2-5% in most of these Special Funds. That 2-5% can represent $100 or it could represent tens of thousands of dollars and that's why I wanted to have us have the exercise of walking through this publicly because it's very important. If we have an ordinance or a mandate that we fund these and have the reserve set-aside, then we should make sure that we're following what we have set forward as a governing body. That percentage of 1% is not within its reserve capacity and the 25% has exceeded its reserve capacity and it not only has exceeded its reserve capacity this year, it's been ongoing. We may want to adjust those and it may very well reduce the effect on our lower 4.2 mills that you referenced Commissioner Philbrook. **Commissioner Philbrook** said I just wanted to understand where you were going.

Mayor Alvey said I guess the question I would have on this is, on the Developmental Disabilities there is 25% and so that 25%, is that high for the year, does it ratchet up and down over the course of the year, what causes it to ratchet up and down and the Aging the same way. When we're at the 1% low, is it going to go back up just depending upon when a grant comes in, when expenditures go out. It doesn't show the flow of the money, the ebbing flow of these funds here. **Ms. VonAchen** said I'm guessing what Reggie is going to say, or maybe he can add to it, I believe with Developmental Disabilities the grants may vary a tad from year to year and so I don't think we know the amount of the grants so sometimes we have to use more property tax and other years less. **Mr. Lindsey** said in the past Developmental Disabilities they have lost some grant money due to some State cutbacks so right now they did get some of it back and they were able to build their fund balance back up. For a little bit they were cutting a pretty low fund balance and right now they were about to build it back up. Transit and Aging, the portion that's funded out of the Aging Department doesn't fluctuate. We actually give $150K to the Aging Fund out of the County General Fund to also help balance it. **Ms. VonAchen** said to augment their funding level and their total budget is found on page 280. **Mayor Alvey** said I'm not concerned about that. What I'm concerned about, I think what Commissioner Burroughs is asking, we have a 1%; if our target reserve range is 10-15%, why isn't it there? Does that move up and down month to month, year to year and if so, why? If 1% is okay, why is it okay and then why do we have a 10-15%? Is it just a blanket policy 10-15% for all of these reserve funds, but not really meant to be specific to each of those areas? **Ms. VonAchen** said right. It's a target reserve that's been place in the past. It's a general blanket policy towards—this is the level for County Levies.

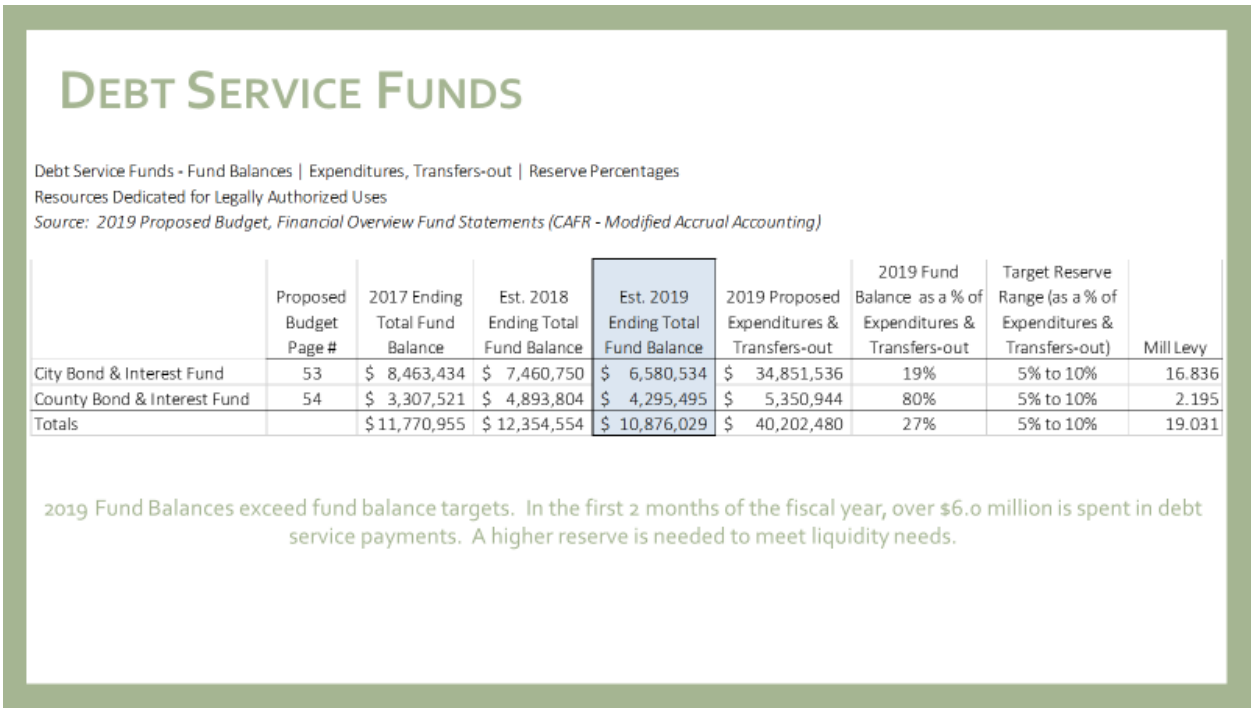
The reason the Aging Fund is down is because we want to provide as much funding as possible towards the Aging Program within the limits that are available. We have this one mill here for Aging, but in addition the General Fund is transferring $150K in additional resources to offset those expenses. **Mayor Alvey** said I guess what I'm getting at, what we have is we have a target reserve range that is applied across all these funds; Developmental Disabilities, Election, Health Department, etc. It's a blanket policy 10-15%, it's a range, it's a recommendation, it doesn't have to reach it. If we don't have that range, it doesn't really cause any difficulties for borrowing or financial problems unless we're negative and going up to 25% is not necessarily a problem because it could be a reserve of funds that's going to have one major purchase towards the end of the period so it's going to ratchet it up to that level but eventually be drawn back down.

The target reserve range leaves one with the impression that we better be there or else, but in fact, that's not the case. Is that correct? **Ms. VonAchen** said that's right. I mean it's a target. All of it is discretionary within your control as commissioners in additional to the General Fund balance. I mean it's all discretionary within your role.

