STATE OF KANSAS)
WYANDOTTE COUNTY)) SS **SPECIAL SESSION, THURSDAY, APRIL 18, 2016**
CITY OF KANSAS CITY, KS)

The Unified Government Commission of Wyandotte County/Kansas City, Kansas, met in special session, Thursday, April 18, 2016, with nine members present: Bynum, Commissioner At-Large First District; Walker, Commissioner At-Large Second District; Townsend, Commissioner First District; Johnson, Commissioner Fourth District; Kane, Commissioner Fifth District (left the meeting at 5:05 p.m. and returned at 6:40 p.m.); Markley, Commissioner Sixth District; Walters, Commissioner Seventh District; Philbrook, Commissioner Eighth District; and Holland, Mayor/CEO; presiding. McKiernan, Commissioner Second District; and Murguia, Commissioner Third District; were absent. The following officials were also in attendance: Doug Bach, County Administrator; Bridgette Cobbins, Unified Government Clerk; Melissa Mundt, Asst. County Administrator; Gordon Criswell, Asst. County Administrator; Joe Connor, Asst. County Administrator; Ken Moore, Chief Legal Counsel; Maureen Mahoney, Asst. to Mayor/Chief of Staff; Debbie Jonscher, Asst. Finance Director; Reginald Lindsey, Budget Director; Mike Grimm, Research Manager; Kathleen VonAchen, Chief Finance Officer; Chris Blake, Sergeant-at-Arms. Budget staff present: Michael Peterson, Jud Knapp and Judi Her.

MAYOR HOLLAND called the meeting to order.

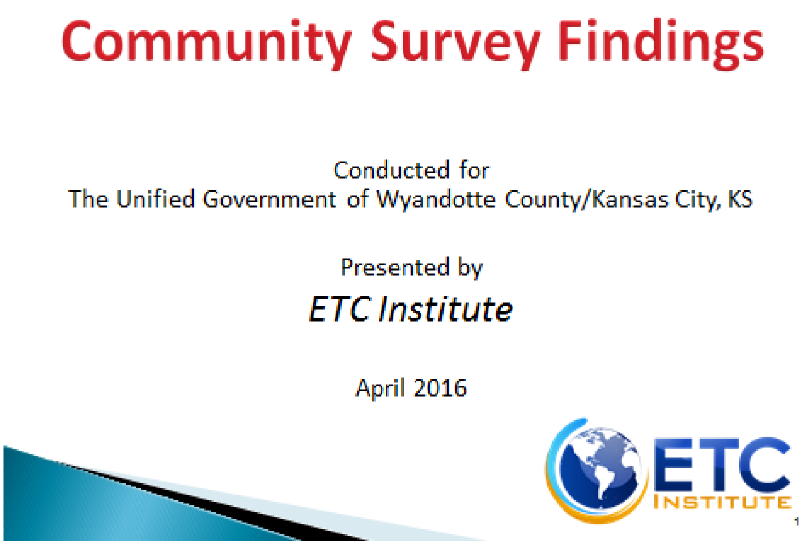
NOTICE OF SPECIAL MEETING of the Unified Government of Wyandotte County/Kansas City, Kansas, to be held Thursday, April 18, 2016, at 5:00 p.m. in the 5th floor conference room of the Municipal Office Building for a Strategic Planning Session.

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.

Doug Bach, County Administrator, said a little bit different format this year as we come in. We had to change locations and everything to do this. As we got into this retreat sort of going through it we looked back over the last couple of years and the Spring Retreat was really, I will say, seemed to be more driven by staff as we would get into it. Patty has done a great job for us as she would go through and kind of set things up, but even in talking with her a little bit we felt like to talk about the big policy issues and the direction we're going and get the priorities, we would try to work this as staff this year as we move through the different items. We also have the results of our survey so that allows us to get into that piece of that and walk through the details.

I sent you out the agenda last week but I will just walk through this a little bit. We're going to do the survey results and then we're going to talk probably in a larger perspective about the bigger policy initiatives and make sure we're all on the same page from that perspective. With that what we're doing, and it's not to come to any conclusion, it's just what are those larger greater policy topics and so as we get those put together we will get those from you and we're going to take our dinner break. That will allow staff to work on this because what we have is an interactive model that our CFO Kathleen VonAchen has put together that will allow you to do a little bit more of what you've asked for previously where you can kind of plug and play with the numbers and it will show impact so if you come and say we're going to do an impact on the mill rate, what happens years down the road and we will be able to break up into smaller groups so you can focus on that and get through it. That's why we have the break in that location so you can do that. We will go through those. That's really the bulk of our time, but it takes a lot of the time and those are really big discussions as you get into it. Then we will bring those results of the small groups back into the larger group so we kind of come together and say okay if we look at the revenues going forward, look at the different initiatives we're after; let's get everybody on the same page and that way you can put me on the right page and kind of go from there as we look at our wrap up. That's how we programmed this for tonight. I think it keeps us pretty focused to see what the community is thinking to start from that standpoint and then take it into your eyes. If that makes sense to all of you, that's going to be the format as we move through it tonight.

I'm going to turn it over to Mike Ashcraft with ETC. Michael has been working on this and I will let him go into all the details of it.

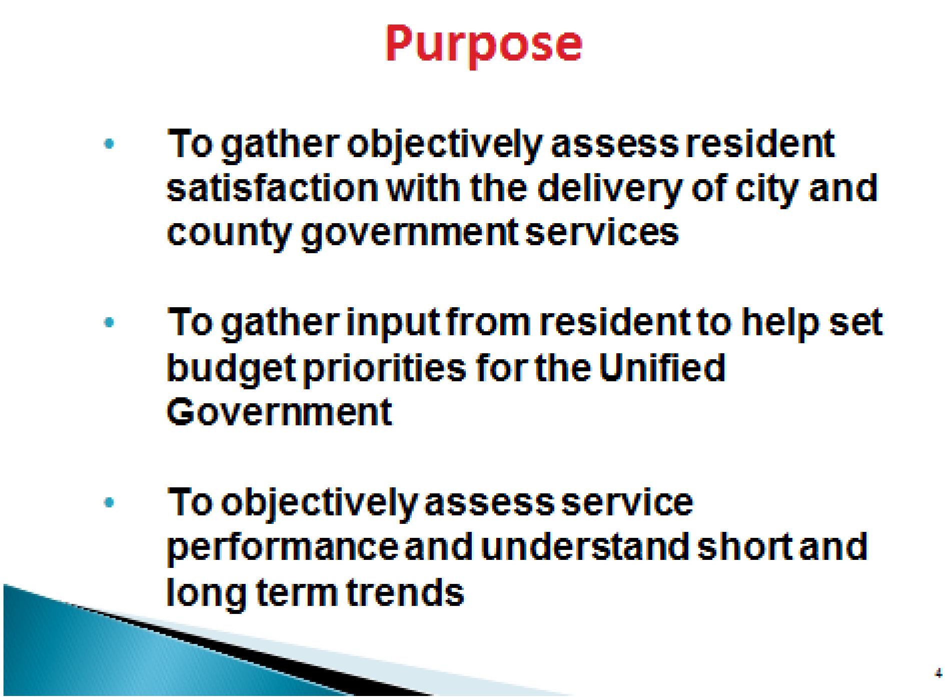


Michael Ashcraft, ETC Institute, said Chris Tatum would have been here this evening and he wanted to be but he previously committed to go to Africa for some missionary work so unfortunately he is not here this evening and sends his regards.

I will go through a presentation at a pretty good clip but feel free to interrupt me at any time. I'm going to focus on the high level components of the survey results and then offer you a little explanation in terms of the drilldown by Commission District that will be forthcoming. It's just not ready yet.

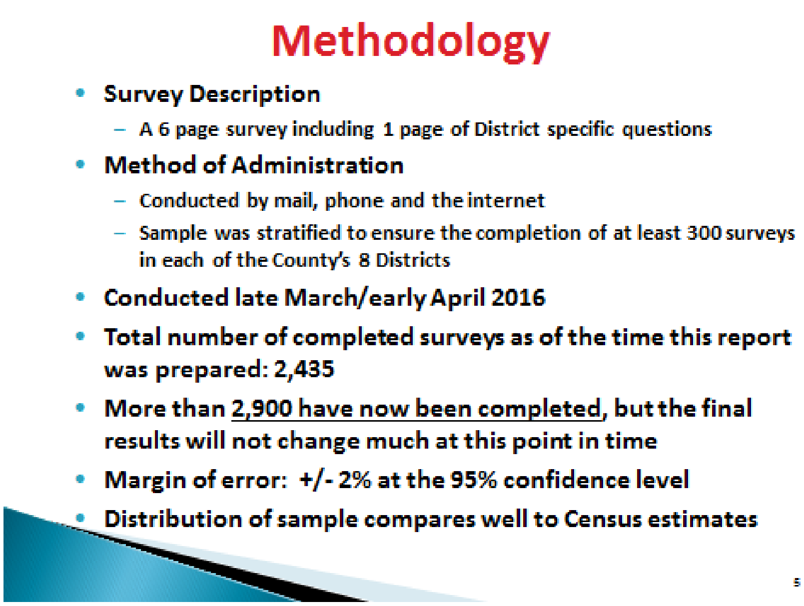
Very quickly ETC Institute, for those of you who are not familiar, is the largest governmental community survey company in North America, probably the world. We have clients in 49 out of 50 states.

This is our agenda for this evening as I go through the survey.

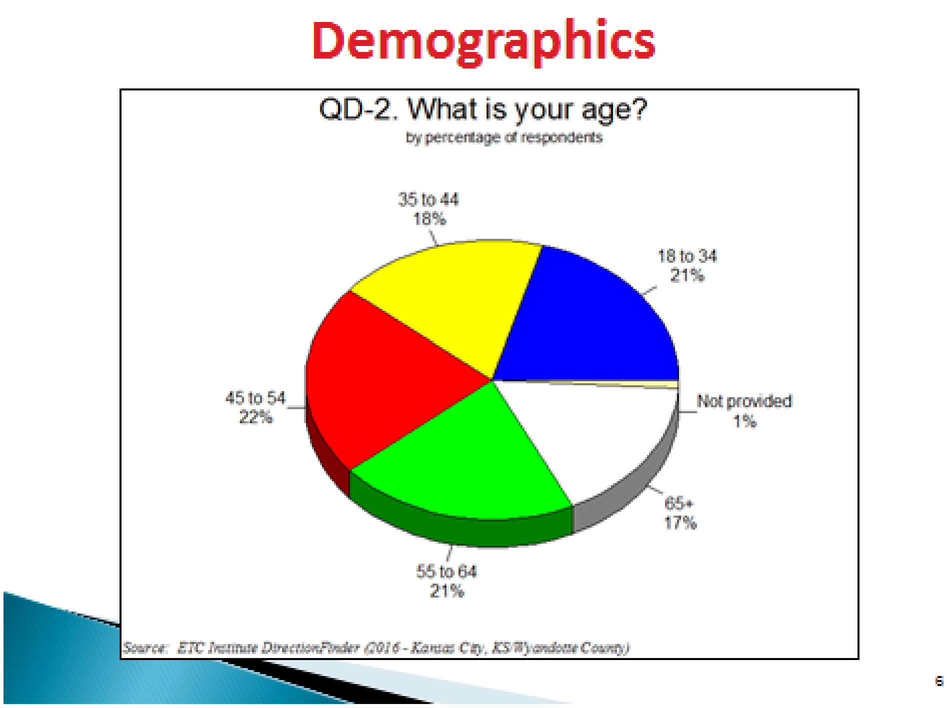


I will give you a little overview of the purpose and the methodology of course and then the breakdown of the major findings by city, neighborhood operations, the county and then a little bit by some of the key service areas that you provide and talk about a few of the other issues. As I understand it we have some results from the districts that you have particular interest in and we will go over those briefly and then I will give you a summary and then stand for questions for as long as you want. I know we just have an hour on the agenda. I can stay all evening, but I suspect Doug may have another perspective on that.

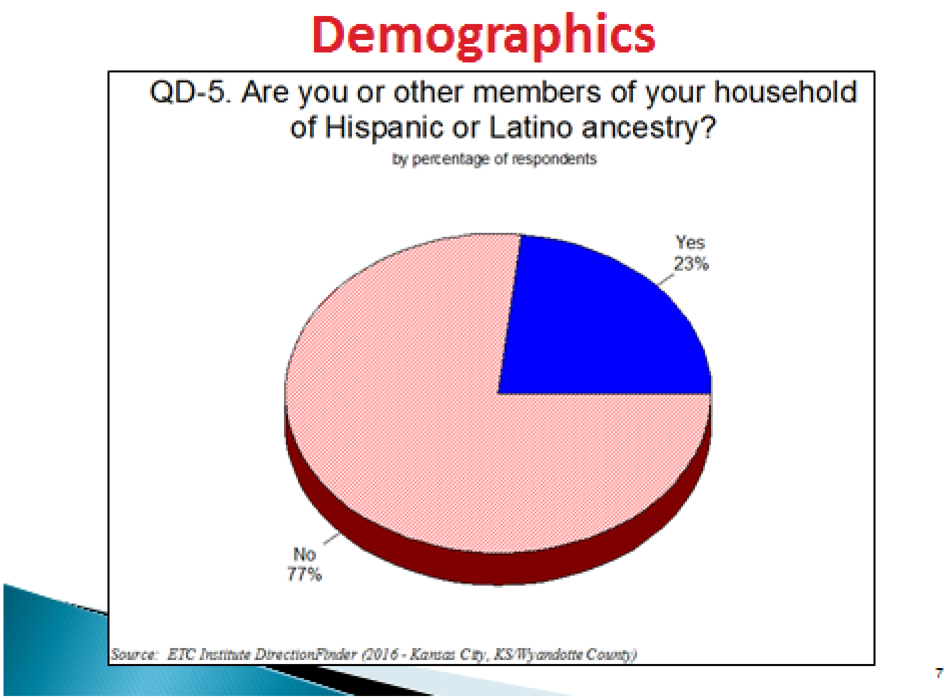
The purpose of this survey quite honestly is to provide an objective feedback resident satisfaction on city and county government services to gather input from residents to help with your budget priorities as Doug just pointed out and to offer an objective assessment for both short-term and long-term trends. I will get into this as we go along but back in 2000 when ETC Institute came into this market what we did was a survey of virtually every community in the region to offer baseline information. Now this is not something that you paid for or anything like that, but as we brought in new customers, new clients, then it gave them a base in which to look and compare kind of long-term the changes that have occurred and so that's what you will see as I go through this.

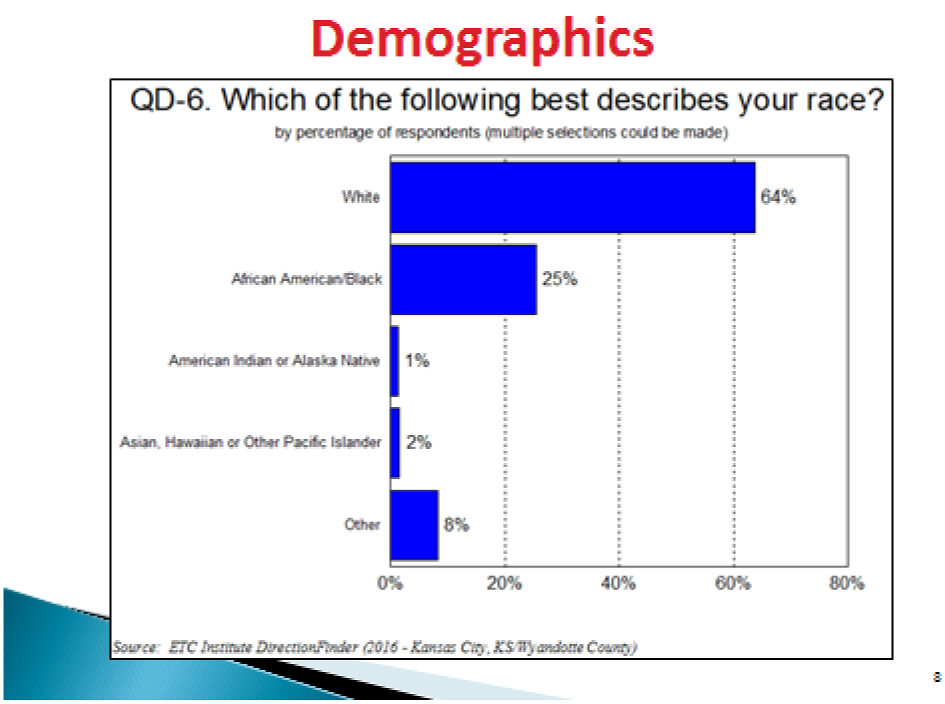


This methodology was a six page survey sent out to all districts with a one page addition for questions that each of you, I believe, had an interest in and those results will be available to you in the near future. The methodology is basically a mail/phone survey but also internet contact. Believe it or not Big Data knows a lot about us and that information is available so to help supplement and make sure that we hit particularly the younger generations, the millennials that are more connected to the internet and not so much to the snail mail, we make sure we use that population to get a good representation. I will show you the demographics in a moment. The survey was done in March and April. About 2,400 surveys have come in and they are still coming in. We expect actually to have more than 3,000 surveys by the 20th and we will do a final compilation but those results will not change significantly the results that I'm going to share with you this evening. It may be a percent or two here and there but what you have is statistically significant. For overall what we do is talk about confidence levels of 95% so for every question 19 out of 20 times that answer would be within 2% of—if you could ask everybody in the entire county what they thought and got an honest answer, it would be within 2% +/- of what the true expectation is.

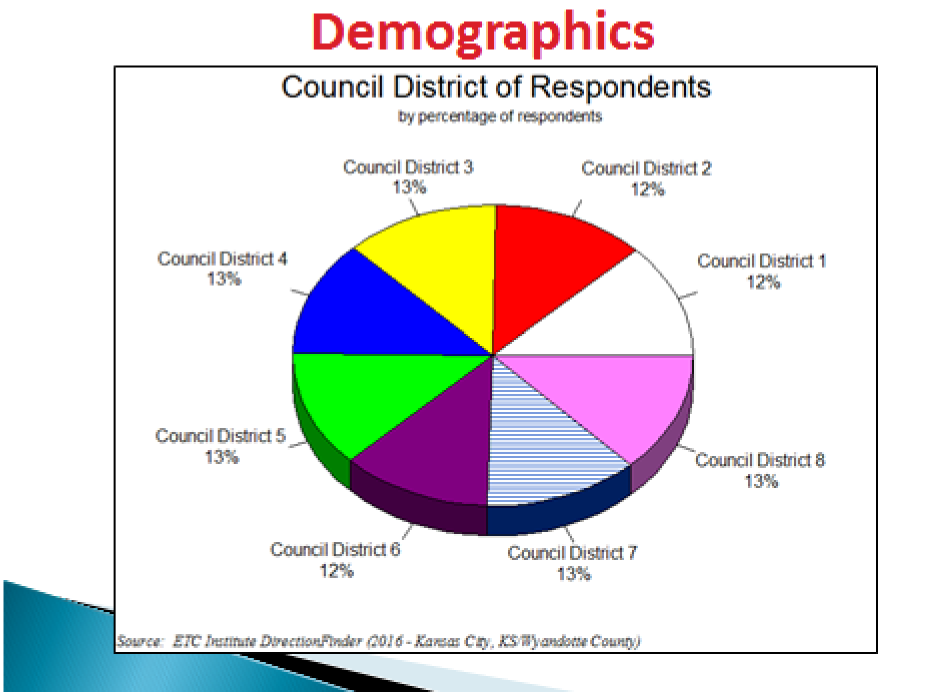


What you will see is our demographics fit nicely with the census demographics. What we try to do is make sure we've got a good representation from all ages and levels.



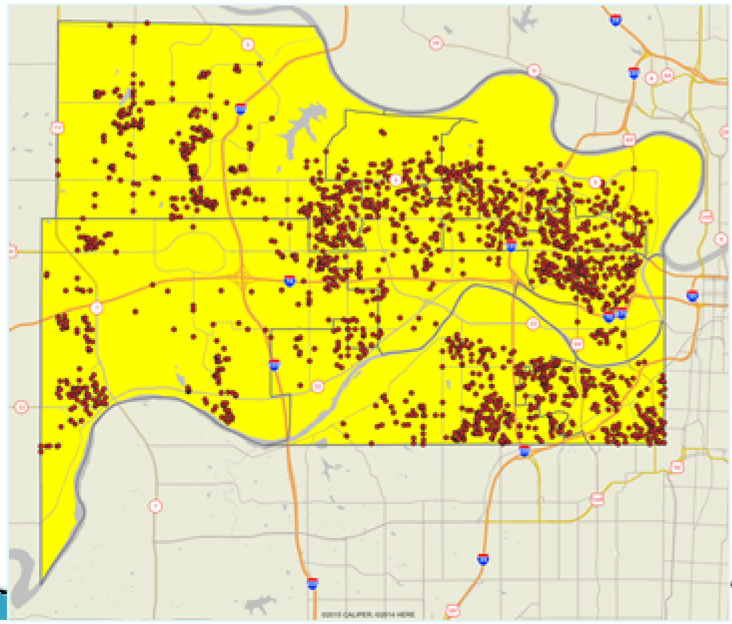


We had about a 23% from those individuals had self-acknowledge as being Hispanic or Latino ancestry and about 64% white, 25% African American.



We made sure that we had a significant number of responses from each district. You had asked that we make sure that we provide you feedback which we will from each district, but the sampling for each district is a little bit smaller so it will be within +/- 5%, but that is statistically significant within the 95% confidence rate. As you look at your individual districts you will be able to make assessments based on that.

Location of Survey Respondents



2016 Kansas City, KS/Wyandotte County Community Survey

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These are the actual survey responses. Each red dot is a household that was hit and I'm ready to proceed unless you want to get into more of the demographic information.

Topic #1: Neighborhood and Community Services

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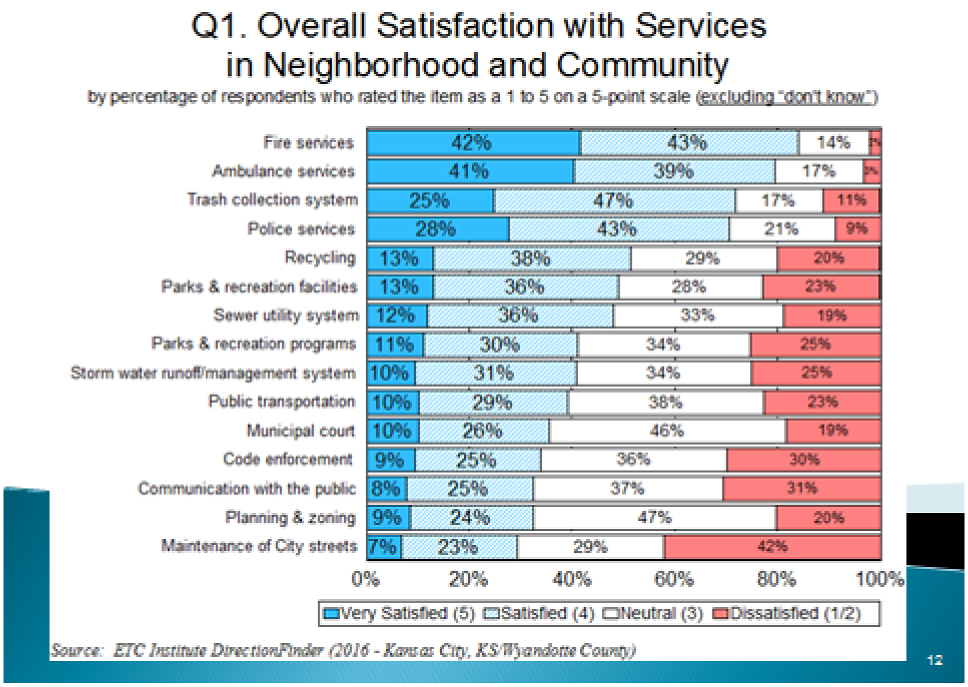
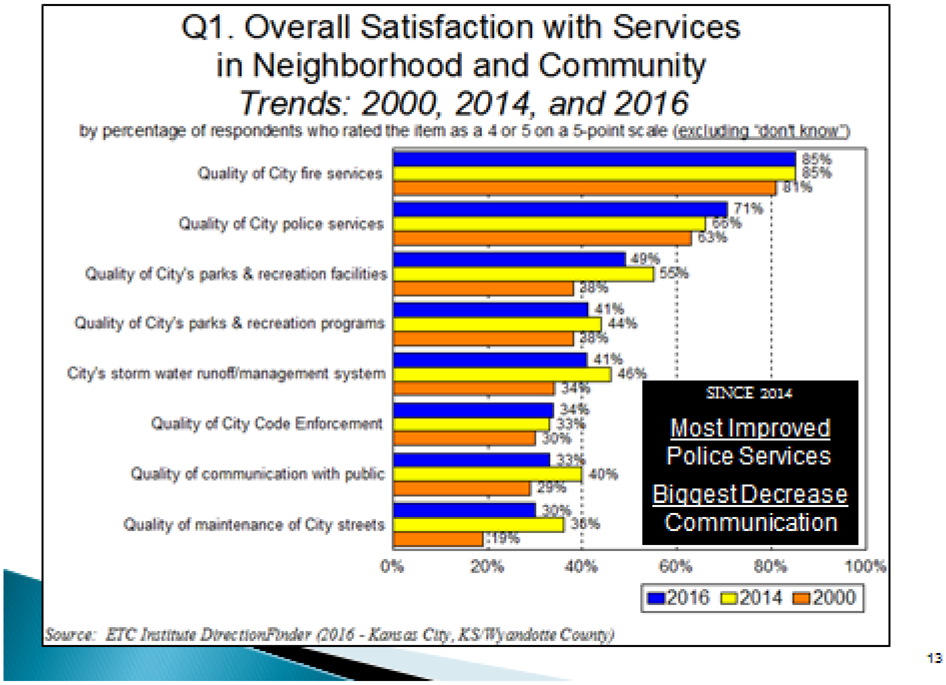


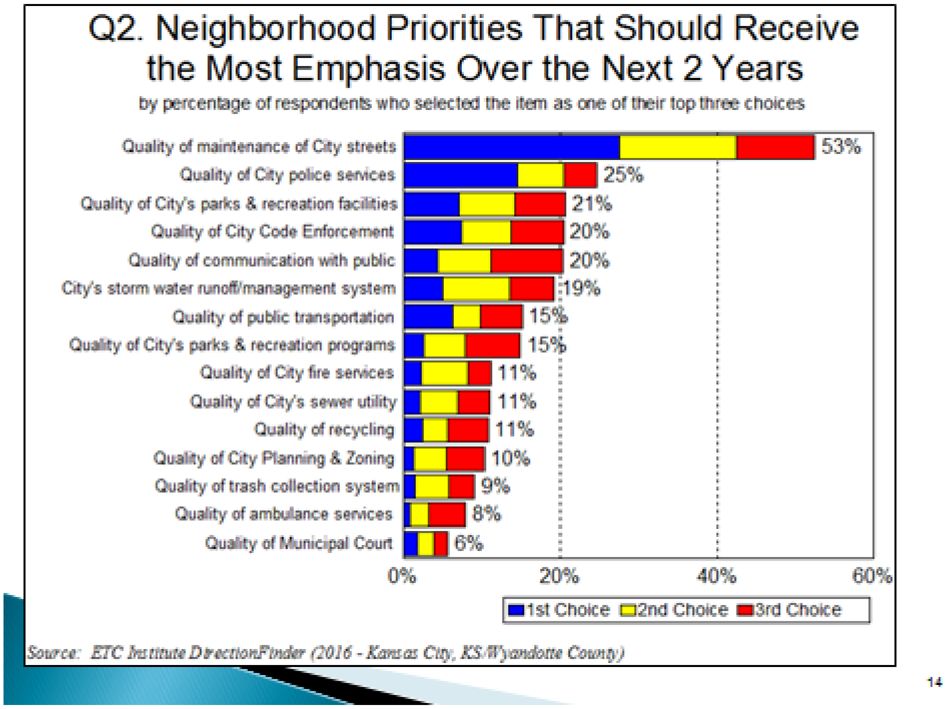
If you have not seen these charts before, the way they are organized is the blue colors basically are individuals that are either satisfied or very satisfied. The white neutral and the red dissatisfied. Now neutral doesn't mean they don't know or they haven't responded, that just means they are somewhere in the middle, they aren't unhappy but they aren't necessarily happy. They are neutral in terms of their expectations with the questions that we asked.

