

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

SPECIAL SESSION, THURSDAY, DECEMBER 12, 2019

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, December 12, 2019, with eight members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Townsend, Commissioner First District; McKiernan, Commissioner Second District; Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Alvey, Mayor/CEO; presiding. Murguia, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; were absent. The following officials were also in attendance: Doug Bach, County Administrator; Ken Moore, Chief Legal Counsel; Bridgette Cobbins, Unified Government Clerk; Emerick Cross, Melissa Sieben, Alan Howze, Assistant County Administrators; Kathleen VonAchen, Chief Financial Officer; Alley Porter, Commission Liaison; Reginald Lindsey, Budget Director; Jeff Fisher, Executive Director of Public Works; and Officer Jay Doleshal, Sergeant-at-Arms.

MAYOR ALVEY called the meeting to order.

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

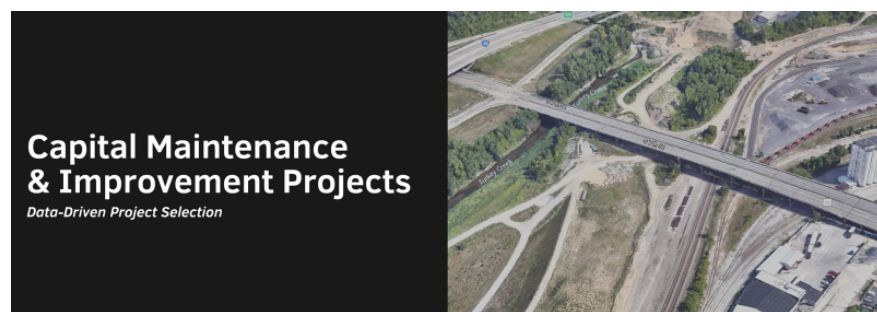
NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, December 12, 2019, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building regarding the Capital Maintenance & Improvement Project Major Capital Evaluation Criteria.

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 will have a presentation regarding the CMIP Major Capital Evaluation Criteria. I'll turn it over to Administrator Bach.

Doug Bach, County Administrator, said last summer during our budget process, it was brought up to us that the Commission recommended that we go through and develop—refine the criteria that we utilize, allow for different input areas for the Commission as they go through this process as well, but to make it clear about how we're going through and evaluating our projects. A couple of times we brought this, as we've been working through this and brought it to our Standing Committee, Public Works, and got some additional feedback from that committee as we were working through it. We've also taken it to our Planning Commission to get input from them to lead us up to where we are tonight to come forward with a recommendation to you to show you what we are doing as we work through this.

With that, I'm going to turn this over to our Public Works Director and let him go into a little bit more about what we have in place.



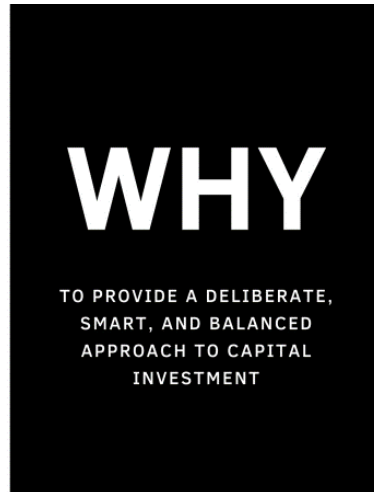
Public Works

DECEMBER 2019

Jeff Fisher, Executive Director of Public Works, said just another example of proposing data-driven decision-making. Rob Anderson is our Asset Manager and is responsible for a lot of this work and working with others. He has been the lead throughout this pretty impressive system, so we would like to propose this tonight. He will outline that and then each year after we will review the outcome and make sure it's still appropriate and make adjustments along the way. It will probably take us two or three years to get this system working well. I will hand it over to Rob and let him outline it.

December 12, 2019

Robert Anderson, Public Works Asset Manager, said thank you for your time and consideration on our recommended enhancements to the Capital selection process.



As elected officials this is one of your greatest responsibilities to your community. The CMIP approved by this body each year has impacts on the future beyond our tenure staff or elected officials and beyond our lifetimes. The CMIP produces long-term financial obligations that constrain our ability to adapt to the future of our infrastructure challenges.

This is a document that will represent to future Wyandotte County residents an encapsulation of our ideals and priorities. The consequences to being poor stewards of our infrastructure needs and financial solvency are too great to not provide a systematic and transparent process for selecting projects.

In order to serve our current population and those that will reside here in the future, we need to provide a deliberate, smart, and balanced approach to capital investment.

CMIP Stakeholder Outreach

WEIGHING CAPITAL CRITERIA

Capital Criteria is used to help the Council Government assess and evaluate projects. Major road construction, buildings, and parks projects will be evaluated using the weighted matrix listed below.

With the definition of each criterion in mind, consider the Capital Criteria table below. How would you rate each criterion? Do you believe a particular criterion is more important than another? Are some of the criteria equal? Based on your understanding of the criteria, and their importance to you, assign a numerical value between 6 and 100 to criterion in the table below. Please keep in mind that the total combined weight must be equal to 100%.

Capital Criteria - Assessed	Weight %
Costs (Design, O&M, Full Lifecycle)	14
ROI (Return-on-Investment)	13.3
Infrastructure Condition*	11.7
Population Served	11.0
Capacity Needs*	9.0
Population Served*	9.0
Coordination: Internal/External Stakeholders	5.7
Commerce*	6.3
Community Sites*	6.3
Master Plans*	6.3
Predictable Project Timing and Scope	6.3
Total (Must = 100%)	100.0

Capital Criteria	Weight %
Costs: Design, O&M, Full Lifecycle	
ROI (Return-on-Investment)	
Infrastructure Condition*	
Safety*	
Capacity Needs*	
Population Served*	
Coordination: Internal/External Stakeholders	
Commerce*	
Community Sites*	
Master Plans*	
Predictable Project Timing and Scope	
Total (Must = 100%)	

October - December

Public Works Standing Committee,
Planning & Zoning Commission, and a
Special Session

Information Covered

- Proposed changes to CMIP Criteria to help prioritize projects
- Requested input on criteria to be included and how criteria should be weighted
- Compiled input and produced a scoring process

Over the past few months we have reached out to the Public Works Standing Committee and the Planning Commission in an effort to try to identify those criteria that are of most importance to them. We produced a survey and asked for feedback from those governing bodies to prioritize the existing policy guidelines with some new ones that we suggested. You can see here on the slide what that survey looked like and it included an opportunity for those members to provide us with how they would weight those different criteria.