Mr. Bach said I would probably offer too, with this, Mayor, I think it was very astute the way you pointed that out that within most of these funds especially those that have a large grant reliability it takes very little—I mean all at once they get a $100K impact from a lost grant and that reserve is gone or in the case like Reggie said, we move money from the County Budget over into other areas in order to keep those groups whole. We do this as opposed to fluctuating the mill rates up and down and moving them around because it's really the whole mill rate that we're always concerned about and then it's what is the overall amount of fund balance that we're operating in within the County operations. So, overall I look at this one and I will say I've got 7% because what's the total of all of these because I'm talking about $8M that are coming out of that piece of the budget so you want to keep it there, but then you look at it if you need to balance something out, you're going to work from the overall County General Fund. That's what we work with year to year to make sure we're balancing out.

Commissioner Burroughs said I appreciate that, but we've built County General Reserves and we've been talking about building those reserves and we want to keep them at two months and we talked about taking them to three-month reserve level. We have a tremendous amount of idle cash in some of these accounts and we have a need for additional cash and services in some of these accounts. What I was trying to do, and committee members were looking at, was are those percentages where they need to be and, as Kathleen stated, these have been—when I read through the policies and found this it peaked my interest because all I was seeing was percentages and not dollar amounts. When I looked at the dollar amounts some of them were quite exorbitant and some of them were in need of having additional dollars put into them. We shouldn't be supplementing these categories with General Fund dollars if there is a mill levy mandate that we put in place to do that. It's more of a transparency. If the agent community has needs and services and we have to provide it out of the General Fund, then we may have to look at raising the mill levy and people that utilize those services can be kept whole and not impact the rest of the budget. By adjusting the Reserves on the General Fund keep throwing additional dollars into these funds

that are unfunded we're taking away from the General Fund and actually what we're doing is appropriating dollars to different agencies that we can't follow those dollars as commissioners unless you really want to drill down into the book. I think this is opportunity here for us to look at visiting something that's been on the book for excess of 20 some years now and when I read through the policies this stuck out. I asked the commissioners to work with me on this so that we can identify what counts and as we go into the budget process I will come forward with some recommendations and hopefully it puts some clarity in how we may be able to address these issues and get to a more stable instead of erratic savings Reserve level. **Ms. VonAchen** said your observations are spot on.



DEBT SERVICE FUNDS

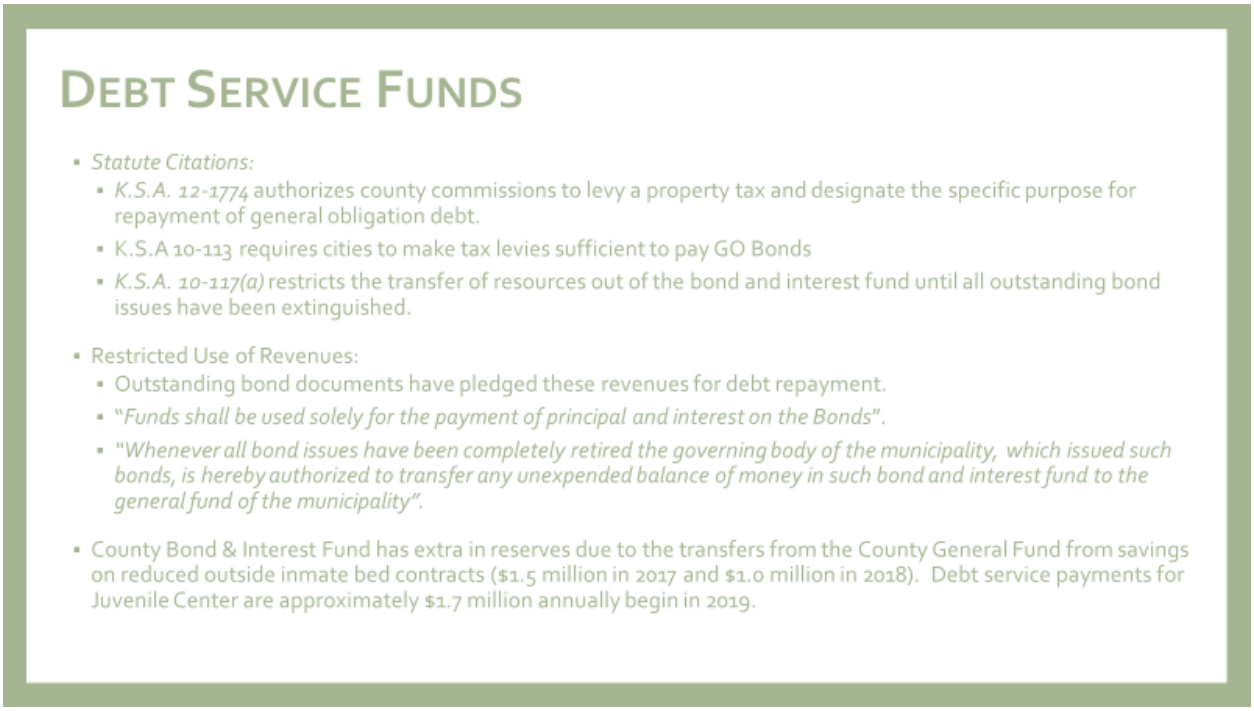
Debt Service Funds - Fund Balances | Expenditures, Transfers-out | Reserve Percentages
Resources Dedicated for Legally Authorized Uses
Source: 2019 Proposed Budget, Financial Overview Fund Statements (CAFR - Modified Accrual Accounting)

	Proposed Budget Page #	2017 Ending Total Fund Balance	Est. 2018 Ending Total Fund Balance	Est. 2019 Ending Total Fund Balance	2019 Proposed Expenditures & Transfers-out	2019 Fund Balance as a % of Expenditures & Transfers-out	Target Reserve Range (as a % of Expenditures & Transfers-out)	Mill Levy
City Bond & Interest Fund	53	$ 8,463,434	$ 7,460,750	$ 6,580,534	$ 34,851,536	19%	5% to 10%	16.836
County Bond & Interest Fund	54	$ 3,307,521	$ 4,893,804	$ 4,295,495	$ 5,350,944	80%	5% to 10%	2.195
Totals		$ 11,770,955	$ 12,354,554	$ 10,876,029	$ 40,202,480	27%	5% to 10%	19.031

2019 Fund Balances exceed fund balance targets. In the first 2 months of the fiscal year, over $6.0 million is spent in debt service payments. A higher reserve is needed to meet liquidity needs.

