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

SPECIAL SESSION, THURSDAY, MAY 19, 2022

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in Special Session, Thursday, May 19, 2022, with ten members present: Bynum, Commissioner At-Large First District; Burroughs, Commissioner At-Large Second District; Townsend, Commissioner First District; Ramirez, Commissioner Third District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District; Markley, Commissioner Sixth District; Stites, Commissioner Seventh District (left at 6:10 p.m.); Davis, Commissioner Eighth District (left at 5:39 p.m.); and Garner, Mayor/CEO, presiding. McKiernan, Commissioner Second District; was absent. The following officials were also in attendance: Cheryl Harrison-Lee, Interim County Administrator; Misty Brown, Chief Legal Counsel; Monica L. Sparks, Acting Unified Government Clerk; Debbie Jonscher, Deputy Chief Financial Officer; Bridgette Cobbins, Assistant County Administrator; Brett Deichler, Interim Assistant County Administrator; Reginald Lindsey, Budget Director; Jeff Fisher, Executive Director of Public Works; Angel Obert, Director of Parks & Recreation; Dave Reno, Public Works Community Engagement Officer; John Kelly, Director of Buildings & Logistics; Greg Wooten, Building & Logistics Manager; Michael Peterson, Assistant Budget Manager; Jeff Miles, Interim Fleet Manager; Alley Porter, Commission Liaison; and Taylor Wash, Organization Effectiveness Coordinator in County Administrator's Office.

MAYOR GARNER called the meeting to order.

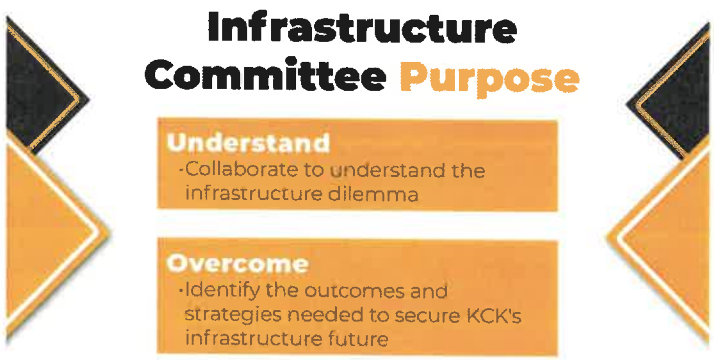
ROLL CALL: Townsend, Ramirez, Johnson, Kane, Markley, Stites, Davis, Bynum, Burroughs, Garner.

NOTICE OF SPECIAL SESSION of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, May 19, 2022, at 5:00 p.m. in the 5th floor conference room for a presentation from the Infrastructure Subcommittee and discussion regarding Capital Maintenance and Improvement projects.

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 Garner said tonight, we will have a presentation from the Infrastructure Subcommittee and a discussion regarding Capital Maintenance and Improvement projects, which is CMIP. I'll turn it over to the Administrator to introduce the presenters for the Infrastructure Subcommittee presentation.

Cheryl Harrison-Lee, Interim County Administrator, said equally as important in doing the budget and looking at the operational component is looking at the capital component. We all know if you're going to have economic development opportunities, we must have infrastructure that matches those opportunities or allows us to continue to keep the city growing and on the move. Tonight, we're going to be talking about the needs, some of the funding shortfalls, and proposed projects. I'll turn it over to Jeff Fisher, our Public Works Director, to start that presentation and to introduce the team that will be presenting tonight.



Jeff Fisher, Executive Director of Public Works, said as you know summer of 2021, the Mayor commissioned three subcommittees around infrastructure, identified commissioners who serve on each of those committees, and then to work with Public Works, Parks & Rec, Finance, Budget, and now we've met nearly 30 times since then and that work has been outlined in a document that has key outcomes and strategies that the committees felt were important for the short-term and the long-term. The committee Chairs are here tonight to present their findings and highlight that document. I'll turn it over to the Chairs.

Commissioner Johnson said I'll start out tonight. As Jeff has mentioned, they've met almost 30 times since the time that this started last August. I want to appreciate Jeff and, Angel also, for the work that you all have done to bring this information to us. As they mentioned, and I really hope the public sees this presentation because it's so vital for our city and our county to move forward. They broke us up into three subcommittees. First is Streets, Bridges & Streetlights, the next one is Parks, Recreation & Facilities, and the third one is Stormwater & Wastewater.

I will give you this caveat. Tonight we're not going to really deal with stormwater and wastewater because as we all know this is an issue that has taken on its own life and it would really overshadow some of the things I think we want to present tonight. So, I just wanted to make sure everybody understood that.

We see the Needs by category.

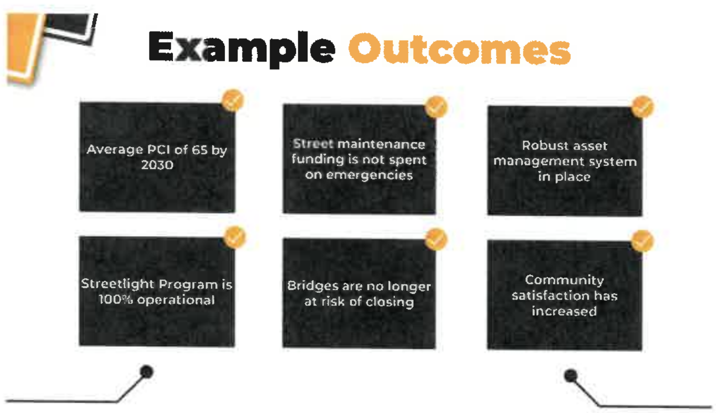
We have five particular areas that we need to figure out how we're going to fund through the General Fund. If you will just look at the first one, Bridges. The need is $14M a year and then the Have lets us know that we're not even at a half a million dollars a year. Now, that number is not going to match what you see in the CMIP report later because that Have is an annual average. It's an annual average of $476K so you can tell we are a little over $13.5M short of the actual need just for bridges.

Streets, you can look at and see $20M is the Need and $5.7M right now is what we have. That is indicative of all of the five categories. The things that we need to keep our community growing that are demanded by our budget, we are woefully short in most of those.

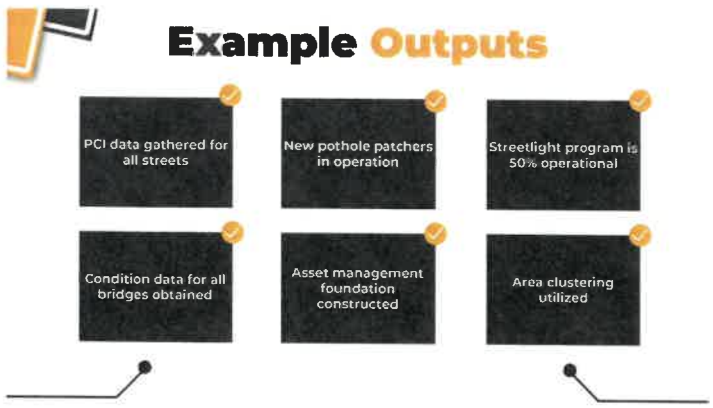
The next slide tells us, and I really like this particular one, the Enterprise Needs. The first slide is what it ought to look like. We have a need of $36M and we have a revenue stream of $36M, so it pays for itself. When you go onto others such as stormwater, we only have half of what we need, so this is an ongoing theme that we're going to see throughout this presentation by my colleagues.

The next slide tells Outcomes, Outputs & Strategies.

As we look at those three, I will first of all emphasize the middle one. Outputs, if you'll notice the last bullet point, it says without outcomes, there is no need for output, so I'm not going to really focus on that, but we want to focus on the outcomes and those are the difference made by the output, so they're all tied together, something that follows a result or a consequence and so we see these things all throughout our cities as we look at potholes. They are an outcome of the fact that we have not had enough money to be able to take care of those things. Strategies are our plan or methodology that creates support and advantages for outcome. I think that the thing that I want to emphasize with this is that we have to make sure that we are intentional about what we do, about how we do it and how we fund it. We need to be intentional about every single strategy that we put forward as a Commission.



I'm going to have kind of a theme here to look at the average. These are outcome examples and these are not the actual numbers and I want to put that out there upfront. Example of outcomes; if you look at the first one, the average PCI of 65 by 2030, that is an example of an outcome. That's not the actual example, but that is something that we need to be looking forward to putting out there. The thing that strikes me the most is the last outcome and I think that is relevant to right now and where we're going. The community satisfaction has to increase. We want the community to continue to say Wyandotte County is a place that we want to live. Wyandotte County is a place we want to raise our families.

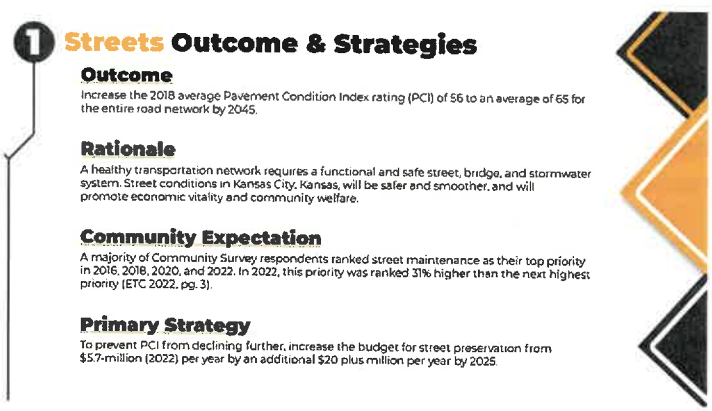


As we go to this next slide, I'll point out pothole patchers in operation. Many of us did the tour with Jeff and Dave. Do you all remember that? I think in retrospect that Jeff and Dave put us on that school bus on purpose because for the first time in my life I felt every single pothole from 7th Street all the way out to 110th Street. That renewed and it sparked an appreciation for the PCI, so that's an example of an output, new pothole patchers in operation and in my church we would say amen to that.

As we look at Strategies, I want to, you know, juxtapose the first item with the third item, we want to identify the most used street assets as juxtaposed as to deprioritize low traffic volume streets. I think I heard Jeff, and you can correct me on this, I think I heard you say that, or someone in your staff said, that in Wyandotte County we have more streets per some measurement than our neighboring counties and that lets us know there are problems—we know that there are probably some streets that don't have to be activated or inactive right now or are active right now. So, we need to make sure that we are removing the things that are not high priority, the things, for instance, unnecessary streetlights, unnecessary bridges are things that could be strategies as we move forward.

I think that concludes my portion and I'm going to pass it to Commissioner Bynum.

Commissioner Bynum said we're going to take you into the three areas again, two of three, by starting off with this vision statement; "a sustainable community of choice, free from threats and burdens of failing and unnecessary infrastructure." That's it in a nutshell. That is the balance of the rest of what we bring you tonight and it's a guiding statement for what we ask all of us as the elected body together to be thinking about from here on out especially during this budget cycle.

