

**STATE OF KANSAS)
WYANDOTTE COUNTY)) SS
CITY OF KANSAS CITY, KS)**

SPECIAL SESSION, THURSDAY, SEPTEMBER 5, 2019

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, September 5, 2019, with nine members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District (via telephone at 5:04 p.m.); Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO; presiding. Townsend, Commissioner First District; and Walters, Commissioner Seventh District; were absent. The following officials were also in attendance: Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Bridgette Cobbins, Unified Government Clerk; Gordon Criswell, Melissa Sieben, Alan Howze, Emerick Cross, Assistant County Administrators; Kathleen VonAchen, Chief Financial Officer; Reginald Lindsey, Budget Manager; Michael Petersen, Assistant Budget Manager; and Officer Tom Grote, Sergeant-at-Arms.

MAYOR ALVEY called the meeting to order.

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

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, September 5, 2019, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building for a Priority-Based Budget Retreat.

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 we have scheduled our Priority-Based Budget Retreat.

Doug Bach, County Administrator, said this is our long awaited, I guess, first real steps for the Commission to jump into where we go with priority-based budgeting.

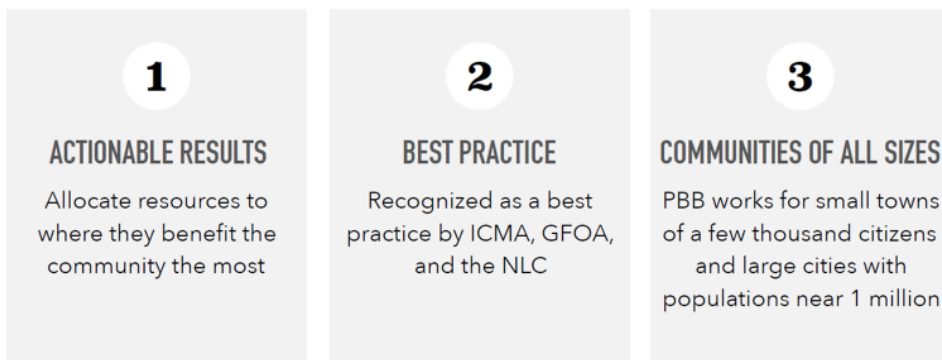


I'm going to just review the agenda. Our first 25 minutes is really to talk about how priority-based budgeting works a little bit and work through those points.

As I said last week in our Special Session, we only had a couple minutes at the end of our meeting, but we handed out the definitions. They are a very key component to how we do it so we are going to spend the bulk of tonight making sure we have the definitions right because these are the very things tied to your goals that all of our department heads tie everything they do back to this in order to then move forward to the quartiles of how you rank out priority to base budgeting and say this is a high priority versus this is a lower priority. We will do that through a group exercise.

We will then take a break and bring back our results and then finalize those definitions as a group. We may move through that faster but when you break it down, you really are only allowing 15 minutes per definition to work through that and say we get it done. If there is controversy, it takes every bit of that. If everybody agrees, then you move on a little bit faster and then we would move into our wrap up.

THREE REASONS FOR PRIORITY BASED BUDGETING



A couple of different things that you look at for priority-based budgeting, so define it, three reasons you see out there. Actionable Results; it allocates the resources to where they benefit the community the most. Best Practice; recognized by ICMA, Government Finance Officers Association, National League of Cities. Communities of All Sizes; small and large towns are starting to do this and make it work for their communities.

WHY PRIORITY BASED BUDGETING?

- Better depicts and communicates organization's financial/budget information to inform decision-making
- Avoids traditional "across the board" approach
- Ensures organization is "fiscally prepared" for whatever is ahead
- Ensures resource allocation (Budget) is aligned with community expectations (Results)
- Allows organization to "see" things in a different way and apply a more diagnostic approach
- Aligns with current best practices in local government

This next slide was up here last week, but it was one that we didn't get a chance to walk through, so I thought I would at least hit it. Why do you do priority-based budgeting, because it better depicts and communicates the organization's financial budget information to inform our decision-making. It really helps us think about it, think through that process.

Avoids traditional across the board approach and that's one that's pretty big with departments when we're working back through and determine we're just a little over. I can sit upstairs with my administrative assistants and go let's cut everybody this amount, but typically I go back to them and say, look, you need to cut your budget 3 or 5% and that doesn't necessarily align because you have higher priorities on certain departments than you do on others. It helps move away from that.

Ensures the organization is fiscally prepared for whatever is ahead. That's a key point that says it makes you a little more recession proof. If we come back in and next year we're saying, boom, the recession hits and our sales tax falls off the bottom, you have a priority list laid out there. You've said these are the items that we are saying we've got to find ways to be more efficient or what we're spending our money on. You've already identified now which areas are not in your highest priority category and you can put your thought to that process as we go through it. You don't have to go through and identify those.

Ensures the resource allocation as aligned with the community expectations. That's where we build our goals and we weave in from the community survey into the goals and how those work in our definitions.

Allows the organization to see things in a different way and apply a more diagnostic approach. That's just we're budgeting by program, not necessarily by department. Really, when you look at this, we look at areas of expenditure and I think our SOAR Program is a good example as we've gone through this. That crosses over a whole bunch of different departments where you spend money. So, when you say that program is where we want to spend money, that may impact seven or eight departments that have funding in it versus saying oh well let's give more money to the Neighborhood Resource Center or more money to the Police Department. No, you're saying I want to give money to this item that we want to put the emphasis on.

It aligns with current best practices in local government and that's the direction that we want to go.

I'm going to turn this over to Reginald Lindsey, our Budget Manager, and the rest of the Finance team. They're going to walk through a couple of these other slides before we move to our exercise.



Reginald Lindsey, Budget Manager, said one of the first steps that we took in the priority-based budgeting process was to come up with goals and definitions. Basically, we had goals for strategic and also governance and then also basic program attributes. The strategic community goals are basically the goals that the Commission came up with so we came up with definitions to tie to those goals.

The governance goals are goals for internal departments and these were goals that just the departments that are internal like Legal Department, Finance Department, and HR tie to. Basically, one of things that kind of happens, as Doug talked about, when we go across and cut budgets a lot of times, we do cut departments that are internal. What this does is like giving them their own scoring so we can't just easily cut them because if we keep easily cutting them, they will impact our strategic goals down the line.

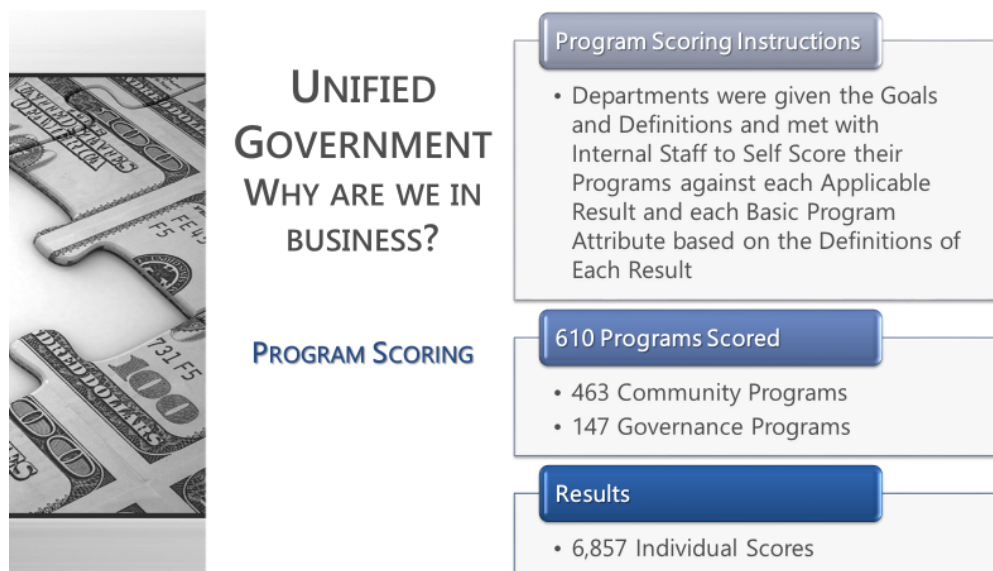
We also have the basic program attributes. Basically, what these do here, it mandates that we use to provide the programs and then also the reliance on the city to provide those programs. Also, cost recovery of those programs and also the demand of those programs and that's kind of looking at if we see things, the demand might increase in the next few years and we might have to up some programs. Then, the portion of the community served by the programs.

Commissioner Burroughs said I do have a question. I would like to go back to the previous slide under the six strategic goals. Can you share with me where the economic prosperity for all may have come in? I mean, are we going to guarantee that we're going to provide economic prosperity

for everyone in the community or are we just going to provide opportunity for our members of the community to feel engaged and provide jobs because I read that as we're going to put in programs that are going to give everybody in the community prosperity. I know maybe it's a small thing, but I'm just curious. I don't want to send a false message. **Commissioner Markley** said I think that's a question for us. We developed those goals.

Commissioner Bynum said I think these headings across the top were from our Strategic Planning Session right before you got here. **Commissioner Burroughs** said okay. **Commissioner Bynum** said the topic itself is Increase Economic Prosperity, so this is all the work you're doing with WYDEC, for example, on raising median household income would be an example. Then these items that are government type actions that are falling below that heading, but all the topic headings are the ones that we have landed on in a session that must have been in 2017. **Someone** said '16 or '17.

Mr. Bach said I think you're right on to it, Commissioner, as to what we struggle with a little bit as staff right now. You can read that goal and I think you all can look at the goals and go oh increase economic prosperity for all citizens, that's a great goal. What do we mean by that? That's right on where we would like to get to tonight, so as staff we went through and graphed up these definitions. Some of them may hit it, you may look at it and go I don't think so. I think that's where you need to modify this or let's add a different definition in there so we have that to work with when we go back and say this is what his department is doing. Did they touch this at all, yes/no. I mean, not everybody touches everything. Some only touch in certain areas, so that's exactly where we would like to get to tonight to say this is what we mean by increase economic prosperity for all citizens. **Commissioner Burroughs** said thank you. As you know, I do wordsmithing quite a bit in our policies we put forward because I think messaging is a critical point and I see that community cohesion down here and customer service communication. I just don't want to set a false pretense that we're going to create this great program or a multitude of programs and I just don't want to set our Commission up to be criticized for a statement if we're unable to fulfill it. I will hold my comments until later and I appreciate the history as to how we got about that language.

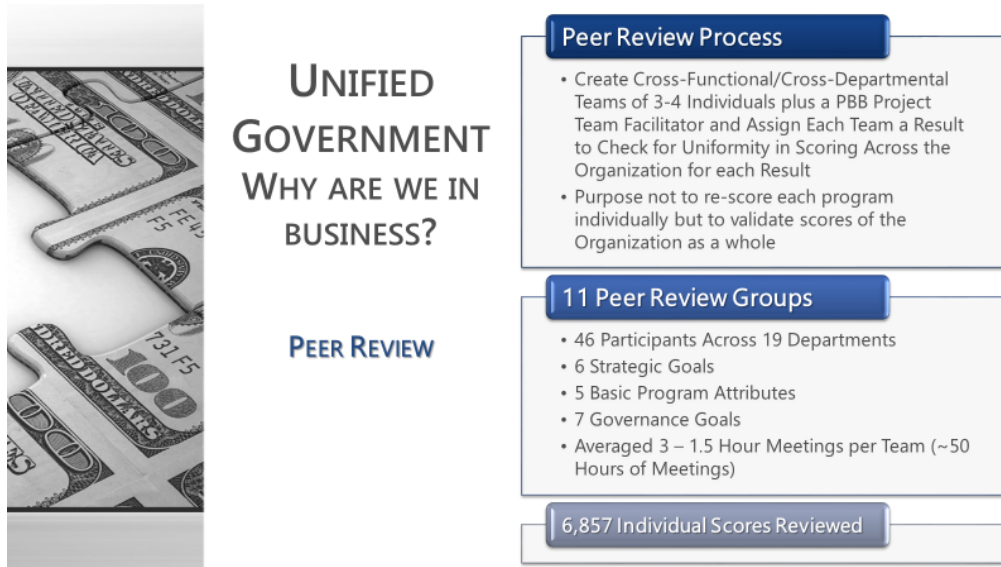


Mr. Lindsey said the next step we went through in the priority-based budgeting process was determining the goals and definitions. Basically, what happened here was after we came up with the goals and definitions that we had established, departments went in and did scoring based on the programs that were in their departments. This is a great aspect where the departments were able to go through and offer their perspective since they are the subject matters of their departments and they were able to score based on the programs they had come up with in their inventories.

