ECONOMIC DEVELOPMENT AND FINANCE
STANDING COMMITTEE MINUTES
Monday, July 9, 2018

The meeting of the Economic Development and Finance Standing Committee was held on Monday, July 9, 2018, at 5:25 p.m., in the 5th Floor Conference Room of the Municipal Office Building. The following members were present: Commissioners Burroughs, Chairman; Commissioners McKiernan, Murguia, Walters; and BPU Board Member Jeff Bryant. Commissioner Townsend was absent. The following officials were also in attendance: Doug Bach, County Administrator; Gordon Criswell, Assistant County Administrator; Reginald Lindsey, Budget Manager; Kathleen VonAchen, Chief Financial Officer; Debbie Jonscher, Deputy Chief Financial Officer; Chris Slaughter, Land Bank Manager; Patrick Waters, Senior Attorney; Jay Doleshal, Sergeant-At-Arms.

Chairman Burroughs called the meeting to order.

Roll call was taken and members were present as shown above.

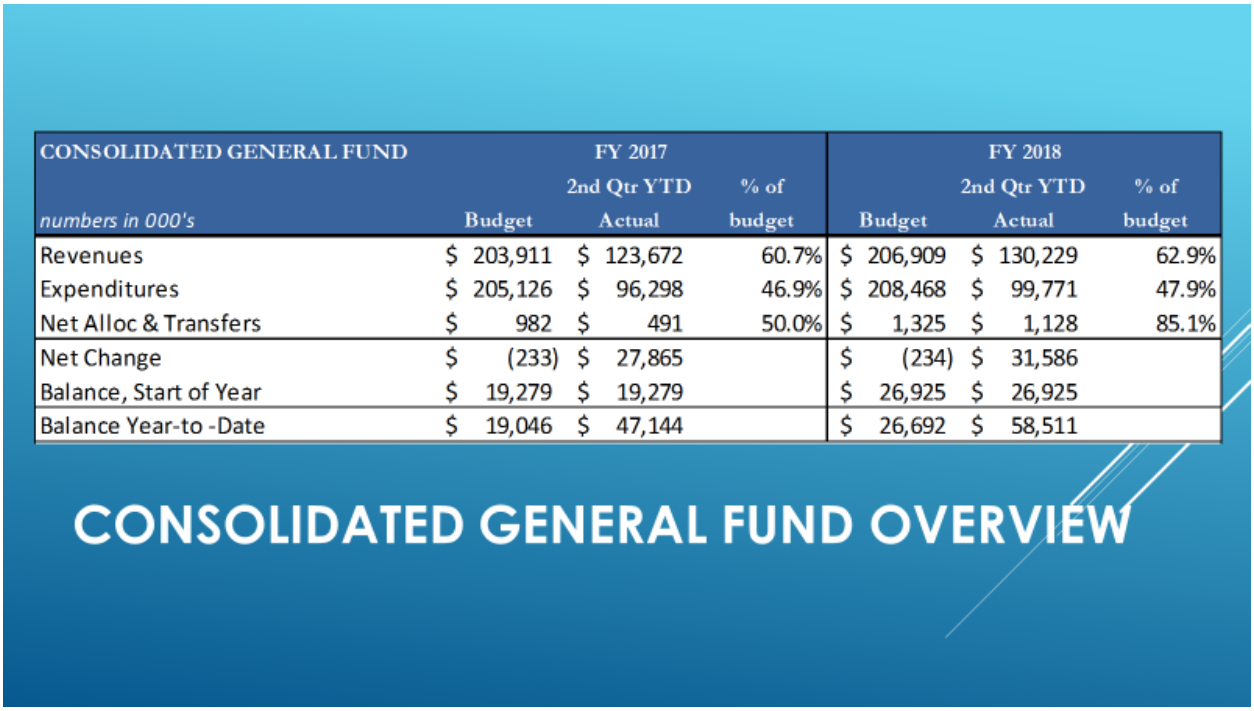
Approval of standing committee minutes from April 30, 2018. **On motion of Chairman Burroughs, seconded by Commissioner McKiernan, the minutes were approved.** Motion carried unanimously.

Committee Agenda:

Item No. 1 – 18299… REPORT: SECOND QUARTER BUDGETARY FINANCIAL REPORT

Synopsis: A presentation of the Unified Government's budgetary financial performance as of June 30, 2018 (Q2). As the second quarter books are just now being finalized the documents will not be submitted until the committee meeting date. Staff feels this is important to present in July in coordination with the Budget process, submitted by Kathleen VonAchen, Chief Financial Officer.

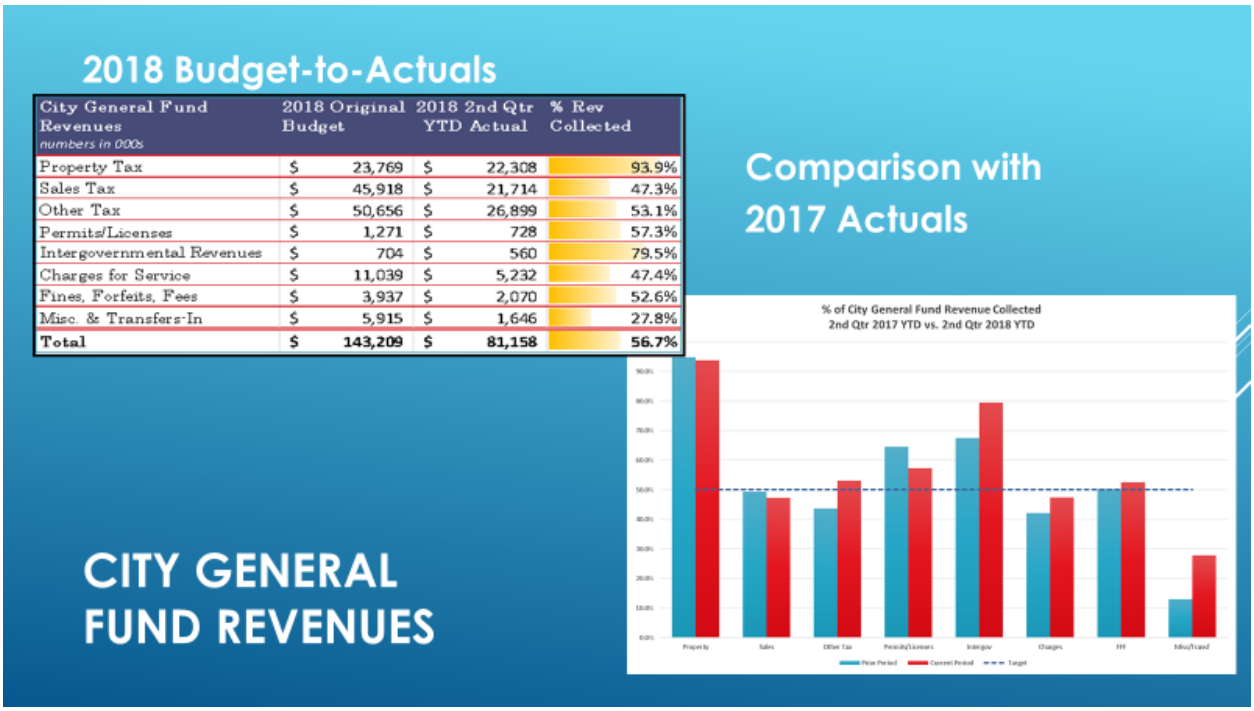
Kathleen VonAchen, Chief Financial Officer, said for this presentation of our Second Quarter Report, I'm going to have our Deputy CFO Debbie Jonscher, talk with us about the revenues and our Budget Director Reginald Lindsey on the expenditure side. **Debbie Jonscher, Deputy CFO**, said we're presenting information tonight for the Second Quarter Budget to Actual Report, for the quarter ending June 30, 2018. We're actually bringing this report to you, probably about a month in advance so that you can have the information to review as we go through the budget workshops in the next couple of weeks.



CONSOLIDATED GENERAL FUND	FY 2017			FY 2018		
numbers in 000's	Budget	2nd Qtr YTD Actual	% of budget	Budget	2nd Qtr YTD Actual	% of budget
Revenues	$ 203,911	$ 123,672	60.7%	$ 206,909	$ 130,229	62.9%
Expenditures	$ 205,126	$ 96,298	46.9%	$ 208,468	$ 99,771	47.9%
Net Alloc & Transfers	$ 982	$ 491	50.0%	$ 1,325	$ 1,128	85.1%
Net Change	$ (233)	$ 27,865		$ (234)	$ 31,586	
Balance, Start of Year	$ 19,279	$ 19,279		$ 26,925	$ 26,925	
Balance Year-to -Date	$ 19,046	$ 47,144		$ 26,692	$ 58,511	

We'll start with the Consolidated General Fund which includes City and County General Fund as well as the Parks and Rec. fund. This graph shows the comparison of second quarter 2018 to second quarter 2017. The revenues for this period are at 62.9% and expenditures are 47.9%. Those percentages are slightly higher than the same time period last year.

Net allocations of transfers is a net number of transfers in and out. You can see that in fiscal year 2018 it's showing 85%. That's due to the fact that there are transfers that have been recorded for the first and second quarter that transfers out and have not been recorded. That number is off slightly due to the fact that only one side of the transfer has been recorded.



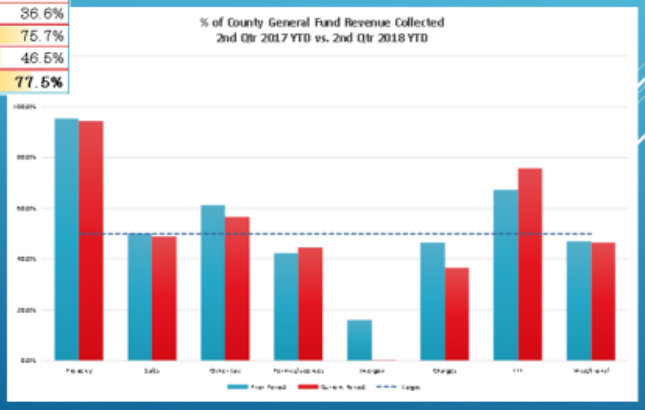
The next graph shows the revenues for the City General Fund. All revenues are for the second quarter at 56.7%, with property tax being the highest at 93.9%. The two largest property tax distributions are in January and in June, and account for the majority of the property tax collections. The remaining collections would be any delinquent collections that would be collected throughout the remainder of the year.

Sales Tax is next at 47.3%, and Other Taxes are at 53.1%. Other taxes would include the casino tax revenues, motor vehicle, franchise fee and the PILOT. Then we've also got Charges for Service at 47.4%. The majority of that would be the revenues from the trash contract. The graph at the bottom just shows the same information in a bar graph showing—comparing the current year with the prior year.

2018 Budget-to-Actuals

County General Fund Revenues *numbers in 000s*	2018 Original Budget	2018 2nd Qtr YTD Actual	% Rev Collected
Property Tax	$ 35,691	$ 33,644	94.3%
Sales Tax	$ 6,957	$ 3,398	48.8%
Other Tax	$ 9,497	$ 5,385	56.7%
Permits/Licenses	$ 1,175	$ 523	44.5%
Intergovernmental Revenues	$ 66	$	0.5%
Charges for Service	$ 1,559	$ 571	36.6%
Fines, Forfeits, Fees	$ 1,830	$ 1,386	75.7%
Misc. & Transfers-In	$ 2,840	$ 1,320	46.5%
Total	**$ 59,613**	**$ 46,227**	**77.5%**

Comparison with 2017 Actuals



COUNTY GENERAL FUND REVENUES

Next is the County General Fund Revenues. Total revenues for the second quarter at 77.5%. Once again, Property Tax is the highest at 94.3%. Sales Tax is at 48% and Other taxes at 56%. The graph at the bottom just shows the same information, comparing this year to 2017, for the same time period. I'm going to turn it over to Reginald Lindsey to discuss the expenditures.