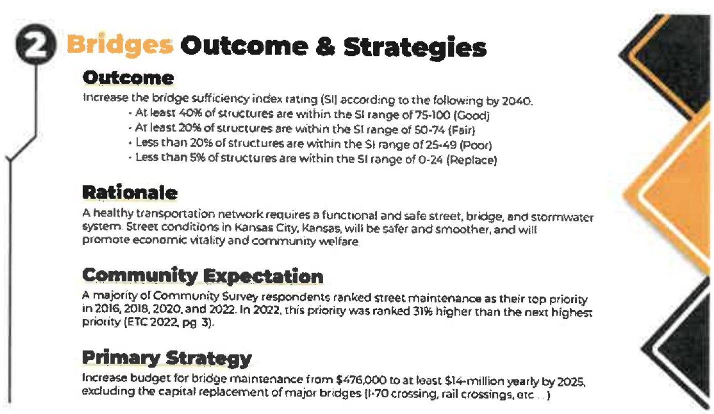


The area that I chaired was streets. Excuse me, streets, bridges, streetlights and sidewalks, so those are the areas that I'll be walking you through on the slides. You have this document which is the long version of what we're bringing you tonight. It's 20 some odd pages of typed material and the reason I hope you'll spend some time with this document is because this is the capture of all the work that was conducted in the almost 30 meetings that we all spent together.

So, before I go on, I just want to say thank you to all the committees, but specifically, for my committee; Commissioner McKiernan, Commissioners Townsend and Stites, and mostly thank you to our Public Works staff, Parks, and our Finance folks. This was an intense and sustained series of conversations. And to the staff, I'm most grateful probably not only for the expertise that you bring to your work, but for agreeing to the open and honest space in which we did that work and the dedication that you showed every time we had a meeting.

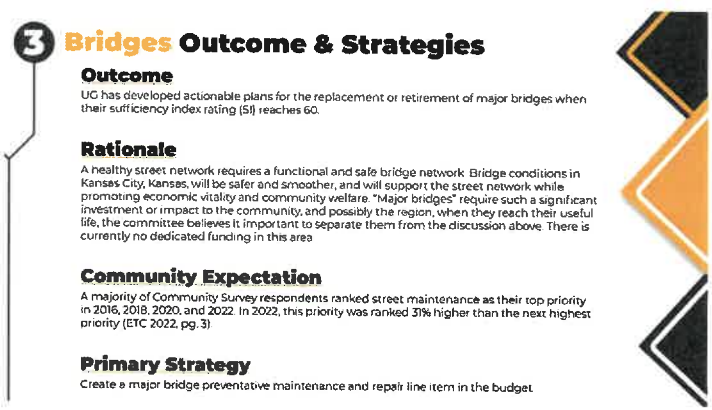
With that, we'll start with streets. This is a real indicator; increase the 2018 average Pavement Condition Index of 56 to an average of 65 for the entire road network by 2045, so it's a 20-year goal and we're only trying to move up nine points. It just shows you what a heavy lift it is. It shows you how much work there is to do.

The rationale and the community expectation, you'll begin to see that's quite repetitive, but a healthy transportation network requires a functional and safe street, bridge and stormwater system. You know street conditions in KCK will be safer and smoother and promote economic vitality and community welfare. The expectation of this community as born out over and over again. As you can see here is that they ranked street maintenance as their top priority; one, two three, four; four times over six years. In '22 the most recent one that we just saw a few weeks ago, this priority is 31% higher than the next highest priority. The priority strategy here an infusion of dollars. To prevent our Pavement Condition Index from further decline we must increase the budget from the current average of $5.7M to an additional $20M within just a few short years.

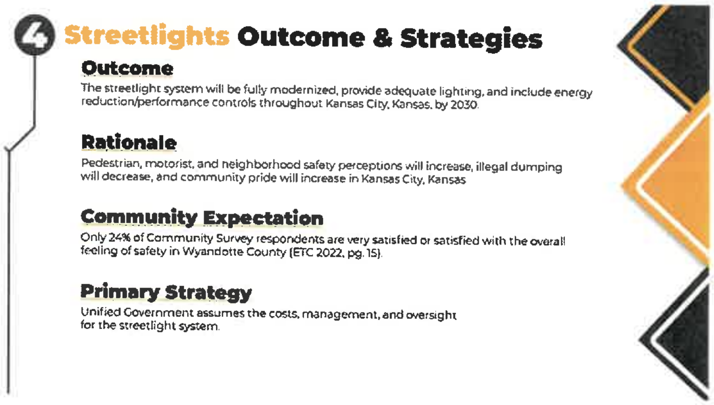


In the bridges category, again, starting with the outcomes, we want a bridge sufficiency index rating according to the following by 2040. We're saying 40% of our structures are within a sufficiency index range of 75 to 100, which we call good. Now, Mr. Fisher, before we came to the meeting I believe you may have indicated to me that we're at that goal right now. **Jeff Fisher, Executive Director of Public Works,** said that's correct. **Commissioner Bynum** said so maintenance is critical. We want 20% of our structures between the range of 50 to 74 in the fair category, 20% in the poor category and we certainly want less than 5% in the replace category. So, again, a healthy transportation network requires a functional and safe street, bridge, and stormwater system. The community expectation with this item as well is the same.

Street maintenance is the top priority of our community survey respondents, 31% higher than the next highest priority and how do we get there, we get there with budget dollars. At least we believe that is the number one strategy and that is less than 500—less than half a million that we currently budget to this outcome. It obviously needs to be increased dramatically by 2025 and we did want to point out that in the big document we have 270 bridges that we are in charge of and they don't include bridges like I-70, that's not Unified Government work to do. It does include bridges like the Kansas Avenue Bridge so you can see the specifics and the documentation of these bridges that we speak of within the bigger document.



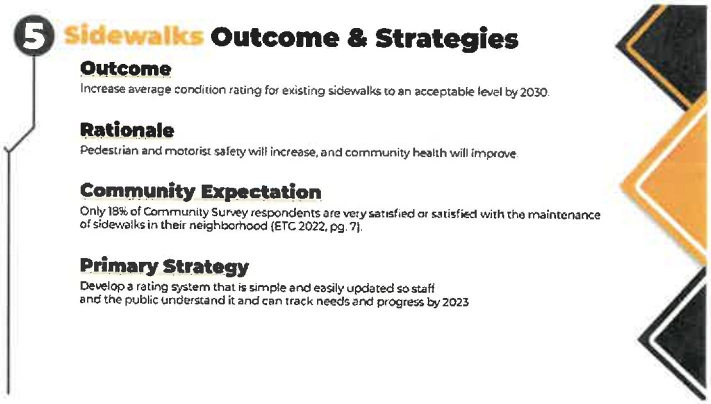
Again, we do have actionable plans for replacement or retirement of major bridges when they have a sufficiency index rating that reaches 60. Same rationale, same community expectation, the strategy here is that we can create among our Public Works experts a bridge preventative maintenance program and repair line item within our budget.



In the streetlights category, our streetlight system is fully modernized, it provides adequate lighting including, and this is no small thing to me and probably not you either, energy reduction and performance controls throughout Kansas City, Kansas by the year 2030. The rationale for streetlights is pretty straightforward, but I would put forward to you that it hits on a couple of main points; pedestrian, motorist, and neighborhood safety perceptions increase. Illegal dumping decreases, community pride increases.

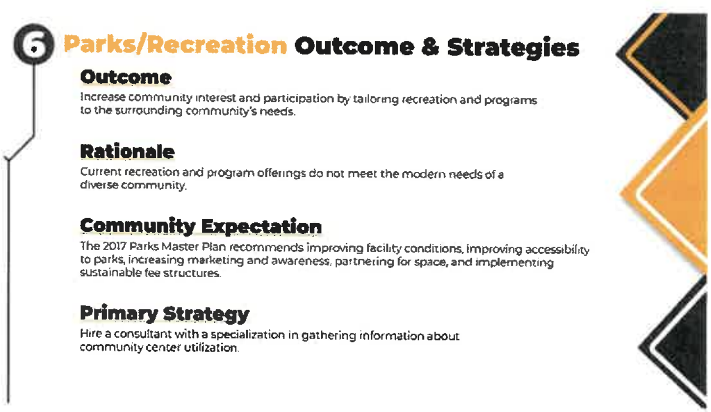
Again, the community expectation, we look to the survey and the survey says 24% of respondents are very satisfied or satisfied, so that tells you that there's easily plenty of work to do around streetlights. Then, our strategy that we're putting forward is that the Unified Government assumes the costs management and oversight.

I'll stop there to say that I believe we've all seen and if not, I apologize. I know our committee and Public Works & Safety Standing Committee have seen several presentations now around the possibility of converting all of our streetlights to LED lighting. The cost of that and the potential ways that we might pay for it, including the fact that our staff is working diligently to try to find some of these infrastructure dollars that could possibly be used for that. I will assure you they're just looking high and low at any possible remedy for helping to find a pay source for this because it's a great, great idea.



Moving on to number five, Sidewalks. Again, we're increasing an average condition rating for sidewalks to an acceptable level by 2030 and we say that because if you look at the strategy, the strategy is we're going to develop a rating system and we know that we know how to do that because we've done it in other arenas. So, again, pedestrian and motorist safety and so, again, you have the two kind of key areas, the safety and the community health. It is not scientific in any way to be able to draw the conclusion that existing sidewalks and new sidewalks contribute to the health outcomes that are so desperately and sorely needed for this community.

Again, 18% of our community survey respondents are very satisfied or satisfied. You know, we can do better than that. Again, the strategy is that we're going to develop a rating system and we're going to track the needs and the progress by 2023. That is a strategy that we can achieve and I'm going to hand it to Commissioner Ramirez for his portion.



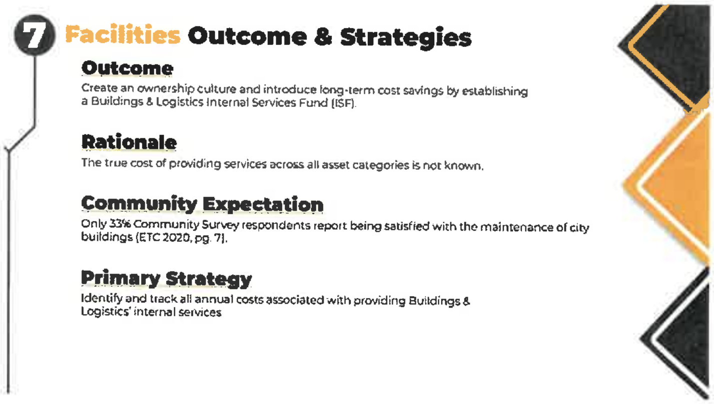
Commissioner Ramirez said as Commissioner Bynum said, thank you to staff for wanting to have this open and honest conversation with us. I also want to thank the commissioners that were part of the conversation, Commissioner Kane, Commissioner Davis, and Commissioner Markley who were on the subcommittee. We did good work, had many good conversations.

For Parks & Recreation, this pertains to recreational services and programming. The main outcome is increased community interest and participation by tailoring recreation and programs to the surrounding community's needs. This is a "right-sizing", recreational programming and services to the community. The recreational needs of Piper aren't the same as the recreational needs of Argentine, so making sure what program we do fits that community, fits that neighborhood.

The community expectation based off of our Parks Master Plan is that continuous improvement and accessibility of recreational services and programming. The primary strategy is hire a consultant with a specialization in gathering information about community center utilization. We can actually start the process of checking that off. Our Parks Department and under our Director, Angel Obert, and staff have already hired a consultant to do a study of our community centers and look at the utilization of those. They reported back to us earlier in the week with preliminary information and data and two things that I want to just briefly mention that came from that report is there's some overlap of services and programming with our community centers. And a possible recommendation that they may bring forward to us is maybe looking at our community centers and doing "specializing", specialization. Maybe have a community center that's more sports oriented, one that's more nature centered, or one that is more arts and crafts oriented, but again, making sure that those orientated are services of what the community in that area want.

