

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

SPECIAL SESSION, THURSDAY, SEPTEMBER 12, 2019

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, September 12, 2019, with ten members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District (arrived at 5:02 p.m.); Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO; presiding. Townsend, Commissioner First District; was 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; Debbie Jonscher, Deputy Chief Financial Officer; Reginald Lindsey, Budget Manager; Michael Petersen, Assistant Budget Manager; and Officer Jay Doleshal, Sergeant-at-Arms.

MAYOR ALVEY called the meeting to order.

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

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, September 12, 2019, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building for a Priority-Based Budget Retreat (PBB) follow-up. Immediately following, the Commission will reconvene to the 9th floor conference room for an Executive Session regarding Litigation.

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 we scheduled a follow-up for our Priority-Based Budgeting. I'll turn it over to Administrator Bach.

Doug Bach, County Administrator, said what we've done and what you have in front of you and we tried to issue it out Monday so you would see the objective was to put together the cumulative goals that had been agreed to by these groups and we went and broke them out and then we came back through final decision-making. Then we tried to build the Infrastructure category which you have not seen, so I will say we left this with the exception of the Economic Prosperity one being one we felt like we needed to come back and go through and we had some questions probably from there. If we saw other questions, we left those in place.

I also had staff go through and look at the Infrastructure goals because as we've not had that goal before, I wanted to make sure we had direct input from Public Works and Planning as to some key things they might on. That's not on this sheet. This sheet is what believe you all said, or at least where we were when we left here, and then when we go on to that we can pull Infrastructure up by itself.

This is really open to however you guys think you want to do it, but I would probably say going to the category of Increase Economic Prosperity of the Community and Opportunity for Others which in itself title is kind of hard in trying to get down to exactly what we thought you said out of that. We took this and put it in place and if that changes to that, but then to go through each one of these descriptions and see if that's what we want and then all the way down to the end.

I know, Commissioner Markley, you were kind of leading us through this when we last left and if that's what you would like to do, go back on that goal, you're group is working it and you're the spokesperson if you want to take off back into that or whatever your pleasure is. Are there any other questions before we start that?

Commissioner Markley said let's start with the title. If you recall when we were here last time, we were saying our group was struggling with the previous wording which said we were going to increase Economic Prosperity for our Residents but most of the goals applied to prosperity for the community as a whole as they were trying to graph language that addressed that.

It looks like we have sort of some options as to how we want to word that. We talked about using the word community in particular because it was broader and broader than prosperity

of the government because that sounded too much like we were just trying pad our pockets up a little bit. What do you guys think of the language that's on your sheet in front of you? **Mr. Bach** said I will say the language that's on this sheet is not the same language that's on the sheet that's on the board.

Commissioner Markley said I have a thumbs up from Brian. I didn't get anything from anybody else.

Commissioner Philbrook said I like the comment in there about the opportunity for our residents. I think that was a good save. **Commissioner Markley** said I think it's addressed in one of the goals more specifically as well, if I remember correctly.

Is there anything anybody would want to change about the language as it is, the new language in the gray box? Alright, the title is good.

Commissioner Markley said these goals were—I think some of them were in this category and some might have gotten moved from other categories I think in the course of discussion last time. Now that we know we can address community prosperity as well as individual capacity, are there specific goals that you want to look at more closely? Does anybody have concerns about specific statements under this title or are there things people think are duplicative?

I know the Transportation item is addressed also in Infrastructure, but we did talk about some duplicity is to make sure that we're getting points in our numbering system.

Mayor Alvey said the only thing, and we had this on one of our goals is offers efficient, affordable, and response of public services to support the business community. Strike out business. I'm not sure—I understand what we were trying to do probably when we adopted that language, but certainly not limiting it just to the business community. **Commissioner Philbrook** asked is this the third one down. Just strike business, is that what you're saying? **Mayor Alvey** said I think you could say support our residents and businesses.

Commissioner Bynum said in the Customer Service category, we have that same language. We just have it shorter; offers efficient, affordable, and responsive public services. Do we want to keep it? **Mayor Alvey** said I think that's what we're really—we could drop-off the infinity phrase

there to support the community. **Commissioner Markley** said because the idea is if we're providing those services, then that is increasing prosperity by helping our residents to have more money, helping our businesses to have more money and helping them function better. **Mayor Alvey** said it gets to the point where efficient, affordable, responsive public service, that should provide better quality of life and also opportunities for reduced tax burden.

Commissioner Markley said one question on the statement though is, everything that we do is being tied to this line item. How do we decide what doesn't count toward us and that's kind of what we do as a government as a whole is to provide the efficient, affordable and responsive public service. If we're going to tie everything to it, if it's going to make it so broad that everything is going to get tied to it, then it's not really valuable or are there specific services that we want to tie to it? I'm just thinking first of all that's may be covered in one of the other sort of categories that are the more administrative categories of this budget function. I don't know about that. I also just wonder is there anything that's not going to end up being able to be tied to this in one way or another. **Mayor Alvey** said, again, it comes back to the point we were making before. We're trying to marry what the Commission goals are to how this works within the budget process. This is certainly a goal. This is the goal. I don't know, how would you from Budget—how would you state that? **Mr. Bach** said maybe too with that, can you think of any service we provide that you probably wouldn't say hits that? It is a key point and kind of overarching direction versus—

Commissioner Markley said under the Customer Service I think I was focusing more on the responsiveness aspect and I was thinking like 3-1-1 ties to that because we're trying to be more responsive. Then, when I see it over in this column I think well, if it's not about responsiveness—I mean Police are going to say we're providing efficient, affordable, responsiveness and Fire is going to say we're providing efficient, affordable, responsiveness and Transportation is going to say well, that's what we do too. So, I just wonder if we're creating—I mean if everybody puts their point in that row, then it's not relevant as a goal because we're not going to be able to use it together.