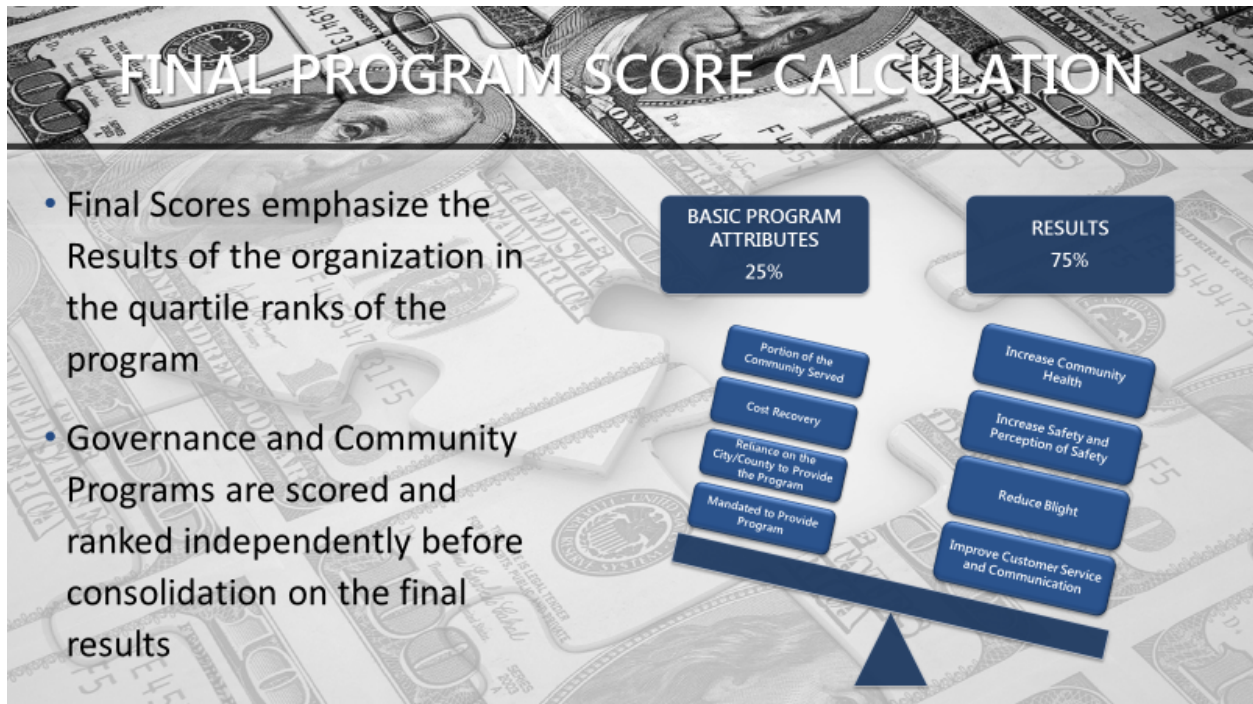
We could see that we had 610 programs scored, 463 of those programs were community based and 147 of them were governance based. If they were community based, they were only scored against community programs and if they were governance based, they were only scored against the governance results.

Kathleen VonAchen, Chief Financial Officer, said if you go to the previous slide, just so you're clear, the six strategic goals, those are only the programs that are community programs that are being scored against the six strategic goals. The internal service governance programs are being scored against the governance goals, but everyone gets scored based on the basic program attributes.

Mr. Lindsey said, again, the results, 6,857 were scored in the programs across the whole organization.



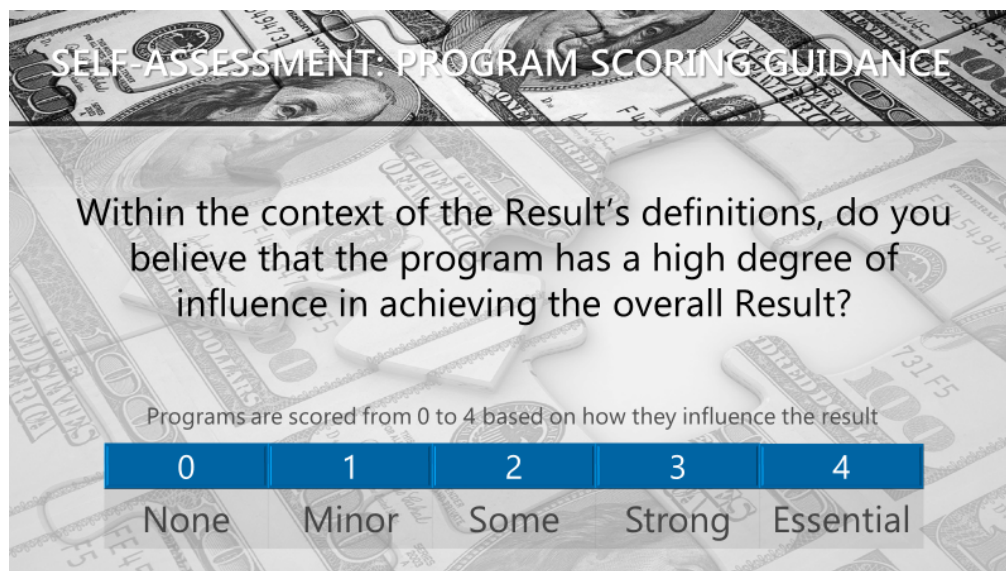
The next process we went through was the peer review process. Basically, what that was we had the departments go through and score and then we had peer groups from across the organization go through and also—they were kind of like a monitor. They didn't actually score, but they went through and checked the scores the departments provided and asked questions and also gave a different perspective on what the scores could have been. Some scores could have changed through this process and some scores could have stayed the same, but we had 11 peer groups across the whole organization. There was 46 participants across 19 departments, they scored 6 strategic goals, and the 5 basic program attributes and the 7 governance goals. What we had after we finished this was all programs had been scored and were linked to the strategic goals that you all came up with. Then also the governance goals and then also the basic program attributes which will allow us to look in the budget in a different way as Doug covered earlier. We have scores for all the programs that we have inventory for now.



Melissa Sieben, Assistant County Administrator, said the idea here with our scoring as we're going through this tonight is to really look at how the scale is tilted in this area and based on how the software does its calculation. We have things called Basic Program Attributes that are essentially common across all PBB communities and then we have things like our Strategic Plan that you were discussing a little bit ago that is part of the heavier weighing on these, the results portion.

The other things that are just note on the second bullet are things like governance which are things that we are either required to do or kind of like the back-up house stuff that has to be done such as our financials and Human Resources that fall into those areas.

Another area which is also scored and ranked is our Community Programs. This is a complex formula on how it balances out all the tasks and work that we do but this kind of gives you an idea on how the priorities of the governing body are really much more heavily weighted. Did I cover that okay?



Within the definitions, the programs are scored as essential as a four and not involved as none on the left of the screen and that's how our staff looked at these to determine sort of how they rank in relation to not only things like the strategic objectives, but as we showed you on the last screen, those other essential functions which are primarily governance related. So, if it's a mandated program by the state or federal government that we have to do and it's covered in here, it will be essential on the governance side, but it may not actually do anything to achieve any of this strategic objectives of the Commission, so it could be a zero as it plays out through all the different ways that we look at each program. It's very rounded, well-rounded, kind of almost like a three-sixty approach.

Mayor Alvey said I need to talk this through a little bit just to be clear of what's happening here. If we go back to the slide Unified Government; Why Are We In Business, Goals and Definitions. Definitions are really results, correct? **Mr. Lindsey** said yes. **Mayor Alvey** said okay, so those are the—you want to laser the smart goals, what is measurable or at least observable. We want to say these are results that we're going for, this is what we're reaching for in blight remediation for instance. This is what we're reaching for in safety and perception of safety and you defined what those results were. **Mr. Lindsey** said that is correct. **Mayor Alvey** said what you did then is each department took those goals and results and met with our internal staff to self-evaluate to say is this department we believe that we scored, let's say, an average of three. So, the self-scoring on

this particular result that we're reaching for in this area, let's say, blight remediation, we believe that we rate ourselves as a three.

Ms. VonAchen said let's pick a program. **Ms. Sieben** said let's pick mowing. **Ms. VonAchen** said so, mowing in relation to blight reduction, mowing definitely is a four, very essential towards reducing blight, but in terms of increasing safety, given these definitions may be more like a three or a two for example. **Mayor Alvey** said go back. So, the department is evaluating whether mowing is—**Ms. VonAchen** said the extent to which it meets—**Mayor Alvey** said a one, two, three or four to that. It's not a review of the performance of the program, it's a review of whether the goal gets us to the strategic goals.

Mr. Bach said probably a review of do the services they provide strive to solve that definition under that goal. **Ms. VonAchen** said that's right. **Mr. Lindsey** said if it helps accomplish the goal. **Mr. Bach** said so they looked at that function and looked at each one of these six areas and said here I'm a four, here I'm a two, here I'm zero, here I'm a three, here I'm a zero. **Mayor Alvey** said we're whittling out those things which we think most likely move us to the results we're going for and those that are less likely. **Ms. VonAchen** said right. Then, in order to make it impartial, we form these peer groups in order to review the rankings that the Department Directors gave themselves and then those peer groups which were formed by mid management and subject matter experts, they went through and gave an unbiased objective view of those rankings and made changes. That's where that peer review piece comes in.

Ms. Sieben said then you have governance, that's the other 25% where in which in this case mowing to a certain extent, we have governance issues over that—its height, so the question is, is the level at which we're doing it sufficient, over the top, or not sufficient. **Ms. VonAchen** said those are basic program attributes. That's the other 25%.

Mayor Alvey said, again, what we're just trying to do is this first part of this is these are the goals that the Commission has set. You define the results that we are looking for and then each department member reviewed and said well I believe the mowing helps us—I think is essential to the blight remediation and we write that as a four. Then a separate group came through and did a peer review of that to validate. **Mr. Bach** said that's correct.