The other one, and this is based off the NRPA, which is the National Recreation & Parks Association. Here in Wyandotte County based on their standards, we do not have a recreation center. All that we have are community centers and it's based off the square footage of the building and the particular programming that is in the building. In Wyandotte County, we can't say we have a recreation center based on those standards, we don't. They are all just community centers.

This study is continuous and it's going to be going on. They're going to continue working with staff, having conversations with staff, with leadership, with the governing body, and with the community and come to us with recommendations of how we can move forward from there. I'm happy that Angel and her team have brought this study to us because I think this is going to supplement the Parks Master Plan and give us a clear way forward of what we can do for our community centers and how we can—well, we all know our citizens, our constituents, they want more programming. This is going to help us get there.



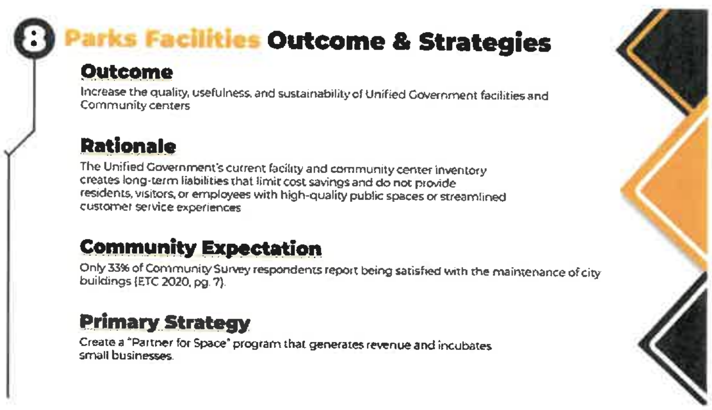
The next one is Facilities. We all know here at the Unified Government we have many, many facilities that house many of our departments throughout the city and throughout the county. The main outcome from this is create an ownership culture and introduce long-term cost savings by establishing a Buildings and Logistics Internal Services Fund. I'm going to ask Jeff Miles over in Fleet Services to describe briefly to the community and to the governing body what an ISF is and how it has helped Fleet Services.

Jeff Miles, Interim Fleet Manager, said yes, we implemented the Internal Services Fund in 2021. We're in our second year now with the assistance of Budget. The outcome that we were after is to hold the departments as well as ourselves, Fleet Services, much more accountable. Look at efficiencies, look at overlaps, consolidate a lot of the equipment so Internal Service Funds, we try to operate more as a business obviously without a profit margin, true cost. So, when we have that true cost of operation for department, that allows us to give budget true costs of what the equipment and vehicles cost that department and the services that we're supplying the community as well as operational benefits as well. I shift into a business model. It shifts that burden back onto the department to where they really focus in on their fleet of equipment and I'm happy to say we've reduced, just in one year, we've reduced our fleet size by over 100 pieces of equipment as well as vehicles. We hope to see the same thing with the facilities outcomes as well.

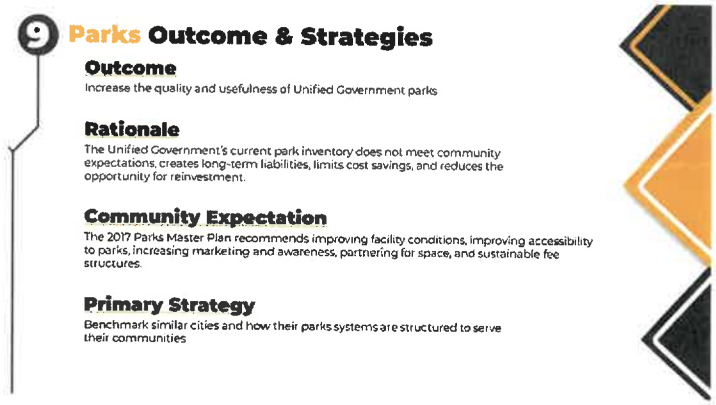
Commissioner Ramirez said the rationale for this is the true cost of providing services across all asset categories is not known. We don't know and I found out through our facilities when we budget or create buildings we really do not budget enough for O&M over the years and so that is why we have such a bad backlog of deferred maintenance.

Community expectations, this is something we're going to see over and over. Only 33% of the respondents to our survey report being satisfied with the maintenance of city buildings. That's a significant amount. That means 33% of our community doesn't like what they see when they come to a city building to get the services and programming that we provide.

A primary strategy to help with this, with the ISF, is to identify and track all annual costs associated with providing Buildings & Logistics internal services.

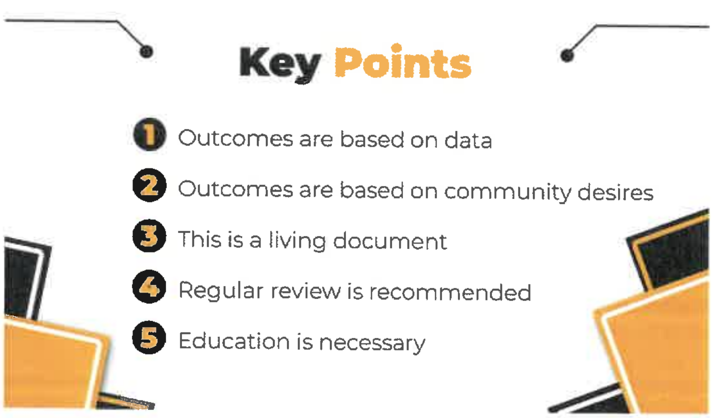


This slide pertains to park facilities. The main outcome is increase the quality, usefulness, and sustainability of Unified Government facilities and community centers. Again, the rationale, as always, is to improve and to continue that improvement in accessibility for park facilities and programming. Again, community expectations only 33% being satisfied with the maintenance of city buildings. The primary strategy of this is create a Partner for Space Program that generates revenue and incubates small businesses. An example of this could be Boys and Girls Club or YMCA who could create a partnership where they could provide after school programming, summer programming for the students, but again, there's a caveat to that. Our community centers need to be brought up to code before we can apply for licensing with the Kansas Department of Health and Environment to be able to create those partnerships. So, it's two-fold. We can create those partnerships, but first we need to get our house in order so that we can create those partnerships.



This last slide is pertaining to just our parks. The outcome is increase the quality and usefulness of Unified Government parks. We have many, many parks around this community and I know Commissioner Kane has continuously advocated for creating one in his district and we will get you one. Again, community expectation, continuous improvement and accessibility. The primary strategy for this came from, I believe, our Parks Director Angel Obert, to benchmark similar cities and how their park systems are structured to serve their communities. We have KCMO, Overland Park, Shawnee, many municipalities around us who have amazing recreational services and recreational facilities and just go around and see what they have, what they provide for their community, but also keeping in mind what we bring over has to fit and fit into what our community wants.

That's number one for Parks and Recreation and for all that we've been working as the subcommittees is making sure what we do fits the community and what the community wants. I will turn this back over to Commissioner Johnson.



Commissioner Johnson said I've found that my audiences tend to perk up when I say these three words, in my closing—in our closing. Here are key points, actually five of them. I'm appreciative of the fact that this Commission has increasingly become a data-driven Commission. We like to make our decisions based on what the numbers tell us and so I think that is something we're wanting to make sure we're doing. Again, we want to make sure that we are leaning in on the community surveys because those are the things that drive the needs that we emphasize in the budget based on what our community wants.

This is a living documented change as it should over time and so there are very few things that are just locked in stone here and I think we all need to be thinking about this from a general—and be flexible when we're looking at how we move forward. Of course, we need to review it as recommended and then education is necessary.

As we look at the General Fund Needs we wanted to come back around to make sure that we hit on this before we close today. I just did a little bit of calculations, just quickly here, the total need, according to my calculations, for all of these five areas is about $48M per year. Right now we have an average of $16M allocated per year.

It's interesting that Commissioner Ramirez kept talking about this 33%, 33%. The actual amount that we have allocated is basically 33% of what we actually need. So, we have a big ask that we need to consider as we ponder and as we contemplate how we move forward.

So, what's next.

These are recommendations. We need to figure out as a Commission whether we want to go with these or how we want to move forward, but we think that there needs to be another task force, imagine that, including up to three commissioners. The notion of transparency and accountability I think has been emphasized over and over. I think it's important that we make sure that we do that, make sure we're intentional about doing that. We want to continue to work with staff and we need to make sure that this Commission is updated on a regular basis.

Community engagement campaign is absolutely necessary. What's been recommended is that we look at a year-long campaign, kind of what we did with the mask campaign. Continue to build community awareness of outcomes and strategies. Again, I think we have to be creative and we need to go to the places that the community gathers because a lot of times we try to do— we say we're doing community awareness and we don't get the kind of results that we want. We need to make sure that the public understands all of the components that are interrelated to infrastructure, making sure that we get their participation in the budgeting process. What I mean by that is I think we need to continue to look at ways we can engage them to engage with us to tell us what's on their mind.

Those are the things that are simply recommended to this Commission and I think that is the conclusion. Jeff, Angel, if you all have any summative comments, go right ahead. **Mr. Fisher** said no additional comments.

Commissioner Davis said I will have to go here momentarily, but I wanted to at least be here to really champion the great work that you all have done, all my colleagues on the Commission. It is really an honor to, you know, serve in this capacity. To our staff, Parks & Rec, Buildings & Logistics, Public Works, thank you all for your efforts. My recommendation would be as we continue this conversation with the budget is that we have some sort of forecasting that kind of goes along with this process. That as we are talking about the needs we have predicted expenses and predicted revenue and if this already exists, please excuse my ignorance, but I cannot undermine any of those efforts because we really need them.

Then, lastly, I'll say on the community engagement piece that we absolutely need that and our Communications Department is very capable. We saw that during the ARPA subcommittee process where they got a lot of community members involved and so I'm excited to be on this team because I do think we can push these things forward.

Commissioner Kane asked, Mayor, was this the task force that you wanted me to lead? **Mayor Garner** said that could be a part of it. Just to answer that question, I did in anticipation of infrastructure money coming down from the state, which we haven't really got notification of that yet, but Commissioner Kane and Commissioner Stites have agreed to start up the Infrastructure Task Force. Commissioner Kane would Chair that and Commissioner Stites would Co-Chair that, so that is in place and I believe when they're ready to go to work that work will proceed. **Commissioner Kane** said I have some information. I have already met with Secretary Lorenz. I went to the meeting. I've been around her about four or five times. I took her to lunch and I think the best way to start is Commissioner Stites and I sit down with some staff, some people from Public Works, to see what projects they can help pay.

The weird part about that is $3.9B from the state of Kansas, but there's a side of it that you can get the grants to help cover what we can't cover. This is bigger than what I thought it was. She has a group that I've watched now twice. They're extremely good and I think we should have them come and tell us and then say here's some of what we have that needs to be fixed, can you tell us what qualifies for that. In fact, we've already had one project that we worked on, the Agriculture Hall of Fame that qualifies for some assistance. This is bigger than what I thought it was and I think there's—I almost said something I shouldn't. There's a lot of money, but I think we're headed in the right direction with this. I appreciate everybody's work. I think it's fantastic that the community is watching us now and believe it or not, they watch every one of these meetings to see what we're doing. I think this is a move in the right direction and I think it's going to work.