Debbie Jonscher, Deputy Chief Financial Officer, said the next two funds that we're going to cover are the Debt Service Funds. We've had several workshops where we talked about both the City and the County debt. This is providing the same information that Kathleen talked about on the last slide. I will just point out the fund balance percentages for the City Bond & Interest is 19% and the County Bond & Interest is 80%. I will talk a little bit about why that has such a large amount. Our target range is 5-10% for these funds. I have a little note at the bottom that the 2019 fund balances do exceed the target; however, in the first two months of the fiscal year we do make a payment, mostly an interest payment, in February that's over $6M in Debt Service payments.

We need that cash balance at the beginning of the year to make sure that we cover that first payment.



This next slide shows some of the statutes related to the Bond & Interest Fund and the restrictions that are on there. Once funds are put into the Bond & Interest Funds those funds are only to be used for the payment of principal and interest on outstanding bonds. The balances in those funds cannot be transferred out until such a time when all outstanding bond issues have been paid out and then at that point—have been paid off and at that point the governing body could transfer the funds back to the General Fund, but all bond issues would have to be paid off at that point. We have listed out some of the statutes that talk about those requirements for the funds.

Commissioner Philbrook said I was reading this and it was talking about transfer of funds like unexpended balance of money. Does that happen very often? **Ms. VonAchen** asked from this slide. **Commissioner Philbrook** said yes. **Ms. Jonscher** said we're talking about the money, if there would be any money left in the fund because we have—if the tax revenue that comes into that fund is greater than the amount, once we paid off all of our bond issues if there was any money left in there. **Ms. VonAchen** said so no, it doesn't happen very often because we know exactly

how much we have to payout every year because of all the bond documents we have. **Commissioner Philbrook** said no such luck, okay.

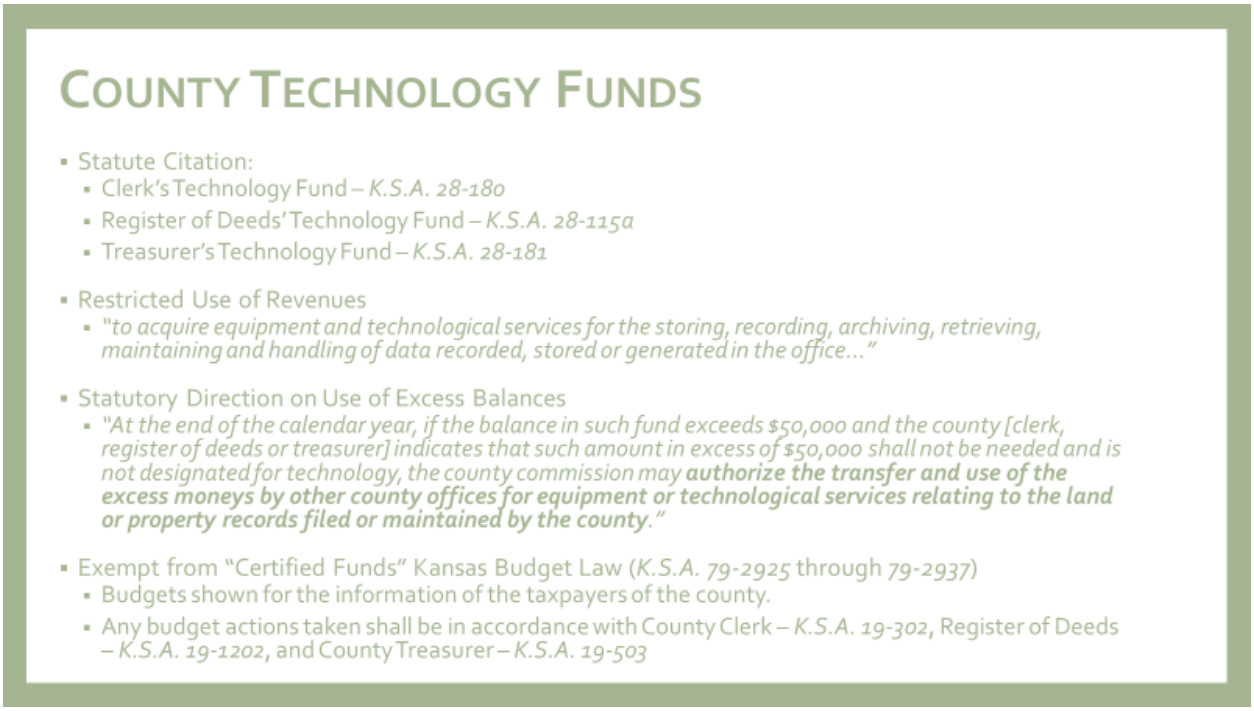
Ms. Jonscher said I did forget to mention on the County Bond & Interest it does have a higher fund balance right now and that's because we've been transferring money to that fund in anticipation of the higher bond and interest payment on the Juvenile Center that takes effective in 2019.