Commissioner Bynum said I would add and when I look at it, Increase Economic Prosperity column, I might be thinking about things like planning processes and permitting and licenses and things like that, that we certainly want to be efficient, affordable, and responsive. **Commissioner**

Markley said that's where I'm wondering if we can be more specific to the services we provide that contribute most directly to the economic prosperity aspect.

Reginald Lindsey, Budget Manager, said I think one of the things when we created that particular definition, we were thinking about the public services that we also provide, but we were also thinking about the businesses that we attract that they provide affordable services to our citizens also.

Commissioner Burroughs asked do we have a Mission Statement or a Vision Statement associated with this document. **Mr. Bach** said yes. **Commissioner Burroughs** asked could we incorporate that comment into the Vision Statement or the Mission Statement. I mean I think it pretty much covers everything. If you feel adamant that language and worried about where it goes, I mean if it's part of the Vision Statement or part of the Mission Statement, it covers it all and you don't have to worry specifically if it's for business or for citizens or the community, just collectively covers it all as an umbrella.

Mayor Alvey said, Doug, would you explain again why this was specifically stated the business community. **Mr. Bach** said I think the initial intent of this description tied back to—you know you're looking at economic prosperity, so we were trying to—it kind of goes on what Commissioner Bynum was saying, that we're trying to provide efficient services to the business community so they can—their efforts to go through our process and be effective in what they're doing. I think that's where this description probably came from with that business. Michael, Reggie, is that what you guys would recall as you developed this and I think that's—now I remember, that's kind of more the discussion when we went back through what you guys developed.

Mr. Lindsey said I think we wanted to make sure that we can attract businesses to our jurisdiction to do business so we want to provide like affordable and make sure everything was accessible for a business to enter the Unified Government's territory.

Commissioner Bynum said the Mission of the Unified Government is to deliver high quality, efficient services, and be a resource to our residents. We are innovative, inspired public servants focused on our communities wants and needs. So, it's kind of in there.

Mr. Bach said I think the intent of this one was really probably from more of Economic Development, Planning, maybe some DRC where their agencies could—what they're doing there would score points in regard to that versus you're saying everything. **Commissioner Bynum** said I think it's important there for that purpose. **Commissioner Markley** asked are we putting the word business back in—**Melissa Sieben, Assistant County Administrator**, said you could say economic development, just be blatant about it. **Commissioner Markley** said to support economic development instead of business community. Is that what you're saying? **Mr. Bach** said I think that helps refine it because you still would see—if it just said that, then somebody like Police could look at that and go oh, we're providing service to a business, but that's not what—you know you want them to provide that, but not from this goal. That's not what this is after. This is really after those specific services that we are pinpointing to help businesses be more successful in our community.

Commissioner Philbrook said yeah, Doug, I mean that was the reason that we hit that point was because so many of us that have to deal with businesses and them constantly chewing on us about having a slow response from City Hall if they have things to take care of, that's where that came about from some of us.

Mayor Alvey said, again, as a budget group, which language works for you to be able to align your efforts reflect what the community goal is—Commission goal? **Mr. Lindsey** said adding economic development would better help us when we're going through our scoring to help identify with it.

Commissioner Markey asked are we comfortable with that revised language and then do we want to do anything differently with the sort of matching language under Customer Service? Like I said, I thought more about the responsiveness and like 3-1-1 being tied to that and public relation type things being tied to that. **Mayor Alvey** said Code Enforcement, those kinds of things.

Commissioner Markley asked do you think we should try to be more specific in that one? Instead of public service, should that one say service to residents? Instead of public service, should it say service to residents under that Customer Service column? **Commissioner Bynum** said or just services. **Commissioner Philbrook** said we could just say services because if you—because we have to provide services to businesses too. **Mr. Lindsey** said or community services.

Debbie Jonscher, Deputy Chief Financial Officer, said I think that was one—when we talked about this under Customer Service we were serving—it was to serve everyone; residents, businesses, people who worked here that maybe didn't live here. It was for everyone, not specific to just residents or the business community. **Mayor Alvey** said right.

Commissioner Markley said back to the Economic Prosperity, are there other goals under that that we are uncomfortable with or that we would like to reword? It looks like staff has left us a note here that we talked about a fiscal sustainability aspect in our group last time and do we want to address that with some language? **Commissioner Bynum** said I've got one question, the fifth one, attracts employers to the area that will provide residents and living wage and good benefits and I think also we have employers now that do that and we certainly want to support them. **Commissioner Markley** asked do you want to say support or retain. **Mayor Alvey** said retain. **Commissioner Bynum** said attracts and retain. **Mayor Alvey** said because really that's right back down to what WYEDC is doing.

Commissioner Markley asked do we want to address this fiscal stability aspect. I think the discussion was should we have a line item where we can tie things that we are doing to try to make sure that our government is on firm financial footing for the long-term. **Commissioner Murguia** said say that again. **Commissioner Markley** said should we have an item where departments can tie their effort to make sure that we are on a firm financial footing going forward as a government, so we don't go bankrupt kind of deal.