Oh, and did I say, I need a park in Piper?

Commissioner Bynum said I really appreciate that Commissioner Kane. I think that's going to be really helpful and especially in the near term. We know that some of the goals we've set forward we're saying by 2045, so obviously, 10 years down, 15 years down, we've got to find funding mechanisms too, but if we can solve some major problems right now, that's fantastic news.

What I think about with regard to us as a body is, you know, particularly right now, right now as we go into budget, can we have a healthy, robust conversation that allows us to negotiate our way to the things in the document that we know that we need that allows us to negotiate our way toward that and balance it against the steps that we all agree we want to see taken toward providing some relief. So, that's why I'm referencing it as a balance, as a broadly engaged healthy conversation and I believe that we can and we must.

Commissioner Ramirez said, again, I just want to thank the commissioners who were on the subcommittee that I chaired. As I said, we had many good conversations. Again, thank you to staff for allowing us to have that open and honest conversation. The very first time we met, my subcommittee, I made the requirement that everyone be open and blunt with each other. It's important that we had those conversations because it was the first time that I believe the commissioners had dove deep into the nitty-gritty of Public Works and having those conversations outside of the budget cycle and outside the CMIP process. So, I think it was very beneficial that we did that. It shows throughout the years that if we give them the resources, they'll do the work, they can do the work.

The one story I keep telling over and over, during COVID when we received the CARES Act funding and when the Parks Department, under Angel, received the $2.1M from the CARES Act, they did a lot of work within the few months that they had and it shows. You give them the money, you give them the resources, they'll do the work and so I can't thank our staff enough for everything and I can't thank enough our Commission for wanting to work together and to finally turn a page in our infrastructure situation that we have.

We want to bring in development, we want to bring more housing, we want to bring more programming and amenities to our community, we need to have an infrastructure that matches it. We need to have streets that are working, bridges that are working, recreational amenities for our new residents who come in to do things in the community. The community survey says it, number one issue, infrastructure. As long as I've been here, and I know some commissioners have been here longer than I have, number one issue is infrastructure. So, I'm happy that I was part of this and I look forward to working with every single one of the governing body, with staff, and the community to finally turn the page and get things done.

Commissioner Stites said first off I want to say I apologize that I'm not there in person. I've got some other things that I have to attend to right now, but at least I've got good wi-fi signal where I can tune in. I stand ready to Co-Chair and Chair this committee with Commissioner Kane. I'm ready to move this forward. Just like Commissioner Ramirez just stated, the number one on our survey was our roads infrastructure and I think it was followed closely by the blight and trash that we still need to make sure that we're addressing. We need to get those jobs funded. I look forward to moving this forward and trying to get some good things accomplished and work with the Commission on this project.

Commissioner Markley said not to voluntold anyone, but I think it would be a good idea if the third person on that committee was one of the original committee chairs. I'll just let you guys fight over which one takes that role, but I think it would be good for continuity if one of you filled that third spot, if that's possible, if any of you are willing.

I think we've set all the right goals. I think the trick comes, as we look at the budget, in figuring out how to fund those goals and move these projects forward. So, I just think it's really important as we go into the budget season and we hear those requests come back to us for funds that are going to move us forward achieving the goals that we've set here. We have to hear those and react to those appropriately. I'll also say over the years I've often advocated for taking those baby steps and we can't put $48M more dollars in the budget tomorrow, but if we start taking the steps now, it's going to get less and less painful over time.

I think what has happened in the past is when we've looked at the budget, we've gone, well, we just don't have the money, so we've not really taken any steps and I think I would rather see us take steps over in progression over the years and just say, well, we can't afford it so we're not going to move forward. I think this committee structure has helped us see the necessity of that and I hope that we'll follow through with that during the budget.

Commissioner Bynum said I would, as Chair of Public Works & Safety, offer up myself to your committee if Commissioners Kane and Stites would have me.

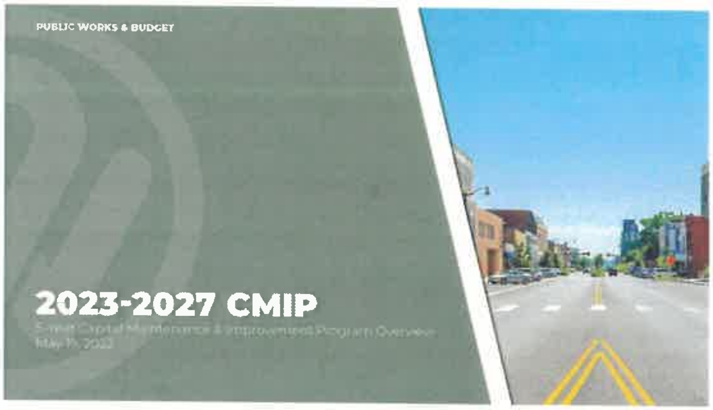
Commissioner Stites said if we need a motion, but I would gladly accept Commissioner Bynum to the committee. **Commissioner Bynum** said part of the reason why I say that is because I think it brings a continuity for me, most specifically, of making sure I understand all of the actions and activities and opportunities, but I'm happy to do it if it's your desire.

Mayor Garner said I just want to say that I'd like to give a quick shoutout, Commissioner Stites and Commissioner Kane without hesitation when I brought that to them, they jumped right on board and I know Commissioner Kane proactively went out and he has been to several meetings on his own to try and get the good information that this community needs in regards to infrastructure. So, thank you Commissioner Kane, Commissioner Stites, and thank you Commissioner Bynum, and if the Chair is so willing, I have no objections to Commissioner Bynum being a part of that, but I'm going to leave that up Commissioner Kane.

CMIP

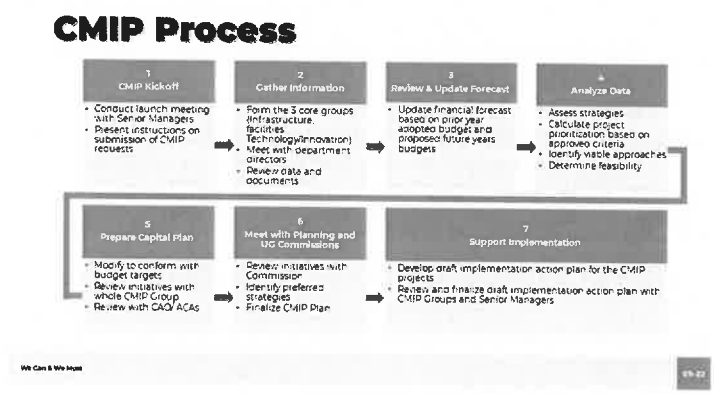
Mayor Garner said I will turn it back over to our Administrator to introduce the presentation for the CMIP presentation portion of this meeting.

Ms. Harrison-Lee said equally as important to getting the goals for the long-term plan is looking at what we can do in the short-term. Commissioner Markley has indicated that this is the kind of effort that you want to start with and look at it long-term, but also short-term, and so tonight we're going to have a presentation for the 2023 through 2027 CMIP. I'll turn it over to our Budget Manager, Mr. Lindsey.



Jeff Fisher, Executive Director of Public Works, said I'll get us started and then hand it over to Reggie. Let's see, Capital Maintenance Improvement Program Five-Year CMIP; this is the organizations financial plan regarding capital investment. We go through this process every year and this is for public consumption. There's a lot of work that goes into a CMIP each year. Reggie's team, Finance, Public Works, Parks, a lot of departments are involved in this. At least in the last few years I've experienced a lot of improvement in that process with Kathleen and Reggie involved and the other departments. They've really made some improvements, so I think we've come a long way.

The previous discussion is a great segue into this presentation, so I think it's very timely and I think you'll see it's a little bit different than in the past. Reggie's got an idea that we worked together on to help us maybe consider a couple of those outcomes that we just talked about. I'll hand it over to Reggie to walk through the process of things.



Reginald Lindsey, Budget Manager, said when we start the CMIP process, we work through a multiple step process that includes seven different pillars which are up on the screen right now. The first one that we have is a CMIP Kickoff. What we do is we meet with all the managers around the organization, give them instructions on the CMIP process. We're in the fourth budget cycle where we're using this process and we go through like a six-year plan for the items at over $50K that are related to CMIP. What the CMIP does, it funds infrastructure construction and rehabilitation and maintenance across the organization.

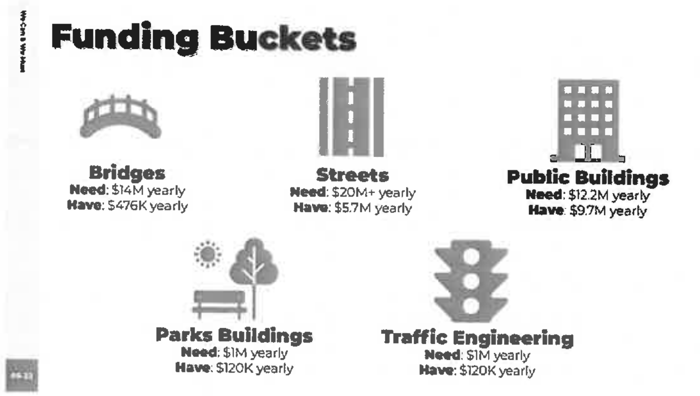
Within that second pillar we go through where we gather information and that includes us meeting with over 30 different departments that are vying for Capital funds across the organization. The funding is limited as we've kind of talked about already tonight and kind of what happened, as happens, there's going to be some funding that someone doesn't get. One of the key things is that the departments and what we have called core groups have trust in one another and those core groups are three different groups that we have across the organization that specialize in infrastructure whether it's horizontal and by that I mean street and bridges. Then, also facilities which are like vertical structures and then also like our technology and innovation projects and those kind of things help us enhance the operations within the organization whether it's through software, whether it's through just other types of computer needs.

What we do in there is basically gather information, review data and documents across the organization and then we move into the next step which is we review and update our forecasts. Commissioner Davis talked about this so we will definitely be reviewing forecasts with the elected body and then we move into where we analyze data. There with data we deal with the worst—with having this data, we're able to deal with our worst infrastructure first, so whether it's like our vertical infrastructure, which is our streets and bridges or our—I meant horizontal, but with our vertical infrastructure which is our facilities, so that helps us deal with that.

Then we move into Step 5 which we have recurring meetings just across the organization where we have a prepared Capital Plan. We work with the County Administrator's Office, we work with our core groups, and we work with Finance and we work with Public Works and Parks, just all the departments across the organization.

Then, we move into our sixth step—sixth pillar, which is we meet with Planning and the UG Board of Commissioners and so as we sit here tonight we've already been to the Planning Commission and CMIP runs through multiple advisory groups which include internal groups; the department's, Finance, County Administrator's Office, and as I said Planning. Now we're here in front of this group, the elected Board of Commission, and then we move into where we implement everything after we approve it in the budget, so now I'll turn it over to Jeff.

Mr. Fisher said just a quick list of highlights for this year. We've got a number of great things going out there; the fire station at Pierson Park, 7th & Central as most of you probably experienced, Annual Pavement Preservation, of course, the park at Hutton & Leavenworth, and then improvements at Clifton and City Parks. That is this year.