Commissioner Philbrook said let's say we're down in HR—**Ms. VonAchen** said HR is not a good example. **Commissioner Philbrook** said okay, fine me a good example. **Ms. VonAchen**

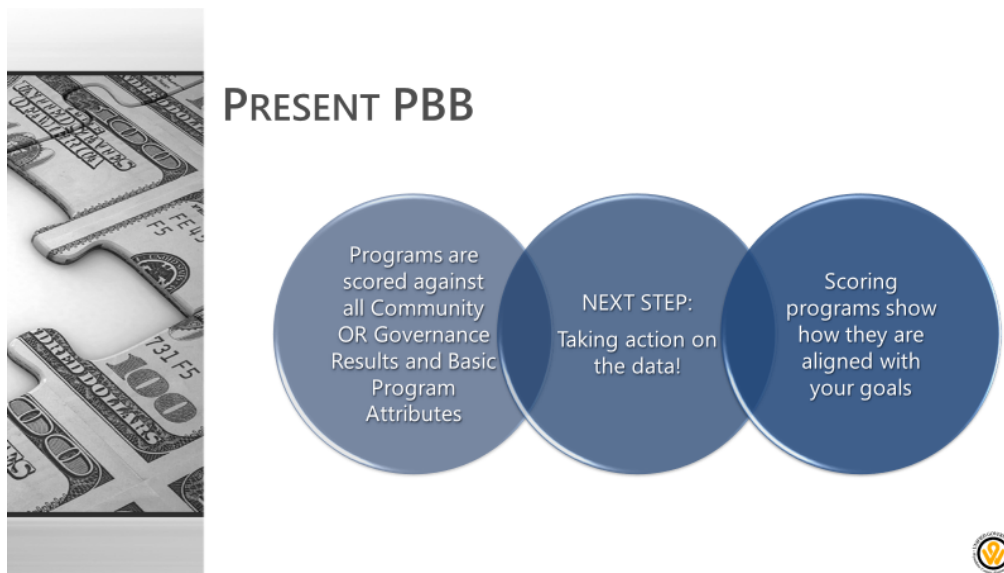
said well HR is a governance. It's an internal service. **Mayor Alvey** said let's just stay with mowing then. **Commissioner Philbrook** said well I am staying with mowing, but we're relating different departments to how they play, how important are they in getting this goal done. Well, HR is important because we have to have people. **Ms. VonAchen** said that is why we have separated those departments and they're ranked against different goals. **Commissioner Philbrook** said right. So, some of the departments—find a department for me that does public works of some kind that mowing, that they don't have an impact on mowing. **Ms. VonAchen** was inaudible. **Mr. Bach** said right. I mean those are functions within Public Works, but let's say Water Pollution Control. **Commissioner Philbrook** said so, when they look at this, they go, we don't really have a whole lot to do with this so we're at zero. That's just what I wanted people to understand if they ever read this. **Mayor Alvey** said you're not rating the effectiveness of the program, you're rating the value of the program to achieve the goals. **Mr. Bach** said exactly. **Commissioner Philbrook** said exactly in that particular department. **Ms. VonAchen** said Alan wanted to mention, we all wanted you to know in the coming slides when we do PBB present, you're going to understand how this all plays out better.

Ms. Sieben said I do want to get at your issue of whether or not it's efficient or effective because ultimately if we're identifying this as a high priority through the process and we want our dollars to go as far as possible towards achieving that mission, obviously, we're going to want to be looking at how we deliver that service in the best manner possible, but that's not—but this is to bring those questions up.

Commissioner Kane said the Mayor, I, and Jeff Fisher have a meeting tomorrow about mowing, but in my mind it's not always money, it's safety. I've got a road out there now that a bus goes down and a truck can't get by it so the truck has to backup, not the bus. Then, on Hollingsworth the Mayor went out there and looked at it. If you're coming over the hill 35-40 mph and the guy is standing there with his weedeater, that doesn't work. Sometimes I think you guys should have some commissioners on there looking at it because what looks good to you may not look good to us. There are six or seven places that we're going to talk about tomorrow and I'm sure I'm not the only one that if we kill somebody because we weren't doing something that we used to do, whose fault is it. You've got in line of sight. If this thing came up in the manufacturing facility, we

would have reverted back to this a long time ago because there are a lot of blind corners out there now and there are a lot of areas that I know the staff says it looks alright to them, but it's not. I'm professionally trained in safety and I see some issues with that that the Mayor and I are going to talk about tomorrow. If I had to give this program a rating right now, it would be minus ten.

Mr. Lindsey said Michael Petersen, Assistant Budget Manager, is going to go through software for PBB which is called Present PBB.

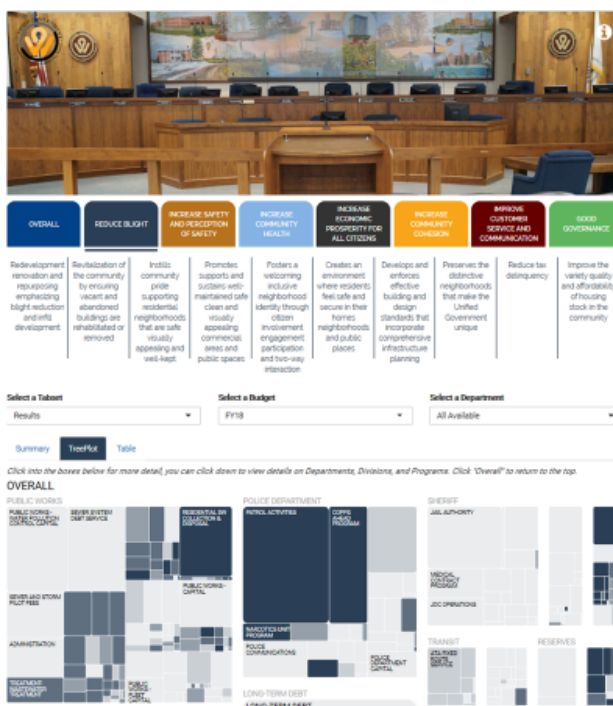


Michael Petersen, Assistant Budget Manager, said as we've stated all the programs—we've already went through a preliminary scoring of everything based on the goals and definitions as you see them on the sheets that we've handed out. All programs are scored against community goals or governance goals based on whether they were community or governance programs and then all the basic program attributes.



PRESENT PBB

- Tool that will allow Internal Users to Browse PBB Results Viewing Program Scores and Costing Identified through the Priority Based Budgeting Implementation
- Display Data By:
 - Individual Result
 - Program Attribute
 - Policy Question Filters (example High Mandate/Low Overall Scoring Programs)



I'm going to show you information. There's a site that priority-based budgeting has that is available to us called Present PBB. This is an example of what the final product will look like once we get all the definitions and the scoring done. Overall, when you first log in you will see the different goals and definitions going across the top of the screen and down here there is a summary of the information in the middle of the screen so overall this is the quartiles. We didn't quite cover this tonight but based on the scores each program in the Unified Government is assigned to a quartile so the darker color, the one and the two are the most aligned programs for our strategic goals. The three and the four are the least aligned with our strategic goals. This is not the number of programs, this is the dollars that we are spending on each quartile, so basically, about 25% of the programs are put in each of these buckets. This kind of shows you where the resources that are prioritized in the Unified Government are going. **Ms. VonAchen** said I did want to point out this is the data we have so far. It's just an example. It's the data we have so far and we hope to refine it with your assistance especially with tonight.

Commissioner Bynum said go back to that overall category, that's everything. **Mr. Petersen** said that is all the scores averaged together, all the scores calculated together. **Commissioner Bynum** said and the long line at the top is what? **Mr. Petersen** said that is the dollar amount that we're spending on the top 25 most aligned programs based on our current scoring. **Commissioner**

Bynum said then the next line—**Mr. Petersen** said that's the second quartile so that's kind of the lessor aligned and then it goes least aligned. **Commissioner Bynum** said but your third line is shorter than your fourth line. **Mr. Petersen** said yes. It's just the dollar amount.

Mr. Bach said there is more money being—there's a fair amount of money being spent in goals that we looked at initially or I should say in programs that we don't necessarily think align with your highest priorities. **Commissioner Bynum** said I thought that was what I was hearing you say. **Mr. Bach** said this isn't ready for—this shows you how this can work and how we've done with what we've evaluated so far, but that's where we've got to go back and make sure we've got definitions that are aligned with your directives. Then we will bring back quartiles and show you the scoring and then that's what happens later in November when we come back and say we've aligned it all in this the way we—like we did the peer review and some management review on the department's review, then it's your review.

Commissioner Bynum said what we're seeing here in every category there is kind of where we are to date with this exercise. **Ms. VonAchen** said you're seeing 2018 data. **Commissioner Bynum** said '18 data and now we're going to share our input, that will get factored in, then you're going to crunch some more numbers and that will get factored in. So, this might be preliminary to the extent that we wouldn't want to stop right now, for example, and go well whatever stuff is in that bottom line is cost savings. **Mr. Bach** said that would be premature because as Kathleen said, we're working with 2018 data as we started working through getting aligned on it. I think it will—we will see where we go with this tonight. I don't think we're going to dramatically change everything, but I think you guys are going to change some of this and you will modify that and then even when you go to the next tier of evaluating to say is that important or not, you're going to have different perspectives on that.

Commissioner Murguia said I have all of the documentation for this meeting, but for some reason I can't find what you all are looking at. Is there somebody that could send me that piece? **Mr. Bach** said we can send the electronic to her. **Mr. Petersen** said it's a log-in. It's a site log-in. **Mr. Bach** said the piece we have right now is live on the internet. You don't have access to that yet. It's still a working tool. I'm sorry, Commissioner, I think you're going to be a little disadvantaged for this little period, but this will be only about five minutes that we will be on this part tonight. You won't be able to see it.

Mr. Petersen said if you go over to the tree pod, you will see the color scale of the quartiles now, so this is still the overall scoring as it says at the top. Programs that are one or four scored the highest degree of contribution so you can see just around the Unified Government what programs scored the highest, the lighter colors are the programs that scored the lowest. **Mr. Bach** said to clarify what Michael is showing you there; all these boxes, the bigger boxes—the bigger the box, the more money is spent in that box. It's as simple as that. These are directly tied to dollars we spend. We spend a lot of money, it's a big box and then as he goes across the top of that line, if it's dark, it's aligned with that goal. If it's not dark, it's not aligned with that goal when he clicks on those goals.

Mr. Petersen said I will show you how it changes if I go to the health goal, if I just click on the health goal, then you will see it will change to where the darker colors, the ones that are more aligned with health.

Commissioner Burroughs said just a comment. We just don't know that those dollars are being spent efficiently or effectively. We just know they are being spent on those projects and what I hope to be able to do is to drill down to find out if we're getting a return on investment and that the dollars we are spending are being spent efficiently, effectively, and accomplishing the goals that we set out to do. I mean that's just an aggregate number of the cost of the programs presently as I understand the presentation. **Mr. Petersen** said yes, that's correct. **Ms. VonAchen** said ultimately the goal is to identify those programs that are of low demand, could be done by the private sector and don't rank highly at all with any of our priorities and how much is that dollar amount. Is it a million, is it four million, should we continue doing those programs or not, that's sort of where we are. The next step, of course, is where you're going.

Mr. Petersen said if I click on any of the boxes, it will take me closer in so this I've zoomed in to Parks & Rec and the health goal, so this shows you how aligned each of the Parks & Rec programs are with the increased community health goal as well somebody would be able to see all the definitions that we took into account when we scored the programs across the top of the screen.

You could also click on table and it will show you a list of all the different programs that are in this goal. It's in order of dollar amounts in order of score. If I click on any of these, then it will give me information about the program. It will give me the description that the department

has given for the program, it will give me the total dollar amount, the total cost of the program, what positions are participating in that program, and then what kind of operating costs are being budgeted for that program.