CITY GENERAL FUND EXPENDITURES

City General Fund Expenditures *numbers in 000s*	2018 Original Budget	2018 2nd Qtr YTD Actual	% of Estimate
Personnel	$ 107,038	$ 50,105	46.8%
Services	$ 21,417	$ 10,600	49.5%
Supplies	$ 4,242	$ 1,814	42.8%
Grants, Claims	$ 5,418	$ 2,413	44.5%
Misc. & Transfers-Out	$ 1,549	$ -	0.0%
Capital Outlay	$ 4,053	$ 1,113	27.5%
Total	**$ 143,717**	**$ 66,045**	**46.0%**

2018 Budget-to-Actuals

Comparison with 2017 Actuals

City General Fund Expenditures *numbers in 000s*	2017 2nd Qtr YTD Actual	2018 2nd Qtr YTD Actual	Increase/ Decrease
Personnel	$ 48,956	$ 50,105	$ 1,149
Services	$ 10,325	$ 10,600	$ 275
Supplies	$ 1,981	$ 1,814	$ (168)
Grants, Claims	$ 457	$ 2,413	$ 1,956
Misc. & Transfers-Out	$ -	$ -	$ -
Capital Outlay	$ 1,531	$ 1,113	$ (418)
Total	**$ 63,250**	**$ 66,045**	**$ 2,795**

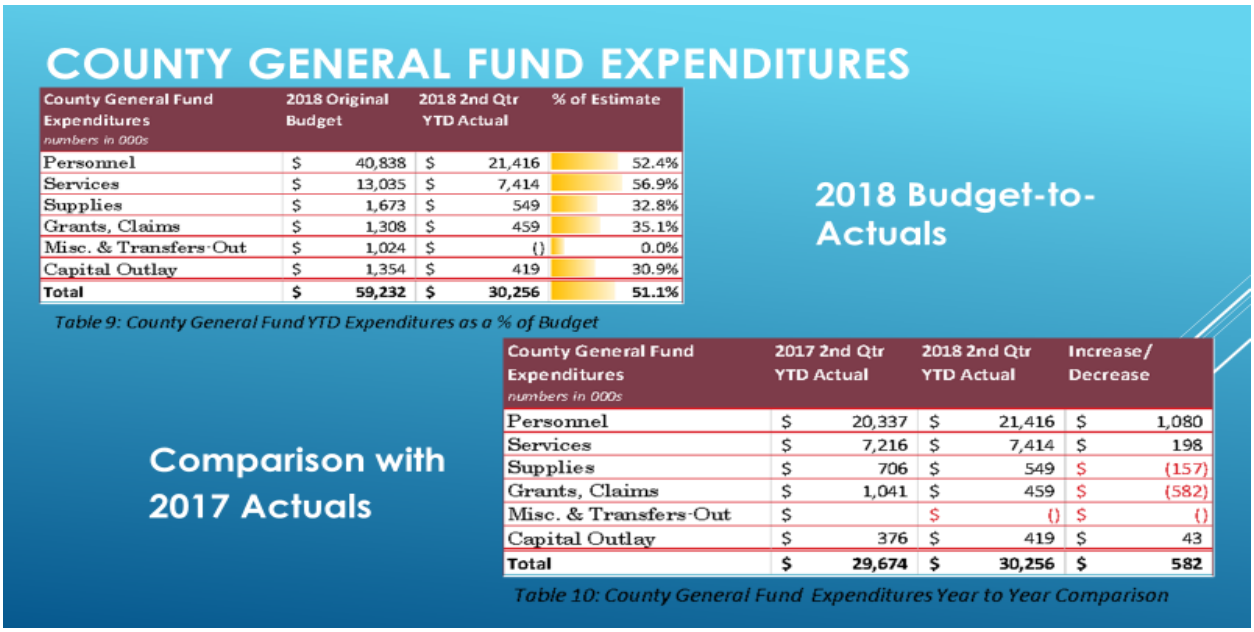
Table 5: City General Fund Expenditures Year to Year Comparison

Reginald Lindsey, Budget Manager, said we have two separate views of the City General Funds.

We have one view that shows the budget compared to the actual for 2018. Then, the review at the bottom corner shows views year over year for the actuals comparing 2017 to 2018. On kind of the rule of thumb that we like to be at 50% around the second quarter. So, we can kind of see where our expenditure as a whole, we are at 46% right now so we're at 4% below budget. We kind of see where our personnel, we're about 3% below budget there, and the services. We're about right at budget here. Some things will get paid out of where services are as we have our transit contract that gets paid from the City General side. Also, we have a trash contract that gets paid from there. This is also where majority of our software and maintenance agreements get paid from.

Ms. VonAchen said one thing I did want to mention is because we prepared this report just a few days after June 30th, it is missing one pay period, because payroll–well it just takes a while to process. So, that personnel number may be a little low, just so you know.

Jeff Bryant, BPU Board Member, said on your Capital Outlay, you know, you're only at 27.5. Do you foresee making it to 100% or close to it this year or do you think you are going to fall, staying at about half of what was expected for the year? **Mr. Lindsey** said I think we do have a good chance of spending it all. One of the things that happened is during the summer months is where we do a lot of our contracts and capital expenditures so we will see a lot more activity.



County General Fund Expenditures *numbers in 000s*	2018 Original Budget	2018 2nd Qtr YTD Actual	% of Estimate
Personnel	$ 40,838	$ 21,416	52.4%
Services	$ 13,035	$ 7,414	56.9%
Supplies	$ 1,673	$ 549	32.8%
Grants, Claims	$ 1,308	$ 459	35.1%
Misc. & Transfers-Out	$ 1,024	$ ()	0.0%
Capital Outlay	$ 1,354	$ 419	30.9%
Total	**$ 59,232**	**$ 30,256**	**51.1%**

Table 9: County General Fund YTD Expenditures as a % of Budget

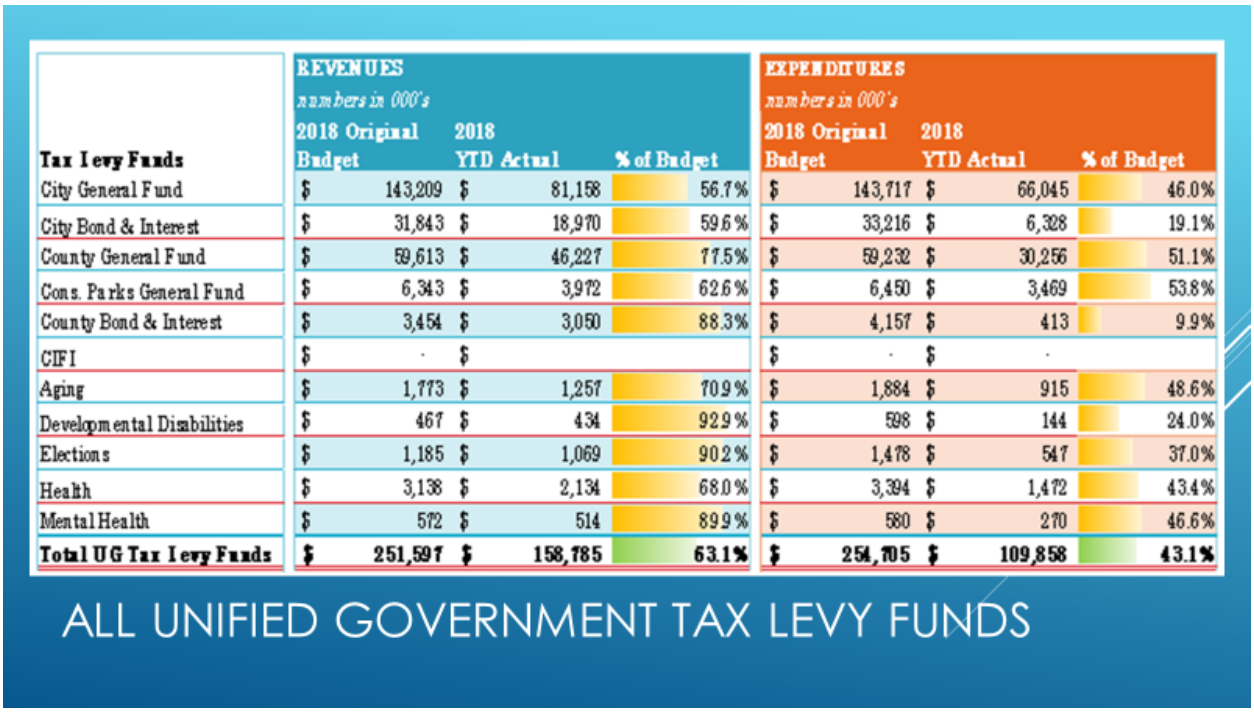
County General Fund Expenditures *numbers in 000s*	2017 2nd Qtr YTD Actual	2018 2nd Qtr YTD Actual	Increase/ Decrease
Personnel	$ 20,337	$ 21,416	$ 1,080
Services	$ 7,216	$ 7,414	$ 198
Supplies	$ 706	$ 549	$ (157)
Grants, Claims	$ 1,041	$ 459	$ (582)
Misc. & Transfers-Out	$	$ ()	$ ()
Capital Outlay	$ 376	$ 419	$ 43
Total	**$ 29,674**	**$ 30,256**	**$ 582**

Table 10: County General Fund Expenditures Year to Year Comparison

Also, in kind of comparing the 2017 second quarter to 2018 third quarter, we kind of see where $2.7M over what we spent last year. The main thing is personnel, benefits were a little bit more. Then we also have cost increases as far as for personnel. That was a big increase. We also have grants and claims which Kathleen just talked about. We've done half our grants and claims here. I think last year at this point and time we may not have done all our grants and claims.

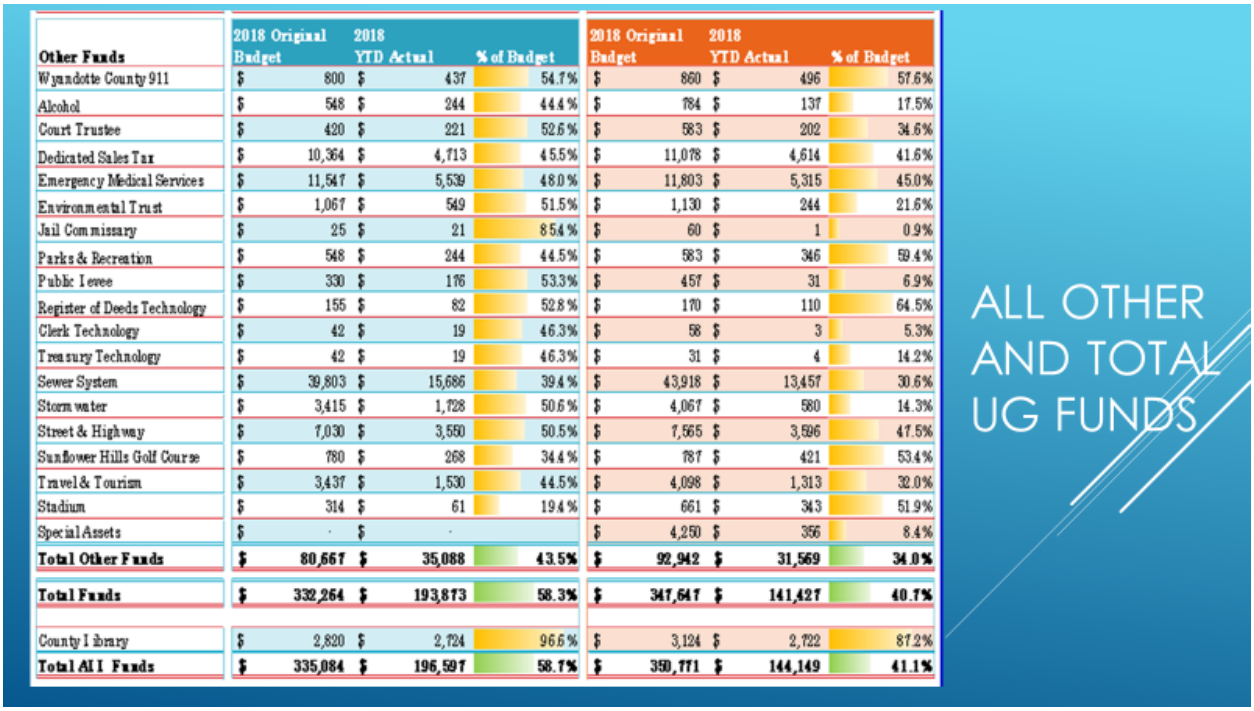
On the County General side, we're kind of trending like right at the 50%. We're at the 50.1%, you see personnel is 52%. Some things we have paid here are overtime. Sheriff's Department, their overtime is a little bit over on the County side. That does have an impact along with other benefits there and the cost increase for personnel. In the Services, we have where we pay for jail cost here, for medical cost for inmates and also inmate housing. Then in supplies we pay for inmate food from there, but inmate food it's running about 32%.