If you notice the first four or five listed up there, the majority are blue but I wanted to make sure I pointed out a couple in particular. Down at the very bottom, and I will talk a little bit about this because this is a significant issue in terms of the results, the response rate on maintenance of city streets. Forty-two percent, that's a significant number, have indicated dissatisfaction with maintenance and we will get into a little bit of the detail on that.

There are a couple others that I wanted to mention as we go through this and it will be related to code enforcement and the communications with the public and other comments related to Parks and Rec and so forth. Please stop me at any time if you have questions.



The next thing we do is breakdown what the responses, the satisfaction levels were, between 2000 and that's that based data I was telling you about; that's the orange line or gold line however you describe that, versus the 2014 which is the yellow and the blue which is the current survey, the 2016. If you notice, for example, on Fire Services pretty much the same response as you had two years and a little bit better, more than 2% better than it was back in 2000. If you look at the bottom down there the quality of maintenance of streets while it is significantly better than it was in 2000, if you notice between 2014 the yellow and the 2016 the blue, there appears to be a significant dip and similarly in Communications with the public. I will come back to those things because as you analyze the data and come familiar with the data you begin to see that reoccurring in the responses.



What we asked people to do in terms of satisfaction is then ask them okay you're satisfied or dissatisfied, but if you could tell the County Commission what their priorities should be in the next two years, what are your highest priorities and we asked them for first, second and third choice. I want to point out on this one in particular quality of maintenance of city streets, their first choice is about 27-28% quality of city streets is the number one thing they are concerned with. That first choice actually is greater than all the other individual categories collectively and when you add second and third choice over half the people are saying streets.

Priorities for Improving Neighborhood/Community Services by District

Rank	Overall City Priorities	# of Districts ranked in top 5	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8
1st	Maintenance of City streets	8	Maintenance of City streets	Maintenance of City streets	Maintenance of City streets	Maintenance of City streets	Maintenance of City streets	Maintenance of City streets	Maintenance of City streets	Maintenance of City streets
2nd	Communication	8	Communication	City police services	Storm water runoff & mngmnt system	Communication	Parks & Rec facilities	City police services	Communication	Communication
3rd	City police services	8	Parks & Rec facilities	Parks & Rec facilities	Parks & Rec facilities	City Code Enforcement	Communication	Storm water runoff & mngmnt system	City police services	City Code Enforcement
4th	Parks & Rec facilities	5	City police services	Communication	City police services	City police services	City police services	Communication	Public transportation	City police services
5th	City Code Enforcement	5	Parks & Rec programs	City Code Enforcement	Communication	Parks & Rec programs	City Code Enforcement	City Code Enforcement	Storm water runoff & mngmnt system	Parks & Rec facilities

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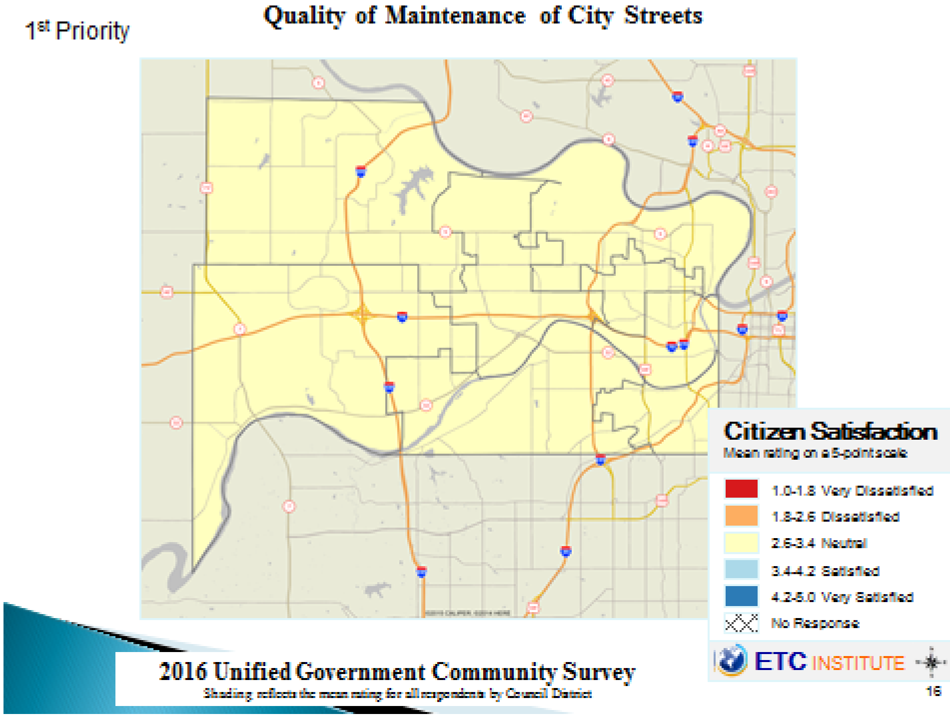
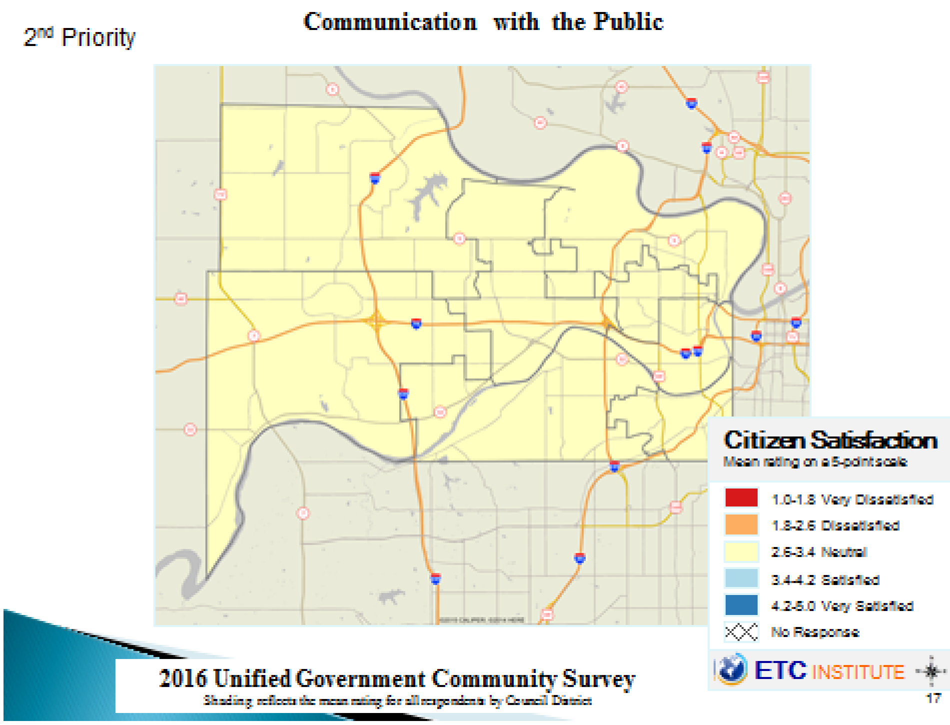
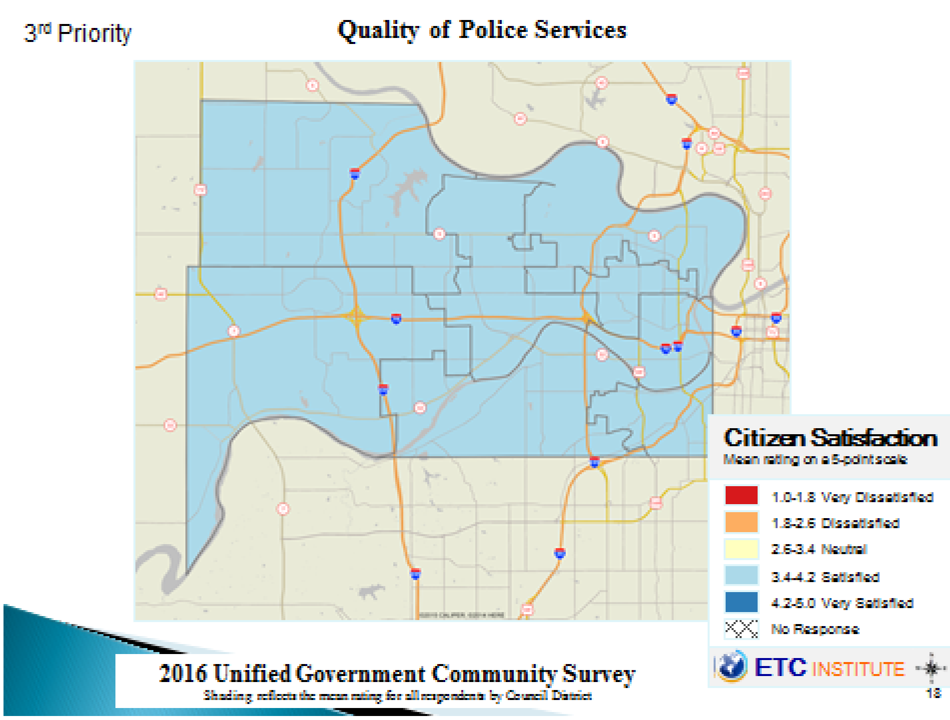
What we did is break it down by each district and we asked them to rank it from 1st to 5th and I want to point out I've got a little red marker here but I think it's self-evident; all the way across the board you will notice that in each district the number one priority that every one of your residents in the majority are saying maintenance of city streets. There is a column here that shows those items in the top five, the first three, maintenance of city streets, communications and police services; every one of your districts that was the top five categories. It breaks up a little bit in terms of Parks & Rec and city codes but five out of the eight are saying those are important to them too.



Quality of Maintenance: Now we will be providing you, and I think you probably have it in your book, a series of maps that show you the general distribution. When we give you the individual districts we will actually break it down on a neighborhood basis so you will actually be able to drilldown because while a whole district may be neutral or average in terms of responses, you may have pockets that are better or worse and it will give you an idea and it will give staff an idea of how they might target certain actions for maintenance in any of these other areas.



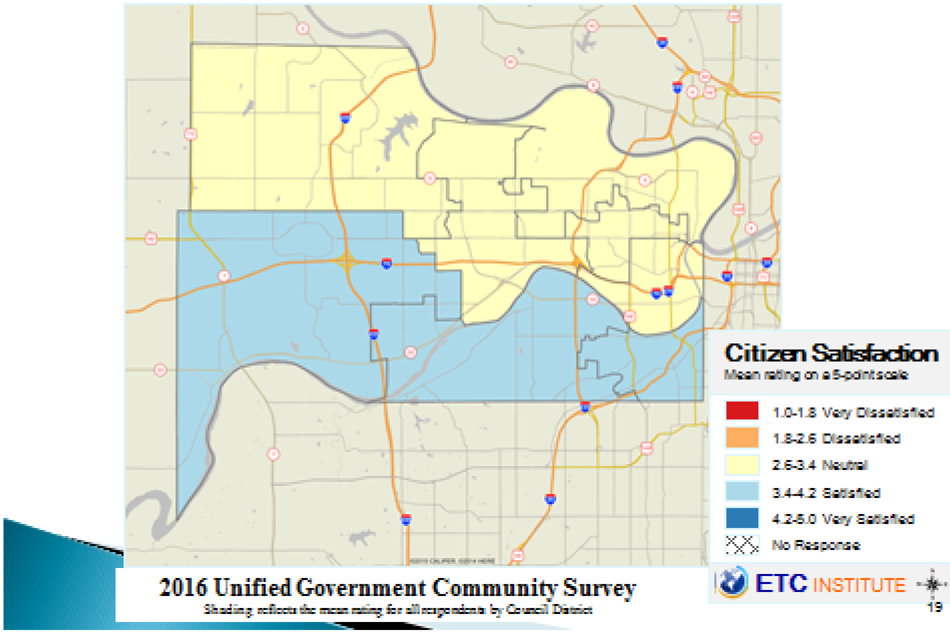
Communication - If you notice it's the yellow kind of neutral.



Police Services - Blue across the board so even though police services are important satisfaction in total is pretty good.

4th Priority

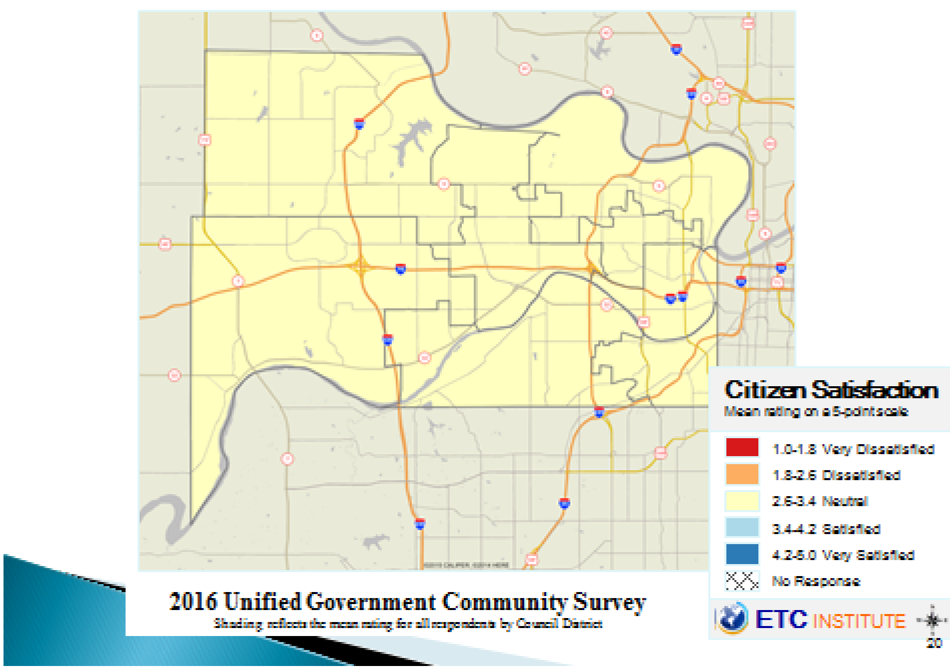
Quality of Parks and Recreation Facilities



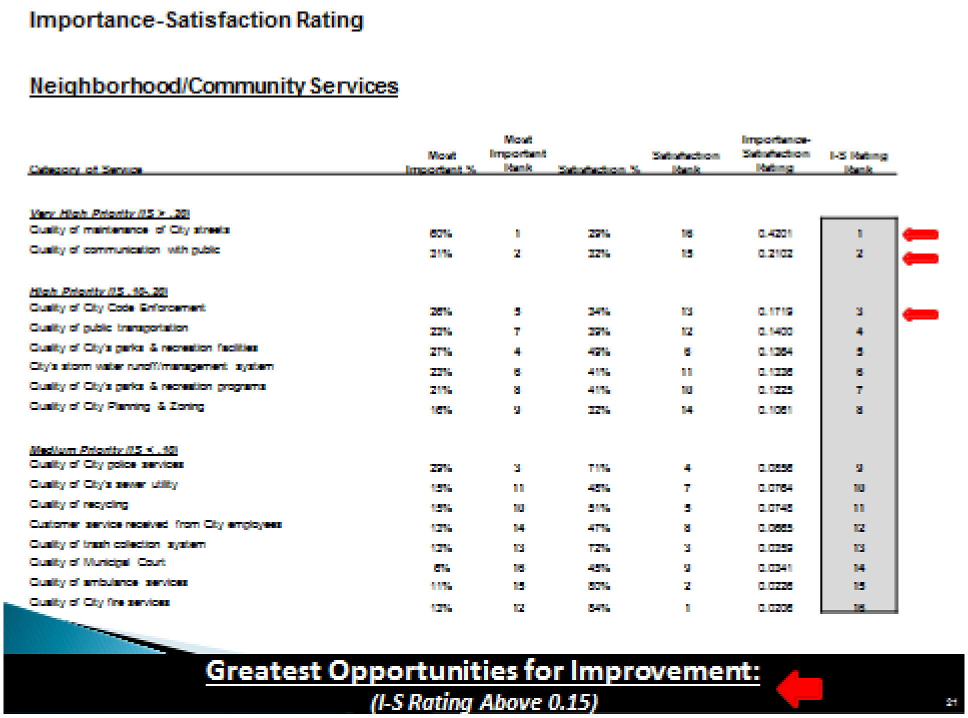
Parks & Recreation is split. About half the city is neutral and the other half is positive.

5th Priority

Quality of Code Enforcement



Code Enforcement is neutral across the board.

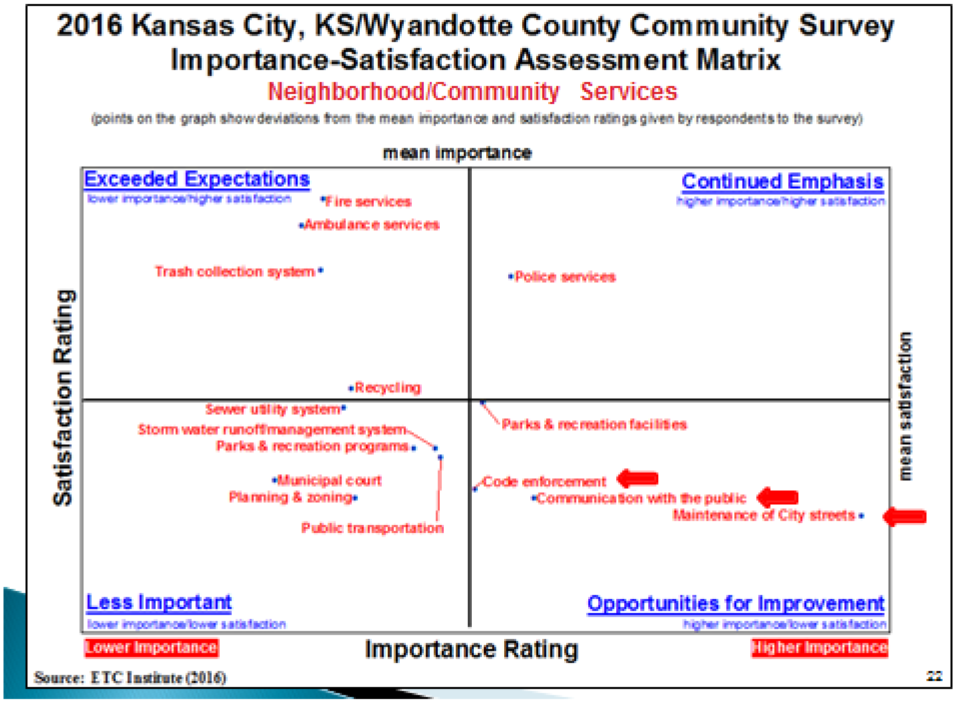


Importance-Satisfaction Rating

Neighborhood/Community Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > .20)						
Quality of maintenance of City streets	60%	1	29%	16	0.4201	1
Quality of communication with public	31%	2	32%	15	0.2102	2
High Priority (IS .10-.20)						
Quality of City Code Enforcement	26%	5	34%	13	0.1719	3
Quality of public transportation	23%	7	39%	12	0.1400	4
Quality of City's parks & recreation facilities	27%	4	49%	6	0.1364	5
City's storm water runoff/management system	23%	6	41%	11	0.1336	6
Quality of City's parks & recreation programs	21%	8	41%	10	0.1225	7
Quality of City Planning & Zoning	16%	9	32%	14	0.1061	8
Medium Priority (IS < .10)						
Quality of City police services	29%	3	71%	4	0.0856	9
Quality of City's sewer utility	15%	11	48%	7	0.0764	10
Quality of recycling	15%	10	51%	5	0.0745	11
Customer service received from City employees	13%	14	47%	8	0.0665	12
Quality of trash collection system	13%	13	72%	3	0.0359	13
Quality of Municipal Court	6%	16	45%	9	0.0341	14
Quality of ambulance services	11%	15	80%	2	0.0226	15
Quality of City fire services	13%	12	84%	1	0.0206	16

Now the most important—I offer this as the most important perspective and I'm going to flip here because it depends on whether or not your right brain or a left brain, both of these charts do the same thing. What we do is rank the level of importance of the various programmatic areas with the level of satisfaction and we assign it a ratio. You see the importance-satisfaction rating well right here maintenance of city street, number one importance; number 16 in satisfaction so there is a disparity and that is why it's ranked 0.42 out of one as a very high priority and about half of that, still a very high priority, but significantly behind that is communication with the public and then code enforcement and transportation. But maintenance of city streets is from my perspective a crying unconditional issue across the city.



This graphic if you look at this quadrant, the lower right hand it visually kind of places them in perspective for you. Going up and down shows importance and from left to right shows—excuse me. Up and down is satisfaction and left to right is importance. You notice right here maintenance of the city streets very, very important; satisfaction is low.

Topic #2:
County Level Services

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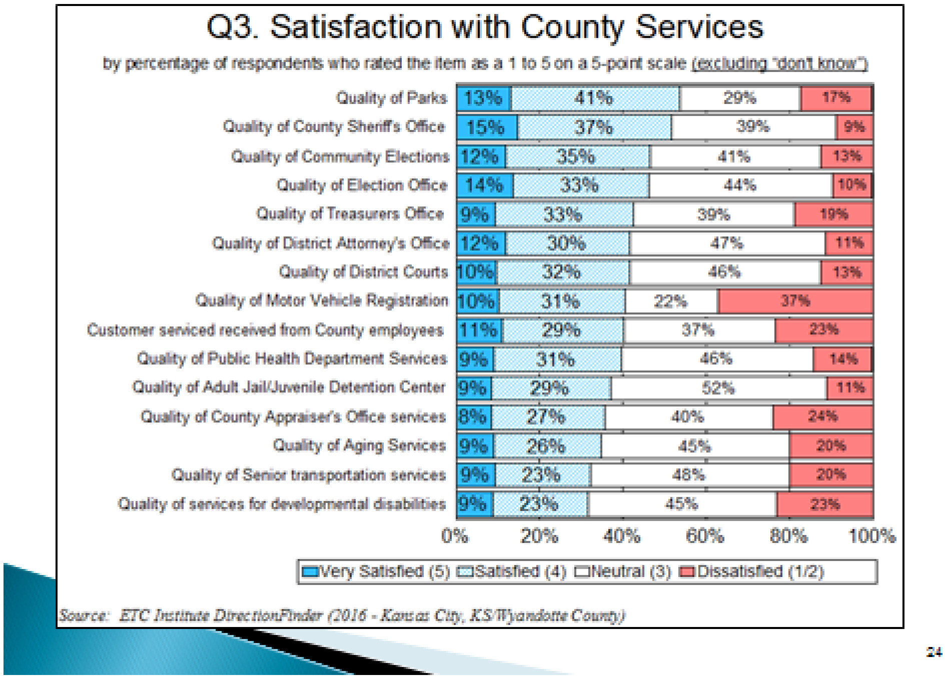
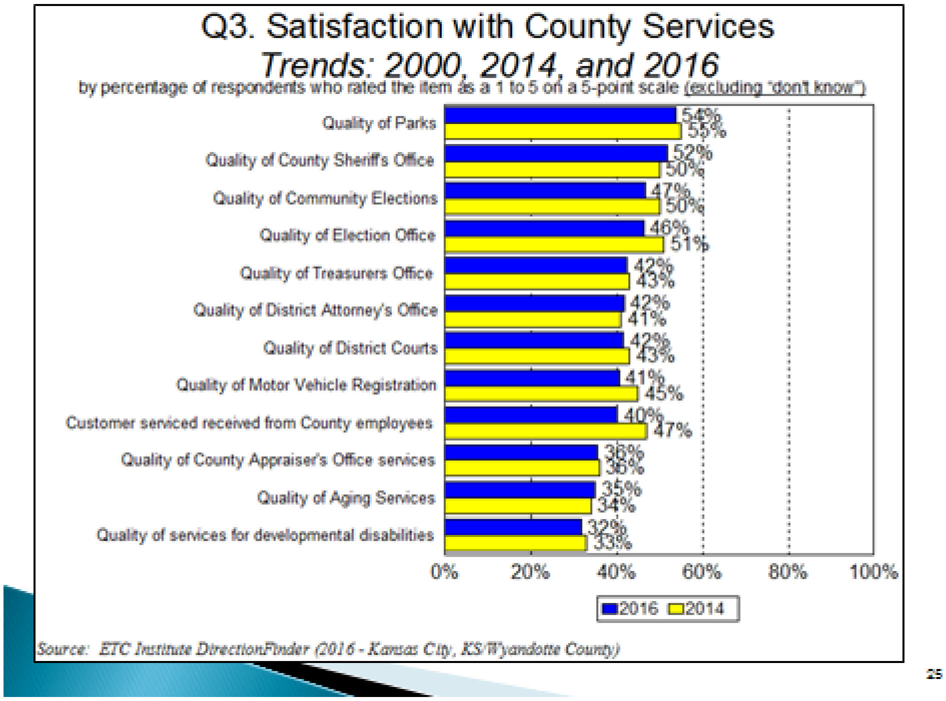
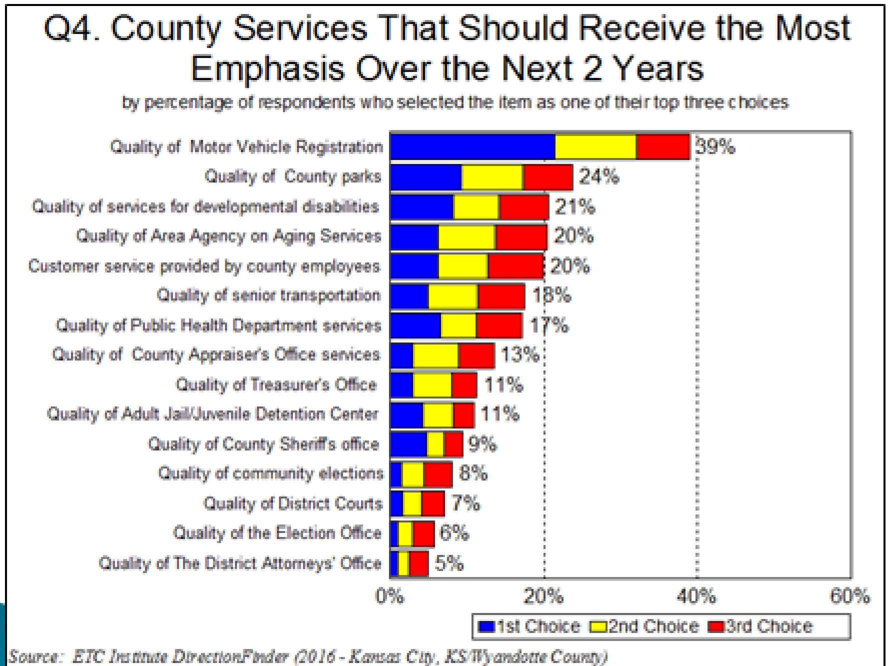


Similar breakdown in terms of blue being positive, red dissatisfied. I would like to point out a couple of points here in particular. Motor Vehicle Registration 37% expressed dissatisfaction. In most governmental agencies, county governmental agencies, virtually every citizen touches the county once a year with motor vehicle registration so that is your gateway, your front door for many of your residents and the response is concern by over a third of your citizens.