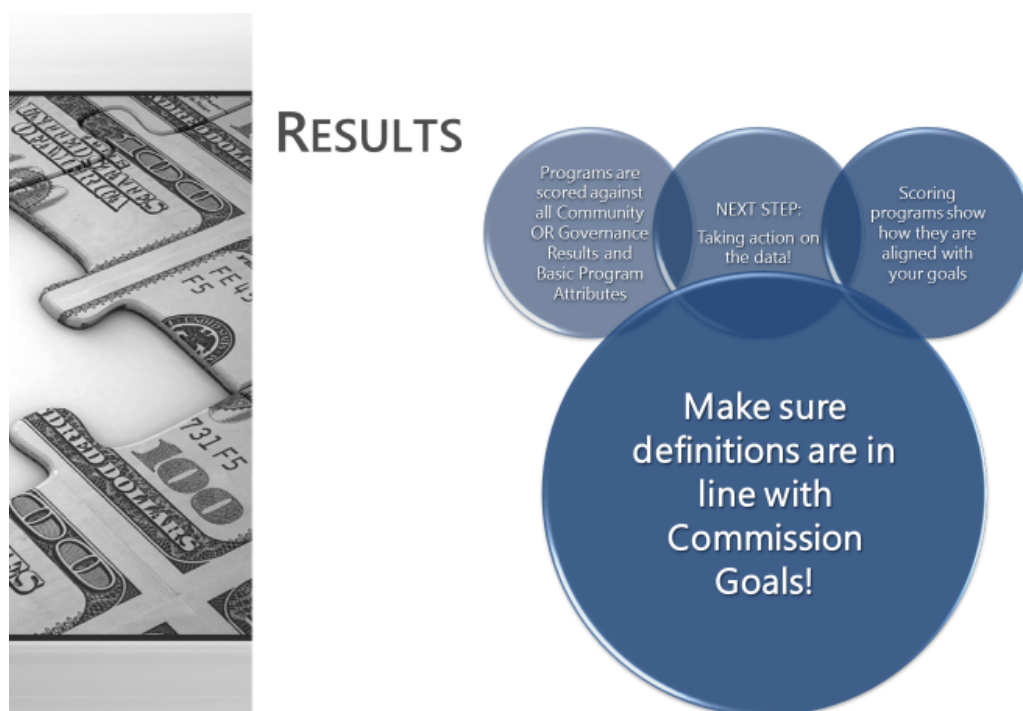
Commissioner McKiernan said on your horizontal bars you said that those were broken up in quartiles. **Mr. Petersen** said the top one is broken up in the quartiles—are you looking at these? **Commissioner McKiernan** said yes, it's got to be quintiles. **Mr. Petersen** said the bottom one is our—these are programs that are not scored, so basically what this is, we've went through and looked at a lot of these recently, these are transfers, these are Debt Service, this is Capital, so these are not programs that are scored against any of the community goals or any of the governance goals. These are kind of treated as fixed costs. **Ms. VonAchen** said, for example, Debt Service costs are classified as fixed costs because we're obligated by bond documents to make those payments. We don't really have a lot of leeway yes or no. **Commissioner McKiernan** said I now see what you're doing. You've broken the money we spend up into quintiles, but one of your quins is no alignment so, therefore, you say we're only looking at quartiles. **Ms. VonAchen** said correct, that's right.

Mr. Bach said this is the tool, the software, this will be something down the road it just shows you how this information then is easily accessible. We can work with it when you ask how much did we spend on a specific operation, we can go to it because it ties every program within the Unified Government and says—to go back to mowing, if we have 15 different departments that spend money on it, I don't have to go to the budget or you don't have to go to the budget and say let's look in Public Works, let's look in Parks, and start flipping through every one. You go to that and you bring it up here and boom this is how much money we spent on that one program area and all departments are feeding into it and then you can evaluate the importance of those type of things.

I don't know if we need to spend a lot more time on this now, but I wanted you to see how this works because, I guess from my perspective, this is really cool. This really gets into it. **Commissioner Bynum** was speaking but inaudible. Mine is a technical question. I rely on our administrative staff in the Commission Office. Is there a possibility they can have some training in this system? We ask them a lot of questions or to get a lot of different answers for us and if they can easily get to it through this, that would be helpful or you could train me—**Mr. Bach** said

it could be you, your Commission Liaison position would be probably one that will make them—instead of that person having to go search it now, they will be able to pull up some of this stuff. Any question you're asking now in relation to these if they're working—that's the process of coming to the answer will be much easier once we have this online, once we have this accessible. **Commissioner Bynum** said I truly understand—**Mr. Bach** said and whether or not which ones of them in that office will be able to do it or not—**Commissioner Bynum** said not to get too burden—your people that interface with us regularly can get to this (inaudible, not speaking in mic) the better off we're going to be. **Mr. Bach** said it is answers like that, how much we spend on snow removal, boom, boom, boom, I don't have to go back, Jeff doesn't have to go tie in several different areas and see what it is. It should show how much we allocate to it and then you show what was spent.

Mr. Bach said I think we're just going to end it with that Mike. I think that's enough on that tonight.



Mr. Bach said programs are scored against all the community results. The next step is to take action on the data and you see that one big bubble I have there, but I want to make sure these definitions are aligned with the Commission goals.

UNIFIED GOVERNMENT STRATEGIC GOALS WITH DEFINITIONS

Reduce Blight	Increase Economic Prosperity for All Citizens	Increase Community Health	Increase Safety and Perception of Safety	Improve Customer Service and Communication	Increase Community Cohesion
Redevelopment, renovation and repurposing emphasizing blight reduction and infill development	Promotes and supports well-planned, quality development and redevelopment of vacant and distressed properties	Promotes and ensures access to treatment, prevention and education services that facilitate improved public health and wellness	Offers protection, enforces the law, administers justice and fosters a feeling of personal safety and security	Offers efficient, affordable and responsive public services to support the business community	Empowers citizens to be partners in a connected community
Revitalization of the community by ensuring vacant and abandoned buildings are rehabilitated or removed	Supports sustainable and future development that is consistent with community standards and preserves the unique heritage of the community	Collaboratively provides for the basic physical, mental, economic and social well-being of a multi-generational community	Proactively prepares, promptly alerts and swiftly responds to emergencies	Inform and educates citizens about activities, initiatives, outreach programs and other available opportunities	Fosters a community that celebrates and encourages integration of new residents and businesses
Instills community pride, supporting residential neighborhoods that are safe, visually appealing and well-kept	Increases workforce readiness and support the expansion and retention of high quality jobs that meet the unique needs of the community	Provides accessible, well-maintained parks, trails and open spaces, as well as a variety of quality recreational opportunities that promote an active and healthy lifestyle	Focuses on proactive prevention, intervention and education	Increased transparency and accountability with the public through data sharing	Inform and educates citizens about activities, initiatives, outreach programs and other available opportunities
Promotes, supports and sustains well-maintained, safe, clean and visually appealing commercial areas and public spaces	Ensure the development and preservation of quality neighborhoods that offer safe, affordable housing options, accommodating the diverse needs of families and individuals	Fosters a community that helps families meet the health, security, nutritional and developmental needs of their children	Builds an informed, engaged and educated community that shares in the responsibility for its safety and well-being	Fosters training and cooperation across departments breaking down silos and working collaboratively to solve problems	Fosters a feeling of growing community pride and a sense of shared responsibility that values and supports a diverse population
Posters a welcoming inclusive neighborhood identity through citizen participation and two-way interaction	Promotes a vibrant economy and safe commercial and public spaces that balances the needs of residents and visitors	Provides for the physical, emotional and social well-being of its senior population	Visible and approachable public safety presence	Adapts innovative approaches to better help the community and streamline processes	Cultivates a wide range of recreation, cultural, educational and social opportunities
Creates an environment where residents feel safe and secure in their homes, neighborhoods and public places	Offers efficient, affordable and responsive public services to support the business community	Supports and provides community events, neighborhood gatherings, and culturally enriching opportunities that connect the community	Oversees a well-designed, well-maintained, transportation system of safe and sustainable roadways, sidewalks and bridges	Promotes quality public outreach, proactive communication, and superior customer service	Build collective efficacy in and between neighborhoods resulting in neighbors coming together for the good of their community
Provides for well-designed neighborhoods with access to community parks, recreation opportunities, schools and other amenities that serve residents' day-to-day needs	Plans, designs and builds a sustainable transportation and utility network that supports growth and meets the long-term needs of the community	Ensures a safe, clean water supply, controls storm water drainage and effectively maintains its utility infrastructure	Ensures a safe, clean water supply, controls storm water drainage and effectively maintains its utility infrastructure	Manages growth through well-planned development that promotes community and values open spaces and sustainable community building	
Develops and enforces effective building and design standards that incorporate comprehensive infrastructure planning	Develops and sustains a safe, convenient and efficient public transportation system that is coordinated with adjacent municipalities and counties	Increases access to healthy foods in the community	Connecting neighbors to each other and providing a safe environment that attracts people to our homes, businesses and public places	Ensures fundamental needs (e.g. affordable housing, safety and security in our homes, and a sense of belonging) are met	
Preserves the distinctive neighborhoods that make the Unified Government unique	Attracts employers to the area that will provide residents a living wage and good benefits to enable them to live their desired quality of life	Increasing walking and biking in the community	Improve criminal justice system		
Reduce tax delinquency		Increasing the walkability and bikability around schools			
Improve the variety, quality and affordability of housing stock in the community					

You may have had a chance to look at them. What we thought we would do tonight is we would divide up into three groups and give each group two goals.

Reduce Blight	Increase Economic Prosperity for All Citizens	Increase Community Health	Increase Safety and Perception of Safety	Improve Customer Service and Communication	Increase Community Cohesion
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Instills community pride, supporting residential neighborhoods that are safe, visually appealing and well-kept	Increases workforce readiness and support the expansion and retention of high quality jobs that meet the unique needs of the community	Provides accessible, well-maintained parks, trails and open spaces, as well as a variety of quality recreational opportunities that promote an active and healthy lifestyle	Focuses on proactive prevention, intervention and education	Increased transparency and accountability with the public through data sharing	Inform and educates citizens about activities, initiatives, outreach programs and other available opportunities
Promotes, supports and sustains well-maintained, safe, clean and visually appealing commercial areas and public spaces	Ensure the development and preservation of quality neighborhoods that offer safe, affordable housing options, accommodating the diverse needs of families and individuals	Fosters a community that helps families meet the health, security, nutritional and developmental needs of their children	Builds an informed, engaged and educated community that shares in the responsibility for its safety and well-being	Fosters training and cooperation across departments breaking down silos and working collaboratively to solve problems	Fosters a feeling of growing community pride and a sense of shared responsibility that values and supports a diverse population
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Preserves the distinctive neighborhoods that make the Unified Government unique	Attracts employers to the area that will provide residents a living wage and good benefits to enable them to live their desired quality of life	Increasing walking and biking in the community	Improve criminal justice system		
Reduce tax delinquency		Increasing the walkability and bikability around schools			
Improve the variety, quality and affordability of housing stock in the community					

You would break away to a different room and you would work on these definitions under the goals. We partnered them up. You've got Reduce Blight and Increase Economic Prosperity for

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All Citizens would be two goals that will be worked on. Increase Community Health and Increase Safety is another one and then the last two I'm going to say Improve Customer Service and Communication and then Increase Community Cohesion.

One thing I would ask you about that in thinking about it is it often confuses us. When you read the title of Improve Customer Service, really what you think would be under that, is what's under Increase Community Cohesion by the way we explained it when we did our goal setting. You may look at that in that group and we put them together to say—because if you worked them independently, you're going to redefine it. That may become one goal. The other thing is—and we don't have anything weighted yet. We don't have to decide tonight about weighting, but you may look at it and say—because right now when you weight them, Reduce Blight is weighted identically to if you score real well under Increase Community Cohesion, that's the same value from a budget perspective, so we may want to change that. We can wait, we can change the weighting, we can be done with this and be two years down the road and go you know I want to change the weighting and that's a simpler maneuver for our staff to go through and plug that in. It's an hour or two exercise versus days to go through something like that.