Mr. Bach said I might ask staff if you guys could explain how you interpret Governance goals in relationship to this goal. See whether we think that covers it in that area outside of these other steps. **Michael Petersen, Assistant Budget Manager**, said the departments that we would see as

monitoring stability and sustainability and our fiscal health would be more Governance departments like Finance or Knowledge Department, HR, and so those are actually wordings that we have in Governance goals that already exist that we're scoring our Governance programs against.

Commissioner Markley said can you imagine a scenario where somebody would not fall under those goals but we would want to tie their efforts. I guess I'm trying to find from you guys, do you think we need a separate goal because somebody's not going to get caught up under that Governance portion and we will want them to get caught up here. If not, then I think we're good.

Commissioner Philbrook said fiscal stability, I thought that was our goal for everything, for our government overall. That's why I'm kind of wondering why it's down in this category. I mean, are you just feeling like we need to have it somewhere? **Mr. Bach** said no, we felt like because you mentioned it last—**Commissioner Philbrook** said oh no, I'm just asking. **Mr. Bach** said I think from a staff perspective, unless you guys come up with something else, we think it's covered under Governance. **Commissioner Philbrook** said I'm comfortable with that too.

Commissioner Markley asked anything else under this Economic Prosperity section. If not, I think the other big section for consideration was the Infrastructure. I don't know who is in charge of that.

Mr. Bach said I may have Melissa help with this. You guys went through and made some notes to what was done here so I know you met with staff and you guys came back with some notes to build into this to work through this.

Ms. Sieben said jump in Commissioner Markley whenever you feel the need to try to save me. I did sit down with Jeff Fisher and Rob Richardson to try to vet these out so that we made sure that they were trying to capture as much as we could. There were a few down here in the yellow that we will get to in a little bit that I don't think we solved but wanted to bring to your attention.

The notes over on the far right are our suggested revisions for what was here. The original one was providing for well-designed neighborhoods and kind of a little bit of a

hodgepodge to talk about parks. When we rewrote it, what we were suggesting that you might consider, is design future neighborhoods and enhance existing neighborhoods that will serve residents day-to-day needs and provide high quality of life. This is kind of your planning infrastructure phrase that you would go back to.

The next one was about transportation and utility networks which was an interesting thing to throw together. What we were suggesting is that you would merge three and four (inaudible) to develop and maintain safe and sustainable systems of complete streets and bridges. Complete streets includes sidewalks, bike lanes, that's where they were headed. Four talks about safe and sustainable roadways and it calls out different features of the roadway. We just said complete streets which is the concept that's on the ordinance. **Commissioner Bynum** asked are you on two or three. **Ms. Sieben** said the line 3, line 4. Sorry, that's where the numbers were. **Commissioner Bynum** was inaudible. **Ms. Sieben** said sorry, as we were looking at them in excel documents our notes are pertinent to the roads on the excel document. I apologize. That's a suggestion again. We have very much interest in what you think as well.

Line 4 would be merged to the one above. Line 5 we are suggesting that be replaced with something related to environmental stewardship which is what most of our EPA stuff is related to. We didn't finish the wording. We just suggest that was where—if you wanted to use those terms, that would probably be a good way to look at it.

The next one, line 6, we were fine with. Line 7, there we were suggesting that perhaps reword it to say provides the community with parks and recreations opportunities and amenities that are accessible to all well-maintained and promotes an active and healthy lifestyle. These were not fun to deal with just so you know.

Commissioner Philbrook said line 2 and like 7 (inaudible). **Ms. Sieben** said line 7 is particular just to parks where line 2 is actually about neighborhood development. We actually got into the question about how they interplay with each other and the connectivity of getting from one type of space to the other. There is opportunity there to make things better, I guess.

Down here on line 8 we just said that we should consider adding wording regarding maintenance of existing infrastructure and not as committed as the definition in the Blight one. We thought this might be a top goal for the Commission just based on what we've been talking about. Our recommendation was provides for proper—that was the old language that was on the

other one that we would like to add provides for proper construction of new infrastructure and public projects and private development. The reason for that, these two, one gets at existing infrastructure and one gets at getting new infrastructure in the way that's best for us to maintain when you talk about the school stewardship and sustainability, that would be really nice.

Line 9, another suggestion that we had was talking about asset management which we've also been working quite a bit on, until Jeff Fisher was in the room, provides for integrated planning and management of capital improvement systematic approach and he was recommending that might be the second goal listed. Over to the right of that, improves life cycle, manages costs or reduces costs with the portfolio buildings because we didn't have anything in there mentioning our buildings.

We had two others, one which Alan will be really happy with, was the mention of technology infrastructure and the other one was caught up above. That's the mess I left you with. I apologize. I didn't get any further.

Commissioner Markley said to the right of the yellow one, that language is the suggested language for that yellow or it's unrelated. **Someone** was inaudible. **Commissioner Markley** said okay, that's what I was trying to figure out. Thoughts? This is all new and nobody went over this as a group because this is a new area.

Mayor Alvey said I will say the yellow piece, consider adding words regarding existing infrastructure. Again, operationally within the budget, we're asking departments to evaluate are they maintaining existing infrastructure—that's—if it's a priority which it has to be because it gets lost sometimes. I think that's a good move because that's a question each department could ask themselves. First of all, it presumes we know all of our infrastructure, all those assets, and then really what are we doing to maintain those and sustain them. I think that would be a good addition somehow.

Commissioner Murguia said these are great and I was here, I mean I wasn't here, but I was part of the discussion via phone on these goals. In my small group I mentioned some kind of bigger concerns about the way that this done but it was already done so we just improved the format that

was there. My question really is more—there are some of you around this table that are better at wordsmithing than I am, but at the end of the day how are we going to measure these?