FUNDS RESTRICTED BY KANSAS STATUTES

Funds Restricted by State Statutes - Fund Balances | Expenditures, Transfers-out | Reserve Percentages
Resources Dedicated for Legally Authorized Uses
Source: 2019 Proposed Budget, Financial Overview Fund Statements (CAFR - Modified Accrual Accounting)

	Proposed Budget Page #	2017 Ending Total Fund Balance	Est. 2018 Ending Total Fund Balance	Est. 2019 Ending Total Fund Balance	2019 Proposed Expenditures & Transfers-out	2019 Fund Balance as a % of Expenditures & Transfers-out	Target Reserve Range (as a % of Expenditures & Transfers-out)
UG Clerk Technology	60	$ 92,247	$ 87,247	$ 82,247	$ 50,000	164%	5% to 10%
County Treasurer Technology	71	$ 104,327	$ 110,169	$ 135,840	$ 19,329	703%	5% to 10%
Register of Deeds Technology	65	$ 140,048	$ 169,978	$ 199,908	$ 130,170	154%	5% to 10%
Court Trustee	61	$ 738,986	$ 568,959	$ 390,995	$ 587,964	66%	8% to 12%
Special Alcohol Program	66	$ 665,108	$ 403,114	$ 145,581	$ 787,633	18%	5% to 10%
Special Parks & Recreation	68	$ 96,571	$ 37,883	$ 21,948	$ 545,936	4%	3% to 5%
Special Street & Highway	69	$ 1,394,967	$ 862,467	$ 292,467	$ 7,650,000	4%	3% to 5%
Special Wyandotte 911	72	$ 361,153	$ 222,063	$ 178,122	$ 867,000	21%	5% to 10%
Totals		$ 3,593,407	$ 2,461,880	$ 1,447,108	$ 10,638,032	14%	3% to 12%

Ms. VonAchen said these eight funds are funds which are restricted by Kansas Statutes. The first three are technology funds established for the UG Clerk or County Clerk, the County Treasurer and the Register of Deeds followed by the Court Trustee and several funds that are funded by an Alcohol Tax; Special Alcohol Programs, Parks & Rec. A Gas Tax supporting the Special Street & Highway Fund and then a 911 Tax supporting the Wyandotte County 911 Fund. All of the total for these funds amounts to—the fund balance at the end of the year amounts to $1.4M and reflects 14% of their total expenditures which is line with or a little higher than the target range for these funds.



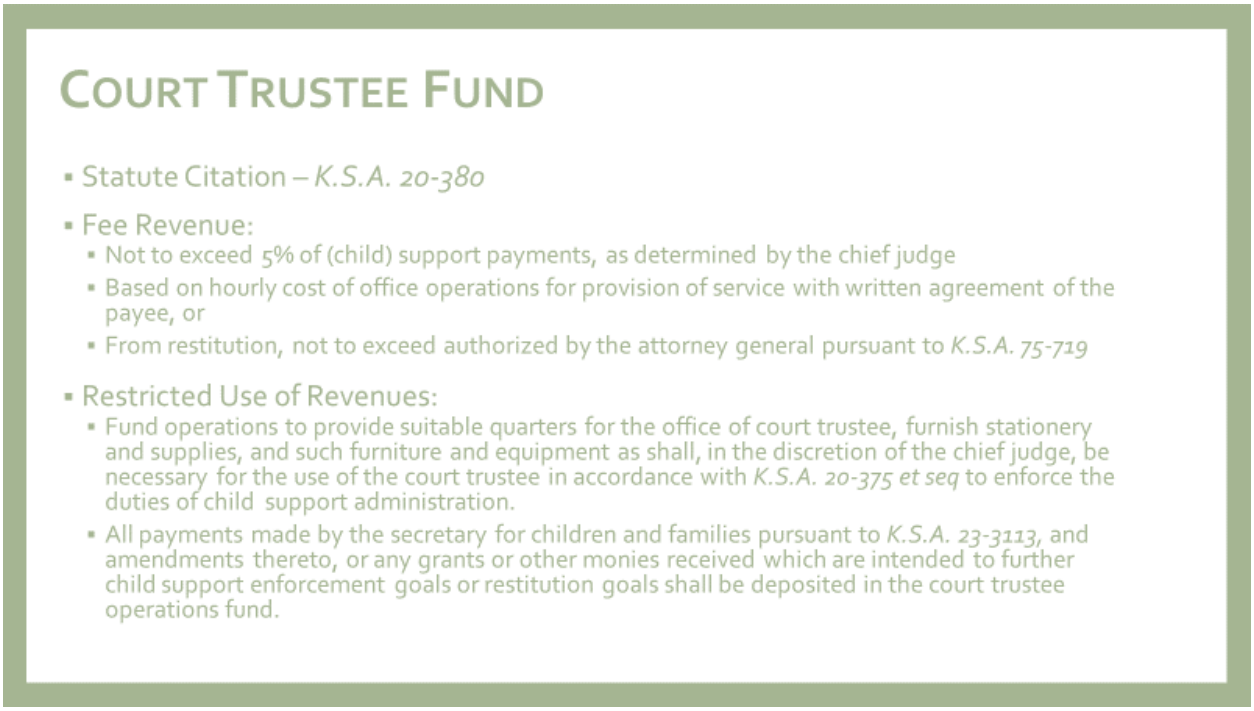
I'm going to talk individually about these funds a little bit. The County Technology Funds are required by these statutes individually for each of the three, but each of these three statutes have the exact same language in them except they refer to different County offices. That revenues are generated—they're acquired in order to cover the cost of equipment and technology for these various functions. The language also specifies that if there are excess balances in these funds in excess of $50,000, then the respective official, that being the Register of Deeds or the County Treasurer, must approve the transfer of the excess amount and that if it were transferred that money still needs to be used to pay for equipment or technology services related to the land or property records. In addition, these three funds are actually not legally required or certified to have an adopted budget by the Commission. They follow the different budget laws as specified in these statutes, but we provide them in the budget document just to provide additional information for the residents.

These funds here are accumulating balances in order to support a variety of technology needs. For example, in the County Treasurer's Office the State requires—we use the States software system for Motor Vehicle and Property Tax Administration, but the State fully requires us to maintain all of our—bear the cost of all the equipment and the information technology needs including all the hardware and software, etc. Sometimes those acquisitions can be quite large so there needs to be sufficient balances once that equipment has aged and is ready for replacement.

Commissioner Burroughs said for the body's information, the fund that's 703% funded, those are large expenses that come forward, the 703%. What I really believe the Administrator should know is when are those funds going to be exceeded, when is the program going to be put in place to utilize those dollars to fund the project, so we don't sit here and see this fund grow to 1,000%, 1,200% and no action being taken and it's not meeting needs or services of the community. We as commissioners should—if we have a deadline or a plan or proposal in place to advance that technology or implement it, we should know that. The purpose of bringing these forward is to bring it to the Commission's attention that these funds are sitting there building reserves for future projects, when are they going to happen? I've heard, since I've been here, that sometimes it takes 10, 12, 14 years and if we have an ordinance or a mandate to keep the Reserves at 5-10%, then we need special language that allows us to exceed that for future projects and I didn't see it in the policy. I just wanted to bring that forward, but thank you, Mayor, for the education of the rest of the commissioners.