Down here, lower corner, County General Fund we see expenditures. Compared to last year and total was $582,000, over what we spent last year. About $1M of that was contributed to personnel. In some areas we're below. In here were grants and claims, all this would get spent up because these are what we are paying out funds too. Transferring money to other funds within the Unified Government. Also, making internal funds to pay for some cost like workers comp and things like that.



This right here shows the Other–we're looking and the City and the County General Fund. One of the things we see here, the other nine tax levy funds that are paid with their revenues and their expenditures. On the left-hand side we have the revenues and on the right-hand side we have expenditures. We've already covered the City General Fund and the County General Fund.

We can see we have the City Bond and Interest Fund here, and also Consolidated Parks, General Fund, the Aging Fund and the Election Fund. We see most of our funds we're over the 50% rule of thumb of where we have collected 63% of most of the revenue. We can see over on the expenditure side, it's been a budget that we have spent 43%. We're under the 50% rule here.



Other Funds	2018 Original Budget	2018 YTD Actual	% of Budget	2018 Original Budget	2018 YTD Actual	% of Budget
Wyandotte County 911	$ 800	$ 437	54.7%	$ 860	$ 496	57.6%
Alcohol	$ 548	$ 244	44.4%	$ 784	$ 137	17.5%
Court Trustee	$ 420	$ 221	52.6%	$ 583	$ 202	34.6%
Dedicated Sales Tax	$ 10,364	$ 4,713	45.5%	$ 11,078	$ 4,614	41.6%
Emergency Medical Services	$ 11,547	$ 5,539	48.0%	$ 11,803	$ 5,315	45.0%
Environmental Trust	$ 1,067	$ 549	51.5%	$ 1,130	$ 244	21.6%
Jail Commissary	$ 25	$ 21	85.4%	$ 60	$ 1	0.9%
Parks & Recreation	$ 548	$ 244	44.5%	$ 583	$ 346	59.4%
Public Levee	$ 330	$ 176	53.3%	$ 457	$ 31	6.9%
Register of Deeds Technology	$ 155	$ 82	52.8%	$ 170	$ 110	64.5%
Clerk Technology	$ 42	$ 19	46.3%	$ 58	$ 3	5.3%
Treasury Technology	$ 42	$ 19	46.3%	$ 31	$ 4	14.2%
Sewer System	$ 39,803	$ 15,686	39.4%	$ 43,918	$ 13,457	30.6%
Storm water	$ 3,415	$ 1,728	50.6%	$ 4,067	$ 580	14.3%
Street & Highway	$ 7,030	$ 3,550	50.5%	$ 7,565	$ 3,596	47.5%
Sunflower Hills Golf Course	$ 780	$ 268	34.4%	$ 787	$ 421	53.4%
Travel & Tourism	$ 3,437	$ 1,530	44.5%	$ 4,098	$ 1,313	32.0%
Stadium	$ 314	$ 61	19.4%	$ 661	$ 343	51.9%
Special Assets	$ -	$ -		$ 4,250	$ 356	8.4%
Total Other Funds	**$ 80,667**	**$ 35,088**	**43.5%**	**$ 92,942**	**$ 31,569**	**34.0%**
Total Funds	**$ 332,264**	**$ 193,873**	**58.3%**	**$ 347,647**	**$ 141,427**	**40.7%**
County Library	$ 2,820	$ 2,724	96.6%	$ 3,124	$ 2,722	87.2%
Total All Funds	**$ 335,084**	**$ 196,597**	**58.7%**	**$ 350,771**	**$ 144,149**	**41.1%**

This is a view of the funds. These include Special Revenue Funds and also Enterprise Funds, also the County Library. Doing the same thing here we're on the left-hand side we can see we have what the revenues are coming in for these funds. On the right-hand side of the orange, we can see where we have the expenditures that are going out. Both rule of thumbs, the revenue side we are definitely over the 50%, which is good. Being under the 50% on the expenditure side is where we're at and that's always good.

Mr. Bryant said I do have a question about the county personnel being over about a million. Is that due to being shorthanded or is that an expected temporary surge in the needs? **Mr. Lindsey**

said its over a million compared to last year, which is this million dollars right here. We are over about 2% of where we should be this year. It is the being shorthanded in the Sheriff Department. **Mr. Bryant** asked so it's paying overtime instead of straight pay. **Mr. Lindsey** said yes.

Chairman Burroughs asked do those figures put into play the recent pay increases to our employees. **Mr. Lindsey** said yes. **Chairman Burroughs** said that's reflective in that number also. **Mr. Lindsey** said yes.

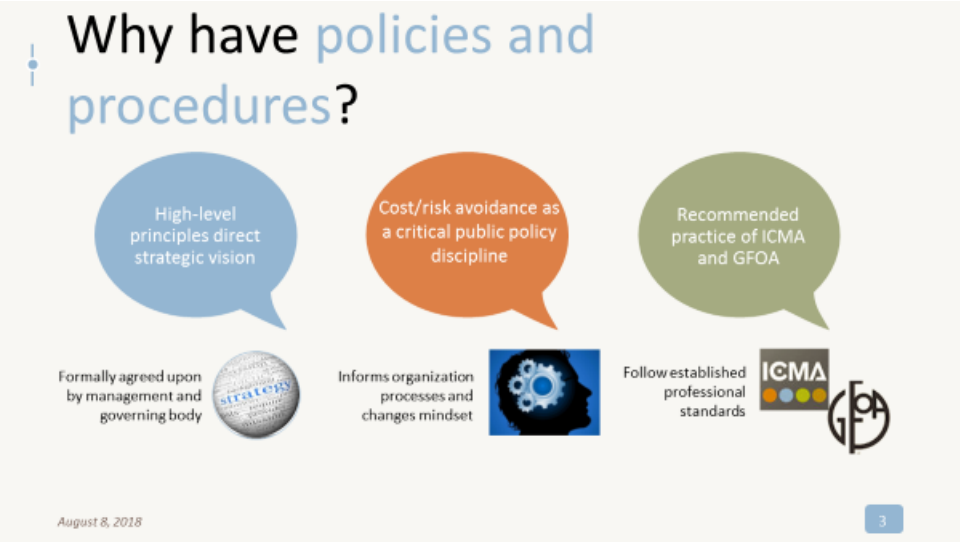
Action: Information Only

Item No. 2 – 18300… ADOPTION: BUDGETARY AND FINANCIAL POLICIES

Synopsis: Staff recommendation of the revised budgetary and financial policies for the Committee's consideration and adoption, submitted by Kathleen VonAchen, CFO, and Debbie Jonscher, Deputy CFO.

Kathleen VonAchen, Chief Financial Officer, said tonight we're going to—this is kind of the maybe the third or fourth round on this policy area. I want to especially thank all of the commissioners for all the time and attention you've given to this project of ours. I think it's going to add great value to our financial management. We really appreciate the time and energy you've given to it.

Tonight, we're going to review the final revisions as suggested by the commissioners, all of you, the committee members and then answer any questions or discussion you may have. I propose that we adopt the proposed resolution that includes all the revisions.



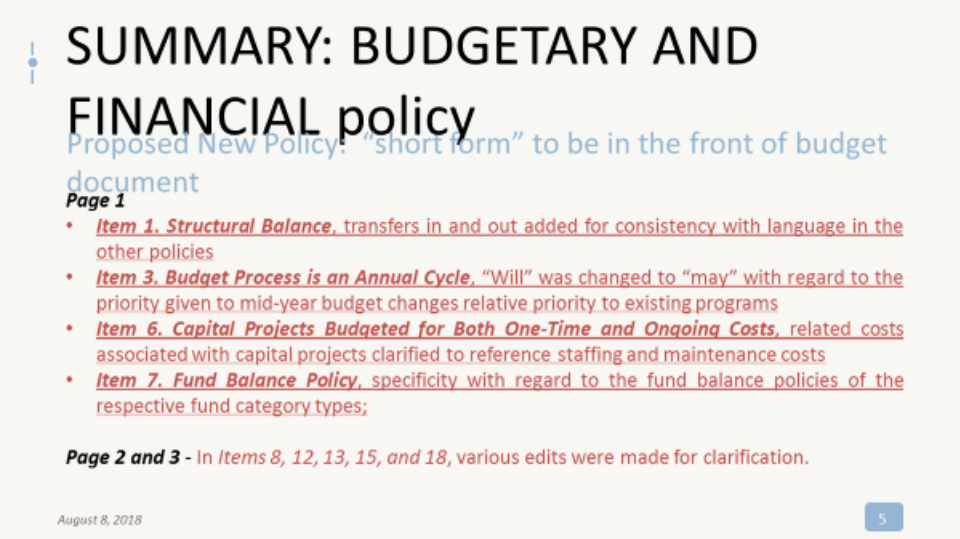
Once again, in your packet you have the resolution and in the resolution there's a couple whereas's. Those whereas's talk about why you should have financial policies. They provide high level principal, principals that direct the strategic vision of the organization. It's best that they're formally agreed upon by the management and the governing body members. It also provides a construct for cost or risk avoidance as we enter into evaluating critical public policy, it provides the discipline for us to go about having those conversations, and then implementing new programs.

It informs the organization on processes and changes the mindset for how we go forward with initiatives and programs. Finally, its recommended by our professionalist organizations to provide certain standards from my ICMA and Government Finance Officers Association.

Last Adoption Date	Last Adoption Date	Financial Policy	Proposed Revision Summary	Page #
New	New	Summary: Budgetary and Financial Policies *[The "Short Form"]*	Brief statements of policies; **Documenting current practice** with some revisions by Committee members	1
5/13/2012	5/13/2012	Operating and Capital Budget Policy	**Documenting current practice** with some revisions by Committee members	4
11/21/2013	11/21/2013	Revenue and User Fee Policy	**Documenting current practice**; no policy revisions proposed	12
11/21/2013	11/21/2013	Expenditure Policy	**Documenting current practice**; no policy revisions proposed	16
Not formally adopted	Not formally adopted	Capital Asset & Equipment Investment and Management Policy	**Documenting current practice; several policy revisions** proposed with some revisions by Committee members	19
12/19/2013	12/19/2013	Long Term Financial Planning Policy	**Documenting current practice**; no policy revisions proposed	28
5/13/2012	5/13/2012	General Fund Reserve Policy	**Documenting current practice; several policy revisions** proposed with some revisions by Committee members	33
5/13/2012	5/13/2012	Special Revenue Funds Reserve Policy	**Documenting current practice; several policy revisions** proposed with some revisions by Committee members	39
New	New	Enterprise Funds and Internal Service Funds Reserve Policy	**Documenting current practice; several policy revisions** proposed with some revisions by Committee members	45
1/23/2014	1/23/2014	Accounting, Auditing, Financial Reporting Policy	**Documenting current practice; one policy revisions** proposed	51
12/19/2013	12/19/2013	Debt Policy	**Documenting current practice; several policy revisions** proposed with some revisions by Committee members	54

You've seen this table before. This is the same table as before, except that now you'll see a more maroon kind of dark red underlined area and that's where some of the revisions have made. In your packet you have a red line version of all of the policies. As I mentioned before, initially the policies were provided where the blue ink is actually a revision of the existing policy. It actually just documents current practices. The red is a proposed revision that we're proposing for your consideration, it's from staff. The kind of maroon with the underline are the revisions that you've suggested over the past few months. Also, in addition to the red line you have a clean version with the resolution.

I'm going to quickly kind of go through each of these areas. As I mentioned, you know, I'll go back here. As I mentioned, we have eleven policies that we're taking a look at and making revisions too. On this table you'll see that these are the times in which they have most recently been adopted, back in 2013 and 2014, so they are do for a refresh. As I go through, we're going to talk about each one, one at a time.



This is a new policy. It actually just provides a kind of a summary of all of the financial policies so that they are all consolidated into one. One kind of summary, has a brief statement of the goals. Some revisions, this is a proposal from staff and some of the revisions proposed by you all included that—some of the revisions provided here are: the first item, I included transfers in and out in order to provide some more consistency with the wording in the other documents related to the structural balance.

We talk about how a budget is balanced if revenues plus any kind of appropriated fund balance equals expenditures. I meant to put in their transfers in and out because we also need to factor those in as well.