Commissioner McKiernan said I told Commissioner Markley I was going to be really good tonight, but those are some of the things that I've been asking and I've already started drafting some thoughts around that. I thought for the purpose of what we're needing to get done tonight, there's really no need to go there yet, but if you would like to join some us who are going to deliberate on more definitions, more measurable goals, then I do think that would be more beneficial for all of us to bring this back around to what do we mean when we say this. How will we measure that? What will be consider success for this particular goal area?

I've started drawing up some notes. I decided not to bring those up tonight, but now that you have, we can meet later. **Commissioner Murguia** said you can join my side on this. This is great. I think people put a lot of effort in it and it's organized very well and I think it's really great, but I just have always been part of organizations that had more specific objectives and they were more like individual words instead of trying to graph almost a mission statement for every single goal that you have. I'm not trying to change this, but I just feel like I need to say it on the record, so I had envisioned when we talked about this—I did take this home and looked at it.

I didn't want to say anything then either because your staff had put so much effort into it, but when I think of Blight Reduction, which I think all the headings are good, I think that should be really like all of us saying okay, what can reduce blight like mowing lots, demolishing dilapidated property, getting tax delinquent property to the tax sale. Those are very specific things that are really easy to come up with measurements on, like are we going to demolish 5% and more of the houses than what we demolished this year and if we do that, what is not on our list that we're—okay, so maybe it is the same so I will let it go tonight also. I'll let it go, but I wanted to say it out loud because to me and I know—I have a master's in business so I think I'm sort of smart, but I would just think the average person that's out on the street that would want to say what is the Unified Government doing next year. If they were to read this, I think they would be kind of confused.

I think what they would understand though is we're going to mow this many lots, we're going to demolish this many houses, we're going to move this many properties through the Land Bank, we're going to build this many—we're going to set a goal of, I don't know, whatever Doug and Economic Development decide, we're going to build \$100M worth of economic development

in this city, we're going to build \$100M worth of new housing stock in this community. I'm just not familiar with doing goals like this. They seem very broad and what it kind of opens us up for is that whatever pops up then—I mean there is nothing anybody could say here tonight or that's watching on television that I couldn't fit under one of these things. It kind of seems like of fluff, but there are some good things to it.

Mayor Alvey said I guess the question I have is, within the priority-based budgeting, how will this document function. How does it work within the process of priority-based budgeting because from what I understand what we're trying to get at was as we craft this, it then becomes the guide for allocation of resources, reallocation perhaps, and at that level I'm not sure that we have to get down into those goals. In fact, those goals actually might be counterproductive. If they were smart goals, specific, measurable, all those things; if we did those kinds of things at this level, it may not function that way in the priority-based budgeting which is not to say we don't do that exercise, but it has another purpose and functions in a different way in other places.

Again, putting this back to the County Administrator and Budget, this priority-based budgeting, this document that we're crafting, when we take this back to departments how will it function for them? **Mr. Bach** said the departments are going to take this and when you talk about here's all the many different things we can do to accomplish the goals, what we have is 444 of those identified or however many we came up—they are really to program operational areas which have many different things under each one of those. They look at them and say Program 1, does it accomplish any of this stuff on this sheet and then we go into the quartile ranking. Program 2, does it accomplish any of this stuff. It's taking this to go back and say this is what we're trying to accomplish in the end. You can call it fluff, but there's a lot to these or you know when you try to do specific things, not every department is doing something that touches these or they only do one or two. That's really what we find when we go through it is that there are some that do touch on a lot of all this stuff and some that only touch on one or two and then that's what you're going to get back to you that comes back. That's your measurable piece that says here's your quartiles 1, 2, 3 and 4 which probably makes you then look at those in quartile 4 which is the lower section to say okay, that's only touching one item. How much does that cost from a financial perspective, so is that something we really want to spend the time on or that much money on.

That's how this tool comes back and you use to go in and start taking—these are not goals, these are definitions. This isn't what you wave out there in the community and say this—you've got your goals on top and then we define about ways to which we think they will be completed that way. When you're challenged, which they'll be challenged, the department does it. They challenge themselves, the peer group challenges, the management group challenges what we put on, and then you all will challenge that. You may see something that's got a low quartile and go I disagree, I think that does everything or the opposite, you may go into stuff that's in the highest quartile and go, I don't see that's really doing everything for our community the way that works out. So, that's kind of the overall.

I'm going to ask Budget and Melissa if you guys—this is new for us so we're working through this and we've looked at other cities and this is how they've done it. Is that how you see this working?

Ms. Sieben said, Doug, you hit it right on. These are the definitions that we're looking at on what our operating work is that we're budgeting for. What Commissioner Murguia was talking about is actually where we're trying to report to you the statistics, the data of the output, the input; those types of things.

One of the inputs is how much budget we put in. The question is on the output side, sort of what are we achieving. We're going to be bringing that stuff back to you through our Envisio platform which is actually taking your goals and showing how we're putting them to action, if we're completing them or not. Then, we're layering in data and metrics there. We're going to get to that side of it while we're getting at this, but the two together become very valuable tools for Doug and you all to make a decision about where we allocate resources.