I'm not sure you've all seen this slide before. It's our five buckets. I won't spend a lot of time on that. Commissioner Johnson did a great job of highlighting that. Now, I'll hand it over to Reggie.

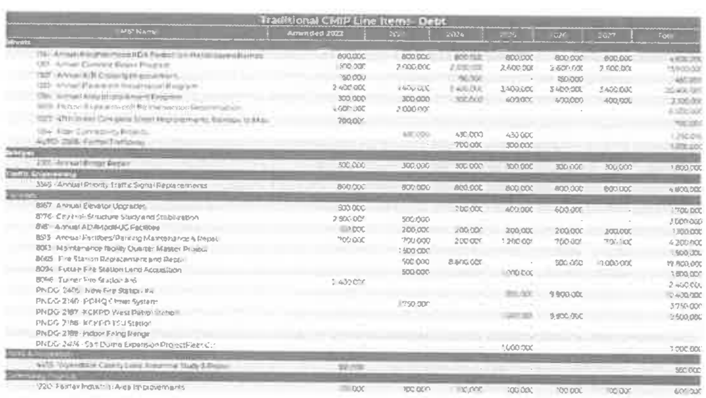
Traditional CMIP - Cash & Debt

Year	Street Preservation	Bridges	Facilities	Parks	Fleet	Technology	Radios
2022 Amended	$5,770,000	$476,000	$7,863,337	$3,300,700	$552,000	$1,124,586	$3,000,000
2023	$7,570,000	$476,000	$11,616,000	$1,105,000	$600,000	$1,799,007	$3,000,000
2024	$6,570,000	$300,000	$11,541,000	$785,000	$0	$1,011,438	$3,000,000
2025	$6,570,000	$300,000	$6,671,000	$1,968,500	$0	$793,109	$3,000,000
2026	$6,570,000	$300,000	$21,651,000	$1,135,000	$0	$999,950	$3,000,000
2027	$6,570,000	$300,000	$12,125,000	$150,000	$0	$638,071	$0
Total Cash	**$19,220,000**	**$352,000**	**$11,617,337**	**$7,894,200**	**$1,152,000**	**$6,366,156**	**$15,000,000**
Total Debt	**$20,400,000**	**$1,800,000**	**$59,850,000**	**$550,000**	**$0**	**$0**	**$0**
Grand Total	**$39,620,000**	**$2,152,000**	**$71,467,337**	**$8,444,200**	**$1,152,000**	**$6,366,156**	**$15,000,000**

Mr. Lindsey said what we have here is a view of our CMIP and this is our Traditional CMIP, what we traditionally have been over before and one of the things Commissioner Markley talked about is working towards adding more funding into the budget so that we could meet some of the needs that we talked about. We wanted to kind of show what traditionally we have been budgeting and this is kind of what we start off every year at our base budget, so what we're doing is giving a view of our six-year CMIP and we've got the years going down the left-hand side and it kind of breaks out into the different funding buckets. We see we have Street Preservation and going across horizontally we have Bridges, Facilities, Parks, Fleet, Technology, so we just kind of wanted to give a view of what traditional funding would look like.

The dilemma with the traditional funding is we have always funded like this and the reason we've done this is because we just have not had enough funding to provide more money, so now we're trying to look at different ways and into where we can seek more money into the budget over the years.

Commissioner Markley said not a question, I think really just confirmation. You're saying Traditional CMIP as in this is what we have done in the past, right, and what we have done is basically we have flat rate funded CMIP because that's the money we had in prior year budgets and that's the money we had available with no attachment to what was needed that year. We just said this is a flat rate we're giving to it even whether the need was down here, up here, we just did a flat amount. **Mr. Lindsey** said that is correct and also to be honest with you, sometimes we did not know what we needed in the past. I mean of the things that—**Commissioner Markley** said this is not shocking to me. **Mr. Lindsey** said one thing that Jeff and his group has introduced to us whether it's with facilities or whether it's with infrastructure, we actually know what we need and before we didn't know what we needed to do. We had an idea, but now we know exactly what facilities we need to go after, what infrastructure we need to go after. **Commissioner Markley** said I should be clear that my laugh was about the times prior to Jeff coming to us when it was clear we didn't know what we needed. So, I appreciate Jeff Fisher's work here.



Traditional CMIP Line Items - Debt

CMIP Name	Amended 2022	2023	2024	2025	2026	2027	Total
Streets							
[illegible]	800,000	800,000	800,000	800,000	800,000	800,000	[illegible]
[illegible]	[illegible]	2,000,000	[illegible]	2,600,000	2,600,000	[illegible]	[illegible]
[illegible]	[illegible]		[illegible]	-	250,000		[illegible]
[illegible]	2,400,000	[illegible]	[illegible]	3,400,000	3,400,000	3,400,000	[illegible]
[illegible]	300,000	300,000	[illegible]	400,000	400,000	400,000	[illegible]
[illegible]	[illegible]	2,000,000			-		[illegible]
[illegible]	700,000						[illegible]
[illegible]		[illegible]	430,000	430,000			[illegible]
[illegible]		-	700,000	300,000			[illegible]
[illegible]							
[illegible] Annual Bridge Repair	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Traffic Engineering							
3345 - Annual Priority Traffic Signal Replacements	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
[illegible]							
8867 - Annual Elevator Upgrades	300,000		200,000	400,000	600,000	-	1,700,000
8776 - City Hall Structure Study and Stabilization	2,500,000	500,000			-	-	3,000,000
881 - Annual ADA Modif-UG Facilities	[illegible]	200,000	200,000	200,000	200,000	200,000	1,300,000
8893 - Annual Facilities/Parking Maintenance & Repair	700,000	700,000	200,000	1,200,000	700,000	[illegible]	4,200,000
8003 - Maintenance Facility Quarter Master Project		1,500,000					1,500,000
8005 - Fire Station Replacement and Repair		500,000	8,800,000	-	500,000	10,000,000	19,800,000
8094 - Future Fire Station Land Acquisition		500,000		1,000,000			1,500,000
8096 - Turner Fire Station #6	2,400,000						2,400,000
PNDG 2405 - New Fire Station #4				[illegible]	9,900,000		10,400,000
PNDG 2140 - PDHQ Chiller System		3,750,000					3,750,000
PNDG 2187 - KCKPD West Patrol Station				[illegible]	9,900,000		2,500,000
PNDG 2186 - KCKPD TSU Station							
PNDG 2188 - Indoor Firing Range							
PNDG 2474 - [illegible] Expansion Project/Fleet Ctr				1,000,000			1,000,000
[illegible]							
[illegible]	[illegible]		-	-			560,000
[illegible]							
9720 - Fairfax Industrial Area Improvements	[illegible]	100,000	[illegible]	100,000	100,000	100,000	600,000

Mr. Lindsey said this is another view of CMIP. This kind of drills down more into the CMIP where first we had the buckets, but one of the amounts is the Annual Pavement Preservation where we kind of see, you know, those steady amounts going across and then also the bridge repair is just steady amounts of like $1.8M. Then, if you look down into Facilities, we do build new facilities here and there, but like just some of the infrastructure kind of stays the same across the page. So, just drilling down to show you all those projects.

Traditional CMIP Line Items- Debt							
CMIP Name	Amended 2022	2023	2024	2025	2026	2027	[illegible]
Public Building Commission							
4330 Courthouse			2,325,000				600,000
869a Annex Parking Lot Improvements							400,000
AUTO 2548 Treasury Offices Consolidation			[illegible]000	2,000,000			
AUTO 2576 Remodel Emergency Operations Center				1,400,000			
AUTO 2580 WYCO Lake Roads							1,200,000
Special Revenue Projects							
PNDG 2108 NE Patrol Station				[illegible]			
[illegible]							
PNDG 2482 Rock Island Bridge			800,000				
PNDG 2483 UG Levee Trail Armourdale Improvements				800,000			
PNDG 2485 UG Levee Trail Central Industrial Levee Improvements				500,000			

Here's another page that kind of does the same thing.

Needs Based CMIP - Cash & Debt

Year	Street Preservation	Bridges	Facilities	Parks	Fleet	Technology	Radios
2022 Amended	$2,400,000	$476,000	$5,463,337	$3,300,700	$552,000	$1,124,586	$0
2023	$9,400,000	$5,176,000	$8,691,000	$1,105,000	$600,000	$1,799,002	$3,000,000
2024	$13,400,000	$10,000,000	$7,691,000	$785,000	$0	$1,011,438	$3,000,000
2025	$18,400,000	$14,000,000	$3,071,000	$1,988,500	$0	$793,109	$3,000,000
2026	$23,400,000	$14,000,000	$2,651,000	$1,135,000	$0	$999,950	$3,000,000
2027	$24,400,000	$14,000,000	$2,125,000	$150,000	$0	$638,071	$3,000,000
Total Cash	**$19,220,000**	**$352,000**	**$11,617,337**	**$7,894,200**	**$1,152,000**	**$6,366,156**	**$15,000,000**
Total Debt	**$91,400,000**	**$57,652,000**	**$18,075,000**	**$550,000**	**$0**	**$0**	**$0**
Grand Total	**$110,620,000**	**$57,652,000**	**$29,692,337**	**$8,444,200**	**$1,152,000**	**$6,366,156**	**$15,000,000**

What we're introducing here is our Needs Based CMIP and what we're doing is kind of modeling here what it looks like, what we need to do to get to the plan of improving our infrastructure to get into the PCI indexes and the facility indexes that we need to do into the future. Where we have really done the modeling is Street Preservation and Bridges because this is definitely where we have the information on what we need into the future.

One of the key things down here is we need $110M for Street Preservation and in the prior, like what we fund now in the budget, $39M so we're like $71M short. Then, if we go over to Bridges, we need $57M to fund everything and what we have now in the budget is $3M so we're $55M short. So, you can kind of see here looking at Bridges and Street Preservation, we're increasing the numbers each year. We're not putting all the money in there that we need at one time, but what we're doing is trying to work our way up each year so in 2023 we want to go from almost a half million dollars to $5M. Then, in 2024 go up to $10M and then by 2025 we will have the amount of funding that is ideally to get us to where we need to be.

Then, Street Preservation, you kind of see we're working our way up from \$2.4M to \$9.4M and each year we're just kind of going up to 2027 where we got \$24M within the budget. The dilemma here is basically what goes on is we blow the expense budget up, so right now, we're doing these—we can't afford for these, but what we need to do is drill down into the budget and see where we can unleash different fundings from expenditure-wise.