The budget process, there was a conversation and I've added the changes here. To change will to may with regards to the priority given to midyear budget changes relative to the priority to existing programs. Previously, it had mentioned that the existing programs took higher priority over new programs. Here this is just providing some more flexibility in the language by saying may.

Item No. 6 talks about Capital Projects, budgeted for both one time and on-going cost. What we've added here is that the related cost associated with the Capital Project be clarified to include staffing and maintenance cost.

Item No. 7, there was kind of a clarification of the wording. It didn't change any of the intent. Just to be more specific with regard to the policy and how it's talking about the different types of funds. We're not just proposing a fund balance reserve policy for the General Fund but also for Special Revenue Funds and for the Enterprise Funds because this is a summary policy, I

wanted to make that statement kind of more just broad. There's just some general kind of clean up items in or edits in Item No. 8, 12, 13, 15 and 18. If you go to page 3, you can see. How about I stop after each one. If I can answer any questions, I'm happy too.

The next one is the operating the Budget Policy. A lot of these are just clarifications. The first one is we clarified that salaries and benefit cost are included in reference to personnel cost. On page 7 I wanted to specify in that sentence that we're referring to operating reserves that must be maintained as opposed to the emergency reserve, which is discretionary. Just wanted to provide that clarification.

There's a little bit of rewording on page 8 and I added the word reductions which is basically the means by which we can rebalance the budget should reserves be dipped into or if there's a midyear correction that needs to take place.

Page 9, there's a section discussing possible options for—once the reserves have been met, how should excess resources be spent or utilized. In that section you're going to see that throughout a number of the policies, we've added that tax or fee reductions is a potential item where you can use operating carryover or surpluses beyond the operating reserve levels. We're going to talk about that quite a few, there's quite a few of those edits. Those were the edits I made for that one, the operating in Capital Budget Policy.

Commissioner McKiernan said I just have one comment that I want to make. I should have said this on the first one, but it really is quite obvious to me here. You said that the blue type is documenting current practice. I just want to say how much I appreciate the work that you've put into documenting and outlining what we're actually doing but making it explicit in these policies. I think that's a great, great job.

Ms. VonAchen said thanks, my pleasure, I hope you'll find it useful.

Commissioner Murguia said I wanted to say I really appreciate all the extra effort and all the extra meetings that you held. I know I attended a couple of them with Commissioner Walters and Commissioner Burroughs who did a really thorough review of our policies with you. I apologize for bringing this up but I'm not sure what area to bring it up under.

There was one particular policy and since I wasn't able to attend the last meeting, I wasn't able to tell you about it. I'm not for sure where it falls under and maybe County Administrator Bach can help us. We currently have a policy, our Administrator can spend up to a certain dollar amount to resolve claims or handle situations that don't necessarily need to come in front of the Commission. What's that dollar amount again? **Mr. Bach** said $50,000. **Commissioner Murguia** said okay, up to $50,000.

Going through these policies it caught my eye that some of the departments also have that ability to spend up to a certain dollar amount to resolve departmental issues. Correct? For example, Public Works without going through a procurement process and without bidding a job out has the ability, I believe, it was since 1978 is how outdated the policy was; to spend up to a certain dollar amount without having to go through sort of that cumbersome governmental process. Are you familiar with that? **Mr. Bach** said familiar with it, I mean the threshold is you do have to bid once we go over. There are different levels of bidding. There's the informal bid process that I think is at a thousand dollars that they have to go through and do informal bidding and then they have to conduct formal bid on projects for anything $20,000 and above. Those are the thresholds that they have to go through. They're not allowed to just spend money, it's always has to built into their project line budgets and then they can request budget revisions to which I can authorize up to a certain level. Those are ones that come back to show you in reports if we allow a line item revision.

Ms. VonAchen said, Commissioner, so we have a Purchasing and Procurement Policy and that isn't listed here tonight because we're not changing it. As part of the budget document you get that every year, its published in the budget document and that policy hasn't been updated since 2007. I know the Purchasing Department is reviewing that, but he exactly right, those thresholds are all in place. **Chairman Burroughs** said is that the question you had? **Commissioner Murguia** said I think it's in line with that.

This is my frustration, and maybe it's bigger than this and I don't want to consume a lot of time because I know there are commissioners here that have done a lot of detailed work. This is my concern, I see for very small projects, when you look at Public Works and the kind of jobs that they do, we're talking typically hundreds of thousands of dollars. Occasionally, I just know this from my district and from working with them over the last 11 years that there are projects that fall in that $50 to $100,000 area. Potentially even up to a couple hundred thousand dollars, that to undergo the procurement process for that, seems excessive and seems to consume an enormous amount of staff time.

What I think, what I was able to dig up, I'm not sure if I'm right, but I think the last time that dollar amount was set was set in 1978. That seemed to may be like a good number in 1978, but it's not 1978 anymore. I would kind of like to see us take a look at that, in particular with Public Works because that seems to have that most impact on our commissioners and our Commission districts. I can't remember the project now that came up that really highlighted this particular policy that we have, but when we get to that point, I would like to look at Public Works cap on what they have to do that involves procurement.

Mr. Bach said we will gladly do that. I think Public Works would really like to discuss having that threshold changed probably from where it is. The level of work involved to go to a formal bid for a smaller project does involve a lot of administrative time as they move through it. We do have on call bidders that some time can speed it up a little bit, but it does take a lot. Kathleen will not be going through that tonight, as she said that's part of our procurement policy.

I certainly can sit down with Sharon Reed because we've has some discussion about that, as Kathleen said, about working through that. We can bring that back at another time and have a discussion about some of those thresholds. Even if was not changed, I don't believe we've moved any since consolidation or right after maybe in 1998 and we came though and adopted all those

policies. That's just from a cost-of-living standpoint, what $50,000 or what $20, 000 was, 20 plus years ago is a little bit different when it comes to project bidding.

Commissioner Murguia said just to put it in a point of reference for some commissioners that may not have a project or an idea in mind, what I'm referencing as I do now remember what the project was. As you know, I recently got a grant for a couple hundred thousands of dollars to redo the Argentine Recreation Center and to do some remodeling. One hundred percent, as you know Administrator Bach, was funded with grant dollars so it wasn't necessary to go through the procurement process. I think many of the commissioners, I know Commissioner McKiernan has spoken to me about the enormous positive impact that a couple hundred thousand dollars has had on a community—spending that money on the community center has had on our community as a whole.

My understanding from our Public Works staff is that for that to be done eternally, instead of raising private dollars and for us to be able to spend a couple of hundred thousand dollars to improve whatever community center it is in the county, we would have to go through a long drawn out bidding process. It just seems excessive for a $200,000 remodel. Maybe I'm the only one that thinks that, but when our guys and women are out there bidding $2M, $20M projects, it just seems excessive to have them fill out the exact same amount of paperwork for a $200,000 project.

Ms. VonAchen said just so you know, actually the standard threshold for procurement on construction projects, more sizeable construction projects, in order for the threshold to go out for an RFP process and do the whole entire bid process is around $50,000. Instead of the $20,000 it's at now, $50,000 is the recommended threshold, just so you know.

Commissioner Murguia said to me that still seems really low. As a Unified Government who's really focused on efficiencies and our ability particularly to move things forward quickly in our urban areas where small incremental projects have a massive impact on the community, I just think that dollar amounts really low. It doesn't it mean that we don't develop a process to bring them to standing committee and let the public know what we plan to do for transparency purposes. I just think it's a lot of work, a lot of time and effort over a very small amount of money in the scheme of things.

Mr. Bach said we will discuss it and do some research on it and bring that back with the procurement staff. **Commissioner Murguia** said sorry to get sidetracked, but it was my opportunity.

Ms. VonAchen said just so you know there were no changes made to the Revenue and User Fee Policy. I'm going over that one or the Expenditure Policy, I don't have any proposed provisions to that one.

We'll go to the Capital Asset and Equipment Investment and Management Policy. In that policy I did make a few edits. On page 20, I have included based on your suggestion, that we add that revenue generation or some economic development advantages gained from a proposed CMIP project be included as the core principal for doing the evaluation for project selection. That's in addition to the other core factors which include, doing the long range financial forecast and how does the project impact other projects: allowing for funding of preliminary activities and the life cycle of costing.

On page 21, throughout the document there's a reference. We wanted to make the Capital Maintenance Improvement Program consistent throughout. There was some references to the program being a six-year program and that includes the current year. Actually, the professional standard is just to include the future budget year plus four more years. Throughout the document you're going to see changes from six to five. It doesn't necessarily change how far out we're going, doesn't shorten it, it just eliminates the current year because the current year is already adopted.

Page 24, made a change to–in the funding of Asset Maintenance section, To establish that we set up kind of a set-aside fund for future maintenance of new facilities and infrastructure investments that the Unified Government is undertaking in order to ensure that in the future that

we have the maintenance costs resources available to maintain the facilities we're building. Now, we're going to try and work out the logistics on that from an administrative standpoint later on and we'll report back to you on that.

Page 25 clarifies that capital outlay includes maintenance, that was the intent, so I put that in there. Those are the only revisions I have for this policy.

Moving on the infamous General Fund Reserve Policy. We've only made a few edits here. I wanted to make sure that we clarified that when the policies referring to non-recurring items that it's talking about one-time items. One-time or non-recurring items is defined in the policy in the definition section.

I do want to make sure that everyone understands that the 17% or the two-month operating reserve is something that we're hoping to achieve and to maintain, whereas the extra month that brings us to the three month, which is just an extra month for emergency reserves. That's something that we hope to aspire too over the future five years. We made sure that the language is clear there.

On page 36, the edits that were made were that should we achieve the reserve level established in the policy that there is a list of kind of suggested areas for where excess reserves can be utilized and I made a few edits. First off, the debt reduction option, I made it specific to general obligation bonds. Naturally we're not really talking about the special revenue or the special obligations bonds that are tied to economic development projects, nor are we really talking about the sewer revenue bonds. I just want to make that clarification. The last thing I added is

that we added that potential tax, or fee reductions, or tax relief could be one of the options in order to reduce those cost to our taxpayers and residents.

Commissioner Walters said I think the intent is that if we have a surplus there are several options of what we should do with that surplus. How do you see that playing out? When will we know what that surplus is? When will the Commission get your recommendations on what we can do with that? When will the Commission decide how much they want to put into reserve or debt reduction, or whatever of those option that we've identified? **Ms. VonAchen** said we typically know, we know what the reserves are, the general fund reserve level, at the time we close our books.

We do the CAFR in June and then we provide an update of the financial performance in the prior fiscal year in June right before that budget process starts. That evaluation as to once we exceed the reserve level how potentially we would go forward with utilizing some of these options that are listed here, would happen as part of that subsequent budget process. You could enter into some policy discussions and actions for the current year or for the subsequent budget year.

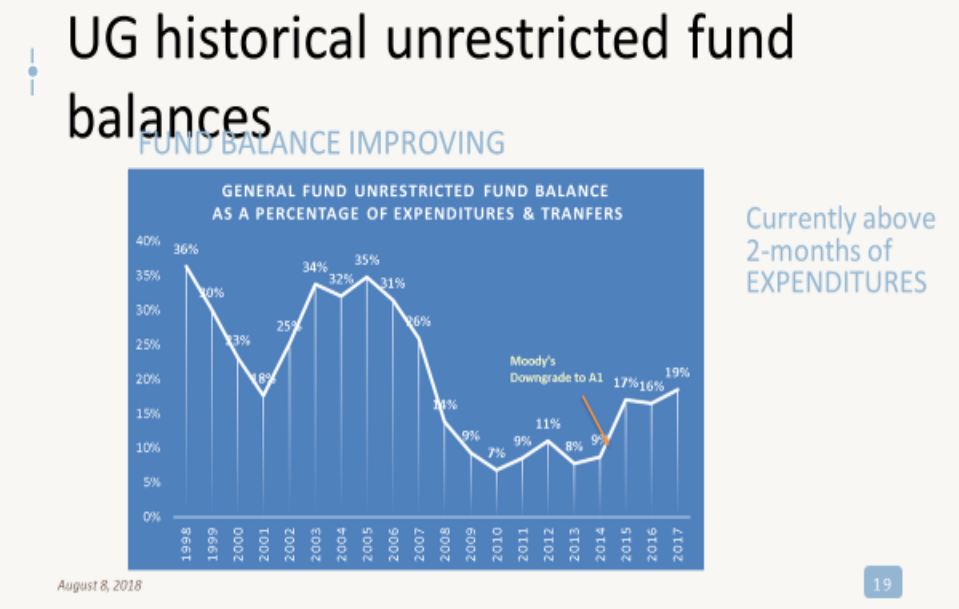
Commissioner Murguia said so right now, just so we're clear, if we have more money at the end of the year, you explained it well, but sometimes I don't always think that people watching really understand. If we have more money that at the end of the year than we thought we were going to have, the question was what are we going to do with the rest of the money, the extra money that we have that we didn't plan on? Currently does that roll back into our General Fund for the following year, the next year?