Ms. VonAchen said I spoke with the County Treasurer who reports to me this afternoon and as you know he has only been the County Treasurer for a few months. What he said was that he actually wasn't quite aware of how large that balance had grown to and what he plans to do is to develop a plan for doing an assessment of the current equipment that we have and developing a plan which goes right in line with what you're asking us to do. He did mention, for example, that all the monitors in his two locations need to be replaced and he estimated that would be at least $20K. We very conservatively budgeted $19K that's just based on the CPI of the prior year. There are needs out there and of course the fund balance is $135K so you know when you have those lower amounts, as Doug mentioned, you really get these kinds of whacky percentages.

This really good observation—you know when we updated the financial policies with respect to these Special Funds, I didn't want to dramatically change the prior practice so all I did with this Reserve Policy in terms of my recommendation was to change some of the funds that had been renamed and then add in a few funds that have been created since the last policy—since that policy had been previously adopted and I didn't really necessarily want to make any dramatic changes in these target reserve percentage. There is still a little bit of work to do in terms of our financial policies so that they make better sense and address some of these questions that you have.



Quickly, I wanted to cover a few more of these and then Debbie is going to handle a couple of them. The Court Trustee Fund is a Special Revenue Fund. It collects revenues related to child support payments and it's fully determined by the Chief Judge. The use of these revenues is restricted for the enforcement of child support payments per these statutes. As you can see this fund has a fund balance of $390K which represents 66% of the expenditures. This fund balance is kind of growing a tad.

Mayor Alvey said I think we have about a half hour left. **Ms. VonAchen** said so real quick. **Mayor Alvey** said no. I think what we will do—I think the main points have been established that there are certain requirements—certain funds have certain statutory requirements. There is a general policy that is in place that we are looking for a target range of 10-15%. That some of these funds grow beyond that target and some of them fall below based upon the expenditures. Sometimes that money pools to allow us to make bigger purchases. The ultimate, I think, takeaway is that we're not establishing large funds that are then no longer expended. The mill rate is not over collecting what we need. **Ms. VonAchen** said you can see that from the bottom line here. **Mayor Alvey** said I think the point we want to make sure I think and, Commissioner Burroughs, I'm not going to speak for you but one of the things is that we don't simply take these funds and reassign them someplace else. They have a purpose, they go to that purpose, when it exceeds that

we ratchet back down, it balances out, but there may be some need to bring to, for instance, the County Treasurer your attention that it's getting pretty large. You have this money available, make sure it serves the public's needs.

Anything else Commissioner Burroughs? Okay. Next topic.

Mr. Bach said the next one is regarding NBR Funding.

Commissioner Bynum asked that we bring this forward. She wanted to talk about it, so I provided this first slide to just give a little historical perspective. We went back for the last 10-11 years I guess actually showing that in 2008 we had seven NBRs and we were funding them at $30K each. In 2009 we lowered that amount by $3,000 to each of the NBRs. In 2010 we added an NBR to it

and kept them at that level. Then when we had tighter funding across all areas and you recall we were cutting many departments, well you may not recall, we were cutting many of them 10 or 15%, we cut the NBRs as well down to this $22,500 rate. In 2014 we raised them back up to $27,500 and that's where they've remained since that time.

This next slide shows the current NBRs and how much they're funded at, all at $27,500. **Commissioner Bynum** said thank you Mayor and Mr. Bach for even letting me bring it forward. I have a lot I would want to say about our NBRs. I appreciate that you have listed all eight of them. They do a lot of work all around Wyandotte County. Each of them complies with a scope of services that we actually sit down and work with them on and several years ago we actually had them change and modify their scope to align with our adopted Master Plan. They do valuable work and I could spend a lot of time on it, but we don't have a lot of time. My request here to our body is, as you can see, in '08 they were funded at $30K and a decade later I would like to return them to their $30K allocation that they were receiving in 2008. I can go on and on and on about it if I need to, but we have 30 minutes until our 7:00 meeting. **Commissioner Philbrook** said I agree.

Mayor Alvey said I would say this, in general I would ask that—it would seem that we would say okay if we were going to bump this up $2,500, there would be a purpose for that. I have been meeting with the various NBRs. Clearly there is a need for more resources especially in training I think, bringing them together, bringing people from the outside to help them. For instance, how

do you recruit new members, that's a common thing for all of them. How do you reach out, so normally I would ask that we would have an identified need but there are so many needs that I'm confident they will find a way—a good purpose for the $2,500. **Commissioner Bynum** said I guess my point, thank you for that and I appreciate that you're meeting with them, it does speak directly to your initiative. I guess the point I'm trying to get at is we've pretty much ask them on a regular basis to do more and we've asked them repeatedly to take on more and when we adopted SOAR, just as an example, who did we turn to as our immediate partner, but our neighborhoods and our NBRs. They stepped up and those items are in their scopes of services in the contract for the work they do for us right now. I'm not familiar of a time when we turned to an NBR or a Livable Neighborhoods, for that matter, and said we aren't going to support you with any more dollars financially, but you're such a great partner for us we really need you to come onboard and add x, y and z to your already full agenda and menu of work that you do for and with this community, can you do that and they pretty much say yes every time. I would hope that we are rewarding them with $2,500, which is not a reward, it's a return to the financing we were giving them a decade ago and just let them determine what they can do with an additional $2,500. I think it's the least we can do, and we talked earlier about being in a time of recovery and that during the time of recovery we should do all that we can and so $20K to me is a minimal investment for what we get back from these groups. That's what I'm asking for.