As we go through this then we asked how that compares. Now we do not have 2000 information although the trend says 2000, but it shows you between '14 and '16. Overall there is a little fluctuation in the trends for the last two years but the one area that has the most significant question that has come up countywide is customer service. Now, the reason I point this out is because one of the things we do to help us understand the data is what's called Regression Analysis and we try to find variable's that correlate and one thing that we saw was that the strongest correlation in terms of motor vehicle registration had to do with customer service. Now, that is not an in-depth analysis, but that gives us some hint that there is something potentially in the process that when people have to come in or mail or call they are having some perception built up and so that's what the data is suggesting at this point.



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Priorities for Improving County Services by District

Rank	Overall City Priorities	# of Districts ranked in top 5	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8
1st	Motor Vehicle Registration	8	Motor Vehicle Registration	Motor Vehicle Registration	Motor Vehicle Registration	Motor Vehicle Registration	Motor Vehicle Registration	Motor Vehicle Registration	Motor Vehicle Registration	Motor Vehicle Registration
2nd	County Parks	7	Senior Transportation	Public Health Services	County Parks	Customer Service	County Parks	County Parks	County Parks	County Parks
3rd	Customer Service	6	Area Agency on Aging Services	County Parks	Customer Service	Public Health Services	Area Agency on Aging Services	Area Agency on Aging Services	Customer Service	Customer Service
4th	Public Health Services	6	Services for Developmental Disabilities	Area Agency on Aging Services	Services for Developmental Disabilities	County Parks	County Appraisers Office	Customer Service	Area Agency on Aging Services	Public Health Services
5th	Area Agency on Aging Services	6	Public Health Services	Customer Service	Public Health Services	Services for Developmental Disabilities	Customer Service	Services for Developmental Disabilities	Public Health Services	Area Agency on Aging Services

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When we look at it you will notice here again another single item motor vehicle registration stands out compared to all the others. The quality of parks is fairly significant but 39% for motor vehicle registration is an issue leader for Wyandotte County.

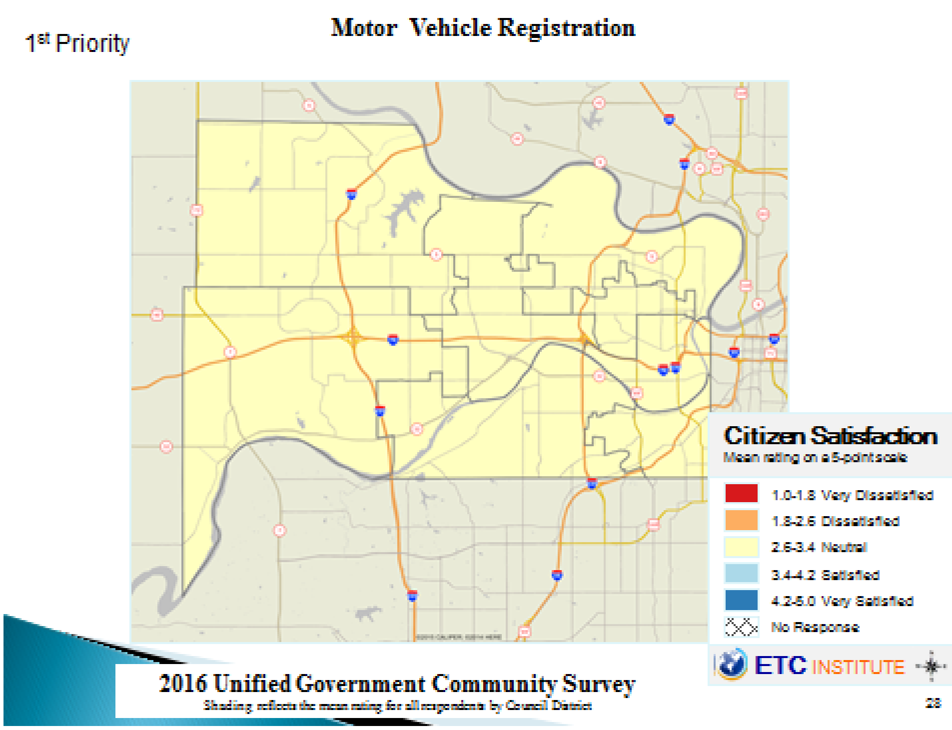
Commissioner Walker said you know when you get—I did not receive one of these randomly, but my recollection is and I want to talk about motor vehicle because—the criteria of what constitutes quality, I mean one of the most painful contacts with the county is when you go to pay your automobile. First of all most people think they pay too much in Wyandotte County. It's unpleasant but I'm looking at that and having experienced, I'm one of these pay at the last minute and go in and never ahead of the curve there, I find it interesting that there has been a regression and I find it a much easier process. You can make appointments. There have been times in the past over many years where you have 80 people in a line at the Courthouse and it has taken hours to even get in the door to be close. Is there a possibility that when we are asking these questions that we don't set out—I mean we don't define what quality or quality of service means. Is the quality that the people are nasty to them and they belittle them and condescend or is the quality the fact that they have to write a check for over a thousand bucks like some of us have had to do or is the quality the—I mean it's hard for me to wrap my hand around or my head around. You know you can rely on these numbers but we don't know what in many cases quality is defined to mean. That's the short of what I'm trying to say. **Mr. Ashcraft** said, Commissioner Walker, actually I would suggest that you are spot on. We do not define quality. It's the level of satisfaction. I will offer a perspective that with other clients that we've worked with as they get into the deeper analysis what we find is that the millennial generation, the electronic generation, has a different expectation in terms of interactions on services, governmental and non-governmental services and if we are not able to keep up with that then they are dissatisfied. You actually may have the greatest employees, the friendliest employees, but because they can't do everything online the way they want to they're dissatisfied and when they call in someone will say well I'm sorry we don't have that technology and they can be wonderfully polite but they're not necessarily happy with the answer. **Commissioner Walker** said I wanted to raise that because that to me seems very important in evaluating and I know the effort has been made at the Motor Vehicle to make this a better experience and my last two times it has been a much better experience than sitting in a chair. I used to take a book because I knew no matter what time I went—you can't even beat them at 8:00 in the morning and there is still a line, I would have time to read a book. That hasn't happened and in trying to evaluate what the change out there it's hard so people are unhappy with it. I think if they had to pay $5.00 a car, I think they would get a lot happier. Just my thought on it, I'm sorry to take up that time.

Commissioner Bynum said just a quick comment with regard to that and you know Doug Bach may work with staff and see if they can drilldown to improvements that could be made but I would put forward that the state bought a computer system that does not work and it stymied every single treasurer and every single driver license bureau in the entire state of Kansas. I would suggest that this county has bent over backwards to find work arounds for the purchase of a state vehicle processing system that simply didn't work and now it's been two or three years that we've been finding work arounds. I would say I hear what you're saying about technology. I'm not a techie and I'm certainly not a millennial, but I did renew online this year and my stickers were in my mail within days. I guess I would just say as we look at this in terms of improvement you might go in and look at what all the processes are but you know some of that I think is—I think we've fixed all that is in our power to fix because we are dealing with a very bad purchase at a level, a step above the county level.

Mayor Holland said I think one of the things we're going to need to do as we get these results, you know the Administrator is going to have his team sit and look at it. I mean in each department or area that had whatever their rating is to do some kind of evaluation among their staff and among their customers to find out more detail as to why. This helps us focus where we need to ask more questions. If nothing else we need to ask more questions because it may turn out, Commissioner, that you're right; that it's just the tax rate is too high and people are ticked off and it might be because the computer technology is a mess. This will give us an idea where we need to drill in further as an organization to get the answers because we don't know a lot of it about what's going on in a particular department that's causing that and that's where I think this will be very helpful for us to look forward.

Commissioner Philbrook said because we went into it a little bit more in-depth to get more information for each district you know who actually—well I'm not asking names, but the people that sent back these questionnaires and rated us poorly in certain areas, is it possible to get additional questions to those people to qualify that? **Mr. Ashcraft** said the short answer is yes of course it is possible. What we did was break it down by districts and if you notice a similar response across the board motor vehicle registration for each district was an issue and we will be able to give you a breakdown, not by individual, we do promise confidentiality; but by areas and we also will be able to break it down by age and income and other demographic information to give you a better sense.

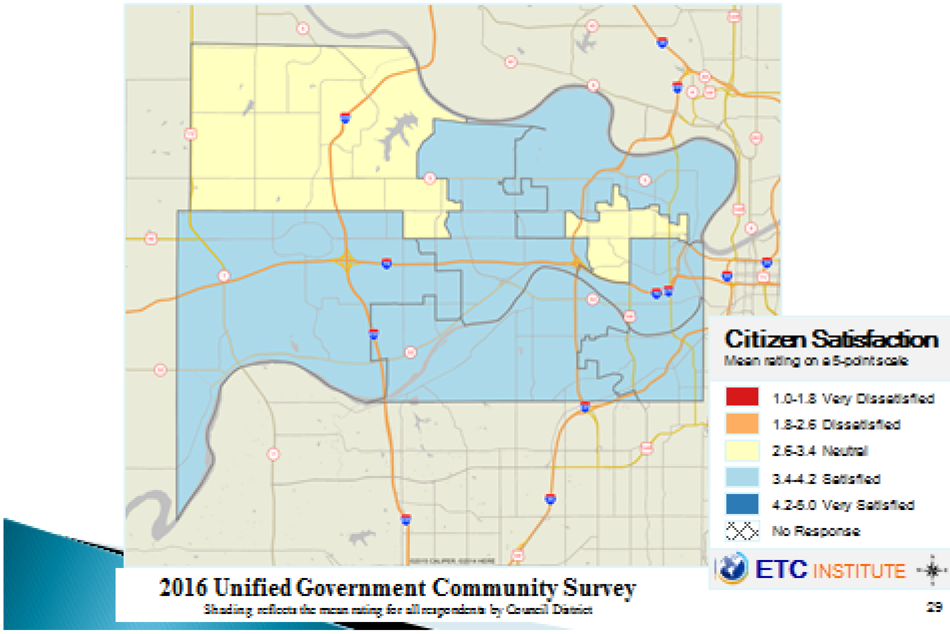
Mr. Bach said I think to add to that the Motor Vehicle Department has started their own survey so when they have customers come in there is the opportunity for them to fill out about their experience. I think noting how this ranked out on the overall that individual information is one that maybe will—while we've received pretty satisfactory comments so that's kind of the interesting point that it's different from what's coming back here, but we can take to heart a little bit more of those that come in on the negative side as something we need to work harder on to address. **Mr. Ashcraft** said let me just clarify, there seems to be a relationship between customer survey and vehicle registration, but the question was for customer service generally so I don't—I wouldn't suggest we not focus exclusively on motor vehicle, it's just that is a very important contact point for you.



Vehicle registration, we have the maps. Again, when you get your districts you will be able to drilldown by neighborhood and we will see how that breaks out.

2nd Priority

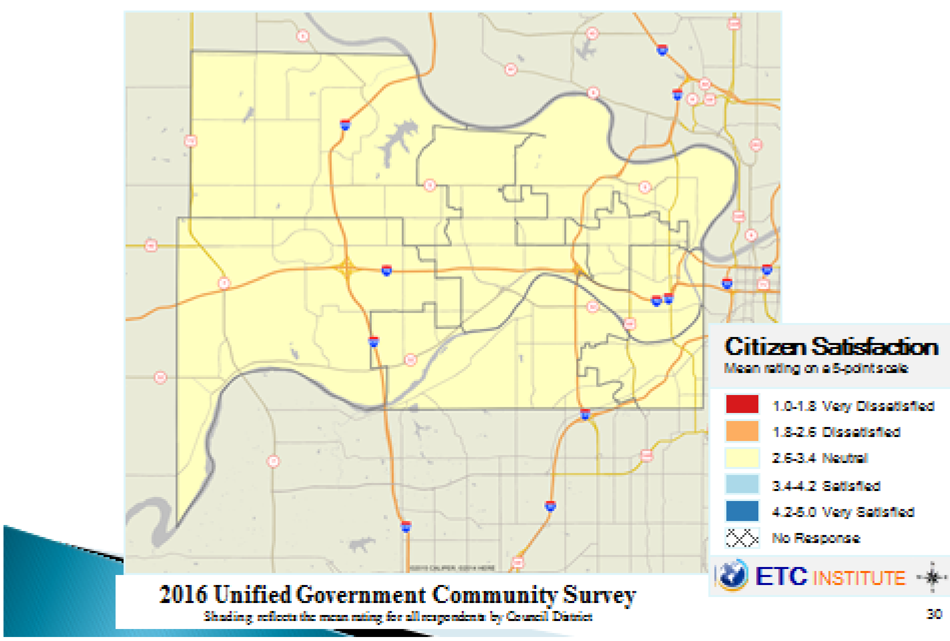
County Parks



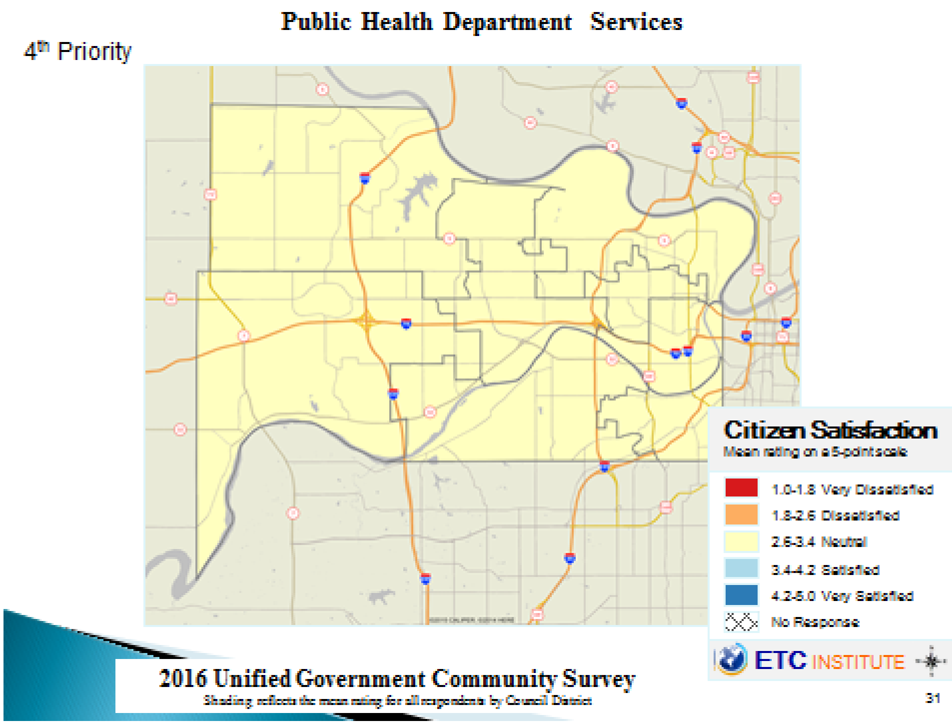
County Parks, quite a bit of blue but a couple of areas here by district that we're more neutral.

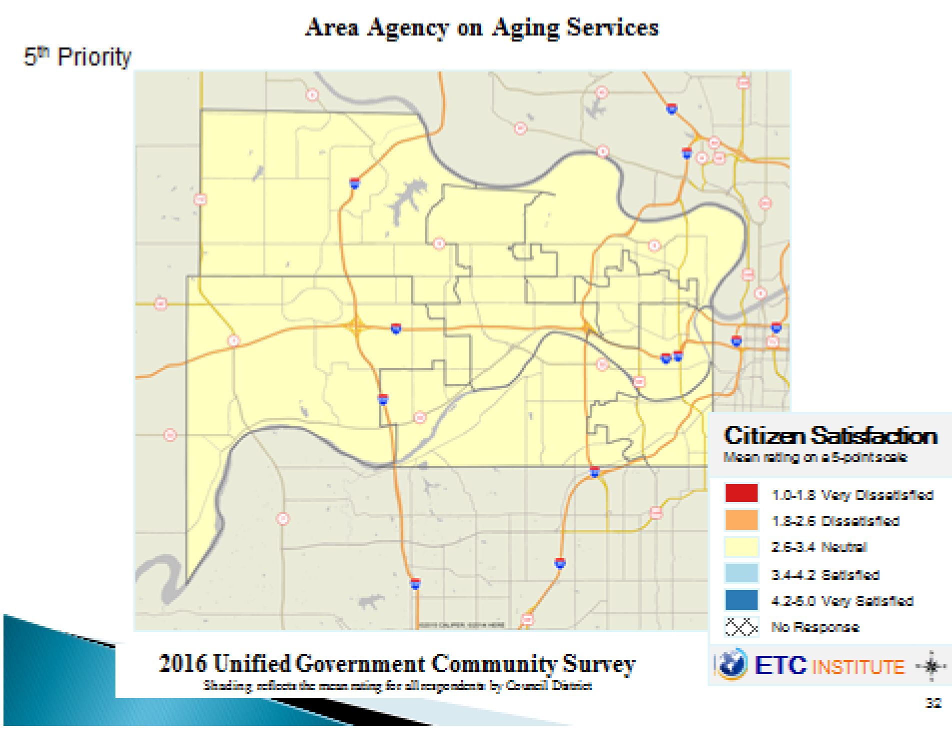
Customer Service Provided by Unified Government Employees

3rd Priority



Customer Service, across the board the neutral category again.





We put in also Public Health and Area Aging Services to give you a sense. All the program areas—your key program areas are included in the survey.

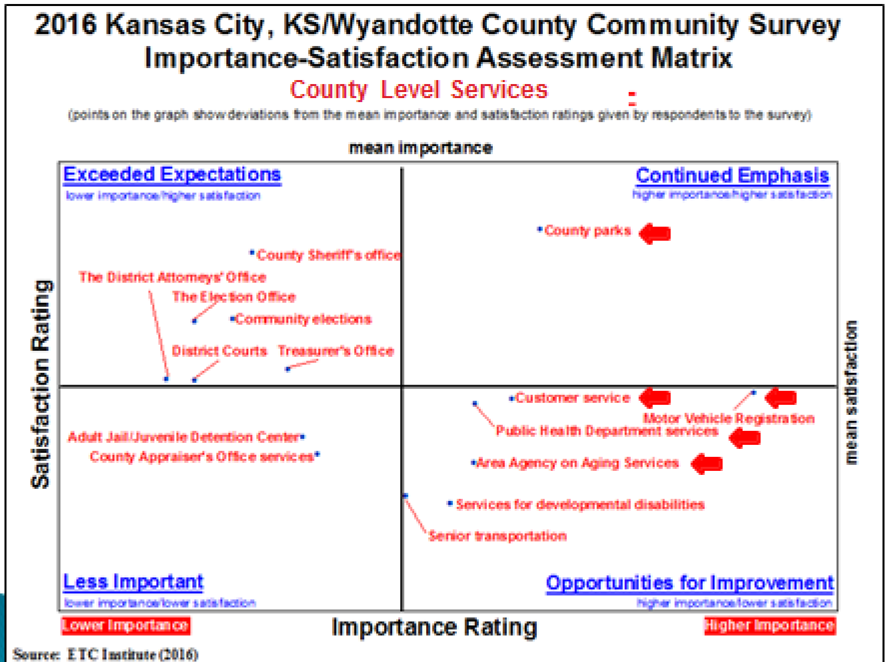
Importance-Satisfaction Rating

County Level Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > .20)						
Quality of Motor Vehicle Registration	44%	1	41%	8	0.2620	1
High Priority (IS .10-.20)						
Quality services for developmental disabilities	25%	6	32%	15	0.1683	2
Customer service received from County employees	29%	3	40%	9	0.1712	3
Quality Aging Services	26%	5	35%	13	0.1699	4
Public Health Department Services	26%	4	40%	10	0.1562	5
Senior Transportation	22%	7	32%	14	0.1475	6
Quality of Parks	30%	2	54%	2	0.1408	7
Quality of County Appraiser's Office services	16%	8	36%	12	0.1037	8
Medium Priority (IS < .10)						
Adult Jail/Juvenile Detention Center	15%	9	37%	11	0.0956	9
Quality of Treasurers Office	14%	10	42%	6	0.0818	10
Quality of County Sheriff's Office	12%	11	52%	2	0.0574	11
Quality of Community Elections	11%	12	47%	3	0.0572	12
Quality of District Courts	8%	13	42%	7	0.0480	13
Quality of Election Office	8%	14	45%	4	0.0440	14
Quality of District Attorneys' Office	6%	15	42%	5	0.0373	15

Greatest Opportunities for Improvement:
(I-S Rating Above 0.15)

Again, the Importance-Satisfaction Rating, quality of Motor Vehicle Registration comes out above .25 as a significant issue development issues, but there are others. If you notice Developmental Disabilities and Aging Services as well as Public Health so there are key areas for your consideration.

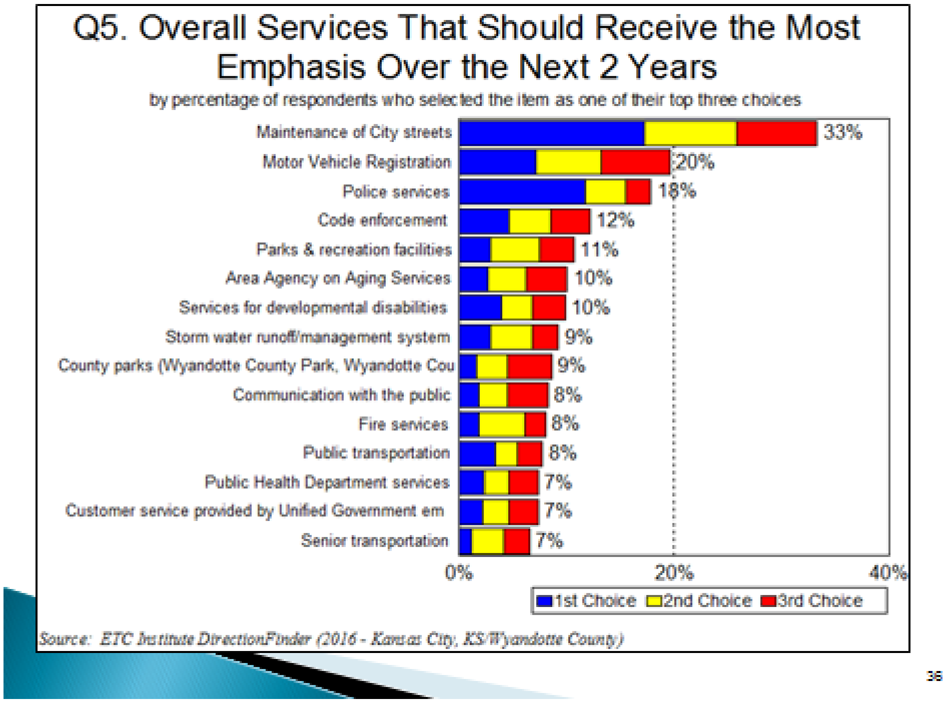


34

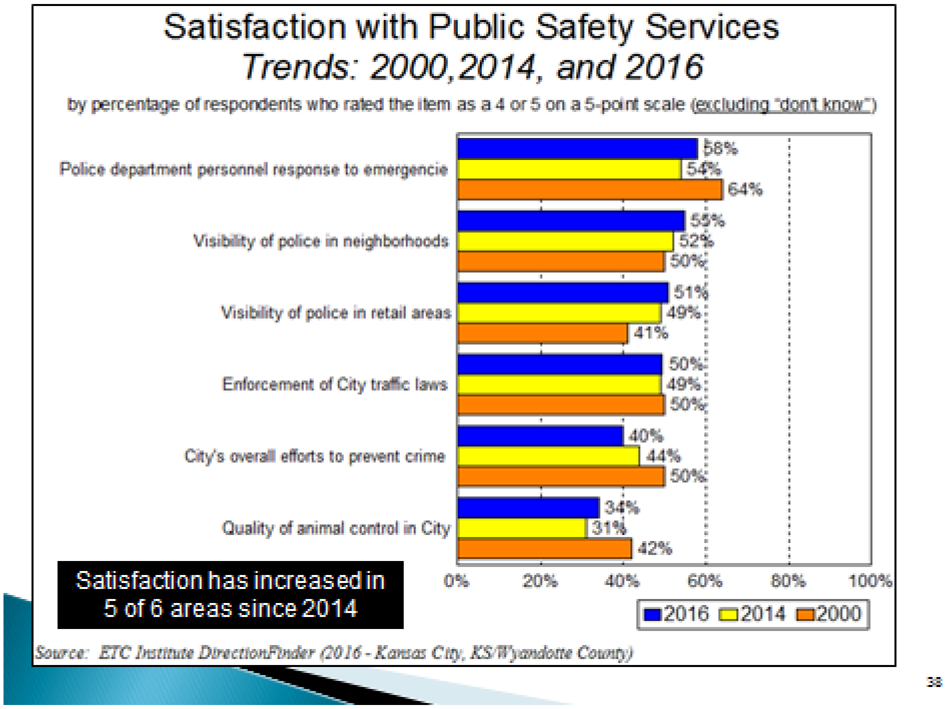
Same graphic here, down here in the corner I did want to point out parks because I'm going to get into a little bit of detail there. There are some significant improvements with satisfaction, but there are also some counter indicators that you may want to explore further as you start developing your policy considerations.