CMIP Stakeholder Results

CMIP CRITERIA	Weights	Survey Averages
Costs: Future O&M	14	14.0
ROI (Return-on-Investment)	13	13.3
Infrastructure Condition	12	11.7
Population Served	11	11.0
Community Sites	9	9.0
Master Plans	8	8.3
Safety	8	8.0
Commerce	7	6.3
Capacity Needs	6	6.3
Predictable Project Timing and Scope	6	6.3
Coordination: Internal/External Stakeholders	6	5.7
Total	100	100.0

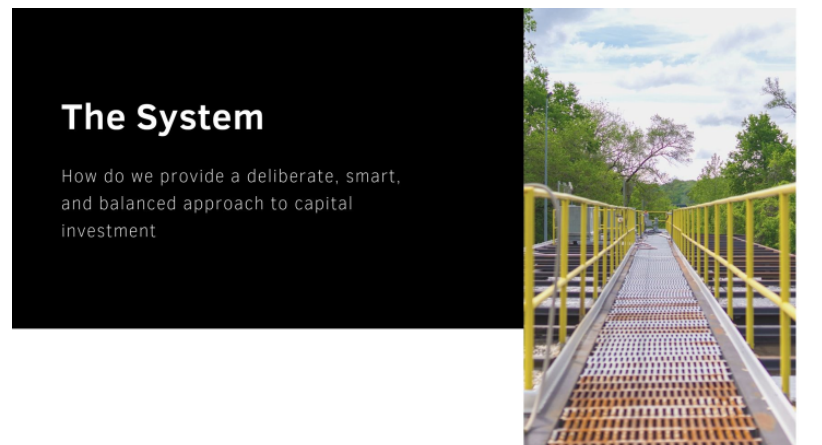
We collected those surveys and we have produced some results here. This is kind of test here, does this look right. It's interesting. I took this information and looked at standard deviations between the different studies or the different survey responses. For example, where Commerce, I gave it a 7, so that the total would get to 100. The reason that got a 7 was because versus the other

two that had the same score and average is because their standard deviation was the smallest. There was the most consensus around that score, so I gave it an extra point.

Needs

Project Name	Project Name
90th and Parallel Parkway Intersection Improvements	29th & Ohio Storm Sewer
Strong Ave. Levee Pump Station	83rd & Ella Capacity Enhancements
77th and Troup Storm Replacement	White Oaks Capacity 82nd & Haskell
SRTS Phase G (Northwest Middle and Caruthers Elem.)	51st N of Cleveland RCB Replacement
Central Ave. and Grandview Blvd. Intersection Improvements	Hutton Rd. and Leavenworth Rd. Intersection Improvement
55th St, Everett to Parallel Pkwy	Central Ave. and Grandview Blvd. Intersection Improvements
State Ave & Village West Interchange	110th St. and Riverview Ave. Intersection Improvements
11th St./McDowell Ln. Improvements	7th St/US-69 and Central Ave. Reconstruction
118th Street Lighting Improvements	Hutton Rd. and Donahoo Rd. Intersection Improvement
W. 36th Ave Improvements, Rainbow Blvd. to State Line Rd.	131st St. and Leavenworth Rd. Intersection Improvements
6th Street Improvements, Ann Ave. to Central Ave	18th St. and Metropolitan Ave. Reconstruction
18th St./ 21st St. - Metropolitan Ave. to Merriam Ln.	At-Grade Intersection at 65th St. and Turner Diagonal
67th St. - Parallel Parkway to Leavenworth Rd	K-32 Quiet Zone, Phase I
72nd St. - Parallel Parkway to Leavenworth Rd	SRTS Phase G (Northwest Middle and Caruthers Elem.)
At-Grade Intersection at 65th St. and Turner Diagonal	Friendship Heights Benefit District
Donahoo Road - Hutton Rd. to 115th St	Westheights Benefit District
Douglas Ave - Key Ln to 55th St.	Strawberry Hill Complete Street Project
Kansas Ave - 72nd Street to K-32	Hollingsworth Rd, 115th St to 122nd St
Key Lane- Douglas Ave. to Gibbs Rd.	Hollingsworth Road Improvements, 115th St. to 123rd St.
11th Street Bridge over Jersey Creek	K-32 Bridges over Kaw Dr and UP Railroad
North 34th Street Box Culvert	Relocation of Sewer Maintenance Facility

What does this look like if we were going to put this into practice. Well, this isn't meant to be read, but there will be a quiz at the end, and I will ask you what was on the seventh line of the second column. This is just to illustrate the problem we have. These are all projects that are over \$200K. How do we prioritize this list? That's why we needed the input.

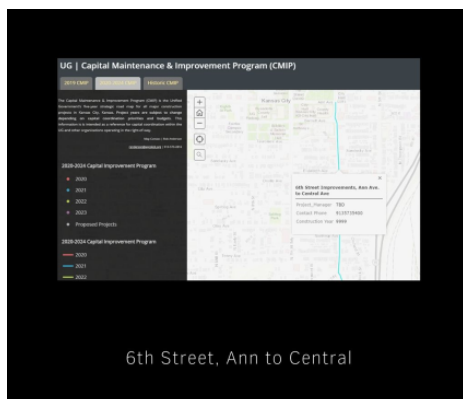


I'm going to walk through the system that the Asset Management group has come up with and Public Works staff and others have had input on as well.

Identify the needs



The first step is obviously to identify the needs. Projects are identified either by community requests, staff observations during inspections or a history of work orders.



Map the needs

Those projects are then put into a database and given to the Asset Management Division and we map those so that we can both provide information to those that would score this and in the future if the project did become part of a CMIP, then that information is readily available to the public and we just put the year that it is going to go in the CMIP, and it automatically shows up on our map.

Analyze the needs



The cool part about this was analyzing the data. Utilizing a combination of datasets that were put together by the Asset Management team in concert with the WYCO data team and the data analysts in the Knowledge Department and our amazing VISTA program. We have been able to compute different statistics to measure and meet those different criterion, so ways to quantify the criterion that has been suggested.

To point out here, for example, on one of those criteria we have taken a project that was proposed and at different distances calculated the tax roll underneath it, so there's different buffers here. So, at 250 ft. which is supposed to represent basically the block face that benefits from the direct investment and then at 1,000 ft. just to capture the context and 1,500 ft. just to add a little bit of variation to what we have. You will be able to see that on your information sheet that's provided to you also that we have metrics for population, metrics for the tax roll at different buffer distances to help illustrate both the return on the investment piece and what level of population is served by a particular project.

000 ADT_1000	TotalTax_250	TaxRoll_250	PopEstim_25
65.6	6730	62497	26862.74
1.28 <Null>	45033.82	23082.57	116.9
5.04	2545	172879.88	79912.41
<Null>	3637391.76	1688818.28	<Null>
3.04 <Null>	97534.85	47215.09	138.7
1.76	10410	10440.14	4071.51
8.48	11560	278523.98	130317.43
0.96	5870	461949.65	243091.12
6.96	3335	442184.96	201937.79
3.64	3050	337408.00	131430.71

Let data tell the story

Score the needs

To be real nerdy, I'm not going to go over this, but we take all the information we calculate in GIS and we give it a rank order score.