Commissioner Murguia said I don't really know what their scope of service is. I know what one NBR scope of service is. I know what one NBRs goals are and I know whether or not they meet those goals. From the day I came on as commissioner over a decade ago I have always felt like the way the NBR organizations were structured was not transparent. Maybe it's just because I don't have the information, but I would like to know what we're spending—what the taxpayers are getting back for the $240K of taxpayer dollars that we're currently giving them, and I haven't seen that. **Commissioner Bynum** said I would just respond quickly that they provide those reports at a minimum on a quarterly basis. They have a scope of services that they've agreed to that aligns, at our request, with our adopted Strategic Plan and they report on those on a quarterly basis and then with an annual report. That's my familiarity with how they're structured as far as this contract. It has nothing to do with any other grant they receive, any other fundraising, you know they're each their own non-profit 501c3 entity. They have a contract with us for $27,500 each for

a scope of work that we and they have agreed to and signed off on and they report on that. **Commissioner Murguia** said I hear that, but what I've seen are narratives and stories. What I would like to see is specific goals on what our partners are accomplishing and it's not exclusive to NBRs. This is what I think is the ultimate in transparency with taxpayer dollars. We've been talking about this the whole budget that it's important for our taxpayers to be able to see, feel and understand what they're getting for the property tax, the huge amount of property tax, that people pay; what they're getting back for that. I can tell you from looking at that not every area of Wyandotte County is represented by an NBR and they have needs also and they also pay taxes.

We've talked about this before. I think that money from taxpayers has to be associated with performance, not ideas. We don't pay people for ideas. We pay people for performance, for a job done. We don't treat our employees like that. If they just have ideas and they're performing, I pretty much can guess that probably Mr. Bach is not going to keep them as an employee very long. All of us at one point and time, some of us may not be working anymore, have had jobs and if you had a job you're given a specific directive on what you're supposed to do with your job and if you don't do that job, you don't have a job anymore. I think no matter whether it's an NBR or it's a developer or it's whatever partner, I think that we need to be able to show specifically to our taxpayers what—I'll use myself, I will pick on myself. What are we getting from Argentine Betterment Corporation in the Argentine neighborhood for $27,500 annually and what will we get more of for $30,000 annually. What will we get specifically? You've said it, and I hope it's true, but I don't know because I've never seen it other than a narrative sort of story. Specifically, what can we point to? For me, goals have to be very specific and I shared those goals five years ago. This was a big deal with me in that I felt like transparency wasn't there, so I met with Mr. Bach and several staff members and I also run a not-for-profit just like you do, Melissa, and my goals are very specific. I would be glad to share them with anyone or post them on Facebook or the internet.

My goals read like this; five years ago, my goals read I will bring a grocery store to Argentine. You either do it or you don't. There is no gray area. I will organize 100 people for a trash cleanup and I will—and since I'm getting money from taxpayers that trash cleanup will take place in areas that the Unified Government would otherwise have to cleanup. So, there were 350 people organized to cleanup public Unified Government parks, to pick up trash after the 4th of July and every name of every volunteer, every volunteer's address and every volunteer's contact

information was on that list and can be presented at any time to anybody here at the UG or anybody in the press or any taxpayer that wants to see that list.

For me, $240,000 is a lot of money. It's gap financing money for development deals that create jobs for a number of people long-term and create services to people, so every dollar does matter I think. For me it is all about that transparency issue. I worked on this once before and there was not the will of the greater Commission to see that level of transparency and I hope that has changed.

Commissioner Bynum said I can't speak to each and every organization, but I think in terms of data they could bring you the data and they could show you and tell you how many people picked up trash or whatever their project was they were doing. I know that, again, through SOAR they've all stepped up at our request and done more with interacting with Code Enforcement and a lot of that I think has to do with being more proactive so helping somebody prior to it being a violation. **Commissioner Murguia** asked how do we know—**Commissioner Bynum** said that's the reporting that they're giving to our staff. We have staff that are receiving those reports. I don't know if compiling that into one spreadsheet is helpful, I don't know.

Commissioner Kane said I would like to see how much of that has been spent in District 5—**Commissioner Bynum** said Commissioner Kane—**Commissioner Kane** said wait. I did not interrupt you, please do not interrupt me. I would like to see how District 5 has benefitted from that in the last two or three years and then I want to add a part of up there that District 5 should get the same amount as everybody so I can get some equipment for the park. **Commissioner Bynum** said thanks for that comment. I think LRA could demonstrate a portion in District 5. **Commissioner Kane** said that's just it. District 5 is not a portion. District 5 is an equal district with all the other districts in all of Wyandotte County. **Commissioner Bynum** said correct. **Commissioner Kane** said and we get the least amount of services and we pay the most amount of taxes and if somebody else is getting 27.5, we ought to get 27.5. **Commissioner Bynum** said the only comment I will make back is that within your district, specifically Piper, the Piper portion of your district; there was a gentleman that had come forward offering to help create an NBR—**Commissioner Kane** said then let's do it. I want to see how much has been spent in the last two or three years in District 5. **Commissioner Bynum** said you and I have both offered to help him do that. I'm still willing to do that.

Mayor Alvey said it's interesting. The conversations I've been having with the Directors of the NBRs, I think what we're getting is we are getting neighborhood leaders who are engaging other neighborhood members to try and identify and solve problems, develop strategies to solve problems in their neighborhoods so that is what we are getting. For instance, Micah King who is the Director of ABC, reported today that one of the activities they've organized a cleanup and they had 400 young people volunteer to go and pick up trash in the neighborhoods. For next year he would like to purchase lawnmowers in order to cut grass in lots that the Unified Government is not able to get to. So, I think Commissioner Murguia is correct, and I think this is what the NBRs are saying, is that they would like more direction, they would like more engagement with the Unified Government and at the same time to bring the resources to enable them to attain the objectives solving the problems for their neighborhoods.

Commissioner Markley said I think what's happened here and it's not really anybody's fault, it's just what's happened, what these groups were initially created for and what they have become are not the same thing. The goals that we set out for them are sort of unrelated. Initially these were Neighborhood Business Revitalization groups and their focus was supposed to be on bringing new business to neighborhoods and some of them do that and certainly they are connected to the businesses in their neighborhood. I think in reality we would be fooling ourselves if we say that the majority of these are operating as an economic development tool. They are operating as neighborhood organizers which isn't a bad thing. Don't get me wrong, I'm just saying this is supposed to be seed money for an economic development group to go out and raise additional funds to bring businesses to a neighborhood. That's what they were supposed to be initially. I'm not saying what they've become is a bad thing. Again, don't get me wrong, but I think we need to be clear with ourselves that we created one set—we had one idea and what has occurred is something entirely different than that. I think it would behoove us to sit down and discuss that transformation to decide if we still have what we think we're having, if they're still doing what we think we want them to do and at what level we should be funding that. The funding we came up with initially was for a different purpose than the funding of today.