Mr. Bach said yes it can. The answer to that question is really it's right now. It is part of the budget process as she closes out the books and brings them in, that's what we run through as we come back and bring it to you, if we want to amend the '18 budget and spend the money for something, they cash fund some project this year or let it roll to the bottom line and it'll show up then as part of '19. You can either let it fall to the bottom line there or it becomes part of that budget.

Commissioner Murguia said I should know this but I don't. What have we been doing for the last several years? **Mr. Bach** said a mix probably. I think this budget may be the first one that'll be recommending that we cash fund out a few items that we had financed in the current

year. Otherwise, we usually move the money to '19 or the next year and then determine how to spend it or let it go to fund balance.

Ms. VonAchen said I can show you a graph of what you are talking about. You said okay? **Commissioner Murguia** said go ahead. **Ms. VonAchen** said you've seen this graph before.



During these years we were spending down, there were no surpluses. Then there was a little bit of a surplus here but then at the end of the these years, since 2014 we've been accumulating the fund balance because this is dangerously low. This solely represents one month of operating expenditures and it's recommended we have at least two. So, that's why, we've been accumulating fund balance in order to get back to the level that's recommended. It provides the organization with flexibility should there be a sudden economic downturn.

Commissioner Murguia asked did the Commission decide what they felt was an acceptable reserve rate? It seems like we did that. What was that number again? **Ms. VonAchen** said it was 10% before. **Commissioner Murguia** asked it was 10%. **Ms. VonAchen** said yes. **Commissioner Murguia** asked and now the will of the Commission has been to increase that, is my memory correct? **Mr. Bach** said yes, we've moved it to a two-month level up to the 17%, 18% link. **Ms. VonAchen** said 17%, yes.

Commissioner Murguia asked where are we at right now, at 19%. **Ms. VonAchen** said we that says, yes, it's 18.5%. That's the unrestricted fund balance. **Commissioner Murguia**

asked a half percent is how much when you look at our overall General Fund budget. **Ms. VonAchen** said well the whole General Fund budget is $200M. **Commissioner Murguia** asked so half percent is? So give me 1%, we'll make it easy. **Ms. VonAchen** said 1% is—**Mr. Lindsey** said $2M.

Commissioner Murguia said so there's an access of $2M. **Ms. VonAchen** said yes 1% is $2M, 10%. **Mr. Bach** said that was, '17. **Commissioner Murguia** said it doesn't seem like a lot but I'll go back to what I said, when our focus has been on urban redevelopment for a long time in these smaller incremental projects across the county, a million dollars is a lot money. Last year we just rolled that back into the budget? **Ms. VonAchen** said it's kind of—you have to think of it for your own pocketbook. You know how you got that FICO score, that's what the credit rating agencies are. If you're planning on buying a house or buying a car, you don't want to pay 12% on that new car you are going to buy because you have such a low checking account balance. You kind of have to balance the two a little bit, you understand.

Mr. Bach said I don't think there's any question as to maintaining the 17%, the 2-months reserves for operating expenses. I think the question is when you talk a million dollars, I believe we are talking a mill. Maybe that's what we're thinking about collectively as commissioners and how it is important for that reduction of the mill that has been discussed over the years. It also has an adverse effect on the budget for those projects that the commissioner brought forward in her example. That 2-months reserve is probably the prudent avenue that the Commission is taking.

Commissioner Murguia said it's about one or the other. Either the taxpayers' their taxes have to be lowered or they have to get something for what they are paying. If we can be very transparent about that, that excess even though it's only a million in a $200 and sum million budget, it would be nice to highlight that, at the end of the year to say, yes, we came out a million dollars better than what we thought. **Ms. VonAchen** said yes. **Commissioner Murguia** said and now publicly what are we going to do with that million dollars. What's the best use of that. Really, what will a mill, what will the impact of a one mill reduction be. Is it significant enough. Or maybe it's, what can we do with that million dollars to improve our community. I just like to see more transparent upfront discussion about that. Doesn't have to be a long one, probably will be, but it doesn't have to be a long one. Its just so people know what people are doing.

Chairman Burroughs said it is a revision to the policy positions. I believe it brought up by one of the commissioners. I believe it might have been Commissioner Walters. The additional excess reserves to be tax or even fee reductions that we could look at for the taxpayers. That's why we wanted it put into a policy specifically to make a statement as commissioners, that we do realize those tax dollars are out there and we need to be prudent with those and make those fiscal decisions. I believe that was Commissioner Walters that brought that up.

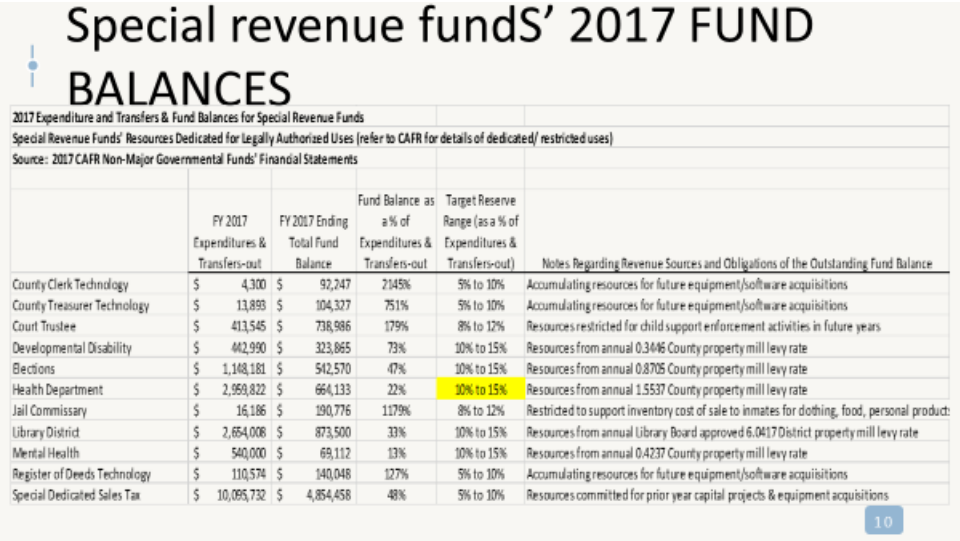
Ms. VonAchen said the next one is the Special Revenue Funds. There's General Fund and then there's a whole slew, probably 25 or more Special Revenue Funds. Then there's about 8 or 9, maybe 7, or 8, or 9, Enterprise Funds in our General Ledger. This is how we keep track of the various categories for all our various funds. The reason why we have all these funds is because we're mandated by law to segregate all of the revenues to make sure they're spent on what they're legally authorized to be spent on.

There's a whole slew of Special Revenue Funds. If you see on page 40, they're all listed there. Basically, what we have done is, we've just revised the existing policy. We added a few new funds that had been added since 2013 and some renaming of the funds. For the most part the range for the reserves have been retained as they have historically been. There are very few edits to this policy, existing policy.

Some of the clarification or revisions that I discussed with you, just now on the General Fund side have been added to this fund in order form them all to be consistent. For example, I just clarified that when we're talking about the reserve policy, we're referring to the CAFR Fund

balance on a modified accrual not on a cash basis. I've added clarification for recurring one items to be one-time. I also made sure that we referenced the revenue cycle of the Special Revenue Fund because in the wording before in had referenced taxes. A lot of these funds don't have taxes, they're based on fees.

Again, I clarified that when we're talking about debt reduction for use of excess reserves that we're talking about general obligation debt. I also added that any excess could be used to reduce taxes or fees, so same wording as the other.



Special revenue fundS' 2017 FUND BALANCES

2017 Expenditure and Transfers & Fund Balances for Special Revenue Funds
Special Revenue Funds' Resources Dedicated for Legally Authorized Uses (refer to CAFR for details of dedicated/ restricted uses)
Source: 2017 CAFR Non-Major Governmental Funds' Financial Statements

	FY 2017 Expenditures & Transfers-out	FY 2017 Ending Total Fund Balance	Fund Balance as a % of Expenditures & Transfers-out	Target Reserve Range (as a % of Expenditures & Transfers-out)	Notes Regarding Revenue Sources and Obligations of the Outstanding Fund Balance
County Clerk Technology	$ 4,300	$ 92,247	2145%	5% to 10%	Accumulating resources for future equipment/software acquisitions
County Treasurer Technology	$ 13,893	$ 104,327	751%	5% to 10%	Accumulating resources for future equipment/software acquisitions
Court Trustee	$ 413,545	$ 738,986	179%	8% to 12%	Resources restricted for child support enforcement activities in future years
Developmental Disability	$ 442,990	$ 323,865	73%	10% to 15%	Resources from annual 0.3446 County property mill levy rate
Elections	$ 1,148,181	$ 542,570	47%	10% to 15%	Resources from annual 0.8705 County property mill levy rate
Health Department	$ 2,959,822	$ 664,133	22%	10% to 15%	Resources from annual 1.5537 County property mill levy rate
Jail Commissary	$ 16,186	$ 190,776	1179%	8% to 12%	Restricted to support inventory cost of sale to inmates for clothing, food, personal product
Library District	$ 2,654,008	$ 873,500	33%	10% to 15%	Resources from annual Library Board approved 6.0417 District property mill levy rate
Mental Health	$ 540,000	$ 69,112	13%	10% to 15%	Resources from annual 0.4237 County property mill levy rate
Register of Deeds Technology	$ 110,574	$ 140,048	127%	5% to 10%	Accumulating resources for future equipment/software acquisitions
Special Dedicated Sales Tax	$ 10,095,732	$ 4,854,458	48%	5% to 10%	Resources committed for prior year capital projects & equipment acquisitions

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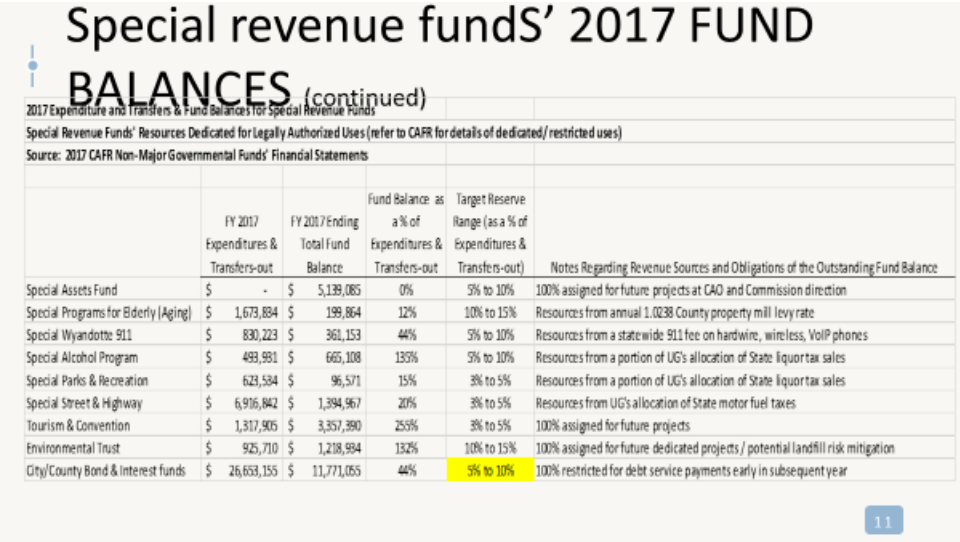
We had discussed in our meeting and I added this information here. Here are the fund balances as of 2017 for all these respective Special Revenue Funds as listed in the policy. What I have here is the final numbers from our CAFR, including the expenditures plus transfers out, the total fund balance of each, what our fund balance policy is referring to in terms of a percentage, that's in that next column. Then the third column there is actually doing the math of dividing the fund balance total into the amount that's expended or was expended in 2017 to give you an idea of where we are.