Needs Based CMIP Line Items- Debt

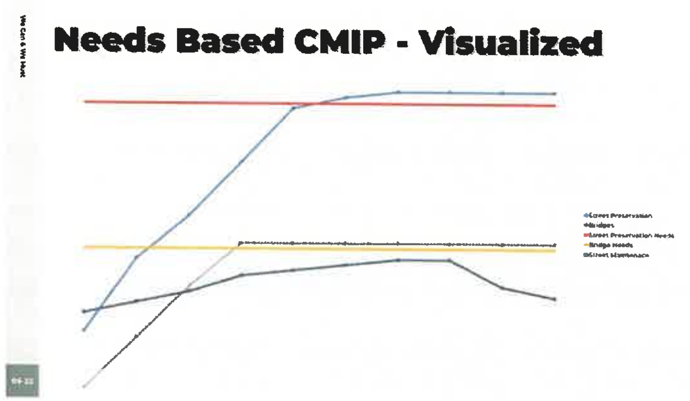
CMIP Name	Amended 2022	[illegible]	[illegible]	[illegible]	[illegible]	2027	[illegible]
Streets							
1141 - Annual Neighborhood ADA Pedestrian Handicapped Ramps	800,000	800,000	800,000	800,000	800,000	800,000	[illegible]
[illegible] - Annual Concrete Repair Program	[illegible]	2,000,000	2,600,000	2,600,000	2,600,000	2,600,000	[illegible]
1307 - Annual R/R Crossing Improvement	150,000	-	150,000		150,000	-	[illegible]
1321 - Annual Pavement Preservation Program	2,400,000	9,400,000	13,400,000	[illegible]	23,400,000	24,400,000	[illegible]
1334 - Annual Alley Improvement Program	300,000	300,000	300,000	400,000	400,000	400,000	[illegible]
1609 - Hunter & Leavenworth Rd Intersection Reconstruction	4,000,000	2,000,000	-		-		[illegible]
[illegible] - 47th Street Complete Street Improvements, Rainbow to [illegible]	[illegible]						700,000
7054 - Fiber Connectivity Projects		430,000	430,000	430,000			1,290,000
AUTO-2606 - Fairfax Trafficway			700,000	300,000			1,000,000
[illegible]							
[illegible] - Annual Bridge Repair	300,000	5,000,000	10,000,000	14,000,000	14,000,000	14,000,000	57,300,000
Traffic Engineering							
[illegible] - Annual Priority Traffic Signal Replacements	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
[illegible]							
8417 - Annual Elevator Upgrades	500,000		200,000	400,000	600,000		1,700,000
8775 - City Hall Structure Study and Stabilization	2,500,000	500,000	-				3,000,000
8181 - Annual ADA Modif-UG Facilities	[illegible]	200,000	200,000	200,000	200,000	200,000	[illegible]
8593 - Annual Facilities/Parking Maintenance & Repair	700,000	700,000	200,000	1,200,000	700,000	700,000	4,200,000
8603 - Maintenance facility Quarter Master Project		1,500,000					1,500,000
8605 - Fire Station Replacement and Repair		500,000	8,600,000	-	500,000	10,000,000	19,600,000
8094 - Future Fire Station Land Acquisition		500,000		1,000,000			1,500,000
8096 - Turner Fire Station #16	2,400,000						2,400,000
PNDG-2405 - New Fire Station #4				500,000	9,900,000		10,400,000
PNDG-2140 - PDHQ Chiller System		3,750,000					3,750,000
PNDG-2187 - KCKPD West Patrol [illegible]				1,000,000	8,500,000		9,500,000
PNDG-2188 - KCKPD TSU Station							
PNDG-2189 - Indoor Firing Range							
PNDG-2474 - [illegible]				1,000,000			1,000,000
[illegible]							
4475 - Wyandotte County Lake Waterline Study & Repair	550,000						550,000
[illegible]							
7220 - Fairfax Industrial Area Improvements	100,000	100,000	[illegible]	100,000	[illegible]	100,000	600,000

This is a same kind of view we have with your Traditional Budget, but now we have the Needs Based Budget and we see this highlight here, just going across horizontally, what that looks like. You can see where we had \$2.4M and we start going up over six years or a total \$91M and then with Annual Bridge Repair, we go from \$300K to \$5M and then we get up to ideally what we would need to be spending over the years.

Traditional CMIP Line Items- Debt

CMIP Name	Amended 2022	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Public Building Commission							
[illegible]		[illegible]					800,000
8694 - Annex Parking Lot Improvements							[illegible]
AUTO-2548 - Treasury Offices Consolidation		[illegible]	[illegible]				
AUTO-2576 - Remodel Emergency Operations Center			500,000				
AUTO-2580 - WYCO Lake Roads							[illegible]
Special Revenue Projects							
PNDG-2108 - NE Patrol Station			[illegible]				
[illegible]							
PNDG-[illegible]		[illegible]					
PNDG-2481 - UG Levee Trail Amenities Improvements			800,000				
PNDG-2485 - UG Levee Trail [illegible] Industrial Levee Improvements			[illegible]				

Just kind of drilling down and seeing some of the other projects. The main thing here is that we don't have the funding right now, but as Commissioner Markley said, just working through this budget cycle we can come up with some solutions. Resources are tight. We don't have any new revenues coming in. Also, we have expenditure challenges as far as like cost of things are going up. Our costs are increasing more than our revenue growth is, so those are some of the different things we're going to have to deal with coming into the budget cycle. I'm going to turn it back over to Jeff.



Mr. Fisher said this is an attempt to just sort of graphically show what the ramp, but the increase in investment in street preservation looks like versus street maintenance. The light blue line is street preservation ramping up to $20M plus, which is the red line, and then the darker blue line at the bottom is what you can expect street maintenance costs to look like over that period. The longer it takes to get to the $2+M, the faster that blue curve is going to grow and we're already experiencing that. Your experiencing it every day with potholes. I mean the guys and girls are working tirelessly. We've even worked Saturdays this season to get caught up and each year it's getting harder and harder to catch up and especially after winter.

It's just simply to point out that the longer it takes to increase investment in street preservation, the more we're going to pay in street maintenance, so the difference is, of course, that the customers are unhappy with the higher street maintenance costs because they're experiencing it every day as citizens.

Commissioner Bynum said the converse then is also true if I'm following what you said and the visualization, the sooner we invest in street preservation the sooner the street maintenance costs go down. **Mr. Fisher** said or flatten out and, yes, over time we might get it to go down, that's right. **Commissioner Bynum** said money well spent. **Mr. Fisher** said that's all I was trying to do and, hopefully, it made sense.

I guess the questions are for the elected body. Do you support a Needs Based CMIP and should staff begin to construct the Needs Based CMIP? That's the end of the presentation.

Commissioner Ramirez said I had a question on some of the—in the needs and the snapshot of the Needs Based CMIP it says in Facilities the grand total is $29.6 but in the Traditional CMIP snapshot it says Facilities grand total is $71.4. How and why is that lower when everything else went up? How did Facilities go down in the Needs Based CMIP? **Mr. Lindsey** said one thing we do have with Facilities is different from like our horizontal infrastructure with streets and bridges. We do have continued maintenance, but we do have buildings that we build every year and so sometime those fall off and that makes the cost go down within the schedule.

Mr. Fisher said I might add, Commissioner Ramirez, you might remember in the infrastructure subcommittees and you mentioned that in your comments, vertical, the facilities problem is different from, as Reggie indicated, the linear stuff in that we have a lot of them and the theme was rightsizing and so we don't yet know kind of how to project those costs yet until we have the additional studies done, which will be in a few months or later this year. Once we have a better idea of where those opportunities are to likely reduce square footage or repurpose facilities or right size or build a new rec center or whatever is going to happen, it's hard to project that. I think Reggie is doing the best he can with John Kelly's help to do that. **Commissioner Ramirez** said okay, thank you. I was just curious. I saw that and I just wanted to make sure I was reading it correctly.

To the two questions you have, do you support a Needs Based CMIP, I would say yes. I believe it is something that has been needed. We just had the outcomes and strategies and Commissioner Kane and Commissioner Stites committee on the infrastructure task force, I think the Needs Based CMIP, as I said in my comments before, is going to help us turn that page. Jeff you have come to us many, many times sounding the alarm of what our infrastructure is going to look like in 10 years. I think it's time for us to actually do the work. We keep talking about it and I think a Needs Based CMIP is going to help us get there. It's going to take a while, but we need to continue to have the conversation and continue the investment and increase in investment so that 10, 20 years from now we're not looking at failing infrastructure across our entire city or county.

And in my opinion, I do think staff should look into conducting a Needs Based CMIP instead of what Commissioner Markley said, instead of just giving a flat rate or a flat amount every year, not looking at what is needed and what's not needed, it should reflect on what is needed to be built, what needs to be preserved, maintained. I think it's the best foot forward and, again, let's turn that page and get work done, listen to the community survey, let's fix our infrastructure.

Commissioner Kane said can you go back to slide 6 please? Jeff, that 2606 Fairfax Trafficway, was that the area I sent you down to look at? **Mr. Fisher** said that is, Commissioner, yes. **Commissioner Kane** said and this is where the problem is, it becomes a safety issue. We've closed down the southbound lane coming away from the General Motors Plant and how many tankers did you see that day when you were down there, Mr. Fisher? **Mr. Fisher** said a lot of them. **Commissioner Kane** said a significant amount. I wouldn't ask you that question if I didn't know. The bottom line is this is something that needs to be fixed now, not later. It's Commissioner Townsend's area, but I'm telling you it's a death trap and with those tankers with all the fuel, and it doesn't matter what kind of fuel it is, this is a boatload of fuel and at 4:00 it's an accident waiting to happen. One, I think we need to move that forward to 2023. Two, I think this is a perfect example where you call Secretary Lorenz and say does this qualify for one of the things that can get fixed. Her office will literally give you the answer that day. If it's not that day, it'll be in the next couple of days.

I think this is one that we should do as an example. Call them up and say, hey, I'm Jeff Fisher from so and so and I got this project and let's go meet them down there and look at what's going on because me telling you isn't near as dangerous as watching. I think this project is one that we need to ask them and worst case scenario, we need to move it forward. Is there another funding way so we can move that forward and not mess up the other projects that are scheduled for 2023? **Mr. Fisher** said we can work on—we'll explore those options for sure and we can look into grants for sure as well.

Commissioner Markley said can you go back just one slide? This attitude is what got us into the situation that we're in because needs started to increase and this was long before any of us were here really, the needs started to increase, but the message to departments was don't spend any more money, so they just kept it flat and then things just kept getting worse and worse and worse and here we are today. So, obviously, we shouldn't continue that. It didn't work, it was a bad method. We need to move forward with the idea that we should be budgeting based on our needs. Obviously, we can't jump up and fund everything next year exactly the way this chart shows although that would be lovely, but we can't jump up and do $91M next year, it's not going to happen. But, if we start moving that way, and every year we're thinking about how much more we need to put in and we're sort of basing it on maybe a percentage of what the need is, at least we have that attitude and we have that understanding that our amount we're budgeting should be somehow tied to our need and not just a flat rate, I think that gets us a long way. We can start biting off the elephant little piece by little piece and get us where we need to be.

That traditional method—and then it's our fault as commissioners because even after we were here, we kept moving forward with that. Budget would come out and have the flat rate from last year, we'd say great, didn't go up. That's what got us in this position to begin with, that's what caused the whole problem, so I am in favor of moving forward with the Needs Based budgeting.

Commissioner Johnson said I don't know if I'm going to clarify or muddy the conversation, but I just want to make sure that, Jeff, you clarify this does not include stormwater and wastewater, these numbers. **Mr. Fisher** said this is just General Fund. **Commissioner Johnson** said so you still have to—we still have to chew, nibble, I don't know what you do on stormwater, wastewater as well, so it's out there.

Commissioner Townsend said I'm glad one of my colleagues mentioned something in my district so I don't sound greedy about it, but this is a perfect example of explaining again the difference between what we've done, each of us, in identifying certain needs anyway. So, how was this going to be really different? Actually, a two-pronged inquiry that I want to make clear or I'm not going to make it clear but put it out for clarification because each year we come up with, you know, I need Fairfax, I need the crumbled tennis court in Quindaro Park done, I'm going to get it all out since we're on. So, do we need Need Based, yes, and we've done that so how is this really going to be different consistently keeping in mind what our community has said in response to the survey. Streets, Fairfax would certainly be consistent with that, would it not? That's right. And parks, so just we're all clear, how will this really be different than what we did tying in also how are we going to increase the dollar needs in each of these categories that we talked about? Just so we're clear.