Topic #3:
Overall Priorities

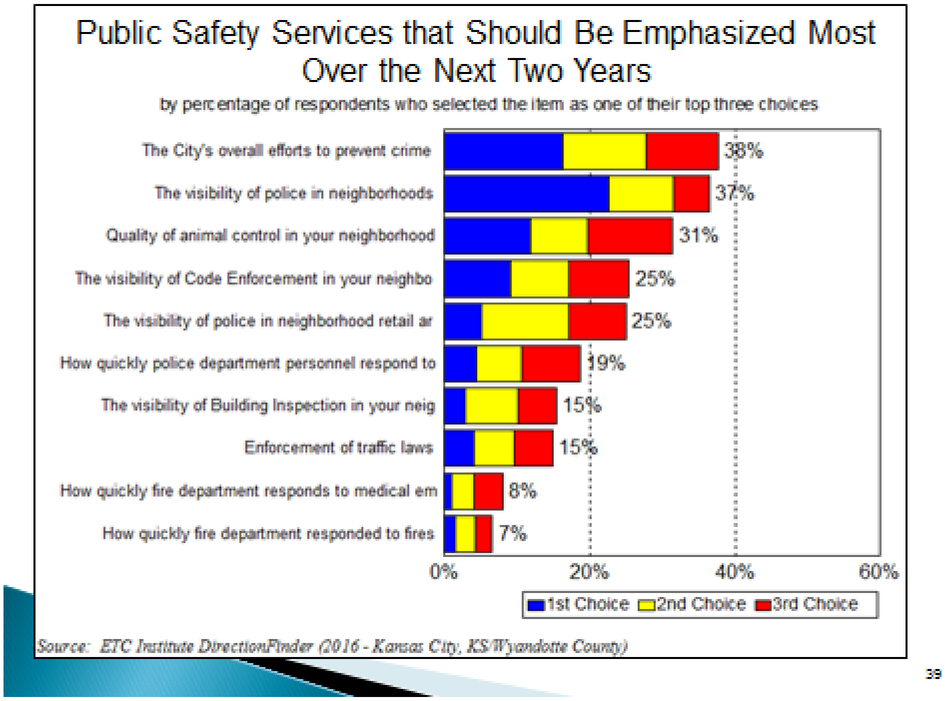
35



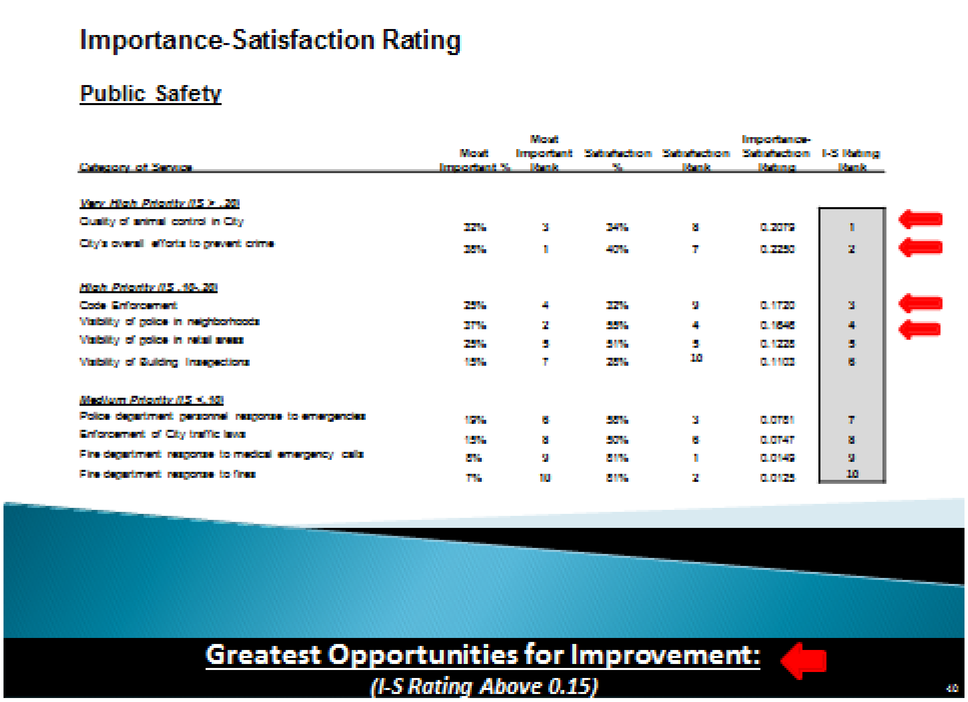
Maintenance of City Streets, Motor Registration and Police Services - Now Police Services are positive but that is an ongoing concern and they want that to continue to be positive.



We do have some of the 2000 trend information for you and you will notice some fluctuation but generally increasing from two years ago although historically there are some perspectives particularly Animal Control about a 10% decrease and responsiveness of emergency services. What went on 15 years ago may have had an impact on that but it looks like from two years ago a fairly significant improvement about 4% so anything over 2% is a significant change. Put that into perspective from two years ago versus that 15 year perspective.



Efforts to prevent crime and visibility of police; your citizens appreciate police service and want it to continue. Animal Control and Code Enforcement and we have a couple of particular questions on Animal Control. My understanding is that's an issue for you and we have some more information on that and I will share just a little bit of it briefly with you in a moment.



Importance-Satisfaction Rating

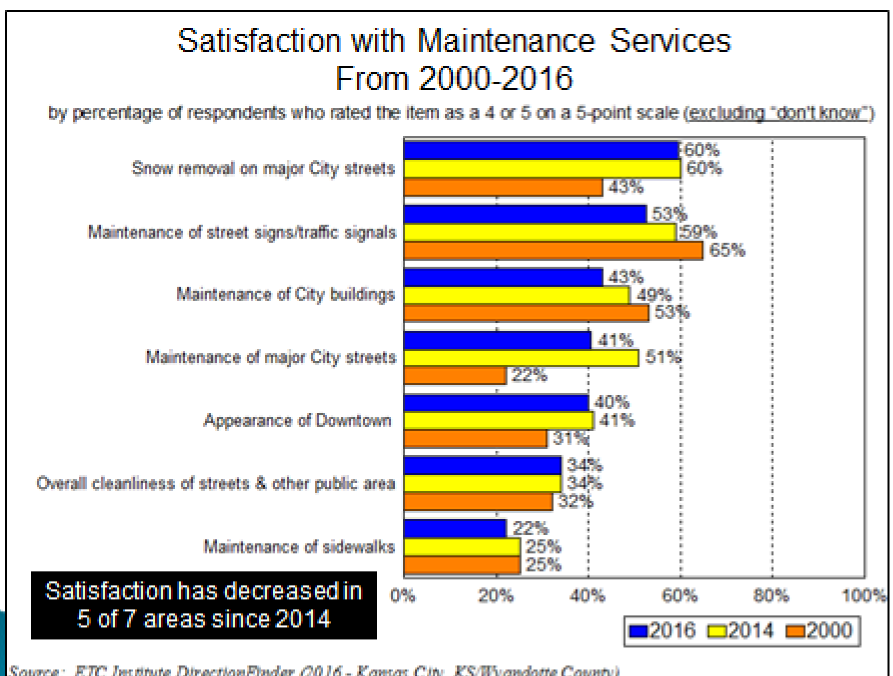
Public Safety

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > .20)						
Quality of animal control in City	32%	3	34%	8	0.2079	1
City's overall efforts to prevent crime	38%	1	40%	7	0.2280	2
High Priority (IS .10-.20)						
Code Enforcement	25%	4	32%	9	0.1720	3
Visibility of police in neighborhoods	37%	2	55%	4	0.1646	4
Visibility of police in retail areas	25%	5	51%	5	0.1228	5
Visibility of Building Inspections	15%	7	28%	10	0.1103	6
Medium Priority (IS <.10)						
Police department personnel response to emergencies	19%	6	59%	3	0.0781	7
Enforcement of City traffic laws	15%	8	50%	6	0.0747	8
Fire department response to medical emergency calls	8%	9	81%	1	0.0149	9
Fire department response to fires	7%	10	81%	2	0.0125	10

Animal Control is a high priority and overall efforts to prevent crime, code enforcement and visibility of police rank high.

Topic #5:
Maintenance Ratings and Priorities

41



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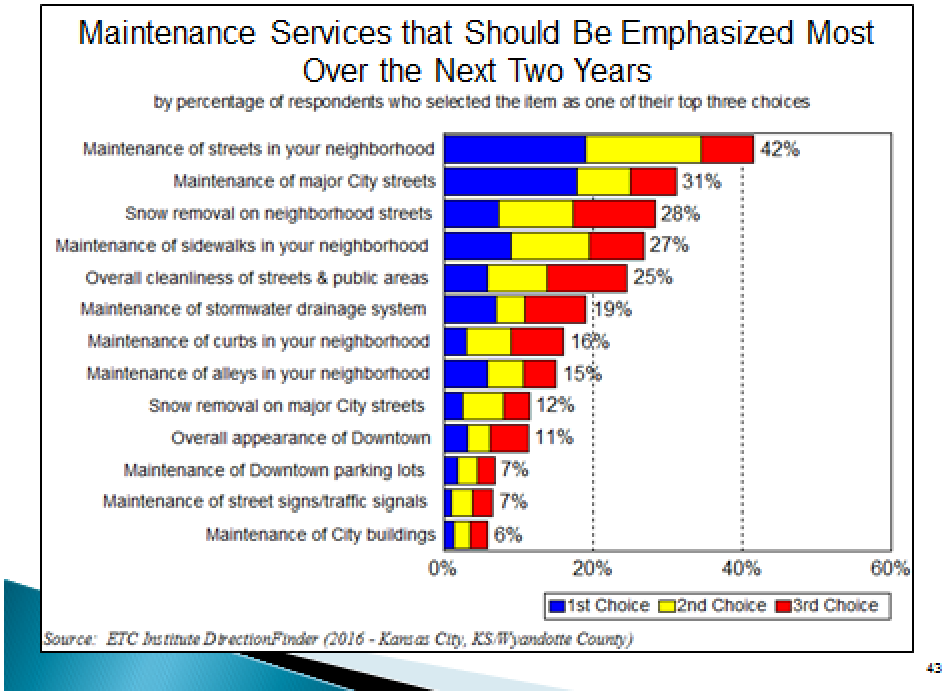
Maintenance Ratings and Priorities - This starts to relate to the comments the overall perspective of maintenance in the county. If you notice not much change in snow removal but it's significantly better than it was 15 years. Some change from 15 years ago but also from two years ago in terms of street maintenance signs and traffic signals, a little bit on buildings and a fairly significant drop although from 15 years ago a big improvement for major streets but from two years ago a fairly significant drop, 10%. The others are fairly close in terms of what you see historically.

Commissioner Markley said when we get our district by district I guess what I'm interested to see is I'm wondering will we be able to see neighborhood by neighborhood, sort of the street concern because I'm wondering if that would help us identify where the worst streets are based on where we're getting the worst feedback I guess. **Mr. Ashcraft** said the short answer is yes, but I would offer that while you have those perceptions, I suspect your Public Works Department also does street maintenance surveys because when people respond, if they go a certain way to work and it's across town, they may be really ticked but it may not be in the neighborhood. They may say major roads are a problem but my neighborhood road is okay or vice-versa. You will be able to see that breakdown and get that sense from it.



Maintenance - This is some of the breakdown in terms of in the neighborhood versus the major streets I was mentioning a moment ago and you will get that by district. You can see on down the maintenance concerns for the next two years and this two year projection is what your citizens are saying we would like to have this addressed.

Importance-Satisfaction Rating

Maintenance

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Maintenance of streets in your neighborhood	39%	1	37%	7	0.2457	1
Maintenance of sidewalks	27%	3	22%	12	0.2055	2
High Priority (IS .10-.20)						
Snow removal on neighborhood streets	28%	2	38%	6	0.1757	3
Overall cleanliness of streets & other public areas	25%	5	34%	9	0.1624	4
Maintenance of major City streets	26%	4	51%	3	0.1250	5
Maintenance of alleys	15%	8	18%	13	0.1243	6
Maintenance of stormwater drainage system	19%	6	38%	8	0.1226	7
Maintenance of curbs in your neighborhood	16%	7	28%	11	0.1155	8
Medium Priority (IS <.10)						
Appearance of Downtown	11%	10	40%	5	0.0679	9
Maintenance of Downtown parking lots	7%	11	28%	10	0.0489	10
Snow removal on major City streets	12%	9	60%	1	0.0486	11
Maintenance of City buildings	6%	13	42%	4	0.0337	12
Maintenance of street signs/traffic signals	7%	12	53%	2	0.0313	13

Greatest Opportunities for Improvement:

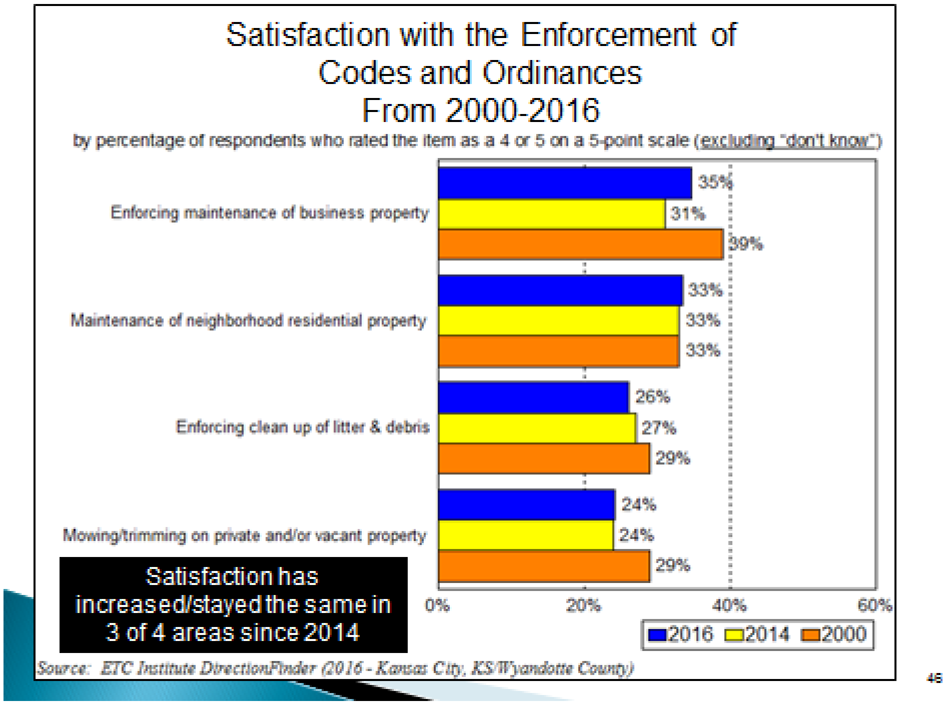
(I-S Rating Above 0.15)

44

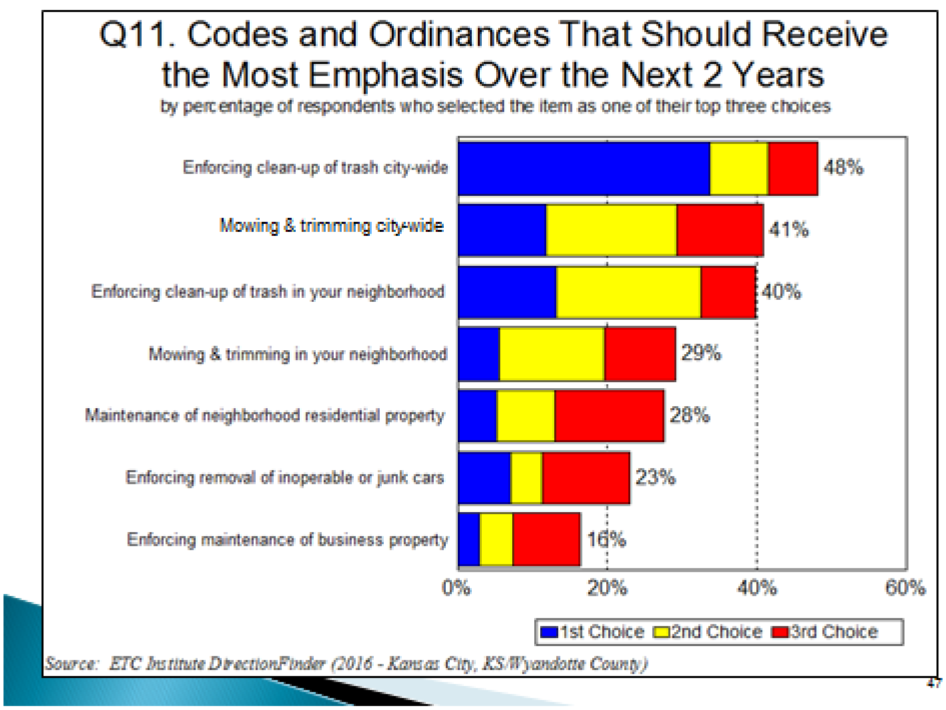
This gives you the analytics of it. Again, sidewalks and streets in your neighborhood, snow removal, cleanliness of streets and so there is a common thread there in terms of streets and street maintenance and those things related to the streets.

Topic #6:
Code Enforcement Ratings and Priorities

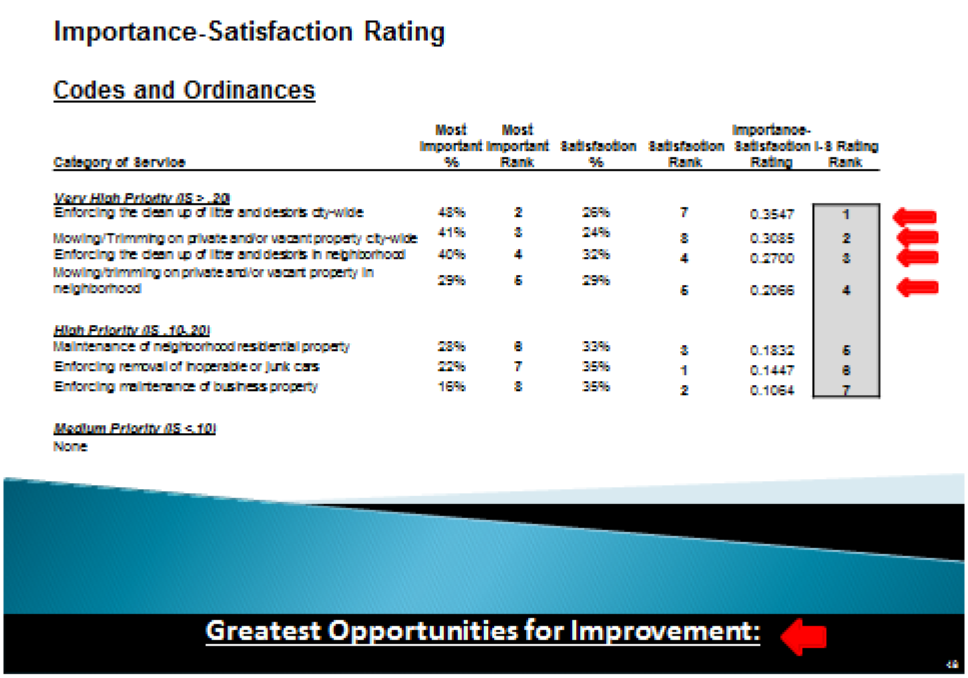
45



Code Enforcement – There was a little bit of change from 15 years ago, but pretty much in the last two years a little bit of improvement but pretty much the same.



Enforcing cleanup of trash citywide is the number one priority and as you look at these other charts I will give you a little hint to consider. Often times you see kind of three comping's of responses. You see those that are kind of out in front and then a middle tier and then all the rest. I would encourage you to look at the top tier and especially quite honestly since there is never really enough money but if you want to have the greatest impact, try to look at those first and some of them are definitely more expensive than others but it will give you an opportunity to focus your resources.



Importance-Satisfaction Rating

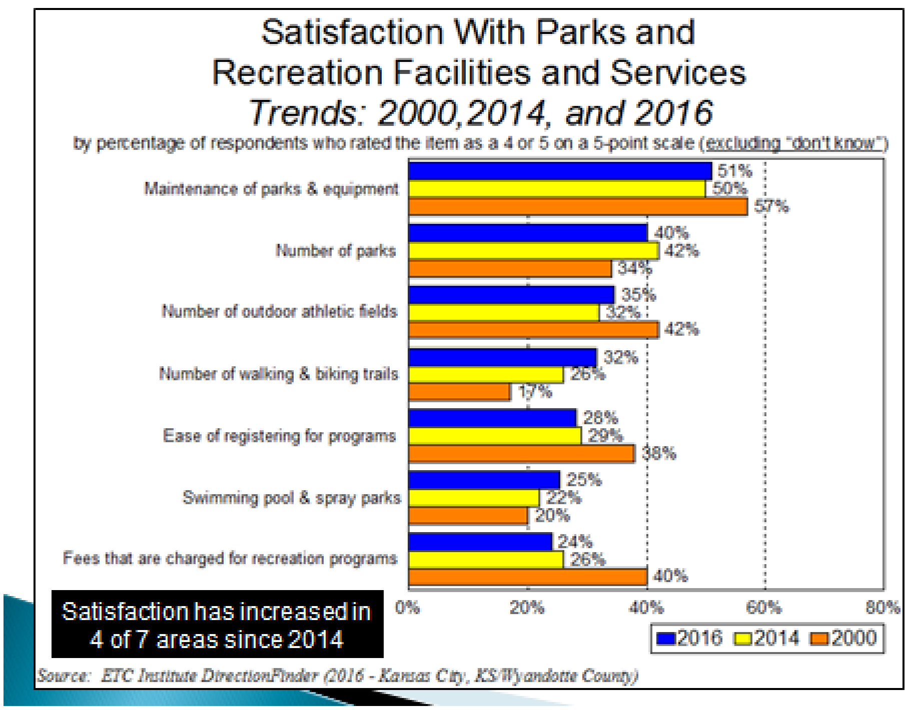
Codes and Ordinances

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > .20)						
Enforcing the clean up of litter and debris city-wide	48%	2	26%	7	0.3547	1
Mowing/Trimming on private and/or vacant property city-wide	41%	3	24%	8	0.3085	2
Enforcing the clean up of litter and debris in neighborhood	40%	4	32%	4	0.2700	3
Mowing/trimming on private and/or vacant property in neighborhood	29%	5	29%	5	0.2066	4
High Priority (IS .10-.20)						
Maintenance of neighborhood residential property	28%	5	33%	3	0.1832	5
Enforcing removal of inoperable or junk cars	22%	7	35%	1	0.1447	6
Enforcing maintenance of business property	16%	8	35%	2	0.1064	7
Medium Priority (IS < .10)						
None						

The ratings score as you look at it cleaning up it mirrors the satisfaction overall.

Topic #7:
Parks & Recreation Ratings and Priorities

49



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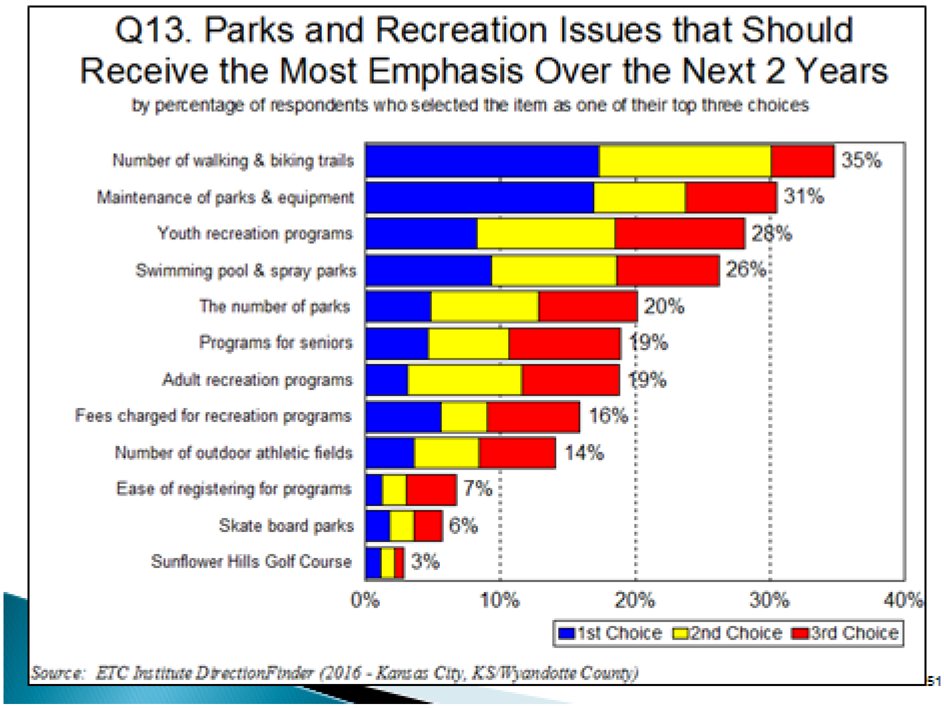
If you look from 15 years ago there does seem to be some fluctuation in terms of concerns, but I also notice that the number of walking and biking trails has been on a significant incline so whatever you're doing your residents like that and they would encourage you to continue. **Mayor Holland** said can you say that again? **Mr. Ashcraft** said whatever you've been doing for the last few years on walking and biking trails have been noticed by your residents and they like that. That in part I think is reflected in—your survey results for Parks & Rec while there is some strain in some of these areas, they have noticed that you have been making an effort in this area.



Priority in the next two years – So even while you're making progress they want you to make more progress and you can see here again there is kind of this first grouping, kind of a middle grouping and then a third grouping in terms of where to focus your attention.