A number of these funds have—well a number of the funds actually are sitting within their range as specified in the policy. There are some funds that are in excessive of that. As you know, many of these funds are really small. The expenditure amount if it's very small compared with the fund balance amount, it can look extraordinary. For example, in the County Clerk we have 2000% fund balance, but we're only taking about $92,000 that's sitting in the fund balance there.

Over in the last column here is a note that talks about the legal restrictions of these respective funds and what the funds are accumulated, or the fund balance is accumulated for. As we go through the budget process and we review each of these funds, this is good information for you to have so that we can have those conversations about what the future plans are for these respective funds. The next page has the rest of them, it just broke them up so you can see them better.

I do have a couple of these highlighted because there's something that—we'll, actually I'd kind of like to recommend that we make a slight adjustment maybe in the future for the Health Department. The 10%, or the 10% to 15% is fine, but this department is very dependent on funding from the state. If there was a drawdown of state grant funding many of those programs would go by the wayside, unless we could rely on some sort of additional reserve amount. This is one that I'd probably wouldn't mind seeing around the 25% level. For example, I think I have another one here.



Special revenue fundS' 2017 FUND BALANCES (continued)

2017 Expenditure and Transfers & Fund Balances for Special Revenue Funds

Special Revenue Funds' Resources Dedicated for Legally Authorized Uses (refer to CAFR for details of dedicated/restricted uses)

Source: 2017 CAFR Non-Major Governmental Funds' Financial Statements

	FY 2017 Expenditures & Transfers-out	FY 2017 Ending Total Fund Balance	Fund Balance as a % of Expenditures & Transfers-out	Target Reserve Range (as a % of Expenditures & Transfers-out)	Notes Regarding Revenue Sources and Obligations of the Outstanding Fund Balance
Special Assets Fund	$ -	$ 5,139,085	0%	5% to 10%	100% assigned for future projects at CAO and Commission direction
Special Programs for Elderly (Aging)	$ 1,673,884	$ 199,864	12%	10% to 15%	Resources from annual 1.0238 County property mill levy rate
Special Wyandotte 911	$ 830,223	$ 361,153	44%	5% to 10%	Resources from a statewide 911 fee on hardwire, wireless, VoIP phones
Special Alcohol Program	$ 493,931	$ 665,108	135%	5% to 10%	Resources from a portion of UG's allocation of State liquor tax sales
Special Parks & Recreation	$ 623,584	$ 96,571	15%	3% to 5%	Resources from a portion of UG's allocation of State liquor tax sales
Special Street & Highway	$ 6,916,842	$ 1,394,967	20%	3% to 5%	Resources from UG's allocation of State motor fuel taxes
Tourism & Convention	$ 1,317,905	$ 3,357,390	255%	3% to 5%	100% assigned for future projects
Environmental Trust	$ 925,710	$ 1,218,994	132%	10% to 15%	100% assigned for future dedicated projects / potential landfill risk mitigation
City/County Bond & Interest funds	$ 26,653,155	$ 11,771,055	44%	5% to 10%	100% restricted for debt service payments early in subsequent year

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The County Bond and Interest Fund, we have it at 5% to 10%. That's historically what it's been. In reality it really needs to be at the level that it's at because the very second month of the fiscal year we make a very large debt service payment. We have to have the fund balance sitting waiting to be, in order to write the check or send the wire, just in a month after Christmastime. There really needs to be a higher fund balance.

Generally speaking, I want to just document the current processes and not make really significant changes. This is something we can explore or discuss in the future. **Chairman**

Burroughs said, Kathleen, I think it's important that we draw attention to the fact that six of these are supported by a mill levy. **Ms. VonAchen** said that's correct, yes. The ones that are supported by a mill are reflected here. It's the Developmental Disabilities has a mill of 0.3. The Elections Fund has a mill of 0.87. The Health Department has a mill of 1.55. The Library District Court has a mill of 6.04. Heath Department 0.4. The Aging Fund has a mill of 1. Those are the County mill levy, those countywide mills. The Library District is just within its own district.

Commissioner Murguia said I know I did attend this meeting because this left a lasting impression on me. Just so I'm right, these dollar amounts that are listed here within these individual funds, this is money that is not being spent, correct? It's just sitting in these funds, correct? **Ms. VonAchen** said this column right here, the fund balance. **Commissioner Murguia** said right. What's the total of that fund balance for all of those different, what would you call those, funds? What's the total funds for all of the individual funds? **Ms. VonAchen** said that's reflected, I don't have that with me. You have to understand, I didn't total them, so I don't have them with me.

Mr. Bach said I think I might make one clarifying point. You look at the last one, go back to the other page Kathleen. Like here, Special Dedicated Sales Tax, you read the comment to the right. Resources committed for prior year Capital projects. It's a little misleading to me when you look at that, that's how the CAFR recognizes our fund balance, but it's an encumbered fund balance for projects.

Trust me, I was looking at it pretty hard as we were going through and developing the budgets and I was going back to the CAFR going, I got $4M sitting here. No, there's no money there. That would be if you just went through and totaled these now and didn't take out any dollars that are already restricted or accounted for, for obligations then you would not have a true accounting of that.

Commissioner Murguia said if you take out all those ones that are committed with your expenditure, what about, what is about is the total of dollar amount that is sitting there not being spent? **Ms. VonAchen** said because these are statutorily restricted funds they really are restricted. **Commissioner Murguia** said who sets the statute? **Ms. VonAchen** said some of them are set by ordinance, by you all, and some are by state statute.

In the accounting world actually all of this fund balance is restricted, in the accounting world. What you're asking is how much flexibility to the degree, to which you have can you tap into some of these funds. What I wanted to do was as part of the budget process have each of the representatives from our organization come and talk about their respective funds and the balances and what their plans are for the future. I think that's what was suggested by Commissioner Burroughs. It really just kind of depends, each one is unique.

Commissioner Murguia asked and we're going to get that done before budget. **Ms. VonAchen** said it's part of our budget workshop we were hoping you might want–**Mr. Bach** said probably bring in some of the bigger ones. Some of them I don't know that they would be as valuable. Some of the ones that are, I guess if you want to look at them a little more in depth, they would be the ones to bring in.

Chairman Burroughs said the purpose to having them justify their funds is when you see a large amount of money sitting and we don't have information, the transparency aspect of how those dollars are going to be—if they are restricted, how are they going to be used. Are we on target to meet that mandate that we've put on that, on those dollars. What we can do is look at the percentages that we're setting aside. **Ms. VonAchen** said right. **Chairman Burroughs** said we may want to look at how much money we're setting aside in those reserves and bring those number more into sync with what the need of the department. So we're not just parking cash for the sake of parking asset dollars for projects that haven't been justified or haven't been approved.

Commissioner Murguia said I just have a question about process here. I'll just take one of them so Special Parks and Recreation, there is a fund balance of $96,000 there. It doesn't seem like a lot but that might pay for some swing sets in a variety of parks. That's a lot of money to me, anyway. Why when our Park Department is so strapped for funding, why is there $96,000 sitting there? **Ms. VonAchen** said some general reasons is that, when we go through the budget process all of the fund balance is appropriated, or a good portion of it, but the department didn't finish the project or it's still in transition. Just things like that, that's part of the reason, or the revenues came in higher than anticipated. Which in this case is not the case because this Alcohol Sales Tax that has been declining over the last few years. **Mr. Bach** said it does almost require each one an explanation or what we're doing with it.

Just as you point to that, I can point to the Consolidated Parks Fund which gets money from this resource, and then gets some money from the mill rates and the budget that I'll propose to you on Thursday as recommending that this be left at about 6%. So, it's pretty minimal dollars. I kind of am keeping with what you say. **Commissioner Murguia** said right. **Mr. Bach** said why not spend the money in the Parks Fund. There is no reason to–if I have a personnel issue or whatever I can probably cover that from the other General Funds. **Commissioner Murguia** said it just seems overly complicated accounting.

People understand that if you budget a million dollars for roads or whatever it is and you're not finished with the project, you haven't spent it down, how you account for that is different than how this is being accounted for. I guess I'd like to know why. That's a totally different issue. Like I said, if you reserved a million dollars for road improvements and you haven't spent it all down. Then that's not really in my mind a fund balance. **Mr. Bach** said agree.

Ms. VonAchen said that's a really good point. One thing with that you know we could consider in the future is taking—instead of using total fund balance as the percentage calculation, we can factor in the fact and pull down any kind of encumbrances from this balance amount. The standard is to take total fund balance compared with expenditure, that's kind of a common metric that's used.

Commissioner Walters said but the challenge for us is we don't get numbers that we can understand. **Ms. VonAchen** said yes. **Commissioner Murguia** said right.

Commissioner Walters said if we see a number that says there's a million dollars in a balance, a fund balance and then we ask about it and the answer is it's really not a million dollars, it's really something else. It would really be nice if we could have a column that relates to your target reserve range. **Ms. VonAchen** said yes. **Commissioner Walters** said a 5% to 10% goal, and right now it's an infinite target reserve then that doesn't help us understand or you to make sure the fund balance goal is being met.

Helping us by getting numbers that are very clear would be really beneficial. This report or this discussion, I would really like to have that especially if it could get to the bottom of why some of these monies are not being spent. If we allocated them in previous years and they're still sitting in the bank. We need to understand why that is. **Ms. VonAchen** said yes.

Chairman Burroughs said I sincerely appreciate those questions coming up when we had our small group meeting when we started going through the policy and looking at some of the revisions we made. This did allow us the opportunity to be a little more transparent in how these dollars and why these dollars are sitting where they are. I appreciate Mr. Bach, our Administrator, suggesting in support of the new directors coming in and giving an overview as to why those monies are there and what projects may be coming down the line. It allows us to have more input with the budget we feel more secure about advancing.

Ms. VonAchen said not everything is revealed, if you look on the income statement. You can learn a lot from the balance sheet too. The balance sheets are all provided in the CAFR, that we're happy to provide you a summary and provide more transparent information. **Mr. Bryant** said its right in here. **Commissioner Murguia** said, Kathleen, just so everybody knows, this is the CAFR. I have a full-time job besides being a commissioner. It just seems like there should be, this isn't really very transparent. I just have to say I don't think so.

First of all, have you ever, we'll you have but has anyone else every tried to read some of this. I have an MBA and I'll tell you I don't understand it. **Ms. VonAchen** said okay, alright. We have our work cut out for us. **Commissioner Murguia** said yes, it just doesn't seem very user friendly, taxpayer friendly. **Ms. VonAchen** said we are considering doing a popular CAFR, maybe in the future that will be more understandable for our residents.

Mr. Bryant said the board members have the same kind of thing when we're going through our monthly budgets and everything. Just the, its kind of a crud, but the regurgitation of information that is way down in the weeds for us. My suggestion to finance team over there, would be one here, is develop a dashboard of 10 to 12 metrics that are the key ones. That would make it so much easier for people to look at and get a quick view of the health of the UG, as far as budget wise.

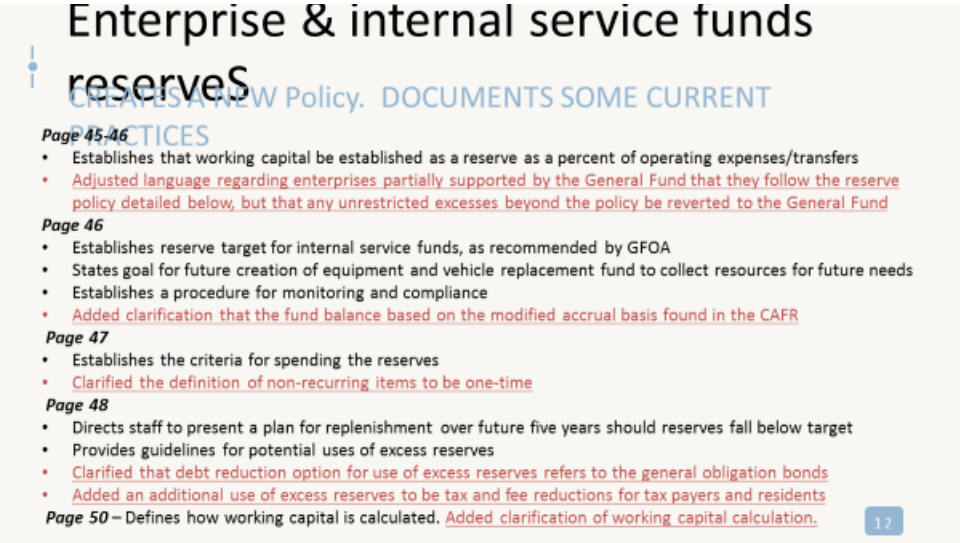
Their question to me was, how do I know which ones to go with? You pick 12, you put them out, the ones you think are the most common. If the questions come out at the end of every meeting and you're seeing that some of this is repeating the same subject, add that one and then maybe reduce one. Its just like Ms. Murguia says, we all have full-time jobs also.