Prioritize the needs

MASTER LIST CMIP PROJECT SCORES									
CMIP #	Project ID	Project Category	Overall Rank	Rank Order	Project Total	Project Score (out of 100)	Composite Score	Rank	Score
Project 1	1	1	1	1	100.00	100.00	100.00	1	100.00
Project 2	2	2	2	2	90.00	90.00	90.00	2	90.00
Project 3	3	3	3	3	80.00	80.00	80.00	3	80.00
Project 4	4	4	4	4	70.00	70.00	70.00	4	70.00
Project 5	5	5	5	5	60.00	60.00	60.00	5	60.00
Project 6	6	6	6	6	50.00	50.00	50.00	6	50.00
Project 7	7	7	7	7	40.00	40.00	40.00	7	40.00
Project 8	8	8	8	8	30.00	30.00	30.00	8	30.00
Project 9	9	9	9	9	20.00	20.00	20.00	9	20.00
Project 10	10	10	10	10	10.00	10.00	10.00	10	10.00
Project 11	11	11	11	11	0.00	0.00	0.00	11	0.00
Project 12	12	12	12	12	0.00	0.00	0.00	12	0.00
Project 13	13	13	13	13	0.00	0.00	0.00	13	0.00
Project 14	14	14	14	14	0.00	0.00	0.00	14	0.00
Project 15	15	15	15	15	0.00	0.00	0.00	15	0.00
Project 16	16	16	16	16	0.00	0.00	0.00	16	0.00
Project 17	17	17	17	17	0.00	0.00	0.00	17	0.00
Project 18	18	18	18	18	0.00	0.00	0.00	18	0.00
Project 19	19	19	19	19	0.00	0.00	0.00	19	0.00
Project 20	20	20	20	20	0.00	0.00	0.00	20	0.00
Project 21	21	21	21	21	0.00	0.00	0.00	21	0.00
Project 22	22	22	22	22	0.00	0.00	0.00	22	0.00
Project 23	23	23	23	23	0.00	0.00	0.00	23	0.00
Project 24	24	24	24	24	0.00	0.00	0.00	24	0.00
Project 25	25	25	25	25	0.00	0.00	0.00	25	0.00
Project 26	26	26	26	26	0.00	0.00	0.00	26	0.00
Project 27	27	27	27	27	0.00	0.00	0.00	27	0.00
Project 28	28	28	28	28	0.00	0.00	0.00	28	0.00
Project 29	29	29	29	29	0.00	0.00	0.00	29	0.00
Project 30	30	30	30	30	0.00	0.00	0.00	30	0.00

For a better future

All projects are weighted against other projects across all the different datasets that we have accessed to and then that rank score gets converted into a general score on a 1 to 5 scale that will go into a product—prioritization tool that interprets the weight of metrics that you provided to us to calculate that weighted score so that we can come up with a composite score for each individual project and rank order the queue of back projects. If we have a list of identified project needs, that list of 50 that was on that other slide and we put it into the system, we can have a prioritized queue to help us assemble the CMIP.

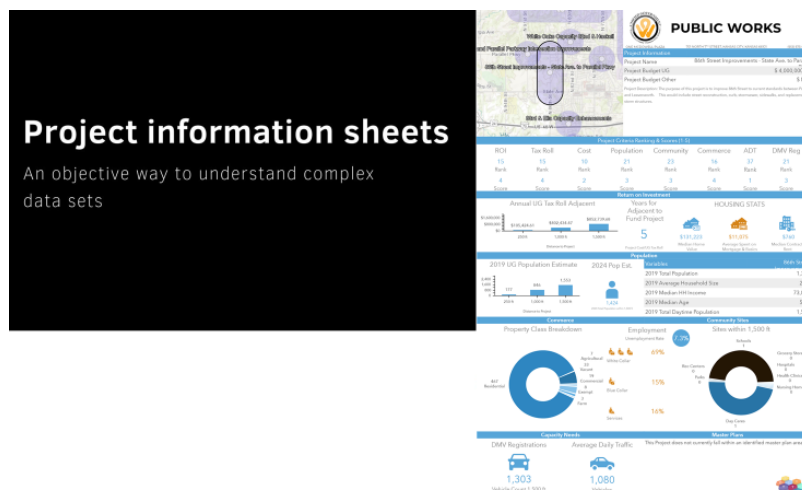
Mayor Alvey asked is it possible to expand that table just briefly for us? **Mr. Anderson** said it would be difficult at this time. I would say the projects highlighted in this are hypothetical on this particular one. I didn't want to put the cart before the horse and provide you with a CMIP tonight because I don't want to step on my own toes in the future when I come back to you with my real list. This is just for information sake here.

We still need people to weigh in

Data is important, but it isn't everything



Sometimes data-driven decisions can make people uncomfortable, but we also need to have some sort of smell test even as a purely data-driven approach to this. Our goal in adding this other layer to this process of having a select scoring committee, so an informed survey of select multi-departmental UG staff with specialization in one or more areas of the capital criteria identified along with BPU staff with knowledge of planned maintenance and capital improvements for BPU electric and water services will be tasked with scoring all the projects. Each project will be scored, and the scores will be weighted based on the UG Board of Commissioners and the Planning Commission recommendations and a composite score will be ranked and prioritized in that queue. We're going to have two parallel tracts here. We have a data-driven prioritizations and then we have the human input prioritization. That list of committee members is select UG staff that has the specific knowledge.



This looks like one sheet of information, but there is a lot of information behind this. I just want to take a minute to highlight kind of the origin story of how we were able to do this. The information behind this is in part home brew, produced in-house based on real data that is created in concert with Asset Management and the Data Analysts and the Knowledge Department. This stemmed in part from the Neighborhood Up initiative, so monthly meetings and questions that derived from that lead to the creation of unique datasets that can help us answer these questions.

I would also like to thank GIS Special Services for their access to the information I needed to do this. Our enterprise agreement with Esri has offered us the opportunity to utilize community analyst which is a unique product that gives us the ability to alongside our home brew data, but enriched Esri data layers that give us to access to things like daytime population within the distance of particular projects.

Commissioner McKiernan said I was just curious, this looks really cool here, this datasheet that you've got. Will you generate one of those for each of the projects that comes forward? **Mr. Anderson** said every project already has one. **Commissioner McKiernan** said already has one. Can those be assembled into a way—I mean, are those going to be assembled so we can kind of look them over? **Mr. Anderson** said yes. The intent here is that when a project goes live, then that information is shared with the public. This is in the CMIP. This datasheet is there and available in a map, clickable link, and you can link out to this datasheet that tells you everything about the area around the project.