Commissioner Murguia said I just want to finish my thought here with this and then I will stop, but I hear what you're saying, and I will only speak for myself. For a commissioner whose job is to come up here once a week and then another once a week—once a month for Standing Committee, this seems like a lot. I'll just give you one example. I just want to make sure that my lots get mowed, that we don't just see economic development in some districts; that we see economic development in each and every district, and that when something needs to be demolished it gets demolished. When there's a code violation, that it doesn't just get a ticket, but it actually

makes some progress and gets addressed and resolved. I want to see if we're getting faster at that, better at that, and how many more that we're doing.

The things that I am less concerned with is how that happens because really when we hire a County Administrator how that happens is, in my opinion, is really up to the County Administrator. For example, under Improve Customer Service and Communications it says fosters training and cooperation across departments breaking down silos and working collaboratively with solving problems. I have yet to get a call from a constituent that says I don't like the way that Finance is working with Economic Development. They don't care about that and we as representatives of those people, what we care about is the issues that are most important which were outlined in the communitywide survey and then how we're going to address those.

Then, from Finance, it just needs to come to us. If you want us to write more code violations and get them addressed faster, we need more officers and that's where the decision comes out. If you want us to mow grass, it's going to cost more money for more mowers and we need more employees to mow the grass or it may become a contract discussion that we make.

Really, I feel like we're kind of in the weeds here, and I wouldn't be able to set a goal about silos because I didn't know you all were working in silos. I don't work with you all eight hours a day, five days a week.

That's just a perspective, but I will trust the process. I just want to say that out loud. I will trust the process that we will get to eventually where we're going to say these are our priorities when it comes to Blight Reduction, these are our priorities when it comes to Economic Opportunities for Prosperity for Residents and Business. I will just trust that eventually we will get there and it won't be so many pages or so much stuff. That it will be like our budget is now which it's really hard to find the line item that you care about within your district.

Mayor Alvey said if I understand what this process does because clearly, you're right. Someone off the street is not going to come and look at this document and say I disagree with this. I want to know who's fixing the curb. What this is supposed to do, as I understand it, is to give our budgeting process the opportunity to say the Commission has identified its goals, they've articulated them this way, we are now evaluating to say within our budget whether the money we are expending, allocating to these functions is actually accomplishing what the Commission says.

That's why it has come to us for us to give our direction, a very broad set of perimeters, about what we think is important about how our departments ought to function.

I do think to help clarify this, it would be interesting to have a department take the document that we arrive at soon and say, now, show the product. If you were to go through this process using this tool, what would that show us how that changes that particular department so we can see the difference between what has happened before and what we're trying to get to with priority-based budgeting. At this point it's hard for us to conjecture where this is going and how that's going to work. We almost need to see it applied and for you to explain to us we applied what you did for a particular department as they tried to do a budget process and this is what the difference is that you will see as an example, even a couple of departments or divisions. This is just a suggestion.

Commissioner Bynum said with regard to the first column, Reducing Blight, I do think we like measurements but I believe our SOAR program has a very solid set of measurable goals within it. I can only imagine that within this column we've already got the measurables in place that we're hoping to utilize to reach these goal statements. Correct me if I'm wrong about that.

Commissioner Murguia makes a good point. We want lots mowed, we want things torn down that needs to come down, but we have all of those lined out within SOAR. When SOAR brings us an update, they tell us what the goal is and where they are against it especially with tax sales, delinquent properties, and Land Bank properties and whatnot, so I feel like that's covered.

I have a question under the Improve Community Health column because we have an adopted Community Health Improvement Plan and it has four big chunks of goals within it with action items under each one. I'm wondering now if that overlays well with the things that we have said, we believe improves community health.

I appreciate the work we've done. I need, I think like all of you, to see how does it work in action, not only with regard to allocating a dollar to it, but how does it work with some of the other adopted planning documents that we've already put in place or does it. I just wonder if we've taken that step yet.

Mr. Bach said we've started applying it to department operations. Of course, I think we're doing it for '18 type budget so we have to take these updated goals and apply it toward the '20 and I

think, yes, you will start to see it in a different light when we come back and start to show you how that scores out. **Commissioner Bynum** said a year or so ago I thought our Fire Department indicated that they were undertaking their first ever strategic plan and I don't know how that would play in, for example, with the Safety column. Just a thought.

Commissioner Markley said I would just say how I am thinking about this is if we have a Blight goal and the Blight goal is, we're going to reduce tax delinquent properties by 12%, whatever it is. The budget process for that—the people that are working on that are going to get all the points for doing that work regardless of whether we get the 12%. You know what I'm saying? Like the Tax Delinquency Department gets whatever it is, four points, is that the most points you can get? **Mr. Bach** said yes. **Commissioner Markley** said they get their four points because they're working on tax delinquency, whether we need the 12% or not is unrelated to the budget framework. That's an operational goal. This is the budget framework and all tax delinquency is going to say is we are working on tax delinquencies. All the mowing people are going to say is we're working on mowing. They're not going to tell how many lots they mowed.

Commissioner Murguia said wait, that's my whole question. Let's say some of us think at least in some districts, maybe mowing isn't happening, since you brought it up, in certain areas and they would like to see more mowing done. How are you going to know if there is an effort being made to increase the amount of mowing in that area if we're just going to base it on what we're already doing?

Commissioner Markley said it's two parts. There is an operational goal that says we're going to do this with mowing, we're going to increase the speed with which we mow lots, whatever it is. That's the operational goal. All this framework does is tell us are we spending the amount of money on it that matches to how important we think it is. So, if mowing is your number one, you think that's the most important thing we should be doing, but we're spending the lowest amount of money, we're going to say wait a minute that was a high priority, why is it not getting more money. This framework is only related to the budget. Our operational goals that they track in Envisio, is that right, do I have the name right; their operational goals, those are the smart goals. Those are the measurable goals. That's going to tell us are we doing what we're supposed to be doing. This is just telling us are we paying for what we're supposed to be paying for.