Commissioner Murguia said it seems to me, Mayor, that much more transparent, much more annually specific goal driven, goal orientated, performance orientated process would be—all of

these organizations are great organizations just like Commissioner Markley has said. They're great organizations, but it's also what Commissioner Kane says and I don't believe there is an NBR representative in Commissioner Walters district. I think everyone else has one, but I don't believe there is one in Commissioner Walters district either and I would just say we do have a very good process. Right now we're annually—agencies that want to be partners with the Unified Government are held accountable for what they're going to do that year and that process is through the Casino Grant Fund process. There is a way for every one of these organizations to get a lot more money than $27,500. They could get considerable amount of money depending on what they're proposing to do that year and I just think, for me personally, I think a better process. It also levels the playing field. Maybe Commissioner Kane or Commissioner Walters don't have an NBR, but maybe they have a really great school district or a really great not-for-profit district associated with the school district that wants to apply for money for a high priority project that the Unified Government has set out through strategic planning that they could apply for. They don't automatically get $27,500, they have to go through the application process through a Casino Grant funding. What that allows the commissioners to do within their district, and since they're really in the weeds and at the ground level in determining who is really performing, who is working closely with them in order to meet the Unified Government goals; you would think that would be the most transparent process plus the benefit of the Casino Grant funding process is that each organization is vetted annually on their level of capacity.

I agree with you, Commissioner Bynum, I think all of these organizations could get a lot more money for the work that they are doing, but I think that needs to be open, transparent and reviewed annually through a grant application process where they're constantly, annually—just like an audit. The organization I run that's not-for-profit we spend $50,000 for our organization to be audited and when people look at our audit, they know we have a good audit. By moving this money to that process enables these NBRs to get a lot more money than what they're currently getting and it allows us to be able to answer directly to our constituents and allows every commissioner access to the same pool of funds.

Commissioner Bynum said if I could just make two more points and then we can move—**Mayor Alvey** said we need to move on to the next topic. **Commissioner Bynum** said sure, absolutely. I think all of the groups are accountable right now. They do that through their reporting that they

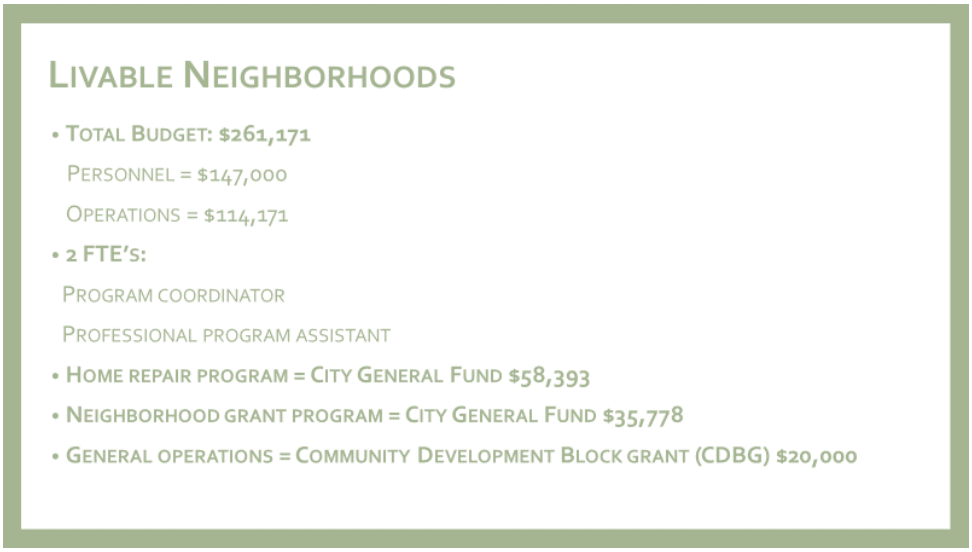
provide to the Unified Government for these funds based on the scope of services that our administrative staff has created with them. They do that on an annual basis through not only the annual reporting that they do, but the renewal of these contracts on an annual basis. As you know, Commissioner, several of them receive these funds and significant portions of the Casino Grant fund already so they do know how to leverage those Casino Grant funds.

With respect to the two Commission areas that don't have an active NBR right now, every single one of these organizations was not created because a government official created it. Every single one of these organizations was created as a grassroots effort done by the hard work of the people who live there. Any area that doesn't have what we have titled an NBR we certainly as a government are willing to partner with any citizen or businessowner in an area that doesn't currently have one to help create one and allocate funds. As a former director of an NBR I would pushback only slightly on the notion that the original intent of these organizations was primarily for business development because that simply was not why they were originally created. The name NBR was given to them by the City so they exist long before unification of the government. The name NBR is a name the City gave them and almost all of them existed prior to that with the exception of Turner and Historic Northeast Midtown. All of the others existed in some form or fashion prior to unification of the government. I would say they had as a part of their focus business liaison work, business relationships, business retention, business development, possibly a small piece; but certainly what was happening here in the 80's and 90's far, far exceeded the need for business development and those were the issues they were tackling. I will yield now.

Mayor Alvey said we have one more topic which is Livable Neighborhoods staffing. I'm going to recommend—I think this is a topic that really deserves much more attention and perhaps a Special Session as we move forward into the fall.

My only comment after listening to the Neighborhood Business Revitalization group, Executive Directors, and even maybe another member who comes along is that there is a range of functions that they see themselves performing and that some of them are much more devoted. Let's say like Downtown Shareholders is much more I think business orientated and then you move to the other range which is much more resident orientated. Ultimately, the idea is that if you solve neighborhood problems it increases resident cooperation which ultimately helps businesses thrive. So, they do help business revitalization even by solving simple problems like code enforcement.