Commissioner Markley asked shouldn't that be in our budget notebook? **Commissioner McKiernan** said I was going to say, when it goes live is way after I'm interested

in it anymore because I'm interested in it at the time that we're prioritizing for the purpose of budgeting. **Commissioner Markley** said I agree. **Mr. Anderson** said it will be made available. I mean they're created now. We can make them available at any time. **Commissioner McKiernan** said fantastic.



Mr. Anderson said that survey will go out. We will be utilizing Survey 1, 2, 3 to conduct that survey. To get into the weeds a little bit on how this survey process will happen, a select few from UG staff and BPU Scoring Committee will see the real details that have additional information about where the project is and have a map of that project and the footprint. There will also be a blind participant group in that that will not see the special information about where it is and they will score it purely on the data behind it.

Mayor Alvey said to elaborate on that point, in order to assess the effectiveness of this process we want to try it two ways. One, just simply data that does not show location because we want to remove any desire—hey, I want to take care of my district or why isn't this in my district or if I'm an employee of the UG, well this is in my neighborhood, so I'm going to score this higher. So, we want our test to see if there is a difference in the results so they're going to test it scoring it without location—showing the location, just the data that is presented by that specific project. Then also, run through a process where people have the location to see what happens there. We're trying to make sure it's objective, really looking at the priorities, what we need to really work on first and most importantly and then test them against each other.

Mr. Anderson said just to add another layer to that, there will be—the selection of the people that will receive one portion than the other will be driven by if they have knowledge about future coming activities, economic activities. Those are the people that it really matters that know when they score a project where it's at and that will be Public Safety, other infrastructure stakeholders, so BPU and Water Pollution. These are the stakeholders that they need to know where a project is, that's part of their ability to score a project.

Talking about that parallel tract, this will be feed back into the same tool for prioritization to enhance that queue as to projects.

Prioritize the needs

CMIP #	Project ID	Project Category	Overall Rank	Detailed Rank	Project Cost	Fiscal Year	Project Description	Competitive Score	Status
Project 1	1	1	1	1	\$10,000	2018	Water	8.00	1
Project 2	2	2	2	2	\$10,000	2018	Water	7.50	2
Project 3	3	3	3	3	\$10,000	2018	Water	7.00	3
Project 4	4	4	4	4	\$10,000	2018	Water	6.50	4
Project 5	5	5	5	5	\$10,000	2018	Water	6.00	5
Project 6	6	6	6	6	\$10,000	2018	Water	5.50	6
Project 7	7	7	7	7	\$10,000	2018	Water	5.00	7
Project 8	8	8	8	8	\$10,000	2018	Water	4.50	8
Project 9	9	9	9	9	\$10,000	2018	Water	4.00	9
Project 10	10	10	10	10	\$10,000	2018	Water	3.50	10
Project 11	11	11	11	11	\$10,000	2018	Water	3.00	11
Project 12	12	12	12	12	\$10,000	2018	Water	2.50	12
Project 13	13	13	13	13	\$10,000	2018	Water	2.00	13
Project 14	14	14	14	14	\$10,000	2018	Water	1.50	14
Project 15	15	15	15	15	\$10,000	2018	Water	1.00	15
Project 16	16	16	16	16	\$10,000	2018	Water	0.50	16
Project 17	17	17	17	17	\$10,000	2018	Water	0.00	17
Project 18	18	18	18	18	\$10,000	2018	Water	-0.50	18
Project 19	19	19	19	19	\$10,000	2018	Water	-1.00	19
Project 20	20	20	20	20	\$10,000	2018	Water	-1.50	20
Project 21	21	21	21	21	\$10,000	2018	Water	-2.00	21
Project 22	22	22	22	22	\$10,000	2018	Water	-2.50	22
Project 23	23	23	23	23	\$10,000	2018	Water	-3.00	23
Project 24	24	24	24	24	\$10,000	2018	Water	-3.50	24
Project 25	25	25	25	25	\$10,000	2018	Water	-4.00	25

Based on human input

Obviously, the highest ranked projects are beyond the financial capacity of any given CMIP year. We will need to spread them out, so if four projects that costs \$10 to \$15M each, gets stacked up at the top of our queue, that's not a reality for us. At some point after we have this queue we will work in concert with Budget and Finance to model out and scenario what a real budget looks like to take this queue and put it into reality.

2019 Actions ➡

GET INPUT ON CRITERIA

How to prioritize projects based on criteria & weights

DATA-DRIVEN RANKING

Scoring individual criteria with spatial analysis

SCORING COMMITTEE

Compliment UG priority based budgeting

CMIP BUDGET SCENARIOS

Using the weighted scores and priorities to assemble out years

Just a quick recap of where we're at for 2019, we're at the end of the year. We've gathered our input criteria, we produced a process for creating a data-driven ranking system. We have assembled a Scoring Committee and they will be receiving surveys to help buttress our efforts and shore it up with human input and we will be establishing some different CMIP budget scenarios from that information.

2020 Actions ➡

REFINEMENT

Staff & scoring committee will identify concerns and refine the process

PRESENT FINDINGS

Show Planning & Zoning Commission and Public Works Standing Committee what it looks like

DEVELOP 5-YEAR DATA-DRIVEN CMIP

Develop the 2021 CMIP based on the new process

Going into next year we will refine this process yet again. We will come back and present this to the Planning & Zoning Commission, we will present it to the Public Works Standing Committee, and we will show them what it looks like and then in the spring, early summer, we want this to be a part of the 2021 Budget process.

With that, I'm open to any questions.

Commissioner Bynum said I think that last item helped answer one of my first questions because our current CMIP goes out 4 to 5 years right now or even up to 10 I think. **Mr. Fisher** said 5 years. **Commissioner Bynum** said the 2020 Budget is set and those projects are decided, but then as we move into this budget cycle that we will start on and have started on now, for 2021 we might see a whole new CMIP. Chances are that some of the projects setting in CMIP right now will go away.

Mr. Bach said it could happen. I mean we're going to utilize this to come back and it will influence it, so there could be some projects that have been planned for that year that we will have to talk about whether or not that is going to push it out or not and the impact on that. Some projects that are in '21 and '22 are heavily influenced by steps that are already taken in this year. As you recall as we go through them we start the engineering design work and they're out, so they won't really, I guess, fall into it, so I don't know how many would change off in '21 just because of what's already started there. Jeff, you could probably comment to that better, but it will start to influence how that's—**Mr. Fisher** said I agree. I think 2023 is when you will start to see wholesale changes. **Commissioner Bynum** said we will be in a little transition period probably in 2021 and 2022. Then, how does this fold into our priority-based budgeting work? **Mr. Fisher** said it's complimentary to the PBB I would say. **Mr. Anderson** said that's where the Scoring Committee, that's kind of like with the data-driven part, we're going to establish those what in the PBB processes department assigned evaluation, so if you've self-identified your relationship to the Commission goal as x, y, z; then it goes to that Scoring Committee process and it gets either agreed to, ranked up or down and that's basically what we're mirroring here with this process of running a survey. **Mr. Fisher** said keeping in mind that PBB is Operational budget, not Capital.