Commissioner Murguia asked why are we involved in that because we've already set as a Commission—**Commissioner Markley** said I'm sure staff would be happy if we—**Commissioner Murguia** said because we've already set the goals about—we have the community survey and we've all talked at length about the things that are important within our district, so we've set those goals. How they deliver that—**Commissioner Markley** said I'm speaking for staff here, correct me if I'm wrong, I think staff didn't want us to come back in budget and say this is just showing some of the higher priorities than the Commission thinks it is because you mucked up the definition. They want us to buyoff on their definitions so that we can't come back in the end and say well you skewed this a way we didn't like by matching them up differently.

Mr. Bach said you got it. You hit it right on as to how it works. You're kind of going away from where the point is about doing it. It is, and the Commission has asked this goal many times over the years, how do we know we're spending our money on all the areas that we want to spend our money on. This will identify that. Now, effectiveness that comes out and the measurement things, that's a different area. This is going to highlight for you if we're spending money on areas that don't touch these goals or touch very few of them and you will see that and you will be able to weigh back in. That's one that has been called out a few times for us to come back and do this.

Mayor Alvey said it simply is whether the budget—each department will assess whether the money that's being expended aligns consistently with what the goals the Commission has identified. We were brought into this so that we could sharpen perhaps these particular definitions which are the results.

Commissioner Philbrook said something that Commissioner Bynum brought up around the Improved Community Health thing and the fact that we did do the CHIP work with Wyandotte Health Department and that's in place and they're putting that—do we come into line with these goals with the CHIP. I think there's a couple of things we may have left out and that's why I'm asking. It is part of our government and what we're paying for. I'm just going to ask that we take a look at that. **Commissioner Bynum** was inaudible. **Commissioner Philbrook** said well, we can. There's one thing that's left off but it's already over in another section. **Commissioner Bynum** said as long as it's addressed. **Commissioner Philbrook** said it's in the economic

development part about jobs and that sort of thing. **Commissioner Markley** said if we rate the different columns differently, it won't matter which column it's in. **Commissioner Philbrook** said so, that's why I'm asking.

Commissioner Bynum said I will speak for myself only. It's been difficult for me to mesh all of that to budgeting and I probably could have used perhaps even a one-on-one session before we came in last week just for a better understanding of the process. It just takes me longer I think sometimes to absorb details.

Mayor Alvey said I think the other thing that's happening here is, because Budget works with this day in and day out all year long as does the County Administrator, and so we're at least arm's length removed from the process. You work with the process and you understand how this exercise is going to get us to where we need to go. Since we don't do this day-to-day at that level, it's hard for us to, I think, grasp how these things work or don't work together for what we're trying to get to. I think it's a leap.

Ms. Jonscher said I also think once we get through the process it might be a little bit easier, but we're looking at each individual. I know you've mentioned a couple times, Mayor, that looking at it from a department, but we're looking at it for each program and getting away from that department look so that we can determine—maybe there's a program in one department that really has a higher weight and another department could have a program that has an equally high weight.

The goal is to look at those programs, align them up with the Commission goals, and then we can look at, as you said, how much are we spending on the goals that have a high priority versus how much we're spending on the goals that have a lower priority.

Alan Howze, Assistant County Administrator, said I think the other piece to add too, and Mayor you touched on this earlier, the employee benefits or recognition is this quandary that the Commission continually faces which is demand for more services and demand for reducing the tax burden. This is trying to sort of give additional illumination to the budget in ways that gives the Commission additional sort of options or choices around how to meet those competing demands. I sort of think of the budget as an iceberg almost. You can see the top of it but the other

90% is under the water and it's very difficult to see and so trying to understand how those—is the spending, as you said before, aligning with these four goals or they're changes that the Commission wants to make that help to resolve some of that tension.

Commissioner Johnson said it seems to me that there are models out there that have worked that we've looked at. While I agree with my colleagues here, I'm going to trust the process Doug. I want to kind of see where we're going with this. I am going to trust the process. I can't speak for my other colleagues, but I kind of want to see where we're going and I'm going to keep my opinions right now mine just to depress. I just kind of want to see where we're going and what results will this bring us to. That's kind of where I am in this process.

Mr. Bach said I will give you a high level analysis of what this will show you and then how you could react. If we said snow removal, all the programs associated to bring snow removal together, and if I come back to this result and you look at the charts and go, okay, we spend \$800K a year on snow removal. Without a measurable to say how often—this is what we're spending, this is what we've programmed and you think about that and go, okay, \$100K, that seems alright, but if I came back to this and said we spend \$8M a year on snow removal, you would probably look at it and you might go, is that worth it to us. Maybe we could let the snow sit on the ground if there's two inches.

You know what I mean, and that's what it will show you on a program level basis. You'll hit each of these programs and see here's a program. I like the program. Now, the evaluation then is a different criteria as to where you're weighting it, do we want to do more or when we get into mowing or we come into police service—that's another category. What's the measurable there? How fast we respond to different things, but it's kind of, okay, here's police service; how much money do we spend in this—or it's not that, it's program level of what's going on. Now here's what we spend on the Police Department, it's how much do we spend in response and trying to break that down to that level in different categories and then you kind of get that global feel. Oh, we spend \$50M doing this of General Fund dollars and our whole budget is \$260M, you might go maybe that's kind of crazy or you may think that's not enough.