Mr. Bach said I'll just add one comment to you that you should just, it's part of it, it's being a consolidated entity. When I look at the differences between a city or a county and then you have a consolidated budget that brings them all together, it's a lot of funds. You have a very

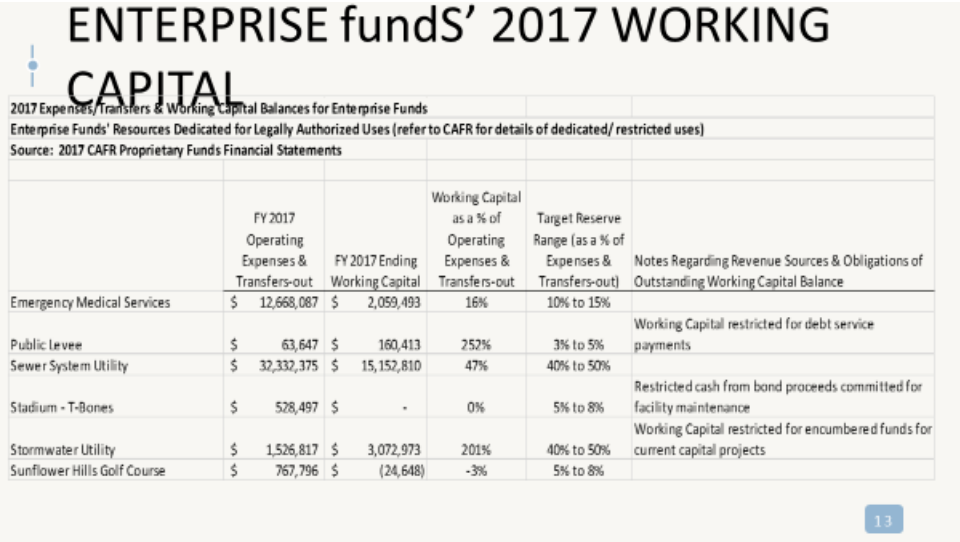
complicated job—when she comes and starts breaking out all these different funds and revenue streams that are coming in. I don't want to simplify here, but I'm guessing at the BPU you have a few, not 30. **Ms. VonAchen** said 30 are budgeted. Actually, we have a lot of—there's a lot of Special Obligation Funds that are not a part of the certified funds. Administratively I think we probably had more like 60 different funds.

Mr. Bach said from your oversight chair, it is a lot that we throw at you to try to break it down and then say okay now lets simply look at each one of these. That's why we spend so much time on the general operating funds because in the end, those are where the property tax dollars come from. I know that's why—that's where your constituents are looking at and that's where we spend. It's just a lot of them do it and then we start looking at all these other ones and how they add up.

Ms. VonAchen said here's all the funds right here and then there's the General Fund. That's why we spend so much time on General Fund and Capital because it's almost 75% of the budget. **Commissioner Murguia** said especially a very big picture perspective when we see what we're paying in property tax and then we still see that some basic services, basic amenities, like decent curb and sidewalk, decent stormwater or runoff, decent streets, those basic necessities; there's still such a high demand there. I think that's where the public sort of goes what in the world is going on. We have this huge property tax we're paying. Yet we look out our front door and there's still crumbling curb and sidewalk and potholes in the street. I'm not trying to be negative to anyone. I'm just saying it doesn't make sense to a lot of people and I think that's why it brings about the questions. **Ms. VonAchen** said yes.



The Enterprise Fund was the last Reserve Fund Policy. The same adjustments that I discussed earlier were added to this one so those policies are all consistent.



You did ask as a committee, you requested that I provide the same kind of summary information of the 2017 financial, for the financial performance for the Enterprise Funds. There are six Enterprise Funds here and so emergency medical services is one. That's all our ambulances. That's partially funded by a sales tax as well as quite a bit of charges for services. Their total expenditures in 2017 were $12M, and because it's an Enterprise Fund they use full accrual accountings.

In order to make apples to apples, what we do is an adjustment called working capital.

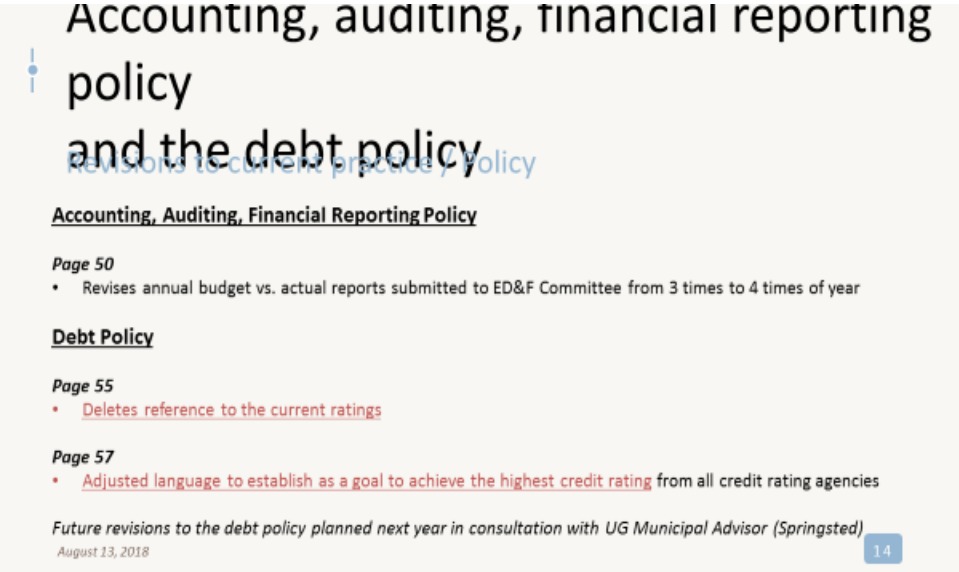
Working capital calculation; that takes current assets, minus current liabilities and gives you a good balance. Similar to a fund balance in a governmental fund. Emergency Medical, their working capital is $2M. That doesn't include all those liabilities like pensions and so forth that you have to report.

They're within range of the 10 to 15% range that's proposed in the policy. Public Levee, they seem really high. That is a debt service payment. That's pretty much a Debt Service Fund. That's a reserve in order to cover debt service payments.

The sewer system is a very large fund for the UG. They're operating expenditures plus transfers are $32M a year, it's an Enterprise Fund. They're 100% funded by charges for services to our ratepayers. There working capital is $15M. We're proposing that this fund stays at the 40 to 50% range for a number of reasons which we discussed during our presentation. This is the professional standard for an enterprise public utility.

The T-Bones, that's an Enterprise Fund. The working capital is zeroed out here. We do have the $2M, well its around 1.8 or 9, or 6, I'm not sure, million-dollar reserve, but that's reserved in our bond documents. It says its reserved for capital maintenance of the facility. I'm not showing that. I'm not reflecting that $1.6M or so.

Storm water utility another public utility. Its got a fund balance of $3M or working capital balance of $3M. Then Sunflower Hills, Sunflower Golf Course you know, it's not doing so good. Overtime it's going to be able to be—its actually been doing better the last few years. It's struggling to meet its operating needs. It's a little bit in a deficit at the moment.



Accounting auditing financial reporting, the only edits I really made were pretty minor. This is the last slide. You know we decided to, as you suggested, delete any kind of reference to the current ratings. Just to make it so that we don't have to update it every time we get change it or downgrade or upgraded. Also, to adjust the language so that our goal is to achieve the highest credit rating possible. No other changes were made.

Chairman Burroughs said, Kathleen, I just want to thank you and staff for your patience with the committee. I want to thank the committee members for their time and their commitment and input on going through the policy reviews. I stated when I first took chair here to come aboard that evening, I made the comment we need to take this in bites. We were able to take some time and walk through it. I think a few of us read all 60 pages of policy revisions. Wanted to make sure that we're here to help. Our commitment is to ensure that whatever we do that we're partners in this process.

Our review of the policies has provided us the opportunity to assist in budgeting process but also to bring some transparency and some understanding of how this budget process works. That expedites things on down the road. You've been very patient and very kind. I look forward to our continued review of the budget financial policies during our budget process. **Ms. VonAchen** said thank you. **Chairman Burroughs** said I just want to acknowledge that your commitment and your patience with the committee and I want to thank the committee for their tireless effort in reviewing this. I think we will be better forth come budget time, for our work we put in and time.

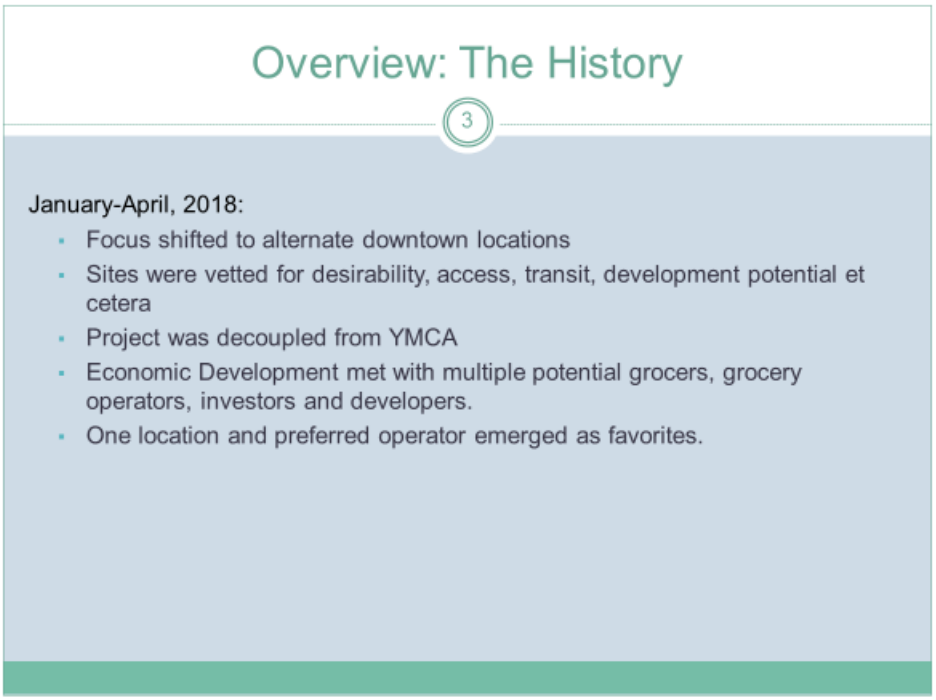
Action: **Commissioner Murguia made a motion, seconded by Commissioner McKiernan, to adopt the policy revisions.** Roll call was taken and there were five "Ayes," Bryant, Walters, Murguia, McKiernan, Burroughs.

Item No. 3 – 18314… UPDATE: DOWNTOWN GROCERY DEVELOPMENT & OPERATOR MANAGEMENT AGREEMENT

Synopsis: An update on the status of the Downtown Grocery Development and Operator Management Agreement, submitted by Jon Stephens, Economic Development Director.

Doug Bach, County Administrator, said Economic Development staff are off on other matters tonight. They have handed it off to the second team to come and see if I can run through this for them and not mess up too much in where we're at. They've been doing an excellent job and continuing to work forward with the downtown grocery store. Tonight's intent is to come through and run through some general points that we have in play. Some exciting information with that as well. We're positioned to be coming back in the near future with the actual development agreement.