Mr. Bach said priority-based budgeting, you're looking—they're looking in the end what's their dollar allocation that they have to work with. As Rob said, if we ranked up big \$10-15M projects, we're sucking out all the resources. Priority-Based budgeting is intended that if you as a Commission put the higher priority on Capital and that's where we're going to spend more money, then they will have the projects lined up to take the money and where it would go. It really doesn't move them up. If they're allocated \$15M a year, that's wherever the rank is, once you run out of money, that's a little shuffling there to use those dollars up maybe in a given year. Maybe in a given year if you have two left and the next project is an 8, you might shuffle it around but otherwise they're complimentary actions but not direct in the way you do the assessment.

Commissioner Bynum asked is this inclusive of—it's not really building projects that are needed is it. **Mr. Bach** said actually, this does do building projects as well. I think what he showed here was on the street projects, but it would be the same analysis, same type of scoring sheet driven with some tweaks to it. **Commissioner Bynum** asked is parks done also. **Mr. Fisher** said the idea is parks, buildings and street projects. **Mr. Anderson** said these have been computed for a handful of identified park projects that are not in any CMIP currently. **Mr. Fisher** said this would not include stormwater or wastewater as those are outlined in other plans, but we definitely want to leverage those projects and make sure if we get into a neighborhood, get in there one time if we can. **Mr. Bach** said, as you noted, a couple of the park projects; not all of the park projects that are in master plan have gone through this scenario yet, that would be kind of another step. At this point we have no funding identified for them, so I mean it's what are you weighting them against at this point. Really, that hasn't been our focus to go through. We're going through where we have some money assigned and where we're starting to work these projects—or where we have the opportunity for things to be worked on.

Commissioner Philbrook said with all the priority-based stuff we're talking about, so when our survey comes back and we have another set of priorities from the folks that live in Wyandotte County, Kansas City, Kansas; then we get to reemphasize them on any shifts of the Commission priorities that then leads priority-based and then the projects. Is that what I'm—is that what it comes down to? **Mr. Bach** said I think most of the information you're going to get back from the survey is going to tell you where street projects or park projects rank in terms of funding that the citizens would like to see you spend money in certain directions. As you know, it doesn't rank the projects or put out there—**Commissioner Bynum** said no, it doesn't rank the project per se, but it definitely puts the emphasis to the Commission. **Mr. Bach** said oh yes, if it comes back in which it has for the last couple of surveys, I believe streets has ranked as one of the highest priorities of our residents where they would like to see you spend money. That falls over to the priority-based budgeting side to say, okay, maybe we don't want to spend as much money here, we want to put more toward the street projects. I don't know that there's anything in the survey that would come back and heavily influence this too much.

Mr. Fisher said I think the human component of the system that Rob was talking about, then that survey would have some influence on how that works. **Mr. Anderson** said one of the

ways the community survey might influence this would be when maybe every two years we come back at this weighting criteria. If that influences the Commission, then that might influence how you rank the criteria and then that would change how those scores get computed in the future.

Commissioner Markley said this all warms my little heart. I think Brian and I are the only ones here today who would remember the time where we got basically nothing for CMIP and there were no outyears and there was no spreadsheet that talked about unfunded projects. We as a Commission—I mean I'm sure staff has had discussions about ground build, but we felt very much like there was no intentional planning and that was obviously long before Jeff was here. We have come such a long way from that to having something that really lays out what each project look like and all these criteria when we were lucky if we saw a line item that we had any idea what it meant. So, I really appreciate it. It's great information. It's just really good information. This sheet is amazing. Years for adjacent property to fund the project, that's amazing that you can calculate that, so I'm fascinated. I am really looking forward to put this into practice and I really appreciate your work on it and the thoughtfulness that you put into how we approach our projects.

Mayor Alvey said along those lines, I just want to say first of all in the very beginning you said why do this, and again, to provide a deliberate, smart and balanced approach to Capital Investment. I think that word investment is key. We're going to continue to have to do projects in response to something that happens, we have a bridge failure or a road failure, it's not going to go through the process. It's going to have to be fixed, but with the planning moving forward, just using the word investment and deliberate, again, signals that we are looking for, as some of the criteria, the return on investment and we start saying with limited resources, how do we move into the future to continue to create fiscal sustainability and opportunities for economic growth. We look at the projects we do in the city to say certain projects will certainly yield a better return on investment which will payoff sooner which might yield more economic growth than others and it gets us to a different level understanding with limited resources how are we really strategic. I like the change in the language because it changes the way we think and, therefore, it should change the process which then changes the results.

Commissioner McKiernan said I completely agree, and I agree with Commissioner Markley and with you, Mayor, that this is pretty amazing stuff and I have to confess I was kind of looking through this and I'm still trying to catch up with all the numbers and their significance. Can you go back to your page 13 which has the graphic that goes along with these information sheets because we've got one here that's just a little bit bigger than I'm taking a look at and I love up at the top, there's the graphic. There's all the information about the name and the budget and project description, that's great. Then you've got ROI and you've got rank and score. Remind me again, I see that the score goes from 1 to 5. **Mr. Anderson** said the ranks represent where it falls in relation to all 50 projects that were part of this population study. **Commissioner McKiernan** said all 50. **Mr. Anderson** said correct. **Commissioner McKiernan** said okay. **Mr. Fisher** said one being the best. **Commissioner McKiernan** said this particular 86th Street Improvement is one of the ones that I'm looking at here. So, it ranks 15th of the 50 on ROI and then it ranks 10th out of the 50 in terms of its relative cost, but 23rd out of 50 in terms of community and I assume that means benefit to—**Mr. Anderson** said community locations. Those are kind of referenced a little bit more in-depth in the lower righthand part where there is a makeup of different community sites that are touched by the project or follow the boundary.

Commissioner McKiernan asked is there a legend somewhere that can decipher a little bit of this for us because I see ADT and DMV Reg and I go okay, I should know what that means I'm sure. **Mr. Fisher** said I see Rob taking notes. That's something we can—**Commissioner Markley** said I think when you send out the surveys to Public Works and Safety, there is like a little list that defines each of them. **Commissioner McKiernan** said that would be wonderful.

Melissia Sieben, Assistant County Administrator, said, Commissioner McKiernan, ultimately what this is going toward is the CMIP document which is a document that today we can electronically with Mapping, but we can also have it as maybe a PDF version. I mean print version, you wouldn't want anyway, but in the day they were print version and they were by fund and had the projects in them and also talked about what other projects tied to them, so I think that's where we're headed as an organization is to provide that kind of document. Jeff, I would really appreciate a follow-up on that.