Importance-Satisfaction Rating

Parks and Recreation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > .20)						
Number of walking & biking trails	35%	1	32%	5	0.2380	1
High Priority (IS .10-.20)						
Youth recreation programs	28%	3	29%	6	0.1984	2
Swimming pool & spray parks	26%	4	25%	10	0.1955	3
Programs for seniors	19%	6	23%	12	0.1452	4
Maintenance of parks & equipment	31%	2	51%	1	0.1498	5
Adult recreation programs	19%	7	26%	9	0.1406	6
Fees that are charged for recreation programs	16%	8	24%	11	0.1216	7
Number of parks	20%	5	40%	3	0.1204	8
Medium Priority (IS < .10)						
Number of outdoor athletic fields	14%	9	35%	4	0.0922	9
Ease of registering for programs	7%	10	28%	7	0.0482	10
Skate board parks	6%	11	26%	8	0.0432	11
Sunflower Hills Golf Course	3%	12	44%	2	0.0156	12

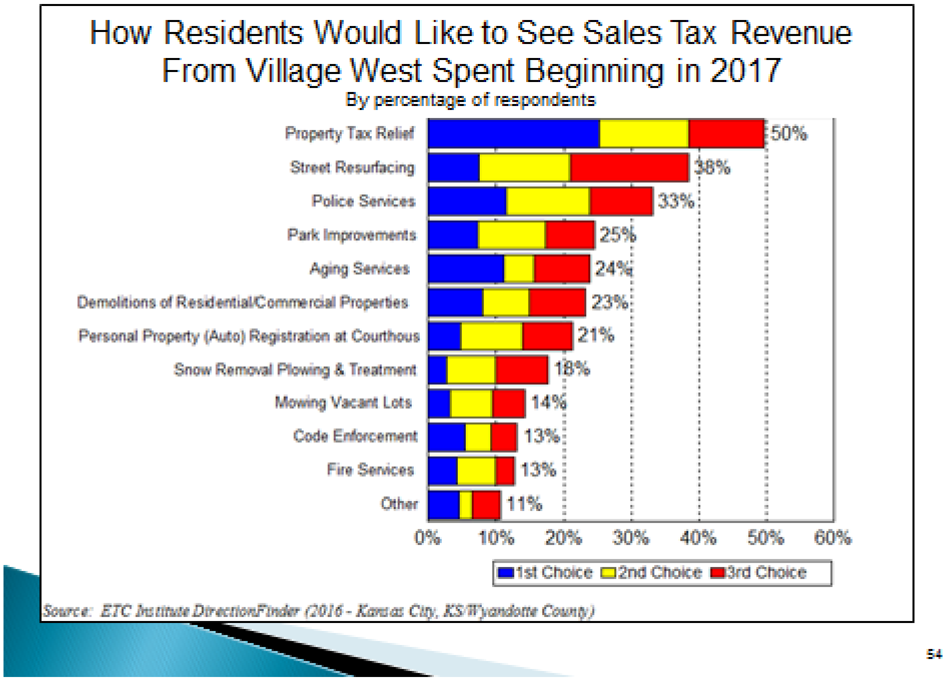
Greatest Opportunities for Improvement:
(I-S Rating Above 0.15)

52

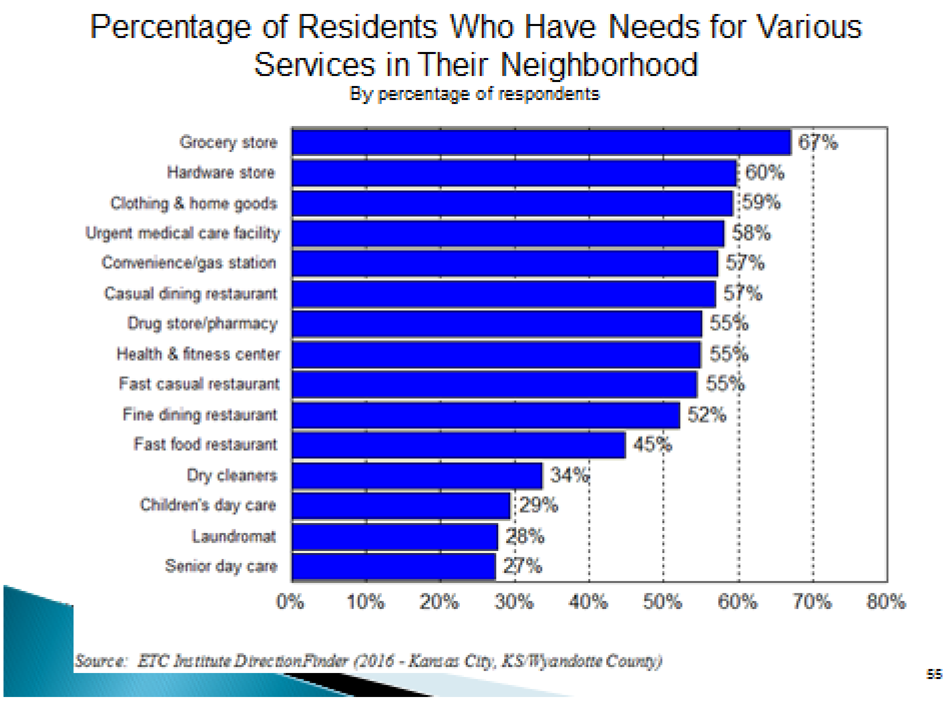
This gives you the analytics to it. Notice the number of biking trails definitely significant, biking and hiking trails.

Topic #9:
Other Findings

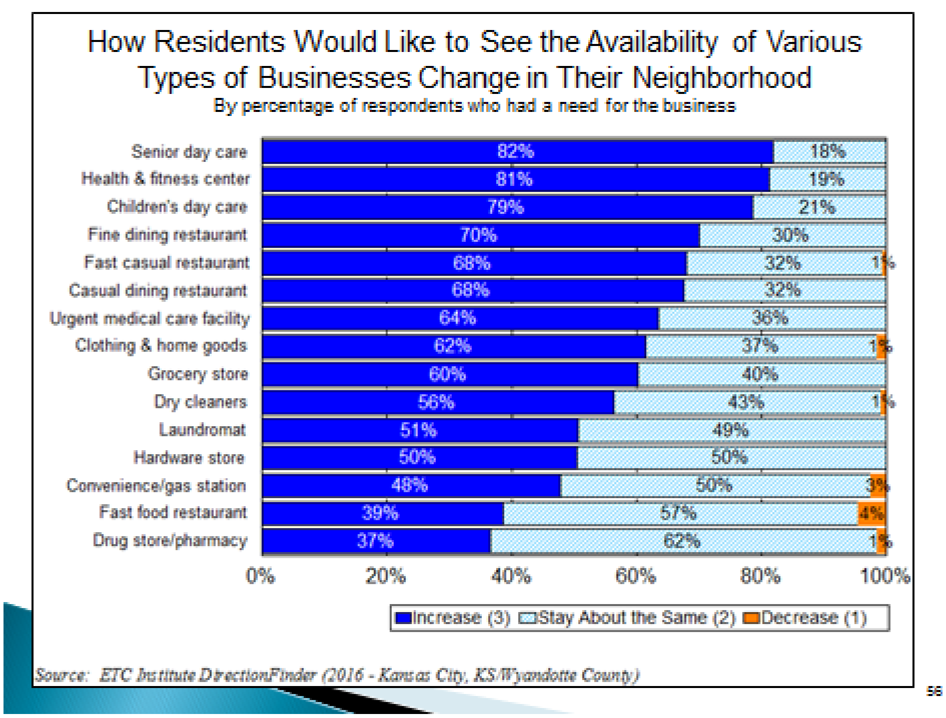
53



Other Findings – We asked individuals how they would suggest the Commission consider using the sales tax revenue from Village West for 2017. There was a significant number of individuals that said property tax relief and this is a policy decision for you obviously and I think it's important that be recognized, but street resurfacing and concerns about infrastructure, particularly street maintenance is a dominate and reoccurring theme here.



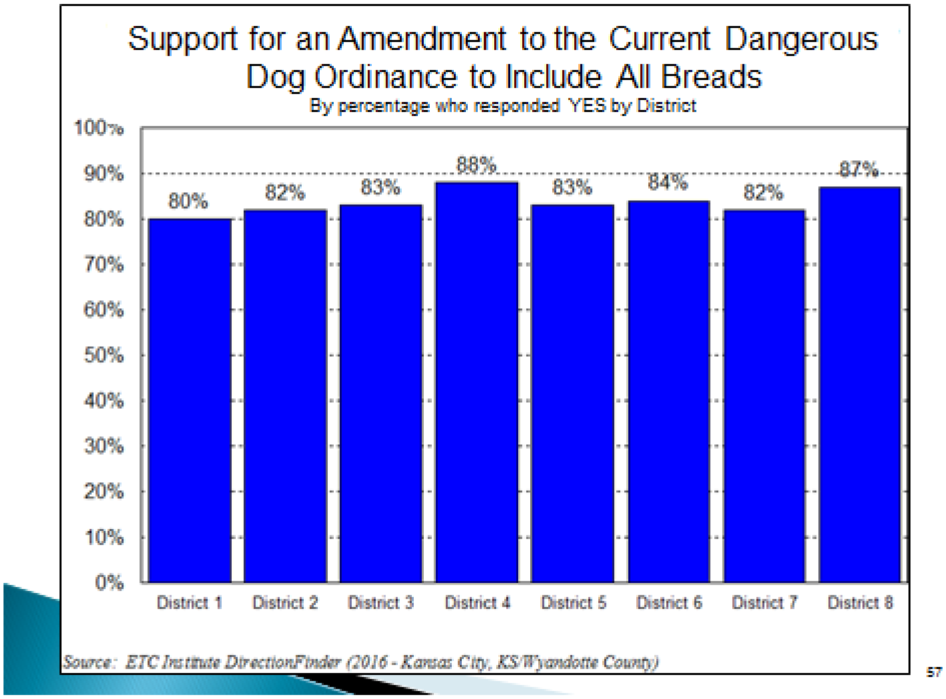
We also asked them particular questions, and you will get more of a breakdown again by your district, from residents of the various services that they feel are needed in their neighborhoods. Of the people that responded that there is a need grocery store down to senior day care services.



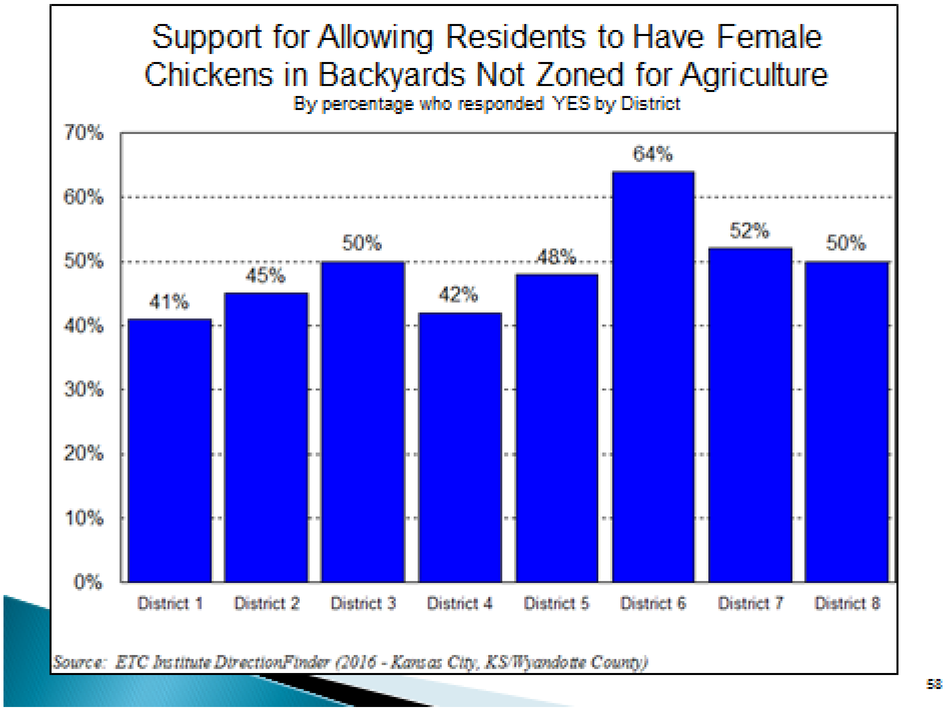
Of those that said there was a need senior day care services was the highest priority. People could answer a multiple that they think are a need but if I said there was a need, senior day care was the highest priority.

Commissioner Bynum said I guess I'm not reading this slide properly. **Mr. Ashcraft** said the first one is percentage of residents who have needs. They can either say I don't have a need for any of these or I have a need for grocery stores, hardware stores, laundromats. If you said you had a need and then they said increase senior daycare services. **Commissioner Philbrook** said I think we're missing one of yours. It's the next one, okay. **Mr. Ashcraft** said this is an interesting point. Fewer people say there is a need but those that do they are saying increase senior day care services. Grocery stores are a need but I can get in my car and drive somewhere, but if I'm a senior there is a need, I can't drive anywhere. Maybe I can walk down the street or I need bus service or whatever, I need information, I need access.

Commissioner Philbrook said I guess my question on that would be around what was that question? What exactly was that question? **Mr. Ashcraft** said the survey actually is in the back of the document and you can go through that at your leisure but in each of the areas we asked them do you have a need, yes or no, and if they say yes then we asked should there be more, should it be about the same or should we actually reduce it. If you notice, there were a few people that said like drug stores and pharmacy. One percent said we have too many pharmacies, too many street corner pharmacies. I'm not sure what's in their mind but that's the potential response so they are saying reduce it.



One of the particular issues you wanted us to address was the dangerous dog ordinance. If you notice, a lot of uniformity across the districts ranges from 80% to 88%.



Similar question about female chickens but if you notice, there is quite a bit of variability in particularly in District 6 a lot more interest comparatively.

I will offer a quick summary.

Summary of Trends

- ❑ **Since 2000, Overall Satisfaction Has Improved in Most Areas**
- ❑ **Since 2014, the Results Have Been Mixed.**

<u>**Notable Increases from 2014**</u>

- Satisfaction with the overall quality of police services
- Satisfaction with the visibility of police in neighborhoods
- Satisfaction with police response time to emergencies
- Satisfaction with the number of walking and biking trails

<u>**Notable Decreases from 2014**</u>

- Satisfaction with overall quality of parks and recreation facilities
- Satisfaction with maintenance of major city streets
- Satisfaction with maintenance of street signs and traffic signals
- Satisfaction with the overall image of Kansas city

60

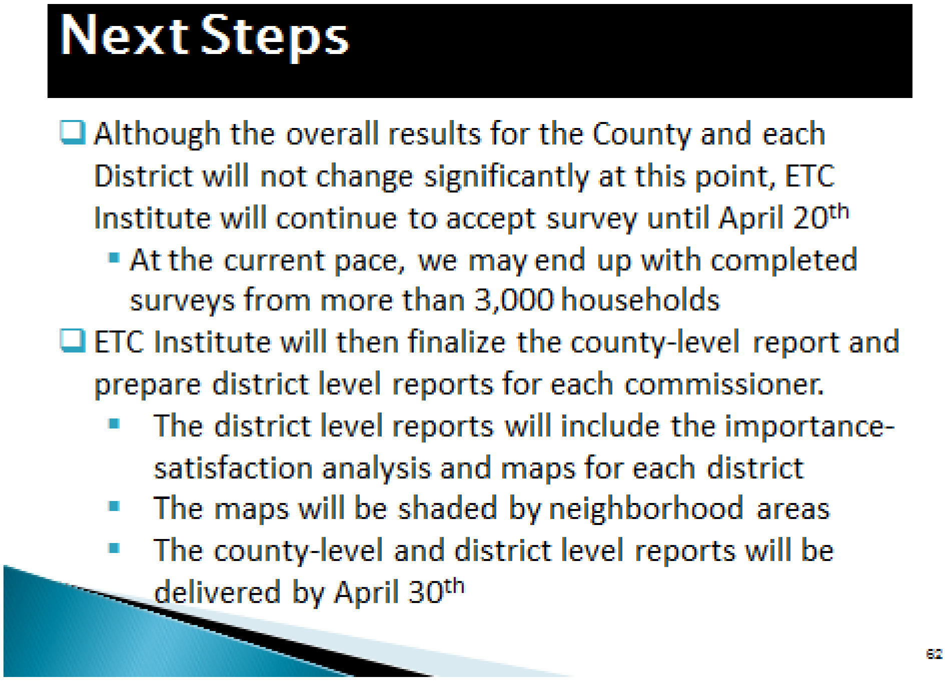
Since 2000 the overall satisfaction has improved in most areas. There are some exceptions but overall Wyandotte County has made improvements and you should be happy with that. Since 2014 the results have been mixed. It will give you an opportunity to think about how you focus your resources. Notable increases - police services in the neighborhoods, emergency responses and the walking and biking trails, again, that looks like a concerted effort of what you have done and they want more of it. Decreases - parks and rec facilities, maintenance of city streets and street signs and the overall image of Kansas City.

Summary of Priorities

- Opportunities for Improving Neighborhood/Community Services
  - Quality of maintenance of City streets #1
  - Quality of communication with the public
  - Quality of City Code Enforcement
  - Quality of public transit
  - Quality of City parks and recreation facilities
- Opportunities for Improving County Services
  - Quality of motor vehicle registration - #1
  - Quality services for developmental disabilities
  - Customer service received from County employees
  - Quality aging services
  - Public health department services

61

Opportunities for Improvement - I would like to stress again looking at the data and I'm sure your staff will delve into it with more refinement but the quality of maintenance of city streets, infrastructure and various components of it over and over again. Related to that is communication with the public, code enforcement, transit and parks and recreation. Opportunities for the county were the motor vehicle stands out and also developmental services, customer service, aging services and public health.



Next Steps – I wanted to make sure I stress this once more. Forgive me for being redundant and although the results may change a little bit a percent here or so it will not change significantly and we expect to have over 3,000 responses. We're going to the 20th which is Wednesday. We're going to cut it off then to put together packages by each district so that you can look at it. You will have the maps and it will be shaded by neighborhoods and we won't know the neighborhoods, but you should be able to get a—knowing your districts and how it fits, but you can get a good indication of that and we hope to have that delivered to you by April 30th.

Commissioner Markley said, Doug, no pressure on the Public Works hiring.

Mayor Holland said I think this is very helpful for us to look at priority areas and I think when we get to it there is a lot of similarity with the Listening Tour emphasis the people gave us. I think we're getting consistent feedback from both the residents and the business community and I didn't see the slide though that had the questions about the STAR Bond payoff. I did not see that slide in the book. I didn't see it, but it doesn't mean it's not there. **Mr. Bach** said you mean the priority of where to spend the money specifically where it had the property tax on top and then streets? **Mayor Holland** said I didn't see it in the book. If we could find that page number it would be helpful. **Mr. Ashcraft** said I don't have a copy of the book that was handed out. It should be in there but we will make sure you get it. **Mr. Bach** said we will look through and find it and point it out to you.

Mr. Bach said I will note a couple things you know as he said the neighborhood level. Commissioner, like you said how you break that down. We move into CMIP on May 5th and then the following week and so that will allow you to have that information right before. As staff we may not have factored some of those into the recommendations as they come out, but as we go through and start to prioritize those in the Commission level, you will have that information in front of you if there is something specifically that's five years out or not on the radar that we need to spend the time or money on.

Commissioner Bynum said the findings on the communications are interesting to me and I find myself thinking about why. You know we livestream, we broadcast, we place on YouTube, and I think the ENews mail list is up to probably 5,000 to 6,000 emails; I'm just guessing. I think it speaks to no local newspaper. I throw that out and I shouldn't say no local newspaper. We have Wyandotte Daily but of course it's online only and I just wonder if we need to look into even more strategic ways to communicate with the public. It's kind of mind-boggling that we have so many new ways to communicate and yet it's ranking so high. **Mr. Bach** said I thought that one—if I look at any one area proportionately that we probably spend more money on than we did a couple years ago, it is the area of our public relations. Now, it does say a couple different things in communications. One is where we're spending more money is probably on open transparency, that's about these meetings. As a whole it may not say that the general public feels like because they can turn on and watch the Commission meeting that that's communicating with them. That's telling them what's going on but they're looking for information about everything that more like the newspaper, you were natural; it's getting stuck in your face every day and we have thousands of people that subscribe to our newsletter but I don't know that they are all reading it or is there the right information. Another area that I note that you know our Chief of Police tweets out to thousands of people and follow him and they interact and follow him and go through that all the time. Is it a demand, as Michael said early on that people just want more information than they did a couple years ago as it's coming through so I think as staff we're a little bit perplexed by that thinking about it because it is an area in public relations we're spending more proportionately there, not in comparison if you look at overall budgets, but proportionately what we used to spend. We spend a lot more than we used to. **Commissioner Bynum** asked how long has it been since we mailed one of the Citizens. **Mr. Bach** said that's a good one and I think that was probably the notable area that everybody came upon that people still look for that copy in-hand and that is an area that we've fallen off on and probably needs more emphasis.

Commissioner Markley said I also wonder—I will be interested to look at the correlation between customer service information and the communications topic because I wonder too if people aren't thinking of it on a more personal level like I called and nobody called me back kind of communication. I wonder to what extent 311 and the improvements we made to our 311 service might help with that because I know a problem I experienced at least as a commissioner that if somebody calls me, I ask staff to look into their problem and then there is a gap in time where no one gets back to that constituent. If I'm a constituent taking a survey that says is my government communicating with me, I'm thinking that guy didn't call me back for three weeks so I'm wondering if there is some customer service correlation there as well and maybe it's not so much the YouTube, Twitter and Facebook; it's more of that one-on-one communication that may be bringing our score down.

Commissioner Philbrook said thanks, Angela, I appreciate that. That's exactly kind of where I was going. What communication means to one person not necessarily to another and I think the response, the personal response that they get or don't get could be the drag part.

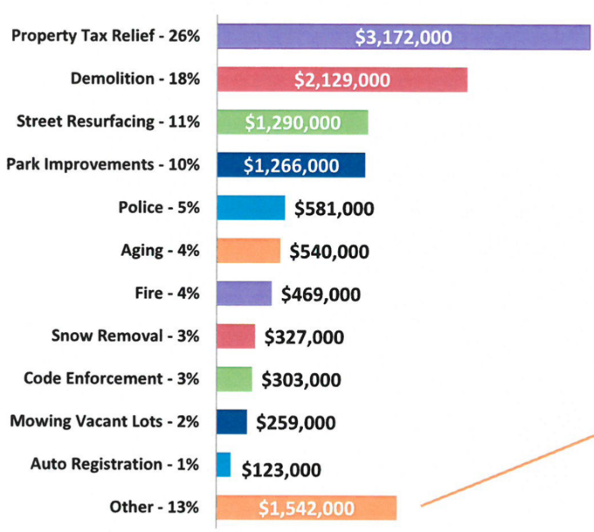
Mr. Ashcraft said, Mayor, to interrupt the train of thought I wanted to let you know that on page 12, if you look at the top of the page, Question 14 is the graph you were asking about. **Mayor Holland** said thank you.

Mr. Bach said we will have more information coming on the neighborhood detail. I want to thank ETC and I especially want to thank Mike Grimm for leading this project. Mike always does a great job of working through and making sure we've got all the questions out there to start with. One thing it points out when we do have areas that we get a little concerned about our opportunity in two years—you know we can pick out areas on streets if we want to or communications and say what area do you want communications in and you can ask those specific questions about those or we could focus on motor vehicle if we're still feeling like that and ways to enhance our survey next time around to kind of pinpoint a couple of areas kind of like we did this year when we talked about some of the special ordinances.

Mayor Holland said, Doug, I might ask real quickly and I'll ask in terms of where you want this; there is a pretty strong correlation to the Listening Tour results and this piece. Could we take five minutes and pass that out and just look at it and then move on to the next piece? **Mr. Bach** said we sure can. **Mayor Holland** said I think if we just took five minutes, there are two sheets here.

Listening Tour Results
Business Edition
Results and feedback from 98 attendees at two events

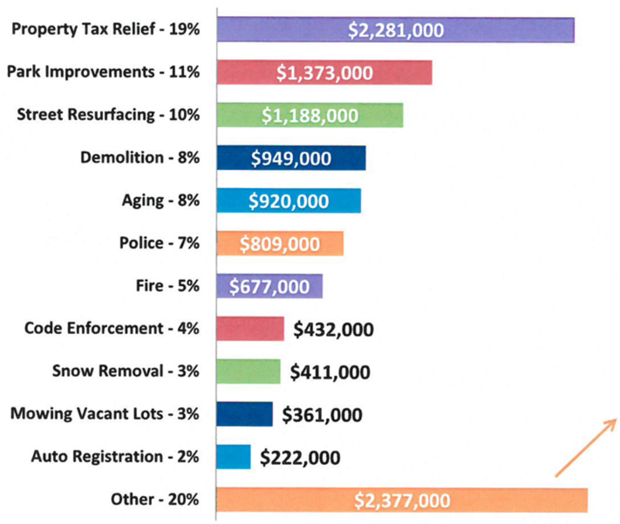
The chart of the left shows the average percentage per service and dollar amount per service allocated by Listening Tour attendees:



Breakdown of the priorities attendees listed under "Other"	% of mentions in the "Other" category
Eco Devo & Business Incentives	29%
Education & Youth Services	24%
Workforce Development	14%
Debt Reduction/Reserves	7%
Residential Incentives	7%
Healthcare & Mental Health	4%
Business West Scholarship Fund	4%

Listening Tour Results
Neighborhood Edition
Results and feedback from 703 attendees at eight events

The chart of the left shows the average percentage per service and dollar amount per service allocated by Listening Tour attendees:



Breakdown of the priorities attendees listed under "Other"	% of mentions in the "Other" category
Youth Services & Education	20%
Curbs, Sidewalks & Street Infrastructure	14%
Reserves/Fund Balance	13%
Health & Recreation Programs	9%
Grocery Store & Food Access	8%
UG Raises & Buildings	8%
Eco Devo & Small Business Development	6%
Residential & Commercial Rehab	5%
Public Transportation	5%
Animal Control	4%
County Infrastructure Funding Initiative	2%
Other (listed only once or twice)	*6%*

One says Business Edition and one says Neighborhood Edition and if everyone would just take one of each we can look at it and see what—if you look at the top of page 12 as it was pointed out to me, we do not have slides for this for the folks watching on television, it is available on the website under the Mayor's page on our wycokck.org and the Listening Tour results both business and neighborhood; but if you look at them side by side the priorities are very similar and they match up with what the survey said as well. Property Tax Relief was at the top in terms of what people wanted to spend. We did it by dollar amount. They did it by percentage of people responding. Park Improvements are big, its number four on this one and its number two or one—four on the Listening Tour. Street Resurfacing was number three on each of the Business and the Neighborhood and it was number two on this one and so there is a pretty strong correlation to how the Listening Tour shaped out versus what other folks said.

The other thing I want to point out is when you talk about park improvements and some of the other things that people talked about with Youth Services and Education, Health and

Recreation, if you combine those you can see where that priority comes in. Also, when you look at Demolition and Code Enforcement and Mowing Vacant Lots; those all three go to blight reduction. You can see that there are some groupings that are very similar so I think this is just more data for us to digest as we look forward in making the priorities. I will commend that survey to you and as we get into it more we might be able to talk about this a little bit more.

Mr. Bach said thank you, Mayor, I think those are good comparisons. I don't know if anybody wants to comment on that or think through it. I know we've looked at these before but there is a lot of strong correlation between I think what went out in the Mayor's Listening Tour and then what happened with the Neighborhood Survey.

Mr. Bach said the next sheet you have that they just passed out to you and do we have this one, Tim, do you have this sheet to pull up? It's Policy Initiatives.