That's kind of that high level analysis of what you're going to see and you've asked for that to say show me those areas. You may see something on here and we may spend \$200K on and you go why.

Commissioner Bynum said am I correct that (inaudible) and we'll actually be able to see it in a lot of documents. **Mr. Bach** said yes.

Commissioner Murguia said I would tell you though—I just want to let you know I can't see it for everyone, but I am not capable of that high level of analysis because I have never run a city and I don't know if \$800M or whatever, \$8M is a lot for snow removal. I have no point of reference.

Angela gave me a good suggestion, I can say we're spending \$8M on snow removal but we're only spending \$1M on code enforcement. I know this much, that it costs a lot more to remove snow than it does to write a code ticket. So, I kind of know, so one should be considerably less than the other because I'm not buying a snowplow to give out code tickets. That's as deep as I get. It's not what I do. I will just make it a side joke because I'm not trying to frustrate people. I'm really not, I just want to be able to have my district participate through me. I was just telling Angela, the way this strikes me is like sending your husband to the grocery store with a grocery list that says get me something out of the fruit aisle because I want to be healthier. Get me something out of the vegetable aisle because I want to be healthier and get some meat and get something to drink. It just seems very broad to me. It's just frustrating to me when I'm getting from my constituents very specific complaints, very specific. I don't know how to get those addressed unless I try to address them during budget and I can't address them during budget if I don't know how to do that.

Mr. Lindsey said one thing that I will add is that—so, we have like a 700-page budget document which is very useful and provides a lot of information, but one of the things that priority-based budgeting will do with the software that we have is it breaks it down into these goals that we have here and we will be able to see how we're spending money with those goals. One of the things that the budget document doesn't do, as useful as it is, it doesn't break it down into the goals and

let us see where we're spending the money based on our goals and be able to make decisions based on the goals and be able to breakout and see how we're spending based on our goals.

Ms. Jonscher said I think this also helps too—if you were to go to a department and say rank all your programs, they may say we're doing all of these, all the programs are important. How do we know which ones are more important and which ones align, so these definitions will help you align those programs to the Commission goals. This is supposed to help them maybe rank is one program a higher priority than another. They just know they're spending on all the programs.

Commissioner Burroughs asked do we have a timeline as to when we'll get an initial report to see how effective this priority-based budgeting is. Will we have to wait a whole budget cycle to determine if we're getting the information we need in a manner that will help us make decisions?

Mr. Lindsey said the plan is to—we're defining these definitions here and then we're going to go back to the departments and have them rescore and then also our peer group and have them rescore. On November 7th we are going to bring you back information to show you how the programs fall within different quartiles based on the strategic goals that you have and definitions that you refine tonight.

Commissioner Burroughs said if I may, we only have so much money and we need to decide as a body which programs we feel we need to fund and if what we're doing is the proper way to do it, are we putting the resources necessary—this is kind of—I understand what Commissioner Murguia is asking. How soon will we know if the targeted policies and categories that we're wanting to identify as a priority are going to give us the feedback that we need? Are we going to have to wait a whole year and go to the next budget cycle to really hone it down or are we going to be able to do this as we go along and maybe come back in seven months and say this is what we have found and maybe rethink how we're doing things?

I'm all about priority-based budgeting but I'm also about a return on investment and if we're spending—using your example, \$8M, we're going to be looking at fuel, how much fuel is used to do it, what equipment is used, how many departments use that same piece of equipment, how many manhours associated with that piece of equipment; we're going to be able to find that out. The next question is, is it a priority of which department and if we cut the money, the resources to that, where do those resources go? Where does the additional dollars go? That's going to be

the battle that we're going to have, as a Commission, to determine if that next priority is worthy of the dollars that we're either saving or shifting. Now, that's how I understand this to work, but I'm also a little anxious about—I would like to see results a little quicker versus this time next year going through this same thing again.

Commissioner Johnson said on to that, will ED&F Standing Committee—will this somehow play into the reports that they get on a quarterly basis from the Finance Department to appraise them of how we're doing in terms of actual-to-budget. That's the question I have tying into what Tom's talking about. **Mr. Bach** said I'm not sure about that second part, just what is the right ways to come up with reporting through it. I think it's a little bit of work in progress as we go through as Reggie said and Debbie that we're targeting that November timeframe to come back and start to show you how those quartiles rank out. I don't think that's a—it's not a final answer that's going to come back and show you this is where—this is how you are spending the money according to what you have put in play. Then, you will weigh in on it at that point whether we're spending too much in areas where you don't have priority just like you said and then that will in turn go, as we develop the budget for the coming year, based on that input to say okay, you want this reprioritized so it's either don't spend the money or spend more money over here. Then, we go back and build the budget with that and then come back and show you this is how we'll accomplish that and this is how this ranks out.

I think we're going to have to see it in motion. It's kind of like Commissioner Johnson said, you've got to kind of let the process work a little bit here. It's gone into play in some of the other communities and in talking with some of the managers they said it's a difficult one for everybody to get their heads around.

Mayor Alvey said I think that's kind of the point. Obviously, this is the budget process and so we asked the Budget Office to take care of this. You're sold on this, you obviously have been to the conferences, you've seen how it operates in other communities, and this is why we're launching into this. We don't have access to that, that's not our experience, it's not what we do. We're trying to translate to something that we can grasp onto. We're going to have to see some of this payout as we go, but we're going to have obviously more questions as we go. I think it would be

interesting to hear from other electives from other communities how they experienced this because they probably ran into the same things. They might have some good answers for us.