Commissioner McKiernan said ultimately these sheets just provide the background that lead to wherever it finally appears on our ultimate ranking and recommendation for what gets funded. **Mr. Anderson** said I think of this kind of a kin to a baseball card for a baseball player. This is like a stat sheet, shorthand telling you a little bit about the project and different datasets that I have access to, to provide to you. Like in the lower righthand corner, that DMV Reg, I have it abbreviated because I'm trying to fit it into that space but down in the bottom left-hand part of it, we have a map of everywhere that a motor vehicle is registered in the county. **Commissioner McKiernan** said on this particular—you count 1,300 vehicles within 1,500 ft. of the center point of this project. **Mr. Anderson** said correct. **Commissioner McKiernan** said cool. **Mr. Anderson** said and if I have access—so, the average daily traffic is computed using information I have from KDOT. That map basically takes the maximum ADT within the distance of that project, so if there is more than one data source from KDOT within the distance of that project, it's pulling the max one. **Commissioner McKiernan** said I love this project of trying to be more thoughtful, more intentional and using data to try to get to what we should prioritize because it will give us the biggest return on investment, or it will represent the best investment we can make. If I can just get the legend for this project info sheet, that would be fantastic. I will just look it over in my own time. **Mr. Fisher** said absolutely. **Mayor Alvey** said I told Rob Christmas was coming early for Commissioner McKiernan.

Commissioner Burroughs said I think that anytime we have data that we can base our return on investment is important. I guess I would—using this sheet as an example, if I had to pick a project today, if these two were pit against one another, I would look at the better scoring and what I could do to advocate for the project that has the best efficiency numbers and return on investment. However, some of this data will reflect poorly in some areas of our community. I guess I just want to go on record as stating that even though we have this data that shows the best return on investment, we need to be mindful there are areas of our community those investments will have to be made or should be made in all fairness. So, it may be that we will want to set-aside maybe one project a year that may not have the highest return on investment, so it doesn't keep getting pushed down to the bottom of the pile. Afterall, we represent the entire county and if you're going to get the best revenue and generate the most revenue, those projects are going to get done quite

quickly provided they're not the \$15M+ project. I can see where this data could push those projects that don't have that high of a score on down the list, so I thought I would bring it to our attention.

Mayor Alvey said I think that's something we have to build into the data somehow, some kind of corrective to this. **Mr. Fisher** said I think the Scoring Committee will be monitoring that. Rob will be monitoring that. We will be evaluating this every year to make sure that the weights are weighted appropriately just based on whether we're seeing patterns or trends if we're seeing projects fall down the list and keep falling down. Like Doug Bach said, you've got that \$15M a year, so if you've got two projects that cost you \$12M, and you can't get another big project in there, then maybe one of those smaller projects that keeps getting pushed down floats to the top. You've got all kinds of different things that could happen.

Commissioner Walters asked have the 2020 CMIP projects been evaluated using this criteria. **Mr. Anderson** said they have not, but they can be. **Commissioner Walters** said well, that's great, because I would really like to recommend that we do that. I think it would be very illuminating for me to see. We know the projects that we agreed to. It would be very good to know how they would have stacked up in this criteria just as an educational exercise for us.

I'm also really interested in the return on investment. It's such an important element and it sounds like a science and sounds like it's a cut and dried process, but I have experience with this in which credential economists will get up and testify that a certain project will have tens of millions of dollars of positive return on investment and then an equally credential economist will get right up behind them and say it will have a negative return on investment. So, it's all about how you calculate that or how we calculate that, and I think it's an art and a science. That may be as I see it of these the one criteria that is very important, but it's not as objective as it might seem to be. So, how we do that I think really needs to be evaluated. If you could give us a thumbnail description at some point on how we look at return on investment, I think it would be helpful.

Mayor Alvey said, Commissioner Walters, going back to your point that it would be interesting to see how the current projects would be evaluated because there were reasons why those projects were chosen. There were valid reasons, right, and so it might indicate to us if we use the criteria, this might not have made the cut, but we made it a choice because it needed to be done for these reasons, that's that corrective that might need to be built it. **Commissioner Walters** said yes, and I fully expect there will be glitches and some improvements over time as this thing

gets implemented. I just thought it would be informative to see how it would have stacked up if we had used this criteria.

Commissioner Bynum said staying on the slide where you are, can you walk us through that slide again starting with costs meaning that 14 out of 14 said it's number one to help me again with what this slide is telling me. **Mr. Anderson** said the 14 is the percentage that you would assign and if I gave you 100% and you split it up between all these categories if you gave it—**Commissioner Bynum** said oh sure, the highest apparently—**Mr. Anderson** said correct and to describe cost, future O&M cost, so if we had, for example, x linear feet of pavement striping on a section of road, but a project description calls for adding additional pavement striping to that, that's going to increase our O&M on that project space. **Commissioner Bynum** said what I'm driving at is the point that Commissioner Burroughs was making and wondering if the weighting that we've created protects somewhat against the concern that he's brought forward. Secondly, I need you to tell me again the weighting where it's factored in on the datasheet. **Mr. Anderson** said it is intentionally left off the datasheet because this was produced to be supplemental information during this survey process with the human input. It's also in the public information piece. There could be a finalized version that shows that metrics composite score for the public consumption after a project has been pulled into the CMIP if that's desired.

Commissioner Markley said I think the master plan part is what is going to have the big impact on those communities that might not otherwise rank very high. You're either going to be in a master plan area or you're not and if you are, you're going to have a weighted score based on that, so areas like the northeast where we may not have as much of a population or the income might be lower, some of those other strikes that might be against them, they have a master plan in place and they're going to get a score based on that where an area that has no master plan is going to get nothing. I think that's where we make that adjustment. **Mr. Anderson** said in addition to solving for that problem of let's say real estate values or there's not a lot of sales tax in a particular area, that area could still be serviced by this model either by population density or whether or not it falls into a project area master plan. It's going to score well on different criteria that's going to raise its composite score. It's up to you to decide how to weight these. We're just trying to create some sort of transparent model that we can show how we prioritize a laundry list of projects.

Mayor Alvey said it's possible. I think, for instance, the Morris area, I can almost see perhaps under the criteria would be length of time since last major capital improvement project. You know something as simple as that and say—that way it at least brings it to the forefront and you say, okay, it's been 30-40 years and why is that important, because neighborhoods begin to feel neglected. So, that's an important goal of the community that we take care of the entire community, so whatever that criteria might be, that could be a corrective. Again, something to work out.