Commissioner Strategic Planning Retreat
April 18, 2016

Policy Initiatives List

- **City Mill Levy Reduction** *(On-Going)*
  - 1 mill rate reduction = $984,000 p/year
  - Calculation: $26,410,000 estimated City property tax revenue / 26.845 City mill rate

- **General Fund Reserves** *(One-Time)*
  - Minimum Target Reserve - 10% of GF Expenditures
  - Economic Uncertainty & Target Reserve - 15% of GF Expenditures
- **Special Funds Repayments** *(One-Time)*
  - Workers' Compensation Fund - $2,000,000
  - Health Benefits Fund - $1,300,000
  - Water Pollution Enterprise Fund - $2,700,000

- **UG Employee Compensation & Retention** *(On-Going)*
  - Cost of Living Salary Increase of 1%
    - Consolidated General Fund, Dedicated Sales Tax Fund and EMS Fund - $1,100,000 p/year
    - Citywide of All Funds = $1,500,000 p/year

- **Blight** *(On-Going and One-Time)*
  - Demolition
  - Mowing
  - Neighborhood Enhanced Appearance

- **Capital Funding Policy** *(On-Going)*
  - "Pay As You Go" Portion of Capital Projects
  - Utilize Cash for Annual Maintenance Projects
  - Utilize Cash for Acquiring Equipment 5 years or less
  - Utilize Cash for Legal Settlements & Judgments

- **"Set Aside" Internal Service Funds Best Practices** *(On-Going)*
  - Building & Facilities Improvement Fund
  - Vehicle & Equipment Replacement Fund
  - Property & General Liability Fund

This is not anything that's hard and fast. It is just one that we put together. Really I don't think it's uneducated in the way we put it together. Its stuff that you all have talked about for some time and so we wanted to kind of go through and this is kind of the basis for a lot of our workshop of areas. Now, this is not meant to be let's get it down to a specific level of we need to hire one person to go do something like that. This is to be general in big areas, big topical areas when we talk about million dollar chunks of money where we're going with different things and that's why you see up on the front and see what it makes your work populating with the right categories. Kathleen, jump in anywhere with me if you need to, to make sure I'm doing this the right way as we go through this program. We put City Mill Rate and now that can be city, county mill rate reduction you know but we've got it in here as the City Mill Levy Reduction, that's probably the area we had the most flexibility on. The city side of the equation is one we've often looked at and done comparison that it's higher where our county sets in its a little bit more even, but it can work in different ways. So one mill reduction is worth $984K and entered it on the list and 50% of the respondents say we ought to do something with our mill rate and so I guess that's not a big surprise. I will just walk through these and then we can go back and talk about if there is something—a different way of how we want to define it or additional categories we want to add in.

We have the General Fund Reserves. Our target for this is to get to a minimum of 10% and I will say with our revenue sources becoming more diversified which is a good thing, but it's also more volatile. When we rely more on sales tax to come in, sales tax can come up and down quickly whereas property tax takes one, two, three years before you see as much movement in it. Sales tax can happen one month to the next so we set it at 10%. You know economic uncertainty targets Reserves. Many other communities target even higher at 15, but our policy right now says we should be at a minimum of 10%.

Special Funds Repayments – We've made some significant movement in these areas. Workers' Compensation we need to put about $2M into that fund to get it where it needs to be. Health Benefits Fund, we've got it down to $1.3M but it's still $1.3M. Water Pollution Enterprise Fund, transfer we will need to go about $2.7M to get that hole to where we were at.

UG Employee Compensation & Retention, general category, what do we do with our employees and so in the models we have out there we built in what we have on the table, what we have agreements with the unions, but that ends with the last 2% increase in 2017. As we look ahead to 2018, 2019 you can use this model tonight to go ahead and say well let's give a 1, a 2 or 3 or 5% increase and it shows you the compounded effect of that each year so this is just a general category.

The next category gets a little more broad but noting high on the list of everything about cleaning up the community, blight, categories like that and so we have demolition, mowing, neighborhood enhanced appearance. This is kind of—you know I don't look at this and say well we need one more code enforcement officer. I don't want to drill into that detail, but if we're looking at let's do something with trash clean up, you know the Quick Response Team. I think we should spend more money there; we should spend more money in demolition or more money in mowing lots. I think that's a broad category that we say let's emphasize more there, we can plug into it and then determine how we spend that money as we get into the greater detail of emphasis.

We talked a lot about Capital Funding, Pay-As-You-Go. Really we noted big categories. You have Capital Projects. We want to come out and do a $3M project let's just put cash towards it, but then take it—utilizing cash I think there are even other categories that we've got away from over the years. You know it's just our annual maintenance. We're debt funding a lot of annual maintenance. I know you all know that but that is really an area I think from a management perspective we look at and say we should really being going cash in that direction. Acquiring equipment, five years or less we lease/finance a police car; three year lease/finance. We've got them all leased/financed so our savings went away on that program long ago on an annual basis because we just come in and we just keep every year you've got a lease payment so it's a third year so those are things we're looking at.

Then utilizing cash for legal settlements and judgments, we used to have a bigger Cash Settlement Fund. Unfortunately we all know we always kind of have a constant onslaught of different settlements coming through and we have to go through and then we will issue out a bond or such for that. That's just more of a practical maintenance to keep from throwing more debt from annual operations into our costs.

The next area is Building & Facilities Improvement Fund. You know last Special Session we talked about the Juvenile Detention Facility, doing something in that category, putting money over in the jail now, putting money into any of our facilities so thinking of a pocket of money where we're starting to put additional money other than just—it can even be a debt payment which kind of counters the one above, but it also says we're putting money and knowing we're going to spend it there. If we're going to issue more debt we have to look out ahead and say okay we need more debt down the road. Unless we're going to increase the mill rate that services the debt fund we need to think about some money going into that account if we're going to issue debt in that area and so how we pay for that.

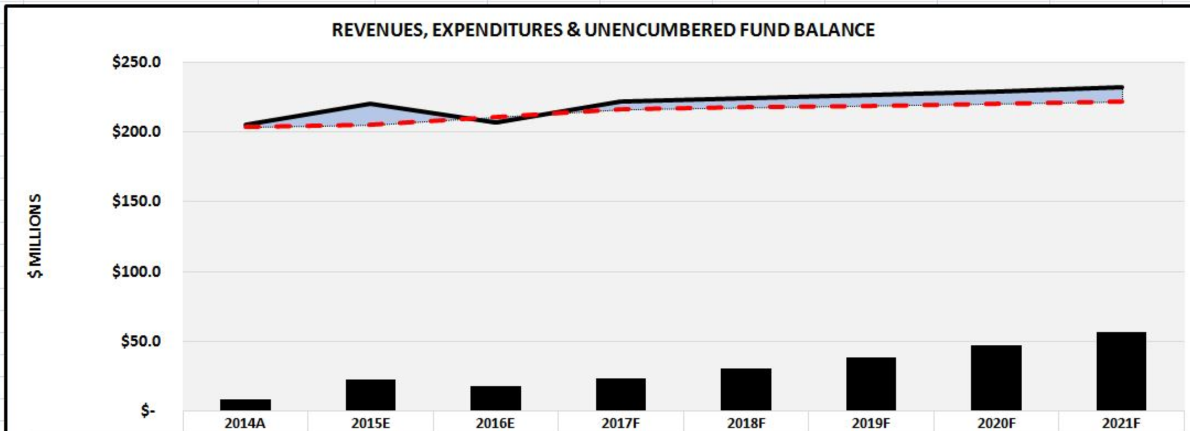
Again, Vehicle & Equipment Replacement Fund, kind of the same similar to the one up above but this is more let's go out and just buy something straight off cash and it catches up.

Property & General Liability Fund, this is one that Kathleen will probably talk to us more in subsequent settings, but it's one where we start to have more of charge back in the way we're working with our departments. When they have a specific liability or judgment that its—the cause or came from a specific department then we put a line item within that department and we charge it against it and it kind of—I believe all of our departments are responsible for the areas they go, but when we have them this really shows where the areas are in the way we will track it and budget it from an annual basis going forward.

These are our big categories and what we've done is try to build these into how this can work in our model and through our retreats too. As we set this up I look to you and say are there other broad categories that we ought to throw in here and build into our model as we move into this this evening.

Commissioner Johnson said when you have the one-time versus the ongoing is there any flexibility in there in the sense of trying to get it all at once or building it over the course of two or three years? **Mr. Bach** said yes, there is and maybe this is a good time just to put the model up there.

	A	B	C	D	E	F	G	H	I	J
1	**UNIFIED GOVT WYANDOTTE COUNTY & KANSAS CITY, KS**									
2	**SENSITIVITY ANALYSIS - CONSOLIDATED GENERAL FUND, DEDICATED SALES TAX FUND, AND EMS FUND**									
3			2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
4		REAL ESTATE AD VALOREM TAX	$ 58,487,765	$ 58,605,683	$ 60,572,636	$ 62,389,815	$ 63,637,611	$ 64,910,364	$ 66,208,571	$ 67,532,742
5				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
6		SALES TAXES	$ 38,164,185	$ 39,488,173	$ 39,395,550	$ 52,686,483	$ 53,476,780	$ 54,278,932	$ 55,093,116	$ 55,919,513
7				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
8		FRANCHISE TAXES	$ 38,939,361	$ 38,983,372	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000
9				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
10		CHARGES FOR SERVICES	$ 17,503,020	$ 17,596,345	$ 17,472,800	$ 17,822,256	$ 18,178,701	$ 18,542,275	$ 18,913,121	$ 19,291,383
11				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
12		OTHER REVENUES & SOURCES	$ 52,282,425	$ 65,614,085	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702
13				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
14		**TOTAL REVENUES & SOURCES**	**$ 205,376,756**	**$ 220,287,658**	**$ 206,676,688**	**$ 222,134,256**	**$ 224,528,795**	**$ 226,967,273**	**$ 229,450,510**	**$ 231,979,340**
15		AGR%		7.3%	-6.2%	7.5%	1.1%	1.1%	1.1%	1.1%
16										
17		PERSONNEL	$ 152,982,444	$ 149,240,410	$ 151,414,545	$ 157,238,020	$ 158,181,448	$ 159,130,537	$ 160,085,320	$ 161,045,832
18				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
19		SERVICES AND SUPPLIES	$ 36,589,370	$ 36,939,864	$ 39,877,851	$ 40,276,630	$ 40,679,396	$ 41,086,190	$ 41,497,052	$ 41,912,022
20				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
21		CAPITAL OUTLAY	$ 5,788,763	$ 7,261,583	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002
22				*INPUT ANNUAL $ AMOUNT >*						
23		OTHER EXPENDITURES & USES	$ 8,809,606	$ 12,247,976	$ 11,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155
24				*INPUT ANNUAL RATE OF CHANGE >*		0.0%	0.0%	0.0%	0.0%	0.0%
25		**TOTAL EXPENDITURES & USES**	**$ 204,170,183**	**$ 205,689,833**	**$ 211,292,553**	**$ 216,514,807**	**$ 217,861,001**	**$ 219,216,884**	**$ 220,582,529**	**$ 221,958,011**
26		AGR%		0.7%	2.7%	2.5%	0.6%	0.6%	0.6%	0.6%
27		SOURCES OVER/(UNDER) USES	1,206,573	14,597,825	(4,615,865)	5,619,450	6,667,794	7,750,389	8,867,981	10,021,329
28		**UNENCUMBERED FUND BALANCE-FYE**	**$ 7,998,499**	**$ 22,596,324**	**$ 17,980,459**	**$ 23,599,909**	**$ 30,267,703**	**$ 38,018,092**	**$ 46,886,073**	**$ 56,907,402**
29		***Fund Balance % of Operating Expenditures***	***3.9%***	***11.0%***	***8.5%***	***10.9%***	***13.9%***	***17.3%***	***21.3%***	***25.6%***



	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
VARIANCE	$1.2	$14.6	$(4.6)	$5.6	$6.7	$7.8	$8.9	$10.0
EXPS-BASE	$204.2	$205.7	$211.3	$216.5	$217.9	$219.2	$220.6	$222.0
DEFICIENCY	$-	$-	$-	$-	$-	$-	$-	$-
BALANCE	$8.0	$22.6	$18.0	$23.6	$30.3	$38.0	$46.9	$56.9
REVENUES	$205.4	$220.3	$206.7	$222.1	$224.5	$227.0	$229.5	$232.0
EXPENDITURES	$204.2	$205.7	$211.3	$216.5	$217.9	$219.2	$220.6	$222.0

POLICY INITIATIVES - SCENARIOS		> INPUT WHOLE DOLLARS >					ACTIVATE ?
		2017F	2018F	2019F	2020F	2021F	↓ (Y / N) ↓
1. CITY MILL LEVY REDUCTION	REV. IMPACT >	(984,000)	(984,000)	(984,000)	(984,000)	(984,000)	N
2. GENERAL FUND RESERVES (MINIMUM TARGET 10% OF GF EXP.)	EXP. IMPACT >						N
3. GF RESERVES (ECONOMIC UNCERTAINTY & TARGET - 15% GF EXP.)	EXP. IMPACT >						N
4. SPECIAL FUND REPAYMENT - WORKERS COMPENSATION FUND	EXP. IMPACT >	2,000,000					N
5. SPECIAL FUNDS REPAYMENT - HEALTH BENEFITS FUND	EXP. IMPACT >	1,300,000					N
6. SPECIAL FUNDS REPYMT - WATER POLLUTION ENTERPRISE FUND	EXP. IMPACT >	2,700,000					N
7. UG EMPLOYEE 1% INCREASE COMP & RETENTION (GF, S/T, EMS FUNDS)	EXP. IMPACT >	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	N
8. BLIGHT - DEMOLITION/MOWING/NEIGHBORHOOD APPEARANCE	EXP. IMPACT >						N
9. CAPITAL FUNDING "PAYGO" - ANNUAL MAINTENANCE	REV. IMPACT >						N
10. CAPITAL FUNDING "PAYGO" - EQUIPMENT	EXP. IMPACT >						N
11. CAPITAL FUNDING "PAYGO" - LEGAL	EXP. IMPACT >						N
12. ENVIRONMENTAL TRUST	EXP. IMPACT >						N
13. "SET ASIDE" - BUILDING & FACILITIES IMPROVEMENT FUND	EXP. IMPACT >						N
14. "SET ASIDE" - VEHICLE & EQUIPMENT REPLACEMENT FUND	EXP. IMPACT >						N
15. OTHER	EXP. IMPACT >						N
16. OTHER	EXP. IMPACT >						N
17. OTHER	EXP. IMPACT >						N
18. OTHER	EXP. IMPACT >						N
19. OTHER	EXP. IMPACT >						N
20. OTHER	EXP. IMPACT >						N

CHART DATA	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REVENUES	$ 205.4	$ 220.3	$ 206.7	$ 222.1	$ 224.5	$ 227.0	$ 229.5	$ 232.0
EXPENDITURES	$ 204.2	$ 205.7	$ 211.3	$ 216.5	$ 217.9	$ 219.2	$ 220.6	$ 222.0
EXPS-BASE	$ 204.2	$ 205.7	$ 211.3	$ 216.5	$ 217.9	$ 219.2	$ 220.6	$ 222.0
VARIANCE	$ 1.2	$ 14.6	$ (4.6)	$ 5.6	$ 6.7	$ 7.8	$ 8.9	$ 10.0
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 23.6	$ 30.3	$ 38.0	$ 46.9	$ 56.9
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 23.6	$ 30.3	$ 38.0	$ 46.9	$ 56.9
DEFICIENCY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Mr. Bach said you can do that either way. We can come to it and we can set, come to the bottom, so we could come here like this case where it says if we want to go after the Worker's

Comp Fund and in 2017 put $2M after it, you can do it that way or you can take it and say $500K, $500K, $500K, $500K and you're done and the same thing. Then this shows like City Mill Reduction so if we put one mill in, well then that's carrying it across the board because once you do it it's gone. Any category you know like—I was trying to see where Employee Raises were, so these are all just done one-time accounts. (Someone said #7). **Mr. Bach** said okay it shows once we put it in—is that built in at the 2%, is that how you have that set up? (Inaudible). **Mr. Bach** said okay two percent is already in in the model as assumed so that would be an addition one percent and then that carry's over every year going forward. I think that works in the way you're asking for it or you could push it all the way out into year five and just make that be the first year we touch it. **Commissioner Johnson** said thank you.

Kathleen VonAchen, Chief Financial Officer, said I just wanted to add a few things. First off the amounts for the Special Funds Repayment, those are amounts that were previously borrowed from these funds and they're not necessarily the amounts that would make those funds 100% whole. Those are only the amounts from which we need to replenish to recoup the money that we borrowed from them most recently. **Commissioner Walker** said so you're saying we're not paying interest on the loan. **Ms. VonAchen** said at the end of the year because there is no such thing as negative cash, at the end of the year when we do our financial reporting we have to record a liability for those amounts where those funds are at a negative cash position. In order for the fund not to be a negative cash we have to borrow from the General Fund at the end of the fiscal year and then the very first day of the fiscal year we reverse the entry. **Commissioner Walker** said I just paid taxes today and I think you're wrong. I think there is such a thing as negative cash. Okay, I understand what you said. **Mr. Bach** said I think her area of emphasis too is obviously that you are aware of is in the Health Benefits account. This just pays the money that we deferred the payments for years past but we're working on that program in other ways. If we just did a cash insertion of $5M just to bump it up a whole bunch more that would make that fund a whole lot more healthy. We're not addressing that here—well the amount we're showing that it's at the deficit side is just what we deferred. It doesn't take a different perspective of just trying to increase the health of one of those funds.

Mayor Holland asked isn't the Solid Waste Fund, I don't see that one on here, do we not owe money to the Solid Waste Fund? **Ms. VonAchen** said Water Pollution. **Mayor Holland** said the Environmental Trust Fund. **Mr. Bach** said yes, here it is and I think we don't have it on the list, Mayor, and I think that's one of those that went through—let me explain that in probably two different ways. In a way that's more of a Reserve Account so I think you can look at that, it's not necessarily one that that fund has outgoing expenses that we have to have. I think as Commissioner Walker knows we set it up for a basis to say we're going to build this up in case there is something that happens we have a pot of money to go after. We've left it on here and I think that numbers like $4M that we ended up pulling out of it. Now, to the same token, that money that comes in really can be looked at similar to your General Fund Reserves. I mean its money that is there for something when something goes wrong so you have that money. We can put it in the Environmental line and that's why we left it here so we can specifically say let's build this money up in this line item. From some aspects I would probably look at it and say well let's get our Reserve line healthy because that is what our auditors are looking for when they come in and check things when they're looking at where we're at from a rating and then whether you want to dedicate some of that Reserve or just increase the amount of money we want to put in our Fund Reserves knowing that part of it goes back to the Environmental side of the equation. I've started to look at it a little bit different from a perspective of what helps us when the outside auditors start to review what our bottom-line fund balance is.

Commissioner Markley said if it's related to the Reserve Funds or whatever—okay.

Commissioner Bynum said it is related to the Reserve Funds so then we can plug in in years two, three, four, five; correct, a dollar figure in those funds that would be maybe less than these one-time amounts. **Mr. Bach** said yes. **Commissioner Bynum** said and we could have a conversation about what would make us whole, if you will, in those funds. **Mr. Bach** said let me give you a quick example of how the model can work and, Tim, maybe you can work with me. I'm going to take one that some people think—let's plug in I want to do take a 12 mill reduction in 2017 Reggie. You know I mean that's just saying let's just take—here's the new revenue and let's put it all in 2017. Hold on. Before you do that, I'm sorry, go up for a second so we can show the chart up above. Right now we're showing revenues flowing out here. I have a Fund

Reserve in 2021, because that's our year of $56M. Come back down and give me a 12 mill reduction in year one or 2017 that would carry across and it's going to have an impact each year and you know this is one of those things that out there is the public, there's that okay how much you are going to do, put it all in mill rate reduction. Boom, that would be nice but you know here is where we start to flow into the negatives and then we eat all of our Fund Balance out by year 2020 so year over year we start going into a negative real fast on our intake versus our outtake and then we just eat up our money. That's kind of the neat thing about this model so you can look at it and say well that doesn't seem like a real good scenario, let's go back and we will change it. I don't want to say that's a drastic example but that's an example to show that I think you've probably all heard from your constituents to say we'll just put it all in the mill rate reduction. Okay, we won't put any more—well one, you can't afford it because then you need to come up with other ways of revenue or we need a cut in other areas or we need to come back and look at other ways to do it. You can turn on and off or you can plug it into various years and so you can push it back up.

Commissioner Markley said a lot of these are sort of high level but blight obviously is a more specific issue we've discussed and I'm wondering given the results of the survey whether there should be a category for additional funding for streets in particular or whether there is another category here that you would include that under. **Mr. Bach** said that's a good thought and probably particularly in light of the survey—I think what we put on here is ones to go after more cash toward it but I don't know that we really have one of these set out to say just more money toward streets do we?

Mayor Holland said to that point having streets but also having some of the Parks & Rec pieces looking at the top priorities in the community for where our emphasis should be, adding those as categories, taking the top five or however many categories and putting them in, plugging them into that other category at the bottom would allow us to look at more money for streets, more money for parks. The streets we have to be careful, it has to be pay-as-you-go because if you do debt service you run it out—you spend it forever. **Mr. Bach** said you're right. You could do it one of two ways. If we want to do it streets, street debt or street cash but when you go after streets that's one of the hardest areas to go after, it like put more money on communications, well $100K goes along ways. If you put $100K towards streets you know we can start a piece of equipment out and go dig a hole. It seems like you have to put $2M or $3M but you could do that in one-time and say we will go spend $3M this year, every odd year, something like that; you know some scenario, we can work with that.

Commissioner Markley said my last category request is should we have a line item for the BPU PILOT and any potential reductions to that. **Mr. Bach** said the BPU PILOT; one percent is worth about $3M. **Ms. VonAchen** said we have the BPU PILOT staying flat. There's no change. **Mayor Holland** said she's asking for a category in here so we can play with it and reduce it and see what that does to our—is that what you're asking? Yes, I think it should be in the model. **Ms. VonAchen** said we can add—under Other we've provided five or six additional Other categories for just that purpose. **Mr. Bach** said we come up with the ideas and then I think we go back and maybe get a consensus as to which categories we want to plug in. We probably want to keep it at around 20 or no more. **Mayor Holland** said I think those extra five are going to be plenty.

Commissioner Bynum said just a comment that was heard on the Mayor's Listening Tour that I thought was interesting was in terms of the $12M was put it against debt. Is there a way to look at what that might do? **Mr. Bach** said yes and that is the category—well maybe I thought about it in a different way. I put it from the perspective as pay-as-you-go so we would start to not put everything into debt, but if you want to do it from the perspective of buying down existing debt I guess that would be a category buy down existing debt. **Ms. VonAchen** said the challenge with some of that though is you can't call a note. **Mr. Bach** said that's right. That would be only at certain times. Just like we did the hotel sell, we couldn't buy down that existing debt that put us some cash that comes different because that debt is out until 2024. **Ms. VonAchen** said, Doug, just to note on streets I was speaking with some of our staff earlier today trying to get an idea of what it would take, we're spending approximately $2M a year on street type stuff. It's about $7M to do a 30-year cycle just to give you an idea. **Mayor Holland** said so we're on a 150-year cycle. **Ms. VonAchen** said thereabouts. **Mayor Holland** said that might be why people are unhappy.

Commissioner Walker said with the State Tax Lid apparently going to stay in place, at least that's the impression I'm getting, did we ever have Legal actually issue an opinion on our ability to maintain the mill levy and then follow-up with whatever the Commission determines in the appropriate rebate of a certain portion of what they pay based on—in other words, if we're going to reduce the city mill levy one mill or two mills or five mills, whatever that number is; each taxpayer would get a certain amount of money back but we don't want to lower the tax mill levy because then we're locked into that for the foreseeable future. Are you following me? **Mr. Bach** asked are you talking about a rebate check based on—yes. **Commissioner Walker** said which to me has the appeal of each year giving us the option based on that year's contingencies and so forth to control that. First of all I want it to be legal. I can't find anything in the statutes that would prohibit that and I don't see any other way to do that. Obviously, a great number of our citizens want mill levy reduction and we cannot do that without hurting ourselves in the out years except by way of a rebate to those people and I would put some qualifications on it. You have to pay your taxes to get a rebate. If you don't pay your taxes, you don't get a rebate or a reduction. Maybe you can divide it up between commercial and that's not going to go over well with commercial, but commercial and residential. Certainly, I think that question needs to be answered before we can't make any final decision on mill levy reduction.

Mr. Bach said the question or the topic is we would do a rebate check on a given year to commercial and residential based on the amount of let's say we did a one mill reduction in the community. So, if you're a resident like we noted the average resident would get a check for $13 but you would factor it based on the actual value of their house and so that's based on $100K house. If it's a $50K or $250K or a business worth $1M they would get the multiplier of that. Instead of $13, a $1M business would get $130 rebate. **Commissioner Walker** said business taxpayers are going to benefit the most. The guys that are paying $300 a year in real estate taxes is not going to get a big return.

Mayor Holland said the other thing that we need to explore is I'm convinced the tax lid puts cities like Kansas City, Kansas at a market disadvantage from other communities in the state. I don't think it's fair. If they had put a tax lid on Johnson County 30 years ago, Johnson County would not be Johnson County. The ability in a given year when our values go up to be able to capture a portion of that increase and lower taxes some, even if we lowered taxes some, if we captured more than their prescribed percentage of increase we would have to do a $250K vote to the public, a standard that the state is not willing to impose on themselves. Because our valuation is so different, and I've said this repeatedly, the taxable valuation in Wyandotte County is $1B and the taxable valuation in Johnson County is $8B so for every mill we levy we get $1M. For every mill they levy they get $8M and so we not only have—they have half the tax rate we have, but they're spending two to one per capita what we're spending. It's not that we're over spending but we are undervalued and what this tax lid has done has capped our spending at poverty levels so we cannot compete with our neighbor to the south or to the west or even to the east putting us at a significant economic disadvantage for attracting and retaining residents and for providing for the services that people want. The key for me is I think there is not only a question about a rebate but there is also a question we made need to, and I've said this repeatedly publicly, look at filing a lawsuit against the state as the school district did for their unfair financing formula's to look at the unfair implementation. There is a constitutional amendment for local control and if there was ever a reason for making decisions at the local level it was this and that's an issue that I think we need to look into seriously because I refuse to have our community capped at a poverty level spending. Our citizens deserve better and as our community grows they deserve to see better services as well as lower taxes.

Commissioner Markley said I was just going to say that's actually the reason I brought up the BPU PILOT because in my mind one way to give our residents a lower cost where we don't necessarily call it a mill rate reduction, but to give them a lower cost without being hampered by what's going on at the state level, I would think would be to lower the PILOT then our people pay less, but we haven't necessarily created a situation where we can't raise our mill levy. It's something to consider. I think it's one to give a benefit without running into the cap that has been placed on us at the state level. **Mayor Holland** said the other benefit, Commissioner, to the PILOT there are pros and cons but one of the pros though is that every resident would benefit from that versus the property tax reduction we would be mailing—either mailing checks out of the county to absentee landlords or we would be reducing the taxes of people who live outside the community and renters would not see the same benefit whereas most renters pay their own utility. It would be a direct benefit to our residents, not just to the property owners. The downside from my perspective is, and this is why it's easier politically to raise the PILOT than it is the mill levy, the mill levy is paid 50/50 by commercial versus residential whereas the PILOT is about two-thirds commercial and only one-third residential making it unpopular with the businesses but more popular with the residents. I think this is a valid conversation that needs to be on that chart because we can adjust that percentage and make an impact.