I would like to recommend—we have about 10 minutes and it takes 10 minutes to get upstairs and get ready for the next session. Do you want to pick up and continue with the Livable Neighborhoods Staffing or would you be willing to—you want to bring it up for the budget piece.



Commissioner Bynum said I'm fine I think with what you're proposing if it's a continued conversation around both of the topics that I've asked come forward, but are you saying we basically need to go our regular 7:00 meeting? **Mayor Alvey** said we don't have to. We can continue on. We would just have to start at 7:10 then. It will probably take us 10 minutes to go through this. Are you proposing additional staffing for this budget? **Commissioner Bynum** said I am, I was. **Mayor Alvey** said then I think we need to cover this now.

Commissioner Bynum said I'm asking for a minimum of a part-time person for Livable Neighborhoods for many of the same reasons that we've talked about with respect to the NBRs. I see what you've provided us here and I appreciate that. Just through talking to staff in asking that this come forward I think that the total of the request that I was making on behalf of the NBRs and the minimum part-time position for Livable Neighborhoods carried a price tag of less than $75,000 total. To me that's a reasonable investment, again, for a neighborhood level work these folks are doing and the return on the investment we get for a dollar amount such as that. I guess I just pose it against you know a 20-year bond payment on a Juvenile facility that's a million plus over budget. It just seems like investments in the good things that are happening in our community can be minimal and pay maximum dividends in what they bring back to the community. **Mayor Alvey** asked what was the number you came up with. **Commissioner Bynum** said not being a finance expert, but having spoken to some people in staff, $20,000 additional for eight NBRs and it was my understanding that a half-time person including whatever benefits a half-time person might be entitled to would be under $50,000. That was why I was saying under $70,000. **Mayor Alvey** asked would a half-time person qualify for benefits.

Mr. Bach said it depends on how you classify them. You can say part-time and you can do a part-time A or part-time B so we have various ways we could go about that. We could keep them less than 30 hours, you can do one without benefits or you can do somebody that once they get over that, I believe we have to give them benefits.

Commissioner Markley said you all know how I love to talk about these requests at the last minute and it's no offense Commissioner. It's just how it is. **Commissioner Bynum** said no problem. I will have to lean on this. It was last minute; however, it was in time for budget discussion. **Commissioner Markley** said my frustration when we talk about things at the last minute like this, we do a very bad job of comparing sort of our options or if we had a certain amount of money, what would be the number one thing we would do with it. I would just submit we just heard our Economic Development team say how desperately they need staff desperately and we know what the turn on investment would be for that staff in that department. So, for me if we're going to spend extra money, I would rather have $20,000 extra dollars in boarding or grass mowing and have an extra employee for our Economic Development Department and that's not to say this part-time employee wouldn't do amazing things. It's just when you look at overall what

are our priorities and where are needs most critical. Our need is critical in that department. Here we get a great employee and they do great things but is it critical and I just think at the last minute we always do a bad job of weighing those things and we say well obviously this would be a great position and it would be but is it the most critical way to spend our money. **Commissioner Bynum** said I appreciate that. Obviously, that's always a good observation. That was part of why I asked the questions earlier about their staffing. What I didn't ask them was, when we came to you and asked you for your departmental needs, did you tell us. You know it's important to know because we work so hard to start this process early. I will totally own the late request on this because it is mine to own. I did not go to any NBR or any staff member at Livable Neighborhoods and say do you want this. I just identified through the work that I do at this level that the return of the funding for NBRs is just long overdue and it's time and it's clear to me what Livable Neighborhoods could be accomplishing with a half-time person. **Commissioner Markley** said I think they're great discussions so I'm glad we're having them. I would rather continue them as we plan for next year personally.

Commissioner Murguia said I know we're running short on time, Mayor, but I do want to close with this; I agree with you. I just want to make sure that at least in my district I'm funding those NBRs that are giving me very specific performance measures and that they're actually performing and this is not just funding for staff. That it is actually resulting in a difference in my district. I'm not suggesting my any means that we eliminate funding for NBRs. I'm suggesting that we put it in a process where those are reviewed, those projects that NBRs or services that those NBRs want to provide are reviewed annually through a formal transparent process where everybody throughout the entire county has the opportunity for the same money. I will tell you, just like government changes and we have different elected officials, organizations change and missions change and things happen differently. I am very focused on aligning the goals of District 3 with the goals of the entire Commission so that we can move the entire county forward and the only way for me to really be able to do that is to be able to review all those agencies in my district doing good work and to find the very best qualified ones with the greatest level of capacity to carry out what we're all trying to do for the whole county. I think there is a better process than what we're doing now. Just so we're all clear, if we do increase those amounts, which I'm not opposed to; I'm just opposed to the way in which we deliver that money. So we're all clear, it's not a small

sum of money. It's been broken out. It's $750,000, almost a million dollars in funding and if we were—we're not talking about eliminating and I would not support eliminating, but if there was anyone to talk about eliminating, I would tell you if we had $750,000 my priority would be to hire more police officers. Again, it's just what Commissioner Markley said, when you look at what people have—what we're spending our money on and what we want, our community has said loud and clear nothing is more important in this community than our safety, nothing. We want all of our residents to be safe. I will leave it at that.

Commissioner Philbrook said first off, I think a real quick help to this NBR funding issue with the reports is to totally change the format and make it more like a format for a business so you can money in, money out, what it went to, that's worthy. That's all I want to say about that one.

What I do want to say about Livable Neighborhoods Staffing is that, and I wish Jon Stephens was still here, so he could speak to the amount of help that Livable Neighborhoods has been when it comes to any kind of development projects that they have brought forward and any kind of conversations, so on and so forth. They definitely outdid themselves and they're still helping and they are stepping up to the bar a lot more and I'm sorry that we have not shown the public and the commissioners just how much they've really played in all of this. That's all I have to say.

Mayor Alvey said I think this conversation will obviously have to move forward, but at this point we're going to adjourn this meeting and reconvene at 7:10 in the Commission Chambers.

(The Executive Session was not held)

MAYOR ALVEY ADJOURNED
THE MEETING AT 7:00 p.m.

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Carol Godsil
Deputy Unified Government Clerk

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