I also want to point out, none of our goals state infrastructure or streets which is an important thing to us, so when we went through these and staff felt they wove in, infrastructure into a couple of these like under Increase Community Health, seven down, ensures a safe, clean water supply, controls storm water drainage and effectively maintains its utility infrastructure, so that's built in there. Over in the other ones we have the next column on Safety, oversees a well-designed, well-maintained transportation system of safe and sustainable roadways, sidewalks and bridges. We've tried to do that, but you may say you know what, let's just do a goal that aligned with infrastructure and pull those items over to it. When you look at your goals think about the infrastructure ones that are within it and then kind of put that over in a parking lot to the side and say if we do an infrastructure goal, this one ought to just come completely out and go over into that one.

Commissioner Markley said I'm just thinking about how this feeds into the mechanism that you're showing us and honestly there are some of these strategies that are similar across all the goals. So, there are some pieces of this that you see it over here and then you see something very similar somewhere else. Is that because of the way—my first thought was we should take out the

similarities so the department is not trying to figure out like do I put it under this one that's almost the same language that's this one, but because of the way it feeds into here, is it important to have similarities—is it important to have the same language here and the same language here so they can put it under the different goals and then it shows up a certain way in the mechanism. **Mr. Bach** said that's a great question. I'll let Kathleen speak to it but I'll start with, how we looked at it is we thought that didn't—let's say it was one that was under Increase Economic Prosperity, we thought that item does help us meet that goal and it also helps us improve Customer Service Communication. It should get points for both because if it's something and it touches every goal we have up here, it ought to get credit for it. You're looking at that goal—I spend \$10 here and that \$10 covers every goal for the Unified Government, that's positive and that's why those similar ones could crossover. **Commissioner Markley** said that eliminates like an hour worth of discussion for me.

Ms. VonAchen said also remember that some programs would meet five or six of the definitions in any given strategy or goal in which case definitely a four, an essential program, while some may only meet one or two. It meets it significantly but it doesn't really cover all the other definitions in which case—so that's why there is kind of fluidity with the scoring.

Mr. Petersen said I will just add too, this is one of the challenges that staff ran into in scoring and the peer groups ran into scoring, this is a lot. It's pretty easy to get sort of tangled up in it in a way and so that's part of bringing it back to see do we need to simplify this, is nine definitions too many under reducing blight. Do we need to have four key ones or is there a way to make it more simple and coherent in a way that illuminates it for the Commission as well as for staff in making those scorings. Ultimately this is a decision tool that comes back to the Commission to be able to help you all illuminate where the dollars are going and how many is being allocated as part of the budget process. **Commissioner Markley** said I will comment that this Commission as part of the strategic planning or staff should probably be reviewing whatever we come up with annually so say every year coming across one of these where nothing is falling in this category or everything is falling into this category so obviously it's not significant enough, we shouldn't keep scoring through it every year, it's the impression of staff or the Commission it's not effective.

Commissioner Murguia said I may have missed this in your introduction, but just for my benefit so I'm on the same page as everybody else, I'm just going to repeat this. I'm looking at this chart with the six goals at the top starting with Reduce Blight and across the board and then each one of these in the columns underneath it, each one of these goals has how we're going to reduce blight. Like the first one would be redevelopment, renovation, repurposing and emphasizing blight reduction and infill development, correct? **Mr. Bach** said yes, that's a definition that if the department is doing that, then we're saying they're working to meet that goal. **Commissioner Murguia** asked are we going to get—so when we go then to do our budget, when we do it annually, are we actually going to link every budget line item in the budget with one of these specific goals and then the specific area underneath it. Are we going to do that? **Ms. VonAchen** said I'm happy to report that by working with our departments we ask them to cost out all their budgets and so, yes, it's already linked.

Ms. Sieben said what I would say, Commissioner, the distinction is that you said line items which would be like pens and paper or books or a certain amount of commodity or infrastructure project; this is actually looking at a program like we were talking about, snow plowing. That's a program and it's looking at it in that way and it's being ranked based on a program. Within a program there's salaries, there's commodities, there's contractual services, Capital expenditures, so those things are all in what it takes to deliver that program to the community. Does that make sense? **Commissioner Murguia** said that makes sense. One last question to get it down to the specifics. What I've heard since being on the Commission and just tonight Mike Kane already brought up about this particular area that he wants mowed and what I've seen over the last decade in commissioners is what it comes down to is how is our government, our employees, going to address the concerns that Commission express to them from their constituency.

I'm going to give you a different example. If you go to Increase Community Health and you go down to increase access to healthy foods in the community. Let's say there are 10 proposals on the table to do that; the Downtown Grocery Store and maybe there is some interest in the community to see a new grocery store in midtown, I'm just making that up, or further and deeper into the northeast, how are we going to prioritize what projects actually move forward underneath all of these categories. The specific, what area is going to get mowed, how often is it going to get mowed, who is going to determine that? **Mr. Bach** said I think you're going to something a little

bit—I mean that’s how you carry out a program operation versus defining where we’re emphasizing that as far as a spend or a priority within our government. **Ms. Sieben** said, Doug, that would also be how the Commission prioritizes our work so our budget needs to reflect what the Commission policy directive is which this is showing you if we’re putting enough funds there, our emphasis is to be able to carry that out. So, Commissioner, that will reflect the policy of the governing body much like it’s reflecting the strategic plan alignment.

Commissioner Murguia said no, I’m not talking about reflecting a policy because all of the projects that we want to do may be a reflection of the policy. What I want to know is how are we going to determine it’s more important to put a grocery store downtown than it is to build a grocery store at midtown and I’m making that up. I don’t know if we’re recording this, but I haven’t heard any midtown grocery store discussions. I’m just saying how would we determine what one the government is going to prioritize because at the end of the day this is great work and it’s clear to understand except, we still only have so much money. We don’t even have to talk about grocery stores if that’s a sensitive topic. We can talk about Mike Kane’s grass getting cut. How do we determine what happens there?

Commissioner Philbrook said the same way we always have. We look at it and we determine as the Commission what we make our priority. It’s up to us to direct how we want the money spent. So, the buck stops with us.

Commissioner Murguia said so underneath all of these categories there could be tons of projects but at the end of the day we’re still going to have to determine, at the Commission level, what projects in our county are a bigger priority than others. **Ms. VonAchen** said the priority-based budgeting at this point is focusing on the Operating Budget because we’re trying—what we’re trying is the initial objective of our priority-based exercise is initially to get us to a sustainable Operating Budget. Now, in the future, we hope to fold-in the Capital projects. That’s what you’re talking about, but at this point we aren’t including in the total cost that we’ve allocated costs that we are typically spending on Capital. What you’re talking about right now is Capital project, it’s not an Operating program.

Mr. Bach said I think I’m going to have to jump in. We didn’t bring a moderator in tonight. We thought we were going to move to this section, this is good discussion, but it’s not on task for what

we're trying to go through this, so I'm playing a little bit of that role and say if we're going to do this, we need to move into it and start to break this out.

Commissioner Bynum said if I may though add one more quick comment and then we can move on. The note I had written to myself on the big spreadsheet was similar to what Commissioner Murguia is asking, maybe a little bit different, because we still—we all still have to find a way. We get calls everyday and every night from someone who wants or needs something. They want or need a sidewalk repair, they want or need us to mow their big terrace because they can't do it, they need a tree taken down. We get these calls all day and all night and the question is, which I think we may get closer to the answer as we move closer to November on how are we all going to balance those individual requests for service from the constituents that never ever, ever stop asking us to help them resolve those issues. **Mr. Bach** said I guess I will say how priority-based budgeting helps you in that regard is that you're going to go through this and say of all the money we spend in the budget, this is where we want it prioritized. If you come down and you identify that there's \$20M that we're spending today, and that total is not totally out of line from what we've seen, it's a very optimistic number but some of the high-performing cities that have moved into priority-based budget have moved on the General Fund side of their spend and have been able to reallocate 10%. Well, our General Fund money is \$260M so \$260M would be in that category and I'm not saying cut, what I'm saying is reallocate. So, when you say we want to spend more money on sidewalks, you then identified what we're spending \$6M, \$10M, \$20M on items that are important, but they're not as important as spending the money on the sidewalks. Then you have to make the decision, do you want to reallocate that or not. That's what we are hopeful and we know this tool can do. **Commissioner Bynum** asked do you also want us to nimble this. Is that word? We still have to be able to react and respond to these individual situations. **Mr. Bach** said if you have money, you can put it in that kind of category, unallocated. **Commissioner Bynum** said I'm confident that we will get closer to those answers.

Mayor Alvey said I also think what this should be able to help us do is I think is if we define our priorities and results, it also gives us the means to tell constituents we don't have enough money, we can't do it all. At some point we do have to say no. It's as simple as that. We cannot do everything because of limits in budget and this perhaps gives us the narrative to explain to people

why this project is not being done in this way at this time and that's a hard thing to do, but that's what you do when you have limited resources.

Mr. Bach said we're going to break out into the groups now. I have not assigned, we were generally thinking we could have three of you go into each one. Melissa is going to lead the group that does Reduce Blight and increase Economic Prosperity. (Commissioners in this group were McKiernan, Murguia, Markley, and Burroughs.) It will be in the conference room down the hall. Gordon is going to do Increase Community Health and Increase Safety and Perception of Safety. (Commissioners in this group were Kane and Johnson.) He's right here. Alan is going to do Improve Customer Service and Communication and Increase Community Cohesion which is over in the conference room over on the side. (Commissioners in this group were Philbrook, Bynum and Mayor Alvey.)



The breakout session started at 6:00 p.m.

BREAK



Break was from 6:52 to 7:00 p.m.

REVISED DEFINITIONS



Reconvened at 7:05 p.m.

Commissioner McKiernan said we're fine. I just don't think we were being as thoughtful and deliberative as we could have been because we were just going to meet this deadline. **Mr. Bach** said can I offer, as we come back now, maybe we show you the product of the other groups definitions and then engage in some discussion about where you guys are at. We don't have a Special Session pin down for next week and that could provide us an immediate chance to come

right back and have a couple of hours to work on that. **Commissioner McKiernan** said well, I'm fine if the rest of you all say yep, we're good.

Commissioner Markley asked are we going to cover them together or do we potentially overflow into that Special Session. **Mr. Bach** said why don't we do that. The part now was to come back and just work from that, share the definitions with the rest of the group and see if anybody else was there so if the one team doesn't feel like they're quite there, I think that's something we work on.

I believe Commissioner Johnson was going to report out for the committee that he and Commissioner Kane were on, Increase Community Health and Increase Safety and Perception of Safety.

Commissioner Johnson said under Increase Safety and Perception of Safety; the first one we just did not necessarily like the word feeling. Offers protection, enforces the law, administers justice and fosters a feeling of personal safety. We just changed the word to an environment of personal safety and security. On the second, third, fourth, and fifth, we had no changes to those. We talked through them and really felt they were in the right group. We didn't have any changes to the language on those.

On the fifth and sixth item, we agreed with Doug's recommendation that we need to add one more goal which would be to Improve Infrastructure. We looked at taking the line item that talks about oversees a well-designed, well-maintained, transportation system of safe and sustainable roadways, sidewalks and bridges and the next one beneath that, it says ensures a safe, clean water supply, controls storm water, etc. We moved those into what will become a new goal entitled Improvement of Infrastructure, so we're recommending that those two no longer be under Increase Safety and Perception of Safety.