Commissioner Bynum said just basic infrastructure where would we put that, just rebuilding basic infrastructure? **Mr. Bach** said we have a category for streets so you're thinking—**Commissioner Markley** was inaudible due to not speaking in the microphone. **Mr. Bach** said we have one to set-aside money for facilities and annual maintenance is another. **Commissioner Bynum** said curbs, sidewalks, streets, kind of everything. **Mr. Bach** said probably when you drilldown into the survey I kind of think that curbs and sidewalks kind of hit with streets so the responses that are coming in that category kind of lump those together. It left me a little bit of a mystery too to go well do people want more curbs or do they want more streets. That's probably a good category to leave that together. **Commissioner Bynum** said so it's falling into—**Mr. Bach** said streets. **Commissioner Bynum** said I don't see streets. **Mr. Bach** said that's one of our potential add-ons that we've thrown out there.

Mr. Bach said let's go through that list. Joe, do you want to read off the different categories? **Joe Connor, Asst. County Administrator,** said we've got streets and I guess you could use the term Compete Streets if you're talking about curbs and sidewalks, Parks, BPU PILOT, buy down existing debt and then rebate to taxpayers. **Mr. Bach** said that's five categories. Are we in consensus that we want to do each one of those and add them in? **Commissioner Markley** said personally I would take off to buy down the debt and replace it with communication since that was another super high ranking one. That would be a low ticket item but if we're going to build it into our priority—**Commissioner Walters** said I guess the question is how detailed do you want to go. The number one priority was quality of Motor Vehicle Registration. Are you going to put that on there? **Mr. Bach** said well that would probably come into just overall—**Mayor Holland** said Customer Service. **Mr. Bach** said or Operations. You know that comes into it because there are a few different ways you would go after Motor Vehicle and so I would probably put that into—and if we break it between county and city we could say County Operations or City Operations if you want to make that two categories or just make it one. Just make Unified Government Operations. **Commissioner Markley** said that would cover communications and motor vehicle potentially. **Mr. Bach** said yes, okay, and that could put communications with that; you're right. Do you want to do that one instead of the debt reduction or buy down debt? **Mayor Holland** said I think one of the things we need to talk about in terms of buying down debt, if you take our total debt level and put a million dollars against it and you're buying down 20 years of debt on a million dollars, our annual savings is small. **Mr. Bach** said $100K maybe. **Mayor Holland** said you put a $1M to save $100K. **Mr. Bach** said your bigger winner there would be take out maintenance and other items from adding to our debt. **Mayor Holland** said stop adding debt instead of trying to buy down debt. I think that's the bigger bang for the buck. **Mr. Bach** said yes, because we actually have pretty dang good interest rates right now too.

Mr. Connor said I guess I could make a suggestion on the rebate program. We've got a line up there that talks about the City Levy Reduction. You could do the same thing with that and just say offer rebate but not actually lower the mill. **Mayor Holland** said the City Mill Levy Reduction; I think Commissioner Walker's point is valid. It's a method for doing it but I think whatever money we put into City Mill Levy Reduction we need to have the conversation do we do that with a mill levy reduction, with a PILOT reduction or with a rebate. I think we need to assign the money to that category and then talk about the most effective strategy for accomplishing it. Does that sound fair? **Mr. Bach** said yes, but they're very different in the impact because the rebate as he has presented it, that's one-time. That's a one-time where you do a mill rate reduction that's on until you decide to do a mill rate increase. **Mayor Holland** said I would think the commitment though—now that would be a part of the discussion. The commitment would have to be we're going to do that every year. One of the things I think I want to get on the table when we get to this after dinner is I want to see a significant mill levy reduction for our community coming out of this and I want to see it over time. I want to see a five-year plan rather than putting $6M in year one into mill levy reduction balancing it over time so over a five-year plan we see that reduction coming in. I would think if we did it through a rebate we would say the first year would be Tier 1, the second year it would be Tier 2; we would still commit. **Mr. Bach** said I understand so your point is we're making an ongoing commitment to the property tax reduction but trying to do it in a way to work within the tax lid that doesn't penalize us.

Commissioner Markley said if you didn't want to make that commitment, couldn't you just only put it in the one year? **Mayor Holland** said yes you could. **Commissioner Markley** said I think that line item could still handle that if you did just want to do a one year rebate. You would just not put it in the out years, right? **Mr. Bach** said yes.

Commissioner Walker said the point is if you do it you're not really reducing the City Mill Levy if you're doing a rebate. It stays what it is today and so the importance is that—you know when you pay your tax bill—maybe you are all in different situations. I pay a mortgage, the taxes are in there. It goes up a few dollars or goes down a few dollars. I look at it but I don't ever see or feel any money. It's not like if it goes down $11 whoopy, but if I get a check from the Unified Government for $125, that's money I'm not counting on. That's money that I can take and do something with. I can't do anything with that $11 a month or $12 or if it goes up $12 or $15, now maybe if your house is paid for but you're not seeing it and feeling it. That's the whole point. I want at least the first year—what I would like is for those people to see that we have made a commitment to tax reduction. I don't know what the school districts are going to do, the junior college, are they under this tax lid as well? Are they locked? I mean they go up, my tax bill stays the same; your one mill reduction is a wasted effort. We need to get money in a check to those people every year that we want to give the rebate. Now granted, some of them are going to be small and some of them if your house is worth $800K then yes yours will be bigger, but if you've got an $800K house you're $1K rebate check probably means less to you than a few hundred bucks does to the guy with the $50K house. Just reducing taxes on the bill, yes you can make the argument that we reduced your mill levy but I guarantee you there is nobody going to be happy about it because they're not going to see it or feel it. **Mr. Bach** said if we take that one and let's just build that in so it's within the same philosophy so I think we can put rebate check underneath number one and then that's a future policy decision as to how you want to make it happen, whether you want to do it, but we will treat it the same way as far as the scenario. If you're going to do a rebate we're going to assume it's going to carry every year forward, but you could actually adjust it.

Commissioner Bynum asked where did we capture the Motor Vehicle, Communications pieces. **Mr. Bach** said we have an option for one of them that's Operations in Unified Government Operations and that was going to be Communications or—I think that's one thing just for our groups to remember that's where we have Communications/Operations. Let's run back down through the list again Joe. **Mr. Connor** said I still have six on the list. **Commissioner Bynum** said, Joe, before we do that though are we trying to capture some of what we heard from our survey or am I getting ahead of myself by saying Animal Control and Police Services. I don't know if it fits in this piece of the discussion but I want to capture it if it does. **Mayor Holland** said it does. **Mr. Bach** said I think that's a good point and I would say it would need to be on here and maybe we need to be—you know as we talk about the Operations I don't know how many sub-categories we put underneath that. I mean if we have Communications, we have Motor Vehicle Services; we have Animal Control Services all of which are ones that if we spend quite honestly in any one of those three if we spend $100K more annually on them, it's enough to move the bar. If you spend a half million dollars on them annually then you really make a difference. In terms of Animal Control you go down and invest more in a facility one-time you make a big difference. I can make similar arguments out to the Annex and stuff like that so if it works let's try to capture those in our Operations category and note those are there. Those are kind of our internal service versus like mowing and stuff like that, that kind of fits over here in a different category that we've listed up there. Let's run through that list Joe.

Mr. Connor said I've got Complete Streets, Parks, BPU PILOT; buy down existing debt, and Operations. **Mr. Bach** said then we're putting the rebate check up there under Mill Rate so that's five categories. **Mayor Holland** said street maintenance. **Mr. Bach** said we did Complete Streets.

Commissioner Townsend said I have a question about what's contemplated other than what is written here when we're talking about blight, demolition, mowing; pretty self-explanatory. Neighborhood Enhanced Appearance, where would something like payment for the development plan. We talked last year about that for northeast. Would that be included in here, that type of thing or is that another—**Melissa Mundt, Asst. County Administrator;** said, Commissioner, I would say that that would be a good spot for that. As we're looking internally at our initiatives we have multiple different prongs that we're working on and so we will be coming back to you with more detailed plans of sort of how we see from research and our data that we're digging into and our communications because that's critical of how are we able to market those areas that have land available. That would definitely be something that would go towards blight overall because in those areas we're not collecting tax, not collecting tax creates less resources for the government to attack blight. **Mr. Bach** said I don't want to take opposition to you, Melissa, there but categorically if we're talking about plans and we did so many of these master plans that I'm not sure and I know that's a couple hundred thousand dollar item if that would just get totally—because these are really clean-up initiatives I think. You know the median would look better where that's more an economic development and I think maybe—I don't know that we have that category. I think we talked about one when we were building it and we ended up nixing it from it so I think maybe there is a development category and then that's one where it could be with plans or if we want to put more money just into incentive programs or something like that. If I were to offer where I'm at maybe that one could go in place of our debt reduction plan because I think we're going to put money more toward deferring or paying for things as we go before we are going to buy down debt.

Commissioner Philbrook said basically I just want to make sure that we're trying to figure out where the $12M is going that we get every year plus how it affects our regular monies that we normally get in from taxes and so on. Is that including all of that money? **Mr. Bach** said yes it is. Up on the top you see—what Kathleen and the budget team have done is they have went through and we've just built some assumptions and built it across the board as far as where we think revenues will be and then we've taken some expenses, personnel and we're kind of flat. As you can see like Capital, $8.8M we're across the board at $8.8M, well if I don't spend any more money in Capital in 2021 as I did in next year I'm not going to buy as much, but I didn't make any assumptions to go into this model and just start adding on to those areas. In personnel we do take and make increases for how much we spend to KPERS and a little bit of increase on health insurance and some things like that, but we don't factor any raises beyond 2017 so that's why that's a separate category. **Commissioner Philbrook** said all of this plan here is based on previous activity of how we've spent our money without getting grandiose on where we're going but trying to be conservative in our outlook. Is that what you're saying? **Mr. Bach** said yes. I mean we're not getting carried away but then you see the $12M that pops in up here, yes 39 to 52, so we pop it in.

Commissioner Johnson said the $12M is $12M every year though, right? **Mr. Bach** said yes. That's why it doesn't keep increasing the bar. Once you move up it stays and the rest of these increases are just other sales tax increases coming on.

Mayor Holland asked, Commissioner Townsend, do you have something else. **Commissioner Townsend** said no, I think Administrator Bach has identified some places already on there for the type of thing I'm thinking about. **Mr. Bach** said we're adding a category for that, for the development so we will get that on. We're going to put that in place of the debt reductions so where we have buy down outstanding debt I want to put that as Development. (Someone was inaudible). **Mr. Bach** said Development I think covers it and that would be plans or incentives, anything in that regard.

Mr. Bach said we have allotted 30 minutes, let's try to push that time a little bit and get through it because we're 10 minutes behind at this point and so we have time to get through this but we will have 30 minutes for a dinner break.

Dinner break was from 6:40 p.m. to 7:05 p.m.

Mayor Holland said we are going to move into our next activity and I'm going to ask Mr. Bach to explain it.

Mr. Bach said I'm going to turn this over to Kathleen. She is going to take us right into this piece.

Ms. VonAchen said I hope you enjoy this. It should be an interesting experience. What we're going to do is have you break up into three groups. Keep in mind that the areas where you will be entering information are just in those blue areas so when you see that spreadsheet you will see the blue areas and that's where you can enter information into. Mainly you can enter in or mainly you can enter in percentages except in Capital where you can enter in a dollar amount. The blue areas are here and here—this is just at your option and it will also make the graph move but we would prefer that you focus on the initiative at the bottom section of the spreadsheet.

Let's split up into groups. Group #1 will meet right here. Group #2 will meet over in the dinner area and Group #3 will be in the budget conference room. We're going to have an Assistant County Administrator at each group as well as a Budget Analyst to assist you. **Mr. Bach** said they will do all the entering. You guys don't have to worry about that.

Mayor Holland said we're going to do numbers this way. We're going to do the old school playground count off.

Group #1:
Commissioner Kane
Commissioner Markley
Commissioner Bynum

Group #2:
Commissioner Walker
Commissioner Townsend
Commissioner Philbrook

Group #3:
Mayor Holland
Commissioner Johnson
Commissioner Walters

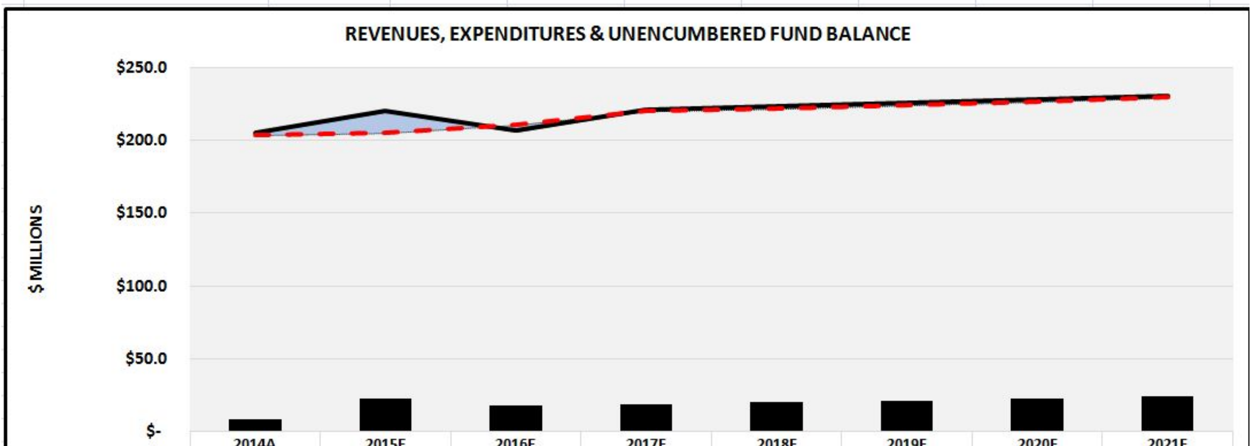
Mayor Holland said for those who are watching we will be back by 8:00 p.m. The meeting resumed at 8:08 p.m.

Ms. Mundt said I believe we have Group #1 up first and that was the group that I had the pleasure of working with and that would be Commissioner Kane, Commissioner Markley, and

Commissioner Bynum and I believe we have Commissioners Markley and Bynum presenting their options to the group and why they chose what they chose to fund.

UNIFIED GOVT WYANDOTTE COUNTY & KANSAS CITY, KS
SENSITIVITY ANALYSIS - CONSOLIDATED GENERAL FUND, DEDICATED SALES TAX FUND, AND EMS FUND

	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REAL ESTATE AD VALOREM TAX	$ 58,487,765	$ 58,605,683	$ 60,572,636	$ 62,389,815	$ 63,637,611	$ 64,910,364	$ 66,208,571	$ 67,532,742
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
SALES TAXES	$ 38,164,185	$ 39,488,173	$ 39,395,550	$ 52,686,483	$ 53,476,780	$ 54,278,932	$ 55,093,116	$ 55,919,513
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
FRANCHISE TAXES	$ 38,939,361	$ 38,983,372	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
CHARGES FOR SERVICES	$ 17,503,020	$ 17,596,345	$ 17,472,800	$ 17,822,256	$ 18,178,701	$ 18,542,275	$ 18,913,121	$ 19,291,383
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
OTHER REVENUES & SOURCES	$ 52,282,425	$ 65,614,085	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL REVENUES & SOURCES	**$ 205,376,756**	**$ 220,287,658**	**$ 206,676,688**	**$ 222,134,256**	**$ 224,528,795**	**$ 226,967,273**	**$ 229,450,510**	**$ 231,979,340**
AGR%		7.3%	-6.2%	7.5%	1.1%	1.1%	1.1%	1.1%
PERSONNEL	$ 152,982,444	$ 149,240,410	$ 151,414,545	$ 157,238,020	$ 158,181,448	$ 159,130,537	$ 160,085,320	$ 161,045,832
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
SERVICES AND SUPPLIES	$ 36,589,370	$ 36,939,864	$ 39,877,851	$ 40,276,630	$ 40,679,396	$ 41,086,190	$ 41,497,052	$ 41,912,022
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
CAPITAL OUTLAY	$ 5,788,763	$ 7,261,583	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002
			INPUT ANNUAL $ AMOUNT >					
OTHER EXPENDITURES & USES	$ 8,809,606	$ 12,247,976	$ 11,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL EXPENDITURES & USES	**$ 204,170,183**	**$ 205,689,833**	**$ 211,292,553**	**$ 216,514,807**	**$ 217,861,001**	**$ 219,216,884**	**$ 220,582,529**	**$ 221,958,011**
AGR%		0.7%	2.7%	2.5%	0.6%	0.6%	0.6%	0.6%
SOURCES OVER/(UNDER) USES	1,206,573	14,597,825	(4,615,865)	5,619,450	6,667,794	7,750,389	8,867,981	10,021,329
UNENCUMBERED FUND BALANCE-FYE	**$ 7,998,499**	**$ 22,596,324**	**$ 17,980,459**	**$ 23,599,909**	**$ 30,267,703**	**$ 38,018,092**	**$ 46,886,073**	**$ 56,907,402**
Fund Balance % of Operating Expenditures	***3.9%***	***11.0%***	***8.5%***	***10.9%***	***13.9%***	***17.3%***	***21.3%***	***25.6%***



	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
VARIANCE	$1.2	$14.6	$(4.6)	$0.6	$1.3	$1.3	$1.3	$1.2
EXPS-BASE	$204.2	$205.7	$211.3	$220.6	$222.2	$224.7	$227.1	$229.8
DEFICIENCY	$-	$-	$-	$-	$-	$-	$-	$-
BALANCE	$8.0	$22.6	$18.0	$18.5	$19.9	$21.2	$22.5	$23.7
REVENUES	$205.4	$220.3	$206.7	$221.2	$223.5	$226.0	$228.5	$231.0
EXPENDITURES	$204.2	$205.7	$211.3	$220.6	$222.2	$224.7	$227.1	$229.8

POLICY INITIATIVES - SCENARIOS		> INPUT WHOLE DOLLARS >					ACTIVATE ?	
		2017F	2018F	2019F	2020F	2021F	↓ (Y / N) ↓	
1. CITY MILL LEVY REDUCTION [INCL: TAX REBATE CHECKS]	REV. IMPACT >	(984,000)	(984,000)	(984,000)	(984,000)	(984,000)	Y	
2. GENERAL FUND RESERVES (MINIMUM TARGET 10% OF GF EXP.)	EXP. IMPACT >						N	
3. GF RESERVES (ECONOMIC UNCERTAINTY & TARGET - 15% GF EXP.)	EXP. IMPACT >						N	
4. SPECIAL FUND REPAYMENT - WORKERS COMPENSATION FUND	EXP. IMPACT >	1,000,000	200,000	200,000	200,000	400,000	Y	
5. SPECIAL FUNDS REPAYMENT - HEALTH BENEFITS FUND	EXP. IMPACT >	260,000	260,000	260,000	260,000	260,000	Y	
6. SPECIAL FUNDS REPYMT - WATER POLLUTION ENTERPRISE FUND	EXP. IMPACT >	300,000	540,000	540,000	540,000	540,000	Y	
7. UG EMPLOYEE 1% INCREASE COMP & RETENTION (GF, S/T, EMS FUNDS)	EXP. IMPACT >	-	1,100,000	2,200,000	3,300,000	4,400,000	Y	
8. BLIGHT - DEMOLITION/MOWING/NEIGHBORHOOD APPEARANCE	EXP. IMPACT >	175,000	175,000	75,000	75,000	75,000	Y	
9. CAPITAL FUNDING "PAYGO" - ANNUAL MAINTENANCE	REV. IMPACT >						N	
10. CAPITAL FUNDING "PAYGO" - EQUIPMENT	EXP. IMPACT >						N	
11. CAPITAL FUNDING "PAYGO" - LEGAL	EXP. IMPACT >						N	
12. ENVIRONMENTAL TRUST	EXP. IMPACT >						N	
13. "SET ASIDE" - BUILDING & FACILITIES IMPROVEMENT FUND	EXP. IMPACT >	400,000	400,000	500,000	500,000	500,000	Y	new fire station
14. "SET ASIDE" - VEHICLE & EQUIPMENT REPLACEMENT FUND	EXP. IMPACT >						N	
15. "SET ASIDE" - PROPERTY & GEN LIABILITY FUND	EXP. IMPACT >						N	
16. STREETS AND INFRASTRUCTURE	EXP. IMPACT >	440,000					N	
17. PARKS	EXP. IMPACT >	300,000	20,000	20,000	20,000	20,000	Y	New Park Piper
18. PILOT RATE REDUCTION	EXP. IMPACT >	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	Y	1/2 Percent reduction
19. OPERATIONS (i.e., COMMUNICATIONS, CUSTOMER SERVICE, OTHER)	EXP. IMPACT >	150,000	150,000	150,000	150,000	150,000	Y	2 FTE
20. DEVELOPMENT/PLANNING/INCENTIVES	EXP. IMPACT >						N	
TOTAL	REV. IMPACT >	(984,000)	(984,000)	(984,000)	(984,000)	(984,000)		
TOTAL	EXP. IMPACT >	4,085,000	4,345,000	5,445,000	6,545,000	7,845,000		

CHART DATA	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REVENUES	$ 205.4	$ 220.3	$ 206.7	$ 221.2	$ 223.5	$ 226.0	$ 228.5	$ 231.0
EXPENDITURES	$ 204.2	$ 205.7	$ 211.3	$ 220.6	$ 222.2	$ 224.7	$ 227.1	$ 229.8
EXPS-BASE	$ 204.2	$ 205.7	$ 211.3	$ 220.6	$ 222.2	$ 224.7	$ 227.1	$ 229.8
VARIANCE	$ 1.2	$ 14.6	$ (4.6)	$ 0.6	$ 1.3	$ 1.3	$ 1.3	$ 1.2
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 18.5	$ 19.9	$ 21.2	$ 22.5	$ 23.7
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 18.5	$ 19.9	$ 21.2	$ 22.5	$ 23.7
DEFICIENCY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Commissioner Markley said it's fairly self-explanatory here. We left the one mill levy decrease. We spread the payment, the repayment of funds out over several years with some upfront committed toward either the Worker's Compensation Fund or the Health Benefit's Fund depending on whether Doug or Melissa wins the fight. Regardless, we're going to pay them out over a longer period. We were reminded that in 2017 there is already a 2% employee raise built in so then we gave a 1% in 2018 and then 1% each year thereafter. We committed some funds toward the Blight category. The money you see in the Building & Facilities Improvement Fund if you see the note off to the right is committed toward a fire station so that would be debt service which Debbie reminded us that the debt service comes out of a separate fund but we showed it here so that we could see the impact. That $440K is in the Street category because of our survey results we thought that was important. We also committed funds toward Parks. Commissioner Kane specifically has a site in mind in Piper and then the out years include maintenance dollars that would go towards whatever park efforts we funded. We included only a .5% reduction in

PILOT and then another $150K towards Operations. Off on the right you will notice it says two full-time employees. That will cover two full-time employees and then that's an ongoing expense so it shows in every year as well.

Commissioner Bynum said in wrapping up we got you a fire station, a park, two full-time employees, a mill rate reduction, a .5% PILOT reduction and street improvements and blight reduction. **Commissioner Markley** said and fund repayment. **Commissioner Bynum** said and fund repayment and raises. **Commissioner Markley** said if you will go up and show our graph you will see that our graph does not us in debt at any point.

Commissioner Kane said the park, we already own the property. We just have to put like a gazebo, a couple restrooms and stuff like that and I think there would be a group of people that would want to help maintain it as well.

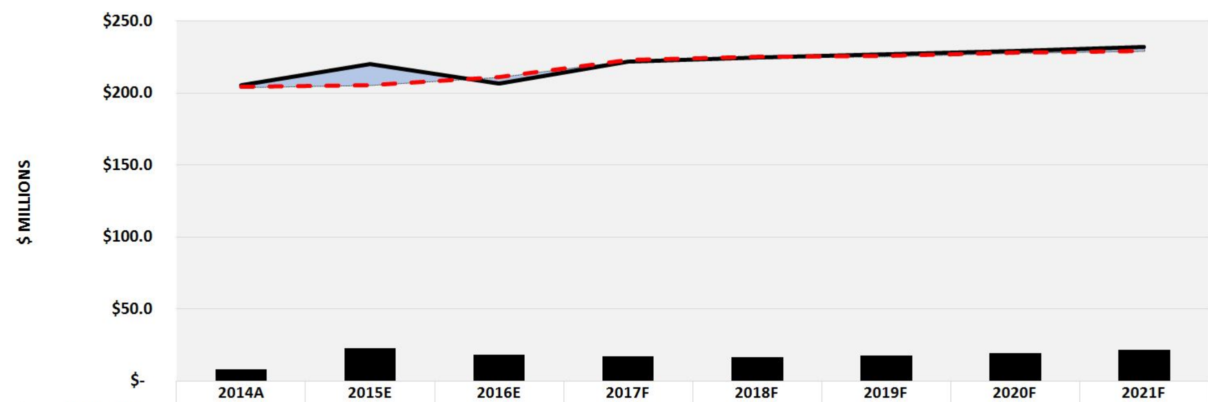
Mr. Bach said good job. You've got here and so you are in your end year before we hit our 10% Fund Balance with your scenario but you've maintained a steady amount each year throughout. **Commissioner Markley** said beggars can't be choosers.

Ms. VonAchen said Group #2. **Mr. Connor** said I'm going to introduce Group #2. They are very reluctant so I'm hoping that somebody will step forward. **Commissioner Philbrook** said we will probably share the experience for you. **Commissioner Walker** said I will start out.