Ms. Harrison-Lee said I will start with that and then I will pass it over to our Public Works Director. With the inventory and some of the work that we have that looks at conditions index, we're able to allocate resources to those areas that have the greatest need. This allows the governing body to really see the progress by specific projects. You're looking at those projects that have the greatest need based on the scoring. The ability to actually use Need Based then allows you to kind of track your progress for the five years and even beyond that.

I think what it will do is it will help you really prioritize those areas or those projects that are at the greatest need because you've got a lot of data, you've got a lot of inventory work now that you can utilize to do that.

Commissioner Townsend said (inaudible). This is the number one (inaudible, mic was not on). **Mr. Lindsey** said so the rankings are something that we do internally and it's tied to different measures that we have internally as far as the tie back to like priority-based budgeting. Also, it ties back to just criteria of things that are entered by the departments, that's what that zero ties to. I don't know if it is a zero for that or not, but usually on that ranking the higher that particular ranking, the better it is—or the more it shows it needs to be done. **Commissioner Townsend** said I don't want to get into detail (inaudible, mic was not on.) Could you hear me, Mayor, I'm sorry. **Mayor Garner** said yes. **Commissioner Townsend** said, sorry. I am in favor of it. I just want to make sure we're doing something different to get this accomplished because I thought we were doing that before, each of us coming forward with our project, so I'm in favor of that.

Also, looking into how are we going to increase the dollars that we talked about incrementally to get them into the buckets that will help us better; street conditions, parks, etc. has been talked about tonight.

Commissioner Kane said the reason I say prioritize that is because it's unsafe and I don't mean just unsafe, it's unsafe and Fisher and you guys, you do a great job for us and I would make this a priority because of all the traffic, all the people that are employed down there, all the people that work down there. I'm just talking about 10,000 people that area every single day and they have to get down and they're carrying some stuff that's extremely volatile, and before you got here, Fisher, one of the tankers caught on fire down there and it took about 2.5 days to burn itself out and I don't want to see something like that happen again. I already talked to Jeff about this. I mean I don't keep no secrets from him because it—I sent him own there for a reason. I got called down there at the same gas station to watch it for some guys I used to work with and they said, what do you think and he rides a motorcycle and about got creamed because two tankers were trying to merge at the same time. So, I just think that should be one of our top priorities.

Commissioner Markley said I think I can answer Commissioner Townsend's question about how it differs and you guys can correct me if I'm wrong. It used to be or has been, we would bring our projects that we wanted to have be a priority, but we didn't increase the funding, staff just took out other projects and put in the projects that we said were a priority because we only gave them a flat amount to spend. We were giving them the needs, but we weren't increasing the amount. They were just taking one thing out or pushing it back and putting another thing in there because we asked him to. We were still only giving him $5M. Under this new system we're saying there's a need, we would increase the funding to fund the need instead of just taking out another project that was also needed to put in the project, which is what we had been doing because we never increased the flat amount.

Commissioner Townsend said it sounds like the difference then is in addition to us giving the needs as we always have done, we're going to give you from somewhere, someplace, some money so it becomes not just a wish list, but an execution list. **Mr. Fisher** said that's right. **Commissioner Townsend** said I mean that in the best sense, not a hit list. Well, yes, hit this, hit this, in his fist, maybe so. Thank you, Commissioner Markley, yes, because we've done needs before, but now it has to come with some resources.

Commissioner Bynum said I'm going to piggyback on all that because I think sometimes when I say these things out loud, I'm kind of saying them to myself to make sure that I understand, but you know the presentation that we went through at 5:00 was really heavy on emphasizing the data. The fact that we're using data to create things like a ranking and an apartment priority and a pavement condition index and all of the other measurements that our Public Works and Facilities and Fleet folks have created, or at least brought to the Unified Government, and I think the Fairfax Trafficway issue is kind of an interesting example because it's a priority because it's not safe. And the way that the data is being collected might be different and maybe safety is a part of that, but maybe it's not the top part.

So, I feel like this is the part of the conversation where we are in that balance and for me this is kind of part of that conversation where the elected body says this needs to be a priority if it's not. I'm looking at $700K and I hate to be—I'm not trying to be sarcastic or coy in any way, but I'm just saying if we need to find $700K to move this to the priority and immediate listing, I would imagine we could do that and maybe it's harder than it sounds, but I would—you know, I'm speaking, obviously, in favor of moving this up the chain, moving this up the timeline. But, I want to make sure that you are helping us go back and understand the way that we have ranked things, the way that we have given priority to things because it's really important that we do all have a baseline grasp of that and with that I'll stop.

Commissioner Johnson said I'm apprehensive about bringing this up, but when we look at the balance sheet, we already know that we're leveraged. So, this then, in my opinion, nuances our conversations regarding the mill levy. This is not a discussion about mill levy, but it's going to impact it in some manner and I just want to put that marker out there because, you know, the need and we say we need, we need, we need; and we know we don't want to add much more debt than we already have to the balance sheet. We're already leveraged and all the auditors and everybody has already said that, so I know our constituents—so the taxpayers are saying you know, we want our taxes to be lowered and so we have to think about both hands here, the balancing scale of how we do that.

Commissioner Townsend said as a member of the Infrastructure Committee, if I were to submit a list right now, that would be in keeping with what we said and the work done within that, is it in the streets, is it in street lighting, is it bridges, parks; so it would be keeping within that structure, not to undo the work. Now, realizing that all of those projects may not be done, tell the truth about it, because everybody will have their priority. So, when Commissioner Kane mentions safety, yeah, that wouldn't be my lead. My lead is what I know that street looks like and safety is another aspect as well that may or may not protect its actual clearance for the project moving forward at any given time as well as how much it's going to cost. Can we do more potholes than the $700K, but yeah, I would intend to submit a list that's in keeping with what the Infrastructure Committee said and then it's a matter of us saying what we can take advantage of.

Also, timing is perfect for submitting these things and seeing what at the national level could be done using that money that we may only have access to this year, the year after. I didn't want to give the impression that I wanted to undo anything done by that subcommittee because that was most important work.

Commissioner Burroughs said in listening to all of my colleagues this evening, we're starting the budget process and this is very good data it's very important data and its needs versus want, versus have. We're all going to be torn to make some tough decisions. I will just state this, there are ways to continue to fund some of these projects within the budget. I have expressed that for the last two to three years. We get our budget in order, we will be able to prioritize some of these and get some of them off, but if I may, I want to look at an example. I believe I want to look at the example I think that we just talked about, the safety issue. That is a return on investment that we can ill-afford to ignore because if we have an incident there, it's going to cost us so much more.

We had a breach in our securities—in our IT security. We pay for that after instead of investing in it and I want to use an example. There's something I've seen on the CMIP and it's the Wyandotte County Lake water line, $500K a year. Jeff, how many years has that been on the CMIP list? **Mr. Fisher** said I don't recall, Commissioner. It's been two or three years and I think they do a little bit each year. **Commissioner Burroughs** said and this is an example because it's costing more now to do it because we've extended it out three or four years instead of having a contractor or somebody come in and get the project done at one cost. It was a priority, it's a health priority. Water is a health issue. It should have been completed in one step, not divided over four or five years, so where it continues to climb in expense and I don't know if the crew stays out there, I don't know if they leave their equipment there. I'm sure these are things that I'm sure you're aware of, but it's things like that what I call a waste. It's a waste of time, it's a waste of resources, and when our community continues to see projects taking forever to be finished, it's not a good return on our investment.

The streetlight project that you brought up Commissioner Townsend, is an ideal project. We light up this community, we are going to get so much more community activism. People will want to walk, we'll be a healthier community. That walkability comes into play, in comes the need for sidewalks, then comes the public safety aspect that our community wants to see invested. Those things are also on the list that we must not forget and that is part of our social welfare, it's part of our infrastructure and I would hope that we not lose sight of that. I know I stand ready to make some of the tough decisions and I'm not afraid to make decisions and as we move along and I ignore your cow, I apologize, but bottom line is we've got a tremendous priority of items before us and collectivity I think we can get through it, but it's going to be a change for us.

Mayor Garner said before I proceed, I had a quick question and I agree with the needs based. I think things should be predicated on need. I think that's a good direction to go, so I share the same sentiments of the Commission and the body. I just have a quick question for clarity. How can the Commission, from what I'm hearing, be more proactively involved in these decisions when you talk about what is priority and what are those priorities predicated on? Who makes those decisions to decide what the priorities for our community are? How much is this Commission involved in making those decisions and then how do we arrive at those costs. Are those costs estimates, where are those costs actually coming from? The other piece, it's always a concern for me because I just believe that things should be community driven. That can either be from staff or the elected body, but are we involving the community in being a part of this process for CMIP whether it's safety or what other priority needs are so that when we're making these decisions, like Commissioner Johnson said, we find that balance.

I mean, safety should always be put first, but outside of that, to find that balance to make sure that what we're doing is community driven when we talk about priorities so it should be not just staff, in my opinion, but Commission and then also in some form the community. I know that we're using the survey as part of that and that's fine, but if you could answer that question because

I think just from my history working here, and just from what I'm hearing, and what I've heard from some of our commissioners is the commissioners want to have a more leading from the front role in some of these decisions as opposed to just being given options from staff. So, what does that look like and maybe the Administrator can answer that as well?

Mr. Fisher said I am really glad you asked that question. There are many ways—there are many improvements that have been made to that process. I remember maybe a year or two into joining the team sitting in standing committee or CMIP discussions and a couple commissioners expressing interest in wanting to be more engaged in the CMIP and the budget process. One way that Public Works and Budget have worked together on is the CMIP process to select the ranking and scoring, so the Commission has had three years now the opportunity to talk about the criteria that's used to score and rank projects and been able to adjust those if they desired. We did make one adjustment this year as a result of that, so that's one way.

Another way is over the last year, I believe, Public Works has created a map that has been shown to the Commission two, three, four times that gives the public the ability to get on there and put in a submission for a project, so that's another way. What else have we done over the last few years?

Mr. Lindsey said as recently, this year, we did the Dotte Talk Budget. We did get some feedback from there and we will be incorporating that. We're also going to be presenting that in a couple weeks to the Commission and that's strictly community driven and then also we have a budget simulator that we have where we have got a lot of input regarding the infrastructure for our projects also. Then, we also do have the public hearing that we have two a year where we do get feedback from the community.

Mr. Fisher said we've also engaged the Planning Commission at a higher level in the last couple of years. They are supposed to be the body that helps develop the CMIP and move it forward to the Commission as a recommendation so that's another way to increase engagement. There's probably a couple other ways, but I'm glad you asked that question because that's absolutely a priority. It should be data driven, it should be systematic, and there should be a lot of engagement and so each year over the last few years as we've developed the CMIP ranking and scoring system, we tried to start earlier and earlier so we had more time to engage. I think this year will really start in the fall, early fall so that we have more time to assess what's being proposed, what's being scored and ranked and make more informed decisions.