Then we looked at connecting neighbors to each other and providing safe environments. We felt—well, there was some discussion that could be seen as an infrastructure conversation or infrastructure goal as well, but also, it could very well be tied to Safety and Perception of Safety. We're going to recommend that be utilized under both headings under Improve Safety, Perception of Safety, and under the new Improve Infrastructure line item.

Finally, this one right here was a big one. I don't think that I'm completely comfortable with this one, but after much discussion rather than just saying improve criminal justice system. We said support improvement to the local criminal justice system. I'm just putting that out there. We can talk about that later on, but that's about as good as it got because that's really a mouth full even just with that slight modification is really a mouth full. Those are the changes and all the discussion we had for Increase Safety and Perception of Safety.

Commissioner Bynum said so, you're suggesting a new column that is Improve Infrastructure, a new goal. **Commissioner Johnson** said a new goal.

Commissioner Markley said I would just comment that I thought the Public Safety or the Safety and Perception of Safety goals in general were the most specific out of any of the categories which I love, so I liked all of that. **Commissioner Johnson** said that's why we didn't have a whole lot of changes. Probably about half of them we just said they were pretty well stated.

Mayor Alvey said I like the idea of a separate for the Public Infrastructure. I think that's, again, one of the most important pieces of what we do obviously, so I think it warrants its own goal.

Commissioner Johnson said this is another one and of course Brian was in my ear the whole time while we were talking about this. Anyway, the first one promotes and ensures access to treatment prevention and education services; we said let's leave that where it is as well as the second one in terms of collaboratively providing the basic physical, mental, economic. What we did on number two, we actually combined one that says—there's one that talks about provides for the physical, emotional and social well-being. We just combined both of those together since you're using the word multi-generational, it automatically assumes that it includes seniors. We took the line out about the senior population and that is all inclusive in number two. I didn't use the word increase public health. We're recommending it be changed to improve community health.

We have the one that's talking about accessible, well-maintained parks, trails and open spaces; we're moving that to the Infrastructure goal as well. We're moving that to the Infrastructure one. I thought we said we were going to keep that in both. **Mr. Bach** said yes, we said both. **Commissioner Johnson** said we're going to have that in both meaning Improve Community Health and Infrastructure. **Mr. Bach** said, Rocki, I think you need to make a note on

that because that's not what it says up there. Add it to Infrastructure and we leave it in this one too. **Commissioner Johnson** said the one that talks about parks, trails, and open spaces. So, that will be both in the Improve Community Health and Infrastructure.

Fosters a community that helps families meet the health, security, nutritional and development needs; we said no change to that.

Provides for the physical, emotional and social well-being; we took that out.

The line that says supports and provides community events, neighborhoods and gatherings; we thought that would be better served under Increased Community Cohesion. I don't know which group had that. **Commissioner Philbrook** said us. **Commissioner Johnson** said but we thought it would be better served under you all. **Commissioner Philbrook** said it's alright. We have that condensed already.

Commissioner Johnson said the ensures a safe, clean water supply; again, we moved that to Infrastructure.

Increase access to healthy foods in the community; we thought that was good. No changes to that.

Increasing the walking—the last two we thought could be combined. Increase the walkability and bikeability in the community and around schools. Those are the changes.

Mr. Bach said, Alan, who was your spokesperson? **Mayor Alvey** said Improve Customer Service and Communication; we decided to take this one out. It's a duplicate of Community Cohesion, so that's already Community Cohesion, we take this one out, the first one.

The next one, again, is duplicative. So, again, we kept that in Community Cohesion and you will see that we actually changed some of the language in that category.

Alan Howze, Assistant County Administrator, said it might be useful for the other members too in terms of that, how you thought through what these—you know the Community Cohesion and Communications. **Mayor Alvey** said I think for us to go through that—**Mr. Howze** said I'm saying how you thought about the categories because there's some confusion or challenge around what do we mean we talk about—when we say communication and what do we mean when we say cohesion. **Mayor Alvey** said what we were really focusing on; Improve Customer Service, we felt that really needs to be a stand-alone and so we used this category to focus in on how we go

about serving the community and focus in on the services and programs, departments and really focus on that and communication is a part of that, but it is not kind of a descriptive for the whole. I really don't think I helped on that. I think when we get to the Increase Community Cohesion, you will see where we're going with this. What we're trying to do is whittle out and move things to make it more—each category to define better what we were reaching for.

Item No. 3, again, supports and provides community events, neighborhood gatherings, and culture and reaching opportunities that connect the community. Again, it gets moved to Community Cohesion. Those are community building activities. We really want to create and empower participatory attitude by all of our residents and businessowners and so forth. That really is what we're talking and that moves over to Increased Community Cohesion.

This is really where we focused in then, offers efficient, affordable and responsive public services to support the business community. We talked about why did we—that's what we really are focusing on here, why are we just taking out and identifying the business community. We're talking about the entire community, so we simplified it to offers efficient, affordable, and response of public services for anyone in the county.

Informs and educates the citizens about activities, initiatives, outreach programs and other available opportunities. We removed that but we didn't lose that. No, we changed that. Actually, that was not removed. It should be through a strategic marketing communications plan inform and engage citizens regarding activities, initiatives, outreach programs, and other available opportunities. That should just be changed. Again, it should be informs and engages. It should just be citizens, really, it's community because we want to include businessowners and people that work here during the day and the community.

About activities, initiatives, outreach programs and other available opportunities. We identified specifically, for instance, the stormwater rate. You know, that's engagement. It should be at the very beginning before informs, it should say through strategic marketing and communications, informs and engages the community.

The next items stays. Again, focus needed to stay, fosters training and cooperation across departments breaking down silos and working collaboratively to solve problems. That's really got to be central to what we do. Again, this speaks right to the customer service and service provision.

Mr. Bach asked are you changing the title of this one or recommending that just be Improve Customer Service. **Mayor Alvey** said I think that's what we're trying to focus in on there. **Mr. Bach** said taking away and communication. **Mayor Alvey** said no, because we do have—I don't think we ever got to the point where we said we would take out communication. I think we're really trying to focus in on that it is about customer service and communication plays a key part in that especially since we do talk about a strategic marketing and communications plan that informs and engages. **Mr. Bach** said I think we have it summarized what you're after.

Mayor Alvey said we will go on to the next goal, Increasing Community Cohesion. We really tried to simplify this. We felt there were several redundancies in here. Empowers citizens to be partners in a connected community. We felt like there were at least three places where that was stated, so we just focused in on fosters a feeling of community pride and share responsibility that values and supports a diverse population. That's just a reworking of some of the language that was already existing that you can see down further.

Ensures fundamental needs, that is affordable housing, safety and security in our homes, and a sense of belonging are met. I think we thought it was just too broad and just covered everything. The second item fosters a community that celebrates and encourages integration of new residents and businesses. What you see on the edits, supports neighbors and businesses coming together for the good of their community and supports and provides community events, neighborhood gatherings, and culturally and enriching opportunities that connect the community and that had been mentioned under Improve Customer Service and Communication. We moved it over and changed the language. Fosters a feel—again, we thought that redundant, removed that one. We already said that at the very beginning.

On the Improve Customer Service and Communication the original said supports and provides community events, neighborhood gatherings and cultural and enriching opportunities that connect the community. That was redundant to Increase Community Cohesion where it says cultivates a wide range of recreation, cultural, educational and social opportunities. We combined it into one earlier so that was removed.

We thought this one ought to move to Increase Economic Prosperity goal. Manages growth through well-planned development that promotes community and values open spaces and sustainable community building. This didn't seem to really speak to the Community Cohesion and then we kept this because, again, it helps us focus in on neighbors and neighborhoods. We

didn't want to lose that because so much of the work—the strength of our city is the neighborhoods and neighbors coming together for the good of their community.

Commissioner Philbrook said we didn't want to lose the Liveable Neighborhoods concept and all of that, that our community has worked so hard at, especially Commissioner Bynum who helped create the whole thing. It is like it is, so we want to keep it. They are the background of our community and the background—because without them there's a lot of the stuff we could have never gotten done.

Commissioner Bynum said we ordered some of this and then kind of swapped it across the two just to clarify. When you see goal one over here and over here it's completely different because we actually reordered the definitions underneath that goal.

Commissioner Johnson said the ones that you have, and it goes also for our group as well, there were some that we felt should be in another group and I just want to make sure that doesn't get lost in the translation. **Mayor Alvey** said the one we did think needed to move to Economic Prosperity, it says it in the edit there.

Mr. Bach said so in these edits, we will take these back, make it a final sheet like this moving over and I think I'm hearing the Infrastructure goal is one we should add so there should be seven on here, you know, to program into it. We'll get a bigger sheet of paper and go from there.

Ms. VonAchen asked do we want to go over the last two goals. **Mr. Bach** asked did you guys want to talk about some of what you have over there now or do you feel like it still needs group interaction. **Commissioner McKiernan** said Commissioner Markley for the win, she's got it all. **Commissioner Markley** said we did get through one whole goal and then part of the other one. **Mayor Alvey** asked did you feel like you had enough time to get through the one. **Commissioner Markley** said I think we're drawing to a close on it, but then we just barely started on the second one. **Commissioner McKiernan** said we were trying to be too analytical and (inaudible.)

Commissioner Bynum asked which two are they. **Commissioner Markley** said it's Reducing Blight and Increasing Economic Prosperity goals. We started it. This is the Blight one that's up on the screen. We can start through that. We went through several iterations of these first two. We initially tried to combine them, but then we realized that one really addressed the vacant housing or vacant buildings and the demolition aspect where the other one really addressed—could still address vacant buildings but also address ones that are inhibited in the second one. The second one specifically excludes those. After playing around with them for a while, we wanted demolition to be emphasized so we left that one separate and we didn't make any change to these two. I shouldn't say that. We made many changes to them and then we came back to them the way they were to begin with to address separately the vacant and the non-vacant aspect.

The second two we felt like were just not specific enough and were sort of fluffed so we removed both of those. I think actually this fosters and welcoming inclusive neighborhoods was already addressed in the Cohesion topic, but we said it really belongs there.

Mayor Alvey said I see you moved to Cohesion and we see that and then we reduced it down, so we think it's covered. I don't know that we would move it over. **Commissioner Markley** said exactly. **Mr. Bach** said, so, it just needs to be removed. **Commissioner Markley** said right, I think so.

Commissioner Markley said then we discussed sort of overarchingly that there are some safety aspects of the reducing blight that really belonged in the Safety area and we felt this next goal was one of those that was more appropriate to Increase Safety and Perception of Safety goal.

The next one down, we struck the word schools just because we don't have control over that aspect necessarily and what aspect we do have control over we felt were addressed under the other amenities. But, then, if we're going to do an Infrastructure goal which we have several places where that's addressed in here, we would move this to the Infrastructure goal.

The next one, you can see the same thing. We think this would be best addressed under an Infrastructure goal.

The next one about the unique neighborhoods, I'm sorry, I should be reading these more so that Commissioner Murguia can follow along; but the one about distinctive neighborhoods we said it's probably better suited to Cohesion because maintaining distinctive neighborhoods doesn't

necessarily have anything to do with reducing blight. **Someone** spoke but was inaudible. **Commissioner Markley** said yes, they did address one, so we can probably change that to remove since it's been addressed by the prior group. Going last, I get the advantage of knowing what everybody else already handled.

We just changed the wording of this tax delinquency because we said just reducing delinquency doesn't reduce blight but reducing the number of tax delinquent properties is probably a better wording for that.