Ms. Jonscher said I will just say to Commissioner Johnson's question about the budget-to-actual, I don't necessarily know that I see a change—the budget-to-actual that we present quarterly is showing the progress as we go through each quarter where we're at as far as spending for each of the budgets. The budget amounts may change. If we go through this process and we reallocate budgets from one program to another, that might change, but the process that we do through the budget actual is just showing you how we are progressing throughout the year according to budget.

Mayor Alvey said okay, we have resolved to be unresolved. **Mr. Bach** said we tried to build our definition on the Infrastructure. Are we good with what came forth for goal one. It's kind of a rework which over on the right-hand column in the first section and then merging of the next two. I guess I will offer that these are coming back from the practitioners who look at it and say when we're looking at what's going on in those areas, you know, it's a directional relationship to what's for work.

I think the third one down, oversees well-designed, well-maintained, that was agreed upon what we brought forward. The fourth one, replacing with environmental stewardship. I will only offer that back during the goal setting time we kind of steered away from that language and I see there's a push from staff to go back in that direction, but we kind of went away from that when you were doing goal settings so I think that's probably where that first goal sets that out to ensure safe, clean, explains it. I don't know if I would change that one.

Commissioner Markley asked is there anything about environmental stewardship that is not encompassed in the definition that staff will be trying to encompass. That would be my only question. I do think—I mean we don't have the wording for environmental stewardship, but it's hard to say, but I like how specific the original language is about what we're addressing. **Commissioner Murguia** said there's nothing in there about refuse or recycling. **Mr. Bach** asked about what. **Commissioner Markley** said trash.

Commissioner Kane said you are 100% right. There were two people, their trash was supposed to be picked up Monday. I had to send somebody out there today to pick it up and between Waste Management and not cutting the grass, are the biggest issues I've had in the 14 years. I've had more phone calls and I've kept Emerick and Lynn on their toes, and you as well, because when is enough, enough? When do we say we show them or something? It is ridiculous all the complaints that we get, I know we're fining them, but are we fining them enough? When we have to send our own people out there to do it, how much is it if they miss one thing? **Ms. Sieben** said I believe it's about \$200. **Commissioner Kane** asked how much in fines do they have now. **Ms. Sieben** said over \$300K since May. **Commissioner Kane** said if that's not a concern of all of ours and if that's not a priority of ours, I felt sorry for the guys they sent out there because the trash had been there for four days and it was ripe. Every week we say we're fining them. Why don't we get them in here, sit down, I'll come and we have a face-to-face, nose-to-nose, toes-to-toes to tell them our displeasures. I've never seen in any business I've ever worked in this much lack of even a good effort. Does anybody disagree with that?

Commissioner Bynum said I don't disagree at all. There is no doubt in my mind they know how unhappy we are. I do think we have to capture it somehow, how to capture it in the work we're trying to do right now, I mean, you know we might want to find a way to at least put that in there.

Commissioner Murguia said I'll just jump on the bandwagon with Mike and say—I hear you Melissa and we've got to be organized, but we spend a lot of time and discussion while trash doesn't get picked up, grass doesn't get mowed, houses don't get demoed, code violations go on. It's like come on, let's just make a list and say work on this and if there's not enough money, we hire a County Administrator to say if you want all that done and you want it done faster, it's going to take this amount of money and if we don't believe him, we can get in the weeds then. At some point we have to stop just talking about stuff and writing out definitions and having these kinds of conversations, we have to take action. I just hear a lot of rhetoric and I'll just drop the last stumbling block, even if we go through this process and it says demo is really—again, I'm just making these up by the way, demo is significantly important so we want to increase it from \$1M to \$2M every year, that doesn't necessarily translate that in District 3 more demolitions are going to be done. It doesn't address my concerns, so I think that's how come there is this disconnect

between our elected body and our staff sometimes, is that it doesn't always happen like that or if I want more grass mowed, even though we've increased the budget, it doesn't necessarily translate to more lots being mowed in District 3.

It seems to me that it should be a little more user-friendly and I want to be helpful like Commissioner Bynum is being helpful, I want to be helpful, but I'm not sure I can be anymore helpful than what I just said.

Mayor Alvey said we have an Executive Session scheduled for tonight. I think we will leave this as is and ask for further direction from the County Administrator as we move forward. I will entertain a motion.

Executive Session – 6:10 p.m.

Commissioner McKiernan made a motion, seconded by Commissioner Markley, that the Commission to go into Executive Session until 7:00 p.m. to consult with our attorneys and to discuss, under attorney/client privilege, confidential matters related to pending litigation, as permitted under the Kansas Open Meetings Act; and that staff designated by the County Administrator be present to participate in the discussion and that we reconvene in open session at 7:00 p.m. in the Commissioner Chambers located on the 1st floor. Mayor Alvey asked all in favor to say "Aye." Motion carried.

Arrival time for Executive Session 6:17 p.m.

Present for the Executive Session: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; McKiernan, Commissioner Second District; Murguia, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Mayor Alvey, Mayor/CEO; presiding. **Staff present:** Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Misty Brown, Deputy Chief Counsel; Alan Howze, Assistant County Administrator, and Maureen Mahoney, Chief of Staff in Mayor's Office.

**MAYOR ALVEY ADJOURNED
THE MEETING AT 6:50 p.m.**

dt

Bridgette D. Cobbins
Unified Government Clerk

September 12, 2019