Commissioner Townsend said I too like the efforts taken to have some type of objective tangible way to weight in to decide what projects are going to be done. My first question about this is what we're looking at on that slide, the actual weights that are going to be given is this for illustrative purposes only? **Mr. Anderson** said this is based on feedback we received from the Public Works Standing Committee and the Planning Commission. It can change in the future. **Commissioner Townsend** asked based on what. **Mr. Anderson** said input from the elected bodies, so you and the Commission. **Commissioner Townsend** said, again, is this just for illustrative. **Commissioner Walters** said no, this is it. **Commissioner Townsend** said this is it, okay, that's fine. **Mr. Fisher** said this is a starting point in the process. It will be reiterative. **Commissioner Townsend** said it could change based on say, for example, that the Mayor just gave; we want to weight the last time something was done in particular. Okay, so this is what we're going with.

In your earlier part of the presentation you were talking about, I guess, it was weighting, and it had to do with projects that were identified by location versus a more blind test. What happens to those various results? How are they blended, they're not blended, if you could go back to that for me. What becomes of those? **Mr. Anderson** said we have the data-driven prioritization list and then we have the human input surveys that go through the same process. It's essentially going to be a check to see if the information we provided was perceived by human input to be important or relevant and just check to see if the projects line up. If they do, then great, so if it's one in the data-driven project list and it's number 4 out of 50 in the human input list. I would say we're pretty close and then we can merge those two and compute some sort of hybrid score between the data-driven and the survey.

Commissioner Townsend said at some point in the process will both of those scores or both of the tract results be presented to us? **Mayor Alvey** said I think that's just a beta, they're

going to just practice using both methods where you don't know what the location is and then another group would look at it with the location to see if there's any difference in the scoring. Again, what would seem important is not to allow any kind of personal bias in, so again, if I'm on the Scoring Committee and I see a project that has a location and that's my neighborhood, am I somewhat more likely to weight that or score that a little bit higher, possibly. We just want to do a check to see if that comes into play at all. I don't think they've decided whether to use a blind with location or not location. We're just testing it at this point.

Mr. Bach said the test is there, but it's also I think as we see it going forward as a check and balance because you go through it and put all the data information into it and then you come back and then you add that human element to look at it and it goes to those factors, like you said, it could be an area that's been—it doesn't weight high on return on investment, but somebody on the engineering team knows something that didn't get picked up in the data about how much work we're doing out there or safety factors that have come into play that just are not coming back in. It could be from not getting enough data in that area or one of the issues we've talked about too is maybe some of the influences on commercial side of the sales tax equation.

A lot of these weights here are coming into the property tax side of it and some of them could weight heavier into other return on investment factors that are not getting brought into the equation. We could come through and say it ranked on the data and here it is at 15, but here are these other factors we looked at that didn't follow chart and because of that we moved it up to number 3. We have to be able to defend that as staff if we come in and say that and not say because it was next to my house. You know, it was something that was influencing a particular area and we can all defend it. Either way it's still defensible data, just some of it's brought forward by the human side versus just all facts.

Commissioner Townsend said okay, that's what I was getting at. Where do you see the results of those tracts, so that will be maintained and brought forward and explained when we're trying to decide which projects to bring and go forward on above some others. **Mr. Bach** said I think it's likely, and you know we haven't done it yet to come out, but as we go through and show it to you, we will come through and then if you see some anomalies into it, those will be the ones why did this move from 15 to 3. You know, what influenced it to make it different from that perspective and that's a good one from the policymaker perspective that as you're seeing that you may come up and say well I understand that, but I think you're missing a different element here.

Mr. Anderson said a brief note on improvements to the return on the investment model. We're taking steps to analyze the process to include other revenue streams including the sales tax and other instruments that are approved by this body to collect revenues in a different manner. **Mayor Alvey** said so maybe we're using the measure of tax revenues is a more accurate one, changes in property assessment. I don't know.

Commissioner Philbrook said to shift the question a little bit, when we finally get to the point where we're doing this and we're utilizing it, how often will this data shift? Is it going to shift once a year or is it going to be a constant moving target with what's going on in real life? I'm just asking. **Mr. Anderson** said it will be a combination of two things. One, the data that feeds the datasheets will change—let's say there's a population change, the information that's here is based on utility on/off data and mailing return not returned. We have an address list that we maintain that is our population estimate, it's in-house, it's by address. That's going to change over time, so we will have refreshed data behind this. The other thing that will change is the list of projects. As projects get pulled out of that queue, that population of projects is going to change, so it's going to change the rankings. **Commissioner Philbrook** said that's kind of what I was after is to find out, so if we're halfway through the year and we had approved all these other projects and then we have to yank one for some reason, then everything else will shift accordingly.

Mr. Anderson said the other thing that could happen is if you pull a project out of the CMIP that's in it, it will go into that queue again. I could see it working both ways. **Commissioner Philbrook** said okay, so something can move up and come into, that maybe happen. **Mr. Bach** said we're grading on the curve. So, if you're in the day before and then some really smart kid moves into your classroom and gets a higher grade, it could push yours down to a B.

Commissioner Burroughs said I just have one question. On the annual UG tax roll that you gave as an example, you the 250, 1,015 ft.; the 852 I'm looking at the 86th Street example that you gave. It's a total of 852. Is that the valuation or is that the actual tax revenue? **Mr. Anderson** said that's the actual tax roll that only goes to the UG, so the school districts and the other mills are scrapped out of there. That's just UG tax roll. **Commissioner Burroughs** said those are the revenues generated. **Mr. Anderson** said correct. **Commissioner Burroughs** said I see you have a \$1.6M on the scale. Where does that number come from? I'm still looking at the same example. **Mr.**

Anderson asked is that 1,500 ft. buffer on that one. **Commissioner Burroughs** said I'm looking here at \$2.4M here on the other side, yes, \$1.6. I'm looking at the scale on the left side because I notice you have \$2.4 on the other side and \$1.6; what are those numbers—**Mr. Anderson** said the numbers on the far left are just giving you a point of reference. **Commissioner Burroughs** said so that's it? **Mr. Anderson** said yes. I labeled the top so above the bar you can see the real number at that distance. On the left is just a description of the Y access. **Commissioner Burroughs** said so the 852 is the aggregate of the first two columns or is that in addition to? **Mr. Anderson** said it is its own buffer and it's on dataset. So, I selected all the parcels, it fall within 1,500 ft. of a project and I summed the tax roll. **Commissioner Burroughs** said okay, so we have an aggregate number of almost 1.4M? **Mr. Anderson** said no, each of those separate. So, like it's a cookie cutter. You get the first distance, that's its own thing. Second distance is its own thing. They're not—**Mr. Bach** said they are part of 1,500 because 250 and then you would take everything within a 1,000, so 402 but then you've added that additional 500 sq. ft. outside of this project has the same amount of value as the first 1,000 does. That's how you jumped up all the way to 852,000 in this regard.