The housing stock, we removed the affordability aspect because we felt it better fit under the Prosperity goal so we left the wording other than removing that and then we talked about there was no goal in here that specifically addressed just property maintenance and enforcing property maintenance, what we would call Code Enforcement.

We would add a goal to that affect and then another area we thought wasn't addressed was our maintenance of sidewalks, curbs and alley's. Our government infrastructure, which we obviously spend funds to maintain and which can contribute to blight if not maintained, but it wasn't addressed by any of the other goals so we think that should be addressed in this goal as well.

We didn't feel like the mowing aspect was encompassed so we probably need to develop a goal that deals with Maintenance of Vacant Lots. You addressed property maintenance enforcement, but that's enforcing against the citizens. We also know we spend money maintaining vacant lots in terms of the mowing program and that, again, wasn't addressed in any of the other goals and that probably needs to be added and words missed as well.

Mayor Alvey said I noticed you took affordability out. Is that because we feel that is out of control? **Commissioner Markley** said because if we're specifically dealing with what reduces blight. Affordability of the house doesn't really have to do with reducing blight. We said if we're going to address affordability, it's going to be under the Prosperity goal where the blight is specifically tied to the quality of the house. **Mayor Alvey** said okay.

Commissioner Bynum said on Item 6 I think, you're moving it to Public Safety. I'm just pondering it because Commissioner Kane just earlier tonight commented that the mowing is actually partially a safety issue and it's also a blight issue to me. I just wonder about moving that.

Could it live in two places? **Commissioner Markley** said I think it could but we were trying to be strict about does this right here itself reduce blight. The reality is if we feel safe and secure in our neighborhood but there is still a blighted house nextdoor, that didn't resolve the blight. The feeling of safe and secure didn't resolve the blight and that's why it sits under Public Safety and not under Blight. **Commissioner Bynum** said interesting. **Commissioner Markley** said now, reducing blight can make you feel safe and secure—**Commissioner Bynum** said I guess that's what's in my head—**Commissioner Markley** said but the making safe and secure didn't reduce the blight and we're trying to create the things that reduce the blight. **Commissioner Bynum** said I think in some cases reducing—in many cases, making it safe is also blight reduction. **Commissioner Markley** said so, you're saying you think the blight is reduced because they feel safe because we're saying the reverse is true. If you reverse the blight, your neighborhood is safer, but this is about—what we're listing are the things that reduce blight and the feeling safer doesn't reduce the blight. **Commissioner Bynum** said both things are true.

Commissioner McKiernan said and this is why we didn't get done. **Commissioner Bynum** said it's not a paramount importance, but when you were commenting on it, I was just going straight back to what Mike Kane said about safety. **Commissioner McKiernan** said Angela has said it and you've got to listen to what she's saying, go back to what this says at the top. While an increased sense of safety may be a tangential result for reducing blight, this is not—we're focusing on reducing blight. **Commissioner Bynum** said right. I guess I'm saying—okay, I can buy that. I'm coming at it from it's a safety issue that is also a blight reduction issue.

Commissioner Markley said could we reword a goal that says what I think—what this wording says is making your neighborhood safe or reduce blight. Can we word it to say—I don't know. I'm trying to get where it still fits under this goal but gets at what you're saying that—**Commissioner Murguia** said I think I have a suggestion for this. **Commissioner Bynum**, I think what you're talking about is a way, if you look at the second goal, which is Increase Safety and Perception of Safety, the way to increase safety and the perception of safety is to reduce blight. So, it seems odd but you could put underneath that category reduction of blight. **Commissioner Bynum** said yes. **Commissioner Markley** said that's where the overlap happens, brilliant.

Mayor Alvey said I do think it goes both ways. I mean, obviously, if people don't feel safe in their neighborhoods and they decide to leave, what does that do to property values and then what happens if there is a lot of high incidences of crime in a neighborhood, insurance rates go up,

lending gets more difficult. I think it goes both ways. I think we could easily split this one way or another and really, we need to fall it on both.

Commissioner Markley said can we put a note in the other column that says that we may need to address blight in the Public Safety column. I would put it over there and the next column over just so something we remember. **Commissioner Bynum** said that's fine. That sounds good. On the next one down—**Commissioner Markley** said we may want to address blight reduction in the Safety and Perception of Safety goal.

Commissioner Johnson said before you leave that one, it says creates an environment where residents feel safe. I guess I've been toying with that word feel or feeling and I thought maybe we should—I'm only offering this, where residents are safe and secure in their homes as opposed to feel safe. You can kill it. I just want to throw it out there and if it sticks—**Commissioner McKiernan** asked how do you quantify are safe. **Commissioner Johnson** said I don't know how to quantify feel safe. **Commissioner McKiernan** said but we've got the survey where they give us their perception of safety so we at least have the survey to gather their feeling, but how do you gather data on are safe? **Commissioner Johnson** said through statistics I would say. **Commissioner McKiernan** asked what statistics. **Commissioner Johnson** said crime statistics. You can leave it at feel. I'm just throwing it out for discussion.

Commissioner Philbrook said good point because how do you know—so, if your neighborhood has two people that you know about that had problems and that's like really low in the whole community or in the area, doesn't necessarily mean you're going to feel safe even if you are safe by statistics. **Commissioner Johnson** said I'm fine. **Commissioner McKiernan** said I would further argue that blight is only one component of a feeling or an actuality of safety. **Commissioner Johnson** said I would agree with that. **Commissioner McKiernan** said which I think the suggestion to include blight as part of the Safety goal is the appropriate action. **Commissioner Bynum** said I agree.

Commissioner Bynum said I have one more question on the next one. When we strike the word schools, and the only reason I ask, is because I'm reading that section as access to parks, rec, schools and if I'm reading it different than other people are reading it, that's fine. When I think

about access to schools, that's sidewalks, streets, and curbs and that's Safe Routes to School and that's stuff we do. **Commissioner Markley** said I think it was more a concern about the perception because there is already a strange perception that we have control over the school districts in some way that we thought we're already covering schools really by saying access to amenities and a school is an amenity. We just thought by putting schools in there, are we giving the impression we have control over the schools. **Commissioner McKiernan** said and we would cover your sidewalks under the one we had down at the bottom about the public infrastructure and curbs, streets, curbs, sidewalks. **Commissioner Bynum** asked did that go to the Infrastructure column. **Commissioner Markley** said that was an added one. **Commissioner Bynum** said okay, I'm good.

Commissioner Kane said the districts are so different that what bothers me isn't—we have no sidewalks out west, right, that's why the buses pick the kids up. We don't have a safe route because there isn't one, but we've got a lot of grass. That's why it makes this exercise hard because what's important to one commissioner in one area isn't near as important to another one because we all represent different geographical minority of everything. I don't know why our group worked better. **Someone** was inaudible. **Commissioner Kane** said that's true, but here's what nice about that. They've got to hear what we were thinking and we've got to hear what they were thinking and it wasn't three of us, it was just two of us so we had more administrative people saying well Harold what's bothering you and Kane what's bothering you and we kind of blend it together, but his district is completely opposite of mine. Although this exercise is good, it's difficult to put it all together because I'm telling you when I talk to the rest of the commissioners and they've got this issue and that issue, I'm like I wish that's all I had. Then they would say the same thing, Kane, it can't be that bad. Right now, for whatever reason, each one of us are getting more phone calls and more emails than we've got before and I can't explain why.

That's kind of why I wish we would have broadcast this tonight so people could have heard some of our concerns and I also do think it's important that we talk about what affects our area because it won't unless we all work together.

Commissioner Philbrook asked, Doug, aren't we going to come back together and review this as a finished product. **Mr. Bach** said yes, we have to. **Commissioner Philbrook** said we could put that before the community so they can see and have a conversation.

Mr. Bach said I want to comment though on provides well-designed neighborhoods and access community parks, recreation, and opportunities and moving that to Infrastructure. In our committee with Commissioners Kane and Johnson—and I guess it's a matter of what we have, but we moved the one to Infrastructure—I don't remember, we changed it to increase the walkability and bikeability in the community and to schools. We were not as specific as this goal when you come back and read it where it says access to community parks, recreation, opportunities to schools and other amenities which seems to be a—it's the same goal. This one has bikeability and walkability to the community which would include parks and everything else and then we say specifically schools so I think this one can probably just be removed on the Reduce Blight one that you're suggesting to move to Infrastructure because I think—**Ms. Sieben** said, Doug, I do want to point out this will remove the last of anything that relates to quality, design of place in the community out of here. **Mr. Bach** said quality is well-designed. **Ms. Sieben** said design, it's talking about the planning processes and this is the last reference and I believe this will remove it out of this document altogether, which is fine if that's what you guys are looking for. I just want to make sure that we are thinking about how that's not showing up anywhere.

Mayor Alvey said it is under Increased Community Health, correct? **Ms. Sieben** said it may be, but it wasn't and once it's taken out of here it's gone. (Mayor Alvey and Mr. Bach were talking amongst themselves and was inaudible). **Commissioner Markley** said we may be addressing that under the Infrastructure. **Mayor Alvey** said we moved to Infrastructure. **Mr. Bach** said but it doesn't say well-designed. Is that the word you're after? **Ms. Sieben** said no. I'm just talking about the fact that there were several locations in the document where we talked about sort of planning and so just a question.

Mr. Howze said the one in Community Cohesion, that's one also I think we proposed moving to Economic Prosperity. There was one, manages growth through well-planned development that promotes community. That was proposed moving from Community Cohesion to Economic Prosperity as well.

Mr. Bach said on this one then, are we saying it can just be removed because it's covered by those other two places. We have the walkability throughout the community. **Commissioner Markley** said I think we probably need to see all the ones that we moved to Infrastructure together so we can decide if we have what we want and what might need to be added. **Mayor Alvey** said it would seem to me that we would want to see this thing reworked, brought back, and then give

further comment and discussion. **Mr. Bach** said we can do that and we'll just have them both in the Infrastructure column, one above the other, and then when we read them together go duplicative or you need a couple of words to make them sound right.

Commissioner Murguia said I was going to comment in regard to that topic. I didn't say anything, but I'm unclear why we even need that language. Why is it important to put in there well-designed neighborhoods. We have a whole department with a whole group of policies that we just updated that are supposed to ensure well-designed neighborhoods. Am I not interpreting that language in the way it was intended? **Commissioner Markley** said I think the work of that department will be the program that we're going to have to tie to one of these goals.

Commissioner Murguia asked has someone complained—I guess I go back to kind of the basics of what Mike Kane said earlier about—really what it boils down to, what I care about as an elected leader is that I'm listening to the concerns of my constituency and trying to get them addressed. So, no one has ever called me up and said that's a terrible designed development you did. What they're saying is when can we get more development or I didn't like how that was laid out. I have never in over a decade received a call from anyone anywhere complaining about the way a development was designed or laid out. I don't understand why that's the topic of conversation.

Mayor Alvey said I will say this. The subdivision that was built near my house, when it was proposed there were several battles over the design and, frankly, it does come up in the process but, again, it is a part of the Planning & Zoning process so whether we need to add language, I don't know. Again, to relate back to the budget process, the document, it needs to be written in there so that we can do the priority-based budgeting.

Commissioner Markley said I understand that our ultimate goal as commissioners is to answer to constituent needs, but this is about budgeting for the constituent needs and we're saying is this or is this not a way to reduce blight to put funds toward it to reduce blight. Our team said no, it's not a way to reduce blight, but it might be something we may need to look at under the Infrastructure. **Commissioner Murguia** asked what does it do for Infrastructure. **Commissioner Markley** said that's a good question. We haven't set an Infrastructure goal so I don't think we have an answer because we don't know what our goal is.