Let's see what else? I want, if you don't mind, I want to go back to Commissioner Burroughs comments. The water line project's a good example. I think what was discussed earlier, which is that flatline budget approach, you know if we have pressure and a lot of competing needs and we can only afford so much a year, well, that could be a good reason why the water line was stretched out over multiple years. We have many examples of that.

Then, I wanted to go back to the discussion earlier about the CMIP ranking and scoring, you all characterized it in some very important ways and safety is a factor in the criteria. If you remember, Robbie Anderson as he was developing that and making presentations about it, he always said there would be a human element to it, which every one of you having an opportunity to weigh-in and the public.

The Fairfax Trafficway is actually a great example. It was in the queue and with all the competing needs, just trying to figure out where to plug it in. Commissioner Kane asked me to go out with that concern of fuel trucks out there. While I was out there I did observe many trucks at peak hour. I think it was 4 or 4:30 in the afternoon and what you wouldn't catch in the system that Robbie's created, is that the trucks have to stop at the railroad tracks and that creates—not only do they have to merge, they have to stop and so traffic is backing up and so that's a human element. That's an imperfection in the system, so thankfully we caught that and it increased the safety problem, our concern, so trying to fit it into the CMIP in the next year, two or three, I would believe I would recommend we do that.

Commissioner Bynum said I just kind of want to circle back to your question Mayor because, you know, around the community engagement piece because it is important and it comes up a lot in the conversations that we have and I think staff kind of started from what's the data telling us piece and Jeff really has brought that. How do we find the data, measure the data, you know, how do we capture it and then they've layered in the—I'm really proud of the layering in of the community aspect of it because, you know, just the ability to go online and say in my case let's say I'm saying I want a streetlight by my house, which I actually did say, and found out that we're probably not going to get one because there's no power to my north. So, something that should only be a couple hundred dollars is actually more like $30-$50K. Interesting exercise to go through, but at least I was able to participate in that process, but nonetheless, I digress.

One of the things that has been beneficial to me as a result in participating in these infrastructure committees is the fact that staff has been given the opportunity over and over and over and over again with me to say here's the map, here's the link, here's the projects, here's the calendar. It's all on their website. It's all there and including the fact that it's interactive and so it makes me think perhaps through our communications, through our public communications, we could maybe enumerate right now since it is budget time some of these ways that Mr. Fisher has described that we have actively undertaken to engage our community particularly in this arena.

I want to go back to one of the first things you said when you were describing bringing the prioritization and the methodology for that to the commissioners. Is it fair for me to say that primarily has happened within Public Works & Safety or has it happened among the entire Commission because I don't remember, do you? I mean I know it comes to Public Works.

Mr. Fisher asked, are you asking if we've in our discussions at full commission described this process? **Commissioner Bynum** said yes, and asked for the feedback because I know that it's happened at that standing committee level, I just can't recall—**Mr. Fisher** said I can't recall either, but it's at least it's been at Planning Commission and then standing committee. **Commissioner Bynum** said I guess I would say to that end, perhaps we could bring it to the other standing committees or bring it here because I know for a fact it's been at Public Works & Safety, but it's not a voting item, so it doesn't move forward, it's a discussion and we talk about the prioritization and then we probably go on to the next thing.

Commissioner Burroughs said I might suggest to our colleagues as we move forward working with the budget, when we have an issue like the Fairfax issue that becomes a major public safety issue, we have a contingency reserve, we may want to look at what criteria would allow us to use contingency reserve money for emergency repairs and not let it become a cash pot for every little incident that doesn't get funded through CMIP, but a real true public need so that we have those monies available. We know they're available, so we don't have to try to build the support on the Commission cut away one project to do another. Those reserves are there for just that reason, to repair a critical piece of infrastructure or a need within our community that is of an emergency basis or a public safety basis.

Commissioner Markley said as Commissioner Bynum was saying, sometimes I just have to say things out loud to make sure that I'm clear in my thinking. You know the idea of doing this ranking system was for us to be approaching these projects as objectively as possible because before we were doing a ranking system what would happen is somebody would come forward with their amazing project during budget season. Back then budget season started in June and ended in July so there wasn't a lot of time for discussion and we would jam this project into the budget and it would boot out some other project. What we realized is when we turned around and looked backward after the budget was over, we'd be like that project that we bumped really should have been a priority, so we were happy to get the project we wanted, but we bumped the project that really was maybe a greater need in our enthusiasm over the other projects. So, the idea is for the community and the Commission to all submit their projects and then for those projects to get that objective rating with the human element so that we can make sure when we bump a project to prioritize another project, we're bumping the right project and we're not taking a priority project off the list to put in what is either the same priority or a lower priority project because we had, you now, some in the moment enthusiasm.

Definitely, I feel like we experienced that in the past before we started ranking projects and the point of being more objective about it is to make sure that we're not just getting excited about a project or just hearing a few voices talk about a project when maybe another project is more critical, but less sexy. We got to make sure that we're making decisions that are objectively based on some criteria that we can defend too when our constituents come to us and say why did Commissioner Burroughs neighborhood get a project and this project over here didn't get done. Is that because he's a commissioner and you can say no, it has nothing to do with that. See, we have these objective criteria. I went through that because they repaved Swartz Road and I said please don't repave my street, please, I did. Jeff is like—I just said don't do it, don't do it because then everybody says that's the commissioners street, is that why it got repaved and Jeff's like no commissioner, we really have to do it. So you want to have that objective criteria of both so we know we're doing the right thing and so we defend what we're doing to those people who are saying why wasn't it my project that got done. Why not mine and you can say, well, not yours because yours is a great project and it's a high priority but it didn't have the same level of need as these other ones based on our ranking.

Commissioner Ramirez said two questions, well, question kind of a statement. Jeff, for the link where anybody, the community members can submit projects, what are the criteria for what constitutes a project because I'm thinking now some community members might say a pothole and submit that onto the link or a broken sidewalk or a broken curb and submit that to the link. What in your mind constitutes a project that could be submitted in that form? **Mr. Fisher** said I think the idea is that we really don't want to restrain them from putting in whatever they want and so I believe it's set up that they can then if there are things to work through, then the staff could work through that with them to better scope it. I believe it gives you some idea what it costs versus what you think it might cost, which was, I think, what Commissioner Burroughs or Bynum was talking to. I believe it's set up where they can put anything in there and then we can elevate it. **Commissioner Ramirez** said okay, I think that's great because then that, as you said, it gives an estimated cost of what it could be.

Our Communications Department, Strategic Communications Department, does an amazing job of getting things out in the community and especially on social media. I feel like every time I go on Facebook I see an ad for the budget simulator and I think if we did something like that for Public Works, advertise that link. If you see an issue Public Works or a street or any type of project like that if you need your road done or sidewalk or potholes; what have you, if we could advertise that to the community so that our Public Works Department—I know they already know what's out there, but so that the community feels involved in that. As the Mayor was saying, involve the community and that could be part of it, our constituents know what's around them and what needs to be done and allow them to be part of it and submit those projects to our team to rate. They'll get information back.

Another way we can, you know, in our 5:00 meeting we talked about an education campaign to educate the community about the outcomes and strategies document that we developed. Part of that could be two-fold. Talk about this and say hey, also we have this outcomes and strategies document that the Commission has worked on, they developed, great, great. Also, here's this link where if you have a infrastructure issue within you neighborhood, you can provide that information to the staff, they'll rate it, get information to you so that it's part of that education.

Our community doesn't really pay attention to what we talk about here unless it's budget time and when we talk about it, we talk about it at a level that we know what we're saying to each other, but not so much to the community. I think that education is going to be very key in all of this especially with our infrastructure and with the link. I'm glad that we have that. I'm now fully aware of what it can do. I have a lot of constituents, especially in Rosedale, who come to me and asks about this street, about this sidewalk, I'm going to say here's the link, put in the information, what is happening, staff will get back with you with information and then from there we'll work together with staff, the Commission and community; all three work together to see where we can get that project in the prioritization process. It's a three-legged stool. We need to work together.

Ms. Harrison-Lee said I think that we have an opportunity to bring this back and have some more discussion. We've got several budget work sessions scheduled. It's really important, I think, to look at the prioritization particularly when you start looking at street preservation. At some point the delay, the costs get exponentially more and so to the extent that we can, it's important to fund those improvements as soon as we can. We certainly—to the Mayor's question about how do we get the Commission more in the front loading of this conversation, we can have that at one of our scheduled budget sessions that we have over the course of the next several weeks.

Commissioner Burroughs said, colleagues, I would hope that as we work into this budget about the prioritization—I know we do this in the legislature quite a bit, we put things in statute or we make rules and regs as to how something should move forward, what criteria gives it super prioritization over something else. That could very well be a benefit if we want to defend the project that we know is extremely important versus an emergency project so it may be that we may want to look at putting some criteria on how we bring projects forward to ensure that we're not bumping projects for the sake of bumping them. One emergency over another emergency, what's the return on investment today versus next week, something like that. Because if we've got Public Works trying to coordinate all of this, the hard thing is you're limited with so much time and money and if we put another project on, something's got to hold and you've got to reprioritize, it slows the process down.

I think the more we educate ourselves about what we do to set that prioritization would be a benefit to staff and would help us moving forward when it comes to budget time.

Mayor Garner said one thing I would like to add, I was out at the Fleet Center the other day with Jeff and some of his team and one of the things the consideration—I really don't see that on the

CMIP and maybe it isn't, if I overlooked it, I apologize, but just technology. For example, there's a new truck that patches potholes. It requires one person where normally it would—do you want to describe that and share that and how that's really important how it saves manpower costs, time costs, and you know time is money and just that small investor could save our taxpayers a lot of money moving forward, so Jeff.

Mr. Fisher said yeah, it's a fairly new piece of equipment we've been exploring for about a year. Right now we have—about three years ago, the UG, you all gave us authority to purchase two hot patches. That's built for two things. One is the temporary filling of potholes and then come back later and cut it out and put in a more permanent patch. This machine is a spray patcher, one person in the truck, and they pull up, arm goes out, they fill the pothole and they move on to the next one. It's incredibly efficient and so systemically I think what staff will do is use it to get out in front, fill them, and the repair is pretty decent longevity, but then it gives the pothole patchers time to get there and make a more permanent repair instead of the pothole patch is trying to do both. Thank you, Mayor, for that opportunity.

Commissioner Bynum said if I go out there, can I drive that? I would like to drive that truck. **Mayor Garner** said if you do that, they'll put you to work. **Commissioner** Bynum said okay, maybe I'll retract.

Mayor Garner said I like what I'm hearing and the technology piece and I know Commissioner Kane brought up grants. I think grant opportunities are really important and there are millions of dollars out there. I've been talking to folks at both the state and federal level I know our Administrator is exploring that. Just having staff really look at these grant opportunities exist because there's a lot of money that we may be missing out on that can offset some of these projects and really offset some of the priorities that are in our budget, so looking forward to that.

Is there any more questions, discussion? This concludes our special session. I'm going to move to adjourn.

Commissioner Burroughs made a motion, seconded by **Commissioner Bynum**, to adjourn. Roll call was taken and there were seven "Ayes," Townsend, Ramirez, Johnson, Kane, Markley, Bynum, Burroughs.

MAYOR GARNER ADJOURNED
THE MEETING AT 6:55 p.m.

Monica L. Sparks
Acting Unified Government Clerk

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