Mr. Anderson said so as a point of reference on that years to fund adjacent; obviously, not 100% of the UG tax roll goes to pay for Public Works projects. So, this is a little—it's a little too hard to peel that onion, but for a point of reference we are working on it, but for simplicity sake to show the ability for a project to get funded by the adjacent tax roll, we're taking the cost of the project and dividing it by the tax roll. That's where that year comes from currently, 2019 tax assessment. **Commissioner Burroughs** said tax assessment. **Mr. Anderson** said yes, the UG portion of the tax roll. It's real money like this is the real tax roll on a per parcel basis.

Mayor Alvey said okay, this is a great start. Any more questions from the Commission? Our next step will be—what is the next step? **Mr. Anderson** said in the spring we will be running around again and going to the different—**Mayor Alvey** said running around again.

Commissioner Walters said well, you did mention that you could evaluate the 2020 CMIP. When could we expect to see something on that? You don't have to do it by Christmas or anything. **Mr. Fisher** said absolutely, we can do that. **Mr. Bach** said why don't we work on that and then put

something back to tell the Commission that we can evaluate it by then. I think that would be good—whether that’s something we just want to show the Commission, or do we want to come back to a Special Session to do it. We have a lot of Special Sessions—**Commissioner Walters** said it would be very interesting. **Mr. Bach** said I think it would too. I think it helps us look at some factors here we may have missed or need to reconsider. **Mr. Anderson** asked which would you prefer I prioritize, the ‘21 and out or the 2020 review? **Mayor Alvey** said let’s do the 2021.

Commissioner Burroughs asked do we have to do all of 2020? Can we kick out a handful of projects in 2020 that may give us a view of the projects that we may want to discuss. **Mayor Alvey** said I think what Commissioner Walters is looking for is—because we’re going to be ranking them against each other, evaluating against each other, you would want to evaluate them against each other so throw them back in the mix and see where they would come out. **Mr. Anderson** said I would treat them as unfunded projects. **Mr. Bach** said when you do your ‘21 stuff. Rob, I mean when you go through all that, you’re going to have all those 50 there and then you’re just going to do the—you know we don’t have that many we’re funding this year and the fact you’re adding another half dozen into the mix, I don’t know if you have to keep it at 50 and throw the others out and now it’s 56 projects we’re weighting against, outranked against those that are—**Commissioner Burroughs** said so, you will present it in a binder basically, the 50 projects, the cheat sheet like we saw here. **Mr. Bach** said I would say it’s likely we may end up bringing this to standing committee and then the rest of you will have it, so I’m just trying to think of we probably want to get this done by February. We’ve got a lot of Special Sessions as we come into the next year, so I want to do this and we want it to be in place for our budget, but your committee would have and then the others could all see the information and, of course, you all are always welcome to attend. We could sure make it a point to let everybody know when we’re doing it.

Kathleen VonAchen, Chief Financial Officer, said I did want to add one point, last year during the CMIP budge process, the book that you got included an enhanced CMIP section and this past year if you open it up, you can see it has a page for every project in a lot more detail, pictures, so forth. We did that through that Questica software. There’s an introductory section and a lot more discussion. The plan with Public Works is to separate that out into a separate document so that you have a budget document for Operating and then a CMIP and in that separate document, as

Melissa mentioned, we hope to add these sheets into it. There will be a project description sheet as well as this sheet.

Commissioner Townsend said one other question. It seems as though I recall the last couple of budget sessions we also saw a listing of CMIP unfunded. Is that going to be in the mix and evaluated for all of these projects? I would like to know and would like to see it because then it tends to take away well that wasn't evaluated, so is that going to be in the mix? **Mr. Bach** said yes. It's our intention that all the projects we've identified to put into the mix, you're throwing 50, that number moves I guess year to year to year. I mean if it has 50 and we fund 5 and we identify 10 more to come into it, so now we're ranking on a scale of 1 to 55. That's how that will work, right, Rob? **Mr. Anderson** said yes. The way I set up this data model, it doesn't matter what the population is. We could have a million projects and it would run the same way. **Mr. Bach** said so it's not really—I mean everything that's not in the Five-Year CMIP will be in the rest of book. It will be one of the other 50+ projects that are not in the book because they're all in the book because they are all ranked against it, they just fall outside of what we can put in a feasible Five-Year Plan we think we can fund.

Ms. Sieben said the idea with the CMIP book, is that it actually shows you the ones that are funded, the funding streams, how they're set up, revenue and expenditure and the years in which they're going to occur. Even though we're ranking these, we're still going to show you what we think is going to occur in the outyears based on that ranking. You're going to see what's going to happen in the next year but you're going to see based on the ranking of what's in the mix today what we see happening in those outyears based on that. Again, his staff has to be queuing projects up into the future, so again, that kind of transition over a couple of years makes a lot of sense given that we are already stacking things for 2021 when it comes to engineering design. This, I think, will give you a much better look out into the future and then when we do add in a project and it ranks differently, you'll see sort of that trickle down affect. Am I missing anything Kathleen or Jeff? **Mr. Fisher** said no, great job. **Ms. Sieben** said I've done a few of these before.

Commissioner McKiernan said I fall behind, but eventually I catch back up. So, you were talking about, I don't know if you can see it from where you are, the summary sheets that were in the

master budget document. You said that this would continue to be in the master budget document, these summary sheets would continue to be? **Ms. VonAchen** said what we want to do is separate out the Operating Budget from the Capital, but yes, it will be in a Capital document along with this. **Commissioner McKiernan** said okay. I told you I fall behind, but I eventually catch back up.

Ms. Sieben said the idea is that the traditional approach is that you show Capital in one document and the Operating in another and then you ultimately—the other thing Kathleen has been working on is a revenue forecast book which is another one. They'll play with each other but there are separate ways of looking at them because they are trying to tell different stories and convey information in different ways.

Mr. Anderson said in addition to that there will be a map version of all this put together for public information. There is also the CMIP map, the <http://www.wycokck.org>—I'm just messing with you. There is a CMIP map out there that you can get to maps.wycokck.org/CMIP.html and that will take you to that map, but you can also get to it if you go to the UG website and type in projects in the search box, it will take you to the CMIP projects page.

Commissioner Markley said, Brian, you have not played with this map? **Commissioner McKiernan** said I have not. **Mr. Fisher** said you did early on. **Commissioner McKiernan** said I think Rob sent me the link to this a year ago maybe, so I actually do think I have. **Mr. Anderson** said that's just a compliment to the finance document that you get.

MAYOR ALVEY ADJOURNED

THE MEETING AT 6:00 p.m.

dt

Bridgette D. Cobbins
Unified Government Clerk

December 12, 2019