Commissioner Murguia said I don't understand that one. I will just let you all know I don't understand that one. We have very specific Planning & Zoning rules. We go through the process, we engage the community, they have an opinion, we oftentimes adjust those plans but after development is up and running and in place, I can't think of one time at any meeting I've heard complaints about where a road was put or how a house was built, but I only represent one district. Maybe in your district people care about that, but it's not like that for me.

Commissioner Bynum said if I may, I think there's a case to be made for not losing that language and perhaps it belongs in the Infrastructure or the Economic Prosperity, I don't know, but land use and the planning of how we use our land is critical. It's absolutely critical. It's the bedrock of everything else we do around any community building. We can't lose that language.

Commissioner Murguia said I agree with you, Commissioner. I'm not saying it's not important that we design quality neighborhoods, but we address that through our Planning & Zoning. We have a whole department dedicated to that. That's what Commissioner Markley was saying, this is in reference to budgeting and I said what specifically is that. We have a whole department dedicated to that task.

Commissioner Markley said I think that's the point. We're trying to figure out is that department meeting one of the primary goals or not and so if we don't list anything as a primary goal that has to do with their work, then we're saying we shouldn't be funding them as highly because they're not meeting a primary goal. **Commissioner Bynum** said they're critical to everything we do. Nothing happens to land without that department. **Commissioner Murguia** said like I said, I'm good with it being in there. I'm just saying nobody has ever called me up and said hey, this development you did is terrible and you should have planned it different. **Commissioner Bynum** said if we didn't regulate land use, they sure would be calling you. **Mayor Alvey** said we'll move on.

Ms. VonAchen asked did you want to go over what we have so far with Economic Prosperity. **Commissioner Markley** said, group, stop me if I'm wrong. I'll just say we started through this goal and what we were struggling with is the goal that's listed at the top of the page says Increase Economic Prosperity for All Citizens. It does not say increase economic prosperity for the county or for the city and then as we were looking through the statements a lot of them related to increasing

prosperity for the county and not for the individual citizens. I think one point of discussion that we need to have, not tonight, but at some point, as a Commission, is whether our goal is really just increasing economic prosperity for the citizens, for the individuals, which we have less control over or whether it also has to do with increasing the economic prosperity of the county which we do have more control over.

For instance, you know, we changed this first one to just say promotes and supports well-planned quality development and redevelopment and we kind of said, well yes, because that brings jobs and then people have more money. The reality is when we bring in development it's increasing our prosperity for sure. It may not be increasing the prosperity of individual citizens. We were struggling to tie these goal statements to the initial goal if it's only tied to the citizens and not to the general prosperity of our county.

Then as we went down, we kept removing them because we kept saying this doesn't have to do with economic prosperity of the individual citizen except for the workforce readiness which obviously is more individualized. That has to do with the prosperity of our residents, but most of these others really have to do with that greater prosperity and so I think ultimately, we need to have a discussion as to whether our goal is actually a correct statement of what we intended or whether we really intended to have a broader goal in this situation. **Ms. VonAchen** said actually your question goes back right to what Commissioner Burroughs was asking at the beginning of the evening.

Mayor Alvey said it seems to me that we could have—we could turn the entire county into a tourism district and industrial district. If it does not increase the prosperity of our citizens, what would be the point. I think we really have to focus in on, again, at the personal level—this is why I—increase workforce readiness and support the expansion and retention of high-quality jobs, it's all about building the wealth of our stakeholders, the homeowners. **Commissioner Markley** said but then, Mayor, if you look at plans and designs sustainable transportation and utility network, it's a few steps before you can tie that to individual prosperity, but it certainly contributes to our prosperity at the county and that's where we were struggling because we could see the tied to the prosperity of the county and we could see the ultimate tie to prosperity for the residents, but there's a few steps in-between. We build some fiber infrastructure, maybe we get a company, maybe that company hires our people, maybe their wages are good and they get a bigger house, but there are

a lot of steps in-between there if we're not tying our goals to the prosperity of the county. **Mayor Alvey** said I would say it's an either/or, it's how do we articulate that and that's for discussion.

Commissioner Philbrook said couldn't we just modify it by saying for our citizens and community because community would be—you know, you make sure you keep the citizens in there, put the full community which is business and everybody else as well.

Mr. Bach said Increase Economic Prosperity of the County and our Citizens. **Commissioner Philbrook** said yes. **Commissioner Philbrook** said well, I don't know county because when you say county, that smacks the government. **Commissioner Markley** said it's not about lining our government pockets. **Commissioner Philbrook** said exactly. I want it to sound more like our whole community which includes business and the whole nine yards. It's not just the citizens because half of these things that deal with workforce are because we need workers and we have people that need to be trained because we have a lot of businesses that don't have the workers that they need and when they do, they will stay here. It's very complicated.

Mayor Alvey said I think the other thing is, rather than citizens, we might say residents because some of our residents are not citizens.

Commissioner Murguia said I just have a small thing to add to that. I'm not completely sold on making the statement to people that says I can increase the economic prosperity for all citizens. What I can promise to do is increase the economic prosperity opportunities for all citizens. It's a little word difference, but you know, I can't get a job for someone, I can't send them to college, I can't do all those things so it's more about creating an opportunity for people for me. There will be a lot of people that want to say that you said you were going to get me a job or you said you were going to make me more economically prosperous. We can't guarantee that. That's a false promise.

Commissioner McKiernan said I agree with that. It's really nice when we're sitting down—when we first dreamed this up, it was like yeah let's do that and this exercise is forcing us to confront the reality that there are six degrees of separation between us and our ability to actually

make a direct impact on that. **Commissioner Markley** said it was visionary. There was a vision and now we're trying to put the steps to that. **Commissioner McKiernan** said exactly.

Commissioner Bynum said I think opportunity rather than prosperity would be a good swap out on that goal heading. **Mayor Alvey** said except I would say that we do want to increase the economic prosperity of the county and the economic opportunities for residents. **Commissioner Murguia** said yes, Mayor, I think that sounds great.

Mr. Bach said I'm getting Increase Economic Prosperity of—and this is the question, community or county, but Increase Economic Prosperity of the Community and Opportunity for our Residents. **Commissioner Burroughs** said community prosperity. I mean that encompasses everybody, residents and businesses. They're all part of our community.

Commissioner McKiernan said what I said to Melissa a moment ago, it's that's (inaudible) chart plus the salaries of workers. The community, it is all aspects. (Someone was speaking but was inaudible.) **Mr. Bach** said that kind of stays in line, yes, that's a simplistic just straight at. **Commissioner Bynum** said I think when you say we're a community that's prosperous, that means a lot of things. **Commissioner McKiernan** said the ones we took out, put them back. **Mayor Alvey** said what we don't want to do is to lose the focus on the individual here.

Commissioner Murguia said I just don't want to make the commitment to make every citizen in Wyandotte County prosperous and I don't think anyone else up there wants to do that either. **Commissioner Markley** said I think that whole bar, that graph, that whole bar of the money graph would have to go towards that. **Commissioner Murguia** said right, exactly. It's hard to bet on individuals. It's really hard because it's really up to them in the end to make decisions. We can only create opportunities for them.

Mr. Bach said okay, why don't we work with that. Did you want to talk about any of the definitions you have underneath it? **Mayor Alvey** asked do you want more time to work through this. **Commissioner Markley** said I think as staff goes back through and as we're working with this new definition, I think staff can probably start to figure out why we were having issues with just the citizens being involved in the prosperity and some of that can probably be resolved by staff and brought before us because that, I think, was our primary stumbling block as we began to look at this one. Like I said, we went through the first few and then we just realized we were having to

define. **Commissioner Bynum** said today we love you and we have all the confidence in the world in you, next week we'll see.

Mayor Alvey said I know this is late in the process and I can tell you all are getting punch drunk, but I really wonder if we say economic prosperity of the county—of the community, we're really also talking about fiscal sustainability of the Unified Government. If we don't write it in there—**Someone** was inaudible—**Mayor Alvey** said I'm just putting it out there. Again, it's too late to really—I had to put that out there because we talk about economic prosperity so what if all of our businesses are doing great but we're not paying the bills of the Unified Government, what good does that do us. **Commissioner Bynum** was inaudible. **Commissioner Markley** said isn't that covered by some of the Governance Standards? **Mayor Alvey** said that could be, very much.

Ms. VonAchen said it's not the Governance Standards, it's the Basic Program Attributes and that's the attribute that has to do with whether a government recovers its cost or not through other fees and charges. That's the only one we look at. In other words, not really because that doesn't factor in your tax rates and your assessed value. The Mayor has often talked about how we need to grow ourselves, our assessed value needs to grow ourselves out of the fiscal kind of (inaudible) we're in right now.

Commissioner Philbrook asked, Mayor, does that mean that within that concept that we don't have prosperity. It doesn't say it but the plan that you've moving toward and initiating does imply that we want to be a prosperous community and not be spending more than we make and have money in the budget to take care of emergencies, etc., etc. **Ms. VonAchen** said if our residents improve their personal income, then their property values will probably also improve which ultimately results in us having more resources to dedicate or invest in. **Mayor Alvey** said presumably. **Ms. VonAchen** said, yes, so it's sort of the chicken and the egg. **Mayor Alvey** said I'm not suggesting it has to go in. I just think, again, in terms of a focus where it's going.

Mr. Bach said shall we move then to next week and we will just plan to come in. We will work through everything we know. Increase Economic Prosperity for All Citizens, we'll give it a new title and I guess you'll want to work through those definitions still as a whole group. **Mayor Alvey** said yes, I think—**Mr. Bach** asked or do you want to assign that committee to come back early

and they work on it for the first half hour and then they report out at 5:30 p.m. **Ms. VonAchen** said you asked when Commissioner McKiernan is out of the room. **Mayor Alvey** said Commissioner Markley is reporting out. You need to make that decision. **Mr. Bach** said, I mean, do you want another thirty minutes to work on it as a group or just start right here with the whole committee? **Commissioner Markley** said I think we're good with starting right here with the whole committee now that we resolved the fact that we're not only applying these statements to the citizens because that was the primary stumbling block.

Commissioner Philbrook said so, Doug, does that mean you're going to come back with everything else, wordsmiths and brought back to us and then that's the only section that we have to—**Mr. Bach** said yes.

Mr. Bach said can I ask you one question I guess and maybe it would be an edit I would probably make. We're you looking at plans, designs, builds a sustainable transportation utility network and supports growth and meets the long-term needs of the community, either moving to Infrastructure or both? **Commissioner Markley** said yes, we were looking, I think, at moving it to Infrastructure assuming there was such a category. **Mr. Bach** said okay, so I might go ahead and move that one. It seemed like that was pretty straightforward that one should be over there.

Commissioner Markley said that next one is related, but it has to do with coordination with other municipalities. **Mr. Bach** said I think there's a little discussion on that. To me that was done for bus service.

Mr. Bach said, Mayor, I think that puts us at a point where we can break tonight and we'll continue the discussion next week. **Mayor Alvey** said the only thing I would ask is that—I would encourage staff to work through these as quickly as possible because we want to give these to Commissioner Townsend and Commissioner Walters in a timely fashion because they will have to come up to speed and actually offer some opportunities, if necessary, to help explain to them before we meet what happened and where we are. **Mr. Bach** said it will be our goal to send out the clean-up sheet Monday with the agenda.

**MAYOR ALVEY ADJOURNED
THE MEETING AT 8:12 p.m.**

dt

Bridgette D. Cobbins
Unified Government Clerk

September 5, 2019