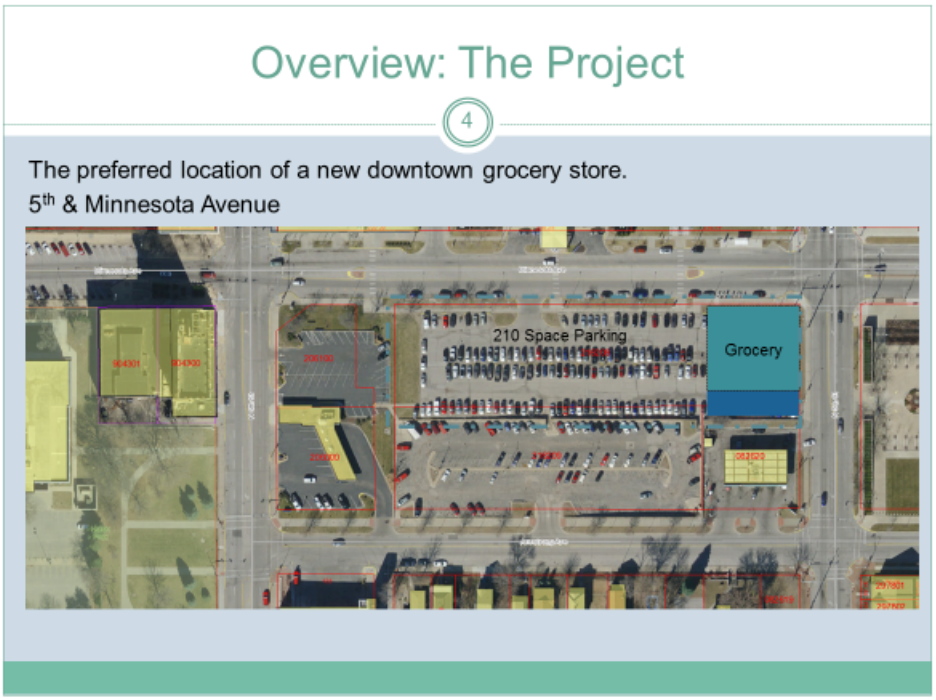
The overview; we're looking at preferred location for the downtown grocery store. Update on the proposed operator who will be doing it. Status of that agreement. The framework and project timing, as we look forward.



Looking back on this the focus shifted for the alternate downtown locations back in February when we brought this before the Commission.

We were told that the direction we were going, the amount of money we were spending in the Healthy Campus project seemed to be getting out of line. We wanted to focus just on the grocery project and how to get that done first. We decoupled it from the YMCA project. We started vetting many different sites as to what can come into play.

Economic Development met with a few different potential grocers at that point. That did stir additional interest, but it didn't mean everybody just jumped up. It kind of brought people to the table and had some conversations. Then one location and preferred operator has emerged.



That sight that we've developed for the downtown grocery we think it's the best sight is there at 5th Minnesota. It's there in the corner of what is commonly referred to as the Reardon Center parking lot. It sits out. A grocery can fit right on this corner well. There're a few different design elements that we're looking at as how it can face across the street onto 5th St., but then have the parking come out to the western side. We think this will be a good location. Very important to that, this is a location that the private sector of community said, hey this works for us, versus telling them, here's a sight we want you to go, go there. They look to this and think this is something that works quite well for them.

The proposed operator for the downtown grocery is the Merc. They have been working with us for some time. We've been going through this, they're cooperative agreement. They want to come in and place their shop where they can come in and people can gather, eat, learn by offering real food and sustainable products that are in what they have. One of the things they were looking at is they went through this, and if you've been in one of the Merc's, they target their store toward the clientele that they have around in their community.

This is a different kind of clientele then like they have in their store in Lawrence. They have a different programing model that they would bring in here and how the price points different. You don't look at it to say, oh it's just all the organic products. They'll do a lot of the things they do, but they will focus more on what our community needs are. Also, they have a great opportunity to work with some of our locals in this area because they are a cooperative.

A lot of information on this slide. This is the overview of what we're talking about. Some of that I just talked about. The size of the grocery store is 12 to 14,000 sq. ft. It will be a full-service grocery store. They will operate it under a management agreement. The project size or the financial investment in this is proposed to be $6M. As I noted, they've been interested in this project, maybe the beginnings a little early because we been working on this for several years, but I can date back over a year that we've been having good discussion with them. They were looking at the Healthy Campus site, but we couldn't quite figure out how to get that, all the work in there.

They have experience in operating a high-quality full-service grocery. There is co-op build local relationships. They're committed to being responsive with those local relationships in looking at what the community wants to have in there. They buy local and partner local which is important. If you look at the presentation we had just last time about the individual that's come here and did their research on our local communities and felt like—he even called out the cooperatives of being something that could be more advantageous for our local farming community in building that. They do a lot of food education components within their own store. That goes back to the healthy community concept.

Overview: The Plan

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The Merc Co+op Project Status

- We have a signed LOI with the Merc.
- The Management Agreement terms between the Merc and the UG are fundamentally completed.
- The agreement will include:
  - Hours of operation
  - Services
  - Community benefits
  - Financial structure
- The UG has vetted the location and has assembled cost projections.
- The UG team has architects and engineers ready to begin work

This kind of fits into their ideal store size. This is just kind of a flyer of some of their sale products of what they have, a picture of their store and the internal size.

Overview: The Plan

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The Merc Co+op Project Financials

- The project is envisioned as a $6 million project
- The cost includes all construction costs, FF&E, grand opening and stabilization fund.
- The project will be funding through:
  - Direct UG use of the Hotel Revenue Fund
  - Sales Tax & Property Tax TIF will also be used to recoup expenditure.
- Project is designed to provide for a long-term stable and successful grocery.
- Project is designed so that the building can be sold to a private entity in the future and the revenue redeployed to future UG development needs.
- If budget allows, up to 3,000 sq/ft of additional retail space might be constructed for other needed services.

Mr. Bach said the Merc project financials, as I noted, it is a $6M project. The cost includes all construction cost, FF&E, the grand opening, as well as the stabilization fund. That's critical if we don't use the money from a stabilization fund, we maintain that but that's how much would be in that. The project will be funded through the direct UG for the hotel revenue fund that, I think I had had this discussion with you, where we've left money. Shouldn't say left money. Money that we've received for the revenue in the hotel project, the opportunity to use it in this project. Its money that we invested years ago as a community that make that a successful project. Then can stay in the downtown area and now be moved over to help make this project, when we sold the hotel a couple years ago.

Sales Tax and Property Tax TIF opportunities which would be our standard type financing, one we would want to put in incentives in to make that. Those two would be the, well those, the hotel revenue, that's the one source and then the other is using the TIF financing to make the project work. Designed by long-term stable successful grocery store. The building can be sold to a private entity, that's how it's set-up, where we have a management agreement in place with the Merc.

If we find a private developer that wants to come in during this process and they'll buy it, take it off, we control that, to be able to change hands from that and that's our long-term goal. Just like is wasn't our long-term goal to hold on to a hotel forever. Once it became sustainable and viable we were able to sell it, move out of it. Then let the private sector move and as you saw, now they turned it and sold it again.

That hotel is thriving well. I think we can set this similar model here. We use that with the theater model as well when we built what was originally the Phoenix Theaters and now it's the AMC 14. It's not a model that we're unfamiliar with. If the budget allows, we can add up to additional square footage to the store to do some additional things that can be in there.

Project Status; we have an agreement to terms with them. The management agreement is between the Merc and the Unified Government. It goes over things such as the hours of operation and services. We try no to get into operating the hours of operation because they're running it. I would say those kinds of things are more of the baseline of, you'll be open at least this much time, with an expectation they're probably open more than that, we just try to build some of that in place. Services, community benefits, the financial structure, obviously, is detailed out when we get to that.

Vetted locations and we're assembled all the cost projections that'll be part of this. We have an architect team and engineers ready to begin their work and those are kind of some key factors to get done as we're getting ready to bring in the development agreement.

The options and opportunity; the grocery project allows for the Unified Government to proceed with our design and construction. That's where we're moving too. It'll include more than retail for the project area. What we're looking at is there an opportunity to do some residential with this. We do have some developers that have started to look at the site around on the 500 block but also in varying areas around this. As this project works and moves forward I think its continuing to stimulate additional interest or there is additional interest stimulating in the area and working with the neighborhood stakeholders to determine other services that we need.

Mr. Bach said steps and timing; we are optimistic. We will be back at the August standing committee. I feel very good about that. We will have a development agreement to bring before you at that time for your review, to go through it. If you like the terms we have in there, then we'll be able to advance it out of that on to the full commission. That would allow us to begin the design and construction phase to spend more money in that regard. If we have a development agreement before we start to do that, that's where I would like to be. That puts us in reaching the final cost estimates. Once we've gone through and we can bid the project out and determine a groundbreaking date, which would be the big exciting date. It's been out there for a long time figuring out when we would get to that. I feel pretty good about it. I will say that Jon Stephens and his team have worked very hard and due diligently with them. I feel really good about the Merc team. They're announcing some things out with their board and that's another reason coming out where we are from a public perspective. As they're a co-op, like they are, they send out their newsletters and such to their board and they're going through and seeing it all from their perspective in more detail right now as well.

Chairman Burroughs asked will there be a complimentary facade on the grocery store that will also compliment the former EPA building. Will they be in uniform with one another or will they contrast one another? **Mr. Bach** said you're asking me an architectural detail design that I can

not answer sir. I'm hopeful that what they come with something that looks like it fits in the area though there are a lot of differences in what's all around that area right now.

Chairman Burroughs said new development, new partners. I just like to see a complimentary development along our major corridor from downtown investment. I'm excited. I'm familiar with the Merc and how it operates. I think they'll be a great partner. **Mr. Bach** said yes, I do too. I'm really excited about the way their team has come in, really done a lot of due diligence in looking through our community. Spent the time kind of going over, figuring out how they can sell their product here and how they would work here. They've vested a lot of interest.

Shirley Carter-Ikerd, 804 S. 89th St., said I am concerned about this project. I've only lived here since 1998. There has been a grocery store prating since 1998. None of them have come to fruition. I am familiar with the Merc store in Lawrence. I shop in Lawrence most of the time at the Checkers grocery store in Lawrence at 23rd & Louisiana, which is a very, very nice store.

I resent the fact that in this proposal that your going to have food for the area. Anybody that lives in this area eats all kinds of food. We don't have to have food that's going to sell in this area. I was also told last year that the Unified Government would not be putting in no dollars to bring a grocery store here. That's why the one was stopped on 10th & Minnesota because they weren't going to do that.

I don't understand why this hasn't been sent out when they were having all of the meetings that you said that they have had to people that do not live in this area to come to the meetings because people with cars shop everywhere. If its good, people will come. I resent that you just decided to have these meetings with people that lived in the northeast area. I don't understand that because I go to all meetings. The people that I've sat in the meeting with once said that they would have a co-op here, but I've never heard another word about it.

I don't happen to like co-op's. I think we need to have grocery stores, not just pick and chose and that kind of grocery store. I wonder where did we come up with the money to put in $6M to do something, or to give a property worth $6M, or however you worked it out, where that came from to do this project. This is my tax dollars too.

Chairman Burroughs said any other questions or comments. **Ms. Carter-Ikerd** said I want some answers. He is my Commissioner. I need answers for this, for what I just asked. **Chairman Burroughs** said we will do our best to get those answers to you asap, and Mr. Bach, is

there anything that you would like to comment? **Mr. Bach** said I kind of went through where the financing was coming from as part of the presentation. If you want to me to go back through that, I can go through what I did with that. Otherwise, I think some of them were more questionable about why we are picking the Merc. **Ms. Carter-Ikerd** said yes. **Mr. Bach** said they're a good operator. I don't know if you want me to justify that, but they're a good operator and I feel like they would fit very good in the community. They're one that had an interest with us for a long time and, like I said, did a lot of due diligence to be here.

When we bring back the full development agreement, you'll be able to see the details of how everything, how the cash flows and how the project will work. **Ms. Carter-Ikerd** said Checkers also asked to come here. They were waiting for somebody to call them and ask them to come here because they wanted to come to Kansas City, KS.

Chairman Burroughs said I will just state, I can't thank staff enough. This is an issue of great importance to not only just the northeast end of community. We've had food deserts in the community for a number of years— **Ms. Carter-Ikerd** said I agree—**Chairman Burroughs** said for a number of years as a resident and I'm just really excited that we have a partner that wants to be in our community. I would hope that they are received well and treated with the respect that they have already proven that they deserve in Lawrence. Ms. Carter-Ikerd, we will take your questions and I'll do my best to get those answers to you as soon as I possibly can.

Ms. Carter-Ikerd said I don't appreciate the way it was done. I don't feel like the whole community was involved in the project. I do not feel like that. That could be a hindrance.

Chairman Burroughs said duly noted and thank you.

Action: Information Only

Adjourn

Chairman Burroughs adjourned the meeting at 6:52 p.m.

mbb