UNIFIED GOVT WYANDOTTE COUNTY & KANSAS CITY, KS
SENSITIVITY ANALYSIS - CONSOLIDATED GENERAL FUND, DEDICATED SALES TAX FUND, AND EMS FUND

	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REAL ESTATE AD VALOREM TAX	$ 58,487,765	$ 58,605,683	$ 60,572,636	$ 62,389,815	$ 63,637,611	$ 64,910,364	$ 66,208,571	$ 67,532,742
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
SALES TAXES	$ 38,164,185	$ 39,488,173	$ 39,395,550	$ 52,686,483	$ 53,476,780	$ 54,278,932	$ 55,093,116	$ 55,919,513
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
FRANCHISE TAXES	$ 38,939,361	$ 38,983,372	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
CHARGES FOR SERVICES	$ 17,503,020	$ 17,596,345	$ 17,472,800	$ 17,822,256	$ 18,178,701	$ 18,542,275	$ 18,913,121	$ 19,291,383
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
OTHER REVENUES & SOURCES	$ 52,282,425	$ 65,614,085	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL REVENUES & SOURCES	**$ 205,376,756**	**$ 220,287,658**	**$ 206,676,688**	**$ 222,134,256**	**$ 224,528,795**	**$ 226,967,273**	**$ 229,450,510**	**$ 231,979,340**
AGR%		7.3%	-6.2%	7.5%	1.1%	1.1%	1.1%	1.1%
PERSONNEL	$ 152,982,444	$ 149,240,410	$ 151,414,545	$ 157,238,020	$ 158,181,448	$ 159,130,537	$ 160,085,320	$ 161,045,832
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
SERVICES AND SUPPLIES	$ 36,589,370	$ 36,939,864	$ 39,877,851	$ 40,276,630	$ 40,679,396	$ 41,086,190	$ 41,497,052	$ 41,912,022
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
CAPITAL OUTLAY	$ 5,788,763	$ 7,261,583	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002
		INPUT ANNUAL $ AMOUNT >						
OTHER EXPENDITURES & USES	$ 8,809,606	$ 12,247,976	$ 11,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155
		INPUT ANNUAL RATE OF CHANGE >		0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL EXPENDITURES & USES	**$ 204,170,183**	**$ 205,689,833**	**$ 211,292,553**	**$ 216,514,807**	**$ 217,861,001**	**$ 219,216,884**	**$ 220,582,529**	**$ 221,958,011**
AGR%		0.7%	2.7%	2.5%	0.6%	0.6%	0.6%	0.6%
SOURCES OVER/(UNDER) USES	1,206,573	14,597,825	(4,615,865)	5,619,450	6,667,794	7,750,389	8,867,981	10,021,329
UNENCUMBERED FUND BALANCE-FYI	**$ 7,998,499**	**$ 22,596,324**	**$ 17,980,459**	**$ 23,599,909**	**$ 30,267,703**	**$ 38,018,092**	**$ 46,886,073**	**$ 56,907,402**
Fund Balance % of Operating Expenditure:	***3.9%***	***11.0%***	***8.5%***	***10.9%***	***13.9%***	***17.3%***	***21.3%***	***25.6%***

REVENUES, EXPENDITURES & UNENCUMBERED FUND BALANCE



	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
VARIANCE	$1.2	$14.6	$(4.6)	$(0.7)	$(0.8)	$1.3	$1.3	$2.5
EXPS-BASE	$204.2	$205.7	$211.3	$222.9	$225.3	$225.7	$228.1	$229.5
DEFICIENCY	$-	$-	$-	$-	$-	$-	$-	$-
BALANCE	$8.0	$22.6	$18.0	$17.3	$16.5	$17.8	$19.1	$21.6
REVENUES	$205.4	$220.3	$206.7	$222.2	$224.5	$227.0	$229.5	$232.0
EXPENDITURES	$204.2	$205.7	$211.3	$222.9	$225.3	$225.7	$228.1	$229.5

			2017F	2018F	2019F	2020F	2021F	↓ (Y / N) ↓
1.	CITY MILL LEVY REDUCTION [INCL: TAX REBATE CHECKS]	REV. IMPACT >	(984,000)	(984,000)	(984,000)	(984,000)	(984,000)	Y
2.	GENERAL FUND RESERVES (MINIMUM TARGET 10% OF GF EXP.)	EXP. IMPACT >						N
3.	GF RESERVES (ECONOMIC UNCERTAINTY & TARGET - 15% GF EXP.)	EXP. IMPACT >						N
4.	SPECIAL FUND REPAYMENT - WORKERS COMPENSATION FUND	EXP. IMPACT >	400,000	400,000	400,000	400,000	400,000	Y
5.	SPECIAL FUNDS REPAYMENT - HEALTH BENEFITS FUND	EXP. IMPACT >	260,000	260,000	260,000	260,000	260,000	Y
6.	SPECIAL FUNDS REPYMT - WATER POLLUTION ENTERPRISE FUND	EXP. IMPACT >	540,000	540,000	540,000	540,000	540,000	Y
7.	UG EMPLOYEE 1% INCREASE COMP & RETENTION (GF, S/T, EMS FUNDS)	EXP. IMPACT >		1,100,000	1,100,000	2,200,000	2,200,000	Y
8.	BLIGHT - DEMOLITION/MOWING/NEIGHBORHOOD APPEARANCE	EXP. IMPACT >						N
9.	CAPITAL FUNDING "PAYGO" - ANNUAL MAINTENANCE	REV. IMPACT >	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Y
10.	CAPITAL FUNDING "PAYGO" - EQUIPMENT	EXP. IMPACT >	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Y
11.	CAPITAL FUNDING "PAYGO" - LEGAL	EXP. IMPACT >	1,000,000	1,000,000				Y
12.	ENVIRONMENTAL TRUST	EXP. IMPACT >						N
13.	"SET ASIDE" - BUILDING & FACILITIES IMPROVEMENT FUND	EXP. IMPACT >						N
14.	"SET ASIDE" - VEHICLE & EQUIPMENT REPLACEMENT FUND	EXP. IMPACT >						N
15.	"SET ASIDE" - PROPERTY & GEN LIABILITY FUND	EXP. IMPACT >	400,000	400,000	400,000	400,000	400,000	Y
16.	STREETS AND INFRASTRUCTURE	EXP. IMPACT >	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	Y
17.	PARKS	EXP. IMPACT >	500,000	500,000	500,000	500,000	500,000	Y
18.	PILOT RATE REDUCTION	EXP. IMPACT >						N
19.	OPERATIONS (i.e., COMMUNICATIONS, CUSTOMER SERVICE, OTHER)	EXP. IMPACT >	60,000	60,000	60,000	60,000	60,000	Y
20.	DEVELOPMENT/PLANNING/INCENTIVES	EXP. IMPACT >	200,000	200,000	200,000	200,000	200,000	Y
	TOTAL	REV. IMPACT >	16,000	16,000	16,000	16,000	16,000	
	TOTAL	EXP. IMPACT >	6,360,000	7,460,000	6,460,000	7,560,000	7,560,000	

CHART DATA

	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REVENUES	$ 205.4	$ 220.3	$ 206.7	$ 222.2	$ 224.5	$ 227.0	$ 229.5	$ 232.0
EXPENDITURES	$ 204.2	$ 205.7	$ 211.3	$ 222.9	$ 225.3	$ 225.7	$ 228.1	$ 229.5
EXPS-BASE	$ 204.2	$ 205.7	$ 211.3	$ 222.9	$ 225.3	$ 225.7	$ 228.1	$ 229.5
VARIANCE	$ 1.2	$ 14.6	$ (4.6)	$ (0.7)	$ (0.8)	$ 1.3	$ 1.3	$ 2.5
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 17.3	$ 16.5	$ 17.8	$ 19.1	$ 21.6
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 17.3	$ 16.5	$ 17.8	$ 19.1	$ 21.6
DEFICIENCY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Commissioner Walker said my vision is not quite as good as it was in there but if you will look we did the 1% across the board mill levy. We looked at a five-year plan on Repayment of the various funds knowing that the Mayor would not want to leave office in 2021 without having paid his debts. What's the next one? **Mr. Connor** said Employee Raises. **Commissioner Walker** said the next one is Employee Raises. We did the 1% every two years. I guess we were a little cheap with the employees. The next 9, 10 and 11 are all pay-as-you-go. We decided that those numbers seem to work and then on pay-as-you-go Legal we did $1M a year for two years hoping that would build up a Reserve Fund that we wouldn't have to fund the three out years. This is our set-aside for general liability, we pay a guy a flat tire claim, broken window claim; the reality of the world is that if we go to court and there is a multimillion dollar judgment, there is no way to prepare for that. That is bonded indebtedness and there are ways to drag that out by appealing and so forth so that we would have time to delay the impact. You can't budget for that because we've had very few million dollar judgments, but we've had a few over the last 30 years. We decided two years of that would be enough. The Streets & Infrastructure, we spend $800K a year on a Grind & Overlay Program. Since streets was number one we basically decided that instead of every 30 years we were going to double the amount of money and try to reduce the Grind & Overlay for the neighborhood streets once every 15 years which seems more reasonable. **Mr. Connor** said I think your group was wanting to make sure this was a Complete Streets budget. **Commissioner Walker** said yes and that would include some sidewalk and curb. Parks we put $500K in because I'm not sure there is any limit to the amount that you can put into the parks to make them a better experience. That might include matching funds for our all-inclusive park, it might include some ballfield improvements, it might be improvements to the various centers that we have. **Commissioner Philbrook** said we were trying to take care of the whole city. **Commissioner Townsend** said and that included programs.

Commissioner Walker said Commissioner Townsend spoke about programming that we now no longer do that during the summer would be beneficial to the youth to have something to do. We did not find any space for PILOT reduction. We put $60K a year into Enhanced Communication largely to enhance the number of citizens that we produce. I have to honestly say that our conversation was one of amazement. Having been around this place for a long time and remembering the days where we didn't do TV. I can even go back to the time when they had meetings at 10:00 in the morning and so I can't even imagine what this communication issue is unless we just hire people whose full-time job is to go out to neighborhood groups and communicate with them on a monthly basis. That would be the only thing but we put the additional money in for some additional communication effort and then we thought in planning incentives we needed roughly $200K a year for not so much planning or incentives but for the various soft costs and studies that need to be done, the Northeast Corridor Study. I'm sure we have other studies that we need. Maybe we need one in Muncie after last week's debate on where we're going in Muncie with what future. Again, now looking at it and comparing it in my mind to what you guys did clearly I didn't fund a firehouse. I should have funded a firehouse because we need to get started on that although I will say we did put it in for equipment so we could buy additional fire equipment over each of the next five years and apparatus specifically. We did not touch any increase in blight/demolition. We, I think, ran out of money. We end with a five-years out or in 2021 we end with a 10% budget reserve, maybe slightly more and we're right on the money. We didn't get everything covered either, that's another problem. **Commissioner Philbrook** said the other thing is we really didn't mess with what we look at as that City Mill Levy amount. We really looked at it of course as tax rebate checks to about that amount. **Commissioner Walker** said we were talking rebate rather than just actually taking it off the tax bill but its $1M either way you cut it. **Commissioner Townsend** said what we did do is address the top four or five things that were on the survey which was important. **Commissioner Philbrook** said we're a great team.

Commissioner Walker said it was fun. I would add the recommendation that we be able to utilize this in some manner during the budget workshops so that we can see when get a wild hair about well let's build a big tower, what's it going to cost to. **Mr. Bach** said for a little bit there I thought you guys were making money reading all those projects you listed.

Commissioner Townsend said I must say when I saw the agenda and saw small group exercise I said oh no, are we going to have to build a tower again or something like that, but this was very relevant, informative and immediate so I have to give you kudos for that. It was not what I thought thank heaven. **Commissioner Walker** said of all the miserable, lousy, boring budgets I've sit through in 35 years this was the most fun I ever had in a budget workshop.

Mr. Bach said this is the curtesy of our new Finance Director. She has come in with some neat innovative things to throw on the table and be able to put in place for us and when we started going through this we were pretty excited about it.

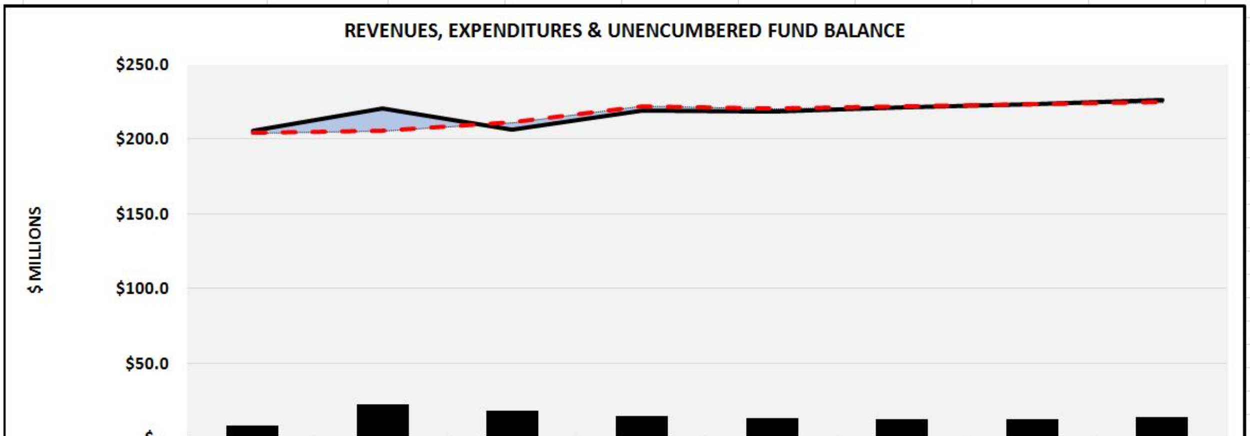
Mr. Bach said let's see what Group 3 came up with. **Commissioner Johnson** said you haven't seen nothing yet.

UNIFIED GOVT WYANDOTTE COUNTY & KANSAS CITY, KS

SENSITIVITY ANALYSIS - CONSOLIDATED GENERAL FUND, DEDICATED SALES TAX FUND, AND EMS FUND

	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REAL ESTATE AD VALOREM TAX	$ 58,487,765	$ 58,605,683	$ 60,572,636	$ 62,389,815	$ 63,637,611	$ 64,910,364	$ 66,208,571	$ 67,532,742
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
SALES TAXES	$ 38,164,185	$ 39,488,173	$ 39,395,550	$ 52,686,483	$ 53,476,780	$ 54,278,932	$ 55,093,116	$ 55,919,513
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
FRANCHISE TAXES	$ 38,939,361	$ 38,983,372	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000	$ 39,654,000
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
CHARGES FOR SERVICES	$ 17,503,020	$ 17,596,345	$ 17,472,800	$ 17,822,256	$ 18,178,701	$ 18,542,275	$ 18,913,121	$ 19,291,383
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
OTHER REVENUES & SOURCES	$ 52,282,425	$ 65,614,085	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702	$ 49,581,702
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL REVENUES & SOURCES	**$ 205,376,756**	**$ 220,287,658**	**$ 206,676,688**	**$ 222,134,256**	**$ 224,528,795**	**$ 226,967,273**	**$ 229,450,510**	**$ 231,979,340**
AGR%		7.3%	-6.2%	7.5%	1.1%	1.1%	1.1%	1.1%
PERSONNEL	$ 152,982,444	$ 149,240,410	$ 151,414,545	$ 157,238,020	$ 158,181,448	$ 159,130,537	$ 160,085,320	$ 161,045,832
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
SERVICES AND SUPPLIES	$ 36,589,370	$ 36,939,864	$ 39,877,851	$ 40,276,630	$ 40,679,396	$ 41,086,190	$ 41,497,052	$ 41,912,022
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
CAPITAL OUTLAY	$ 5,788,763	$ 7,261,583	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002	$ 8,893,002
			INPUT ANNUAL $ AMOUNT >					
OTHER EXPENDITURES & USES	$ 8,809,606	$ 12,247,976	$ 11,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155	$ 10,107,155
			INPUT ANNUAL RATE OF CHANGE >	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL EXPENDITURES & USES	**$ 204,170,183**	**$ 205,689,833**	**$ 211,292,553**	**$ 216,514,807**	**$ 217,861,001**	**$ 219,216,884**	**$ 220,582,529**	**$ 221,958,011**
AGR%		0.7%	2.7%	2.5%	0.6%	0.6%	0.6%	0.6%
SOURCES OVER/(UNDER) USES	1,206,573	14,597,825	(4,615,865)	5,619,450	6,667,794	7,750,389	8,867,981	10,021,329
UNENCUMBERED FUND BALANCE-FYE	**$ 7,998,499**	**$ 22,596,324**	**$ 17,980,459**	**$ 23,599,909**	**$ 30,267,703**	**$ 38,018,092**	**$ 46,886,073**	**$ 56,907,402**
Fund Balance % of Operating Expenditure	***3.9%***	***11.0%***	***8.5%***	***10.9%***	***13.9%***	***17.3%***	***21.3%***	***25.6%***

POLICY INITIATIVES - SCENARIOS		***> INPUT WHOLE DOLLARS >***					***ACTIVATE ?***
		2017F	**2018F**	**2019F**	**2020F**	**2021F**	***↓ (Y / N) ↓***
1. CITY MILL LEVY REDUCTION [INCL: TAX REBATE CHECKS]	***REV. IMPACT >***	(2,952,000)	(5,904,000)	(5,904,000)	(5,904,000)	(5,904,000)	Y
2. GENERAL FUND RESERVES (MINIMUM TARGET 10% OF GF EXP.)	***EXP. IMPACT >***						N
3. GF RESERVES (ECONOMIC UNCERTAINTY & TARGET - 15% GF EXP.)	***EXP. IMPACT >***						N
4. SPECIAL FUND REPAYMENT - WORKERS COMPENSATION FUND	***EXP. IMPACT >***	-	500,000	500,000	500,000	500,000	Y
5. SPECIAL FUNDS REPAYMENT - HEALTH BENEFITS FUND	***EXP. IMPACT >***	1,300,000					Y
6. SPECIAL FUNDS REPYMT - WATER POLLUTION ENTERPRISE FUND	***EXP. IMPACT >***		540,000	540,000	540,000	540,000	Y
7. UG EMPLOYEE 1% INCREASE COMP & RETENTION (GF, S/T, EMS FUNDS)	***EXP. IMPACT >***		1,100,000	1,100,000	1,100,000	1,100,000	Y
8. BLIGHT - DEMOLITION/MOWING/NEIGHBORHOOD APPEARANCE	***EXP. IMPACT >***	1,500,000					y
9. CAPITAL FUNDING "PAYGO" - ANNUAL MAINTENANCE	***REV. IMPACT >***						N
10. CAPITAL FUNDING "PAYGO" - EQUIPMENT	***EXP. IMPACT >***						N
11. CAPITAL FUNDING "PAYGO" - LEGAL	***EXP. IMPACT >***						N
12. ENVIRONMENTAL TRUST	***EXP. IMPACT >***						N
13. "SET ASIDE" - BUILDING & FACILITIES IMPROVEMENT FUND	***EXP. IMPACT >***						N
14. "SET ASIDE" - VEHICLE & EQUIPMENT REPLACEMENT FUND	***EXP. IMPACT >***						N
15. "SET ASIDE" - PROPERTY & GEN LIABILITY FUND	***EXP. IMPACT >***						N
16. STREETS AND INFRASTRUCTURE	***EXP. IMPACT >***	1,500,000					y
17. PARKS	***EXP. IMPACT >***	1,000,000					y
18. PILOT RATE REDUCTION	***EXP. IMPACT >***						N
19. OPERATIONS (i.e., COMMUNICATIONS, CUSTOMER SERVICE, OTHER)	***EXP. IMPACT >***						N
20. DEVELOPMENT/PLANNING/INCENTIVES	***EXP. IMPACT >***	500,000	500,000	500,000	500,000	500,000	y
TOTAL	***REV. IMPACT >***	(2,952,000)	(5,904,000)	(5,904,000)	(5,904,000)	(5,904,000)	
TOTAL	***EXP. IMPACT >***	5,800,000	2,640,000	2,640,000	2,640,000	2,640,000	



	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
VARIANCE	$1.2	$14.6	$(4.6)	$(3.1)	$(1.9)	$(0.8)	$0.3	$1.5
EXPS-BASE	$204.2	$205.7	$211.3	$222.3	$220.5	$221.9	$223.2	$224.6
DEFICIENCY	$-	$-	$-	$-	$-	$-	$-	$-
BALANCE	$8.0	$22.6	$18.0	$14.8	$13.0	$12.2	$12.5	$14.0
REVENUES	$205.4	$220.3	$206.7	$219.2	$218.6	$221.1	$223.5	$226.1
EXPENDITURES	$204.2	$205.7	$211.3	$222.3	$220.5	$221.9	$223.2	$224.6

CHART DATA

	2014A	2015E	2016E	2017F	2018F	2019F	2020F	2021F
REVENUES	$ 205.4	$ 220.3	$ 206.7	$ 219.2	$ 218.6	$ 221.1	$ 223.5	$ 226.1
EXPENDITURES	$ 204.2	$ 205.7	$ 211.3	$ 222.3	$ 220.5	$ 221.9	$ 223.2	$ 224.6
EXPS-BASE	$ 204.2	$ 205.7	$ 211.3	$ 222.3	$ 220.5	$ 221.9	$ 223.2	$ 224.6
VARIANCE	$ 1.2	$ 14.6	$ (4.6)	$ (3.1)	$ (1.9)	$ (0.8)	$ 0.3	$ 1.5
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 14.8	$ 13.0	$ 12.2	$ 12.5	$ 14.0
BALANCE	$ 8.0	$ 22.6	$ 18.0	$ 14.8	$ 13.0	$ 12.2	$ 12.5	$ 14.0
DEFICIENCY	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Commissioner Johnson said first of all it doesn't pay to step outside the room when these types of decisions are being made. I was drafted without my concession, but nevertheless I'm sure my fellow commissioner in the mirror will help me through this process. First of all we spent a considerable amount of time vigorously trying to challenge and change the overall assumptions that Doug and the Finance Department had put in the overall budget in terms of the operating revenues and the operating expenses to no avail. They told us to leave their model alone so having said that I think that what we tried to do was focus on true visible impact and if you start at the top there you will see that we tried to make a real impact in the overall mill levy by trying to get it done in two years at a total of close to $6M so it would be $3M in year one, $3M in year two. We looked at the Special Fund Repayments and the three categories and felt that the one that needed most immediate attention was the Health Benefits Fund so we thought we would just go ahead and pay that off in the first year and then the other two, the Worker's Comp Fund and the Water Pollution Enterprise Fund, we would pay those off over time. We talked much about the employee increase in terms of compensation and we felt there were certain assumptions that were already built again into the overall budget for employee increases and things of that nature.

We did a 1% over the four year period starting in 2018. Two areas we wanted to attack, actually three areas we wanted to attack just immediately, to make notable impact on was Blight which would be the Demolition and the Mowing and all the things that were discussed in the earlier conversation as well as Streets and Infrastructure which is your Complete Streets discussion that we talked about earlier as well and then put $1M into Parks and finally putting about $ .5M a year into Development/Planning/Incentives. That was on the reminder in Commissioner Walters area that they want to do the streets, the Quiet Zones. He led that effort there so thank you Commissioner Walters. I don't know that we were completely sold on the first two years of the Mill Levy Reduction but it was something we wanted to see the impact of that if we were to do it immediately. **Mayor Holland** said that's right and I think the key to that is here's the dilemma and this is what we talked about in Mill Levy Reduction, do we do something significant so people can see it in the first two years and not leave it to whatever elected officials come after us that may or may not honor our commitments so we do it early. The other balancing piece is—that's how we modeled it, three and then an additional three the second year. The model then is—or do we worry about we don't want to lower it and then have to turnaround in 2019 and raise it again so do we do it more modestly each year or do we do it aggressively in the first couple years? That's the balance we were trying to find. **Commissioner Johnson** said I don't know that we found an answer to that but that's what it looks like.

Commissioner Walters said if I'm correct the first two examples had a one mill reduction and that's it. **Commissioner Johnson** said right. **Commissioner Walters** said we were trying to respond to the survey and we started with the thought of let's carve out half of the STAR Bond proceeds and direct those toward tax relief and then see what we can do with the rest. We also sort of took the overall philosophy that we wanted to try to do something impactful with the STAR Bond proceeds and not just have it sort of get mushed throughout our entire budget. We have a budget now that's a big number already so this 4% increase that the STAR Bonds represents we really need to protect that and really do something impactful with it.

Mayor Holland said that everything we do with STAR Bonds we need to put up a sign. We need to show the community every time we invest in a park, every road, every sidewalk, everything we build with STAR Bonds we need a sign on it that says this is STAR Bond money at work for you.

Commissioner Walker said well everybody seems to be tooting their own horn here about what they did so I will point out that $1.5M in one year for Streets & Infrastructure is a very nice gesture, but it's going to take five years of that to have a real impact on streets which seems to be the number one priority of our citizens. **Commissioner Walters** said after tax relief you mean. **Commissioner Walker** said after tax relief.

Commissioner Bynum asked did you build in a percent a year on line 7. **Mayor Holland** said no, it's just 1% one time. Our theory is that Doug is going to find a lot more money for the employees. **Mr. Bach** said we didn't build it into the model though. It's interesting because this does show a very demonstrated difference when you go after the mill rate reduction that it then does limit your one-time impact abilities or one-time that you can do over multiple years because in those first couple of years you're $6M out, but that's what the price to pay is to do the mill rate reduction. **Mayor Holland** said we ran out of time in terms of carrying it over but we wanted to keep going, but I guess we ran out of money.

Commissioner Markley said I was going to repeat what we're saying here at the side, Group 1 we did a PILOT, a .5% PILOT decrease; and that is $1.5M for .5% so if you put all of that into the mill levy it would be a 2.5% mill levy reduction to get to the same place. In terms of how close we are together as groups it might be worth the analysis of what commonalities are there.

Mayor Holland said the thing we tried to do is decide what's our maximum amount of mill levy reduction of the $12M that we would want to see go down of our mill levy and we came up with, our group, we thought $6M was our maximum, that's half of the money so we did it in two years. We could do it over five years and do the $6M mill levy reduction over five years. We could do it all in the first year which would be the most painful, but it would also be the most impactful in terms of making a statement. We thought $6M was kind of our maximum and I think one of the things that would be helpful for us as a Commission to decide is what do we think our maximum is with our crystal ball, Commissioner Walters, about are we going to have to go back and raise it if we do it. That's really the question of starting—because tax reductions is the number one thing that people said in the Listening Tour, on the survey about the $12M, tax reduction is number one. How much do we feel committed to it and then once we decide on the maximum number over how many years. What do you all think about that? I think that's an interesting question.

Commissioner Bynum said I think we have to consider what Commissioner Walker has brought up by what method because we've got to be cognizant of that legislation. **Commissioner Walker** said I think what I have just learned is that there is a benefit, I mean there were three of us and three of each of you, and while we got some things and we're thinking in the same way we didn't all think the same way. I mean clearly if the Fire Study is to be implemented it does not contemplate not building a firehouse in the next five years. As we're going through it we're not thinking about that. We are thinking about equipment so there was something very beneficial in each of the three analysis, certainly the other two from me highlighted how difficult it's going to be to spend this money. I mean we can make it easy and put it all in tax reduction and just go on down the road but if we do that some of the things that our people are telling us are not going to be done. How to divide this pie is going to have to be a yeoman's effort of all of us.

Commissioner Philbrook said one of the things that I know we haven't really mentioned that definitely got kicked around a lot in our threesome was the realization that having somebody tell me they are going to reduce my taxes is wonderful but at the end of the year if they're going to hand me a rebate check that's something I have in my hand and I see it and I have that immediate gratification from it. It doesn't lock us into the problem with reducing a mill levy that we may have problems increasing in the future if we would have to or if somebody would have to God forbid. Hopefully, our property values start going up so that's not an issue, but on the other hand I mean I'm just—I love this process that we used tonight and this is not going to be easy and I'm glad that you guys brought up about the additional fire station and all that because I'm not sure on the financing because we never got around to talking about that being built in. You know is any of that built into our future budget or that's all just pie in the sky right now. **Mr. Bach** said we don't have that built in. **Commissioner Philbrook** said there is nothing built in towards that to go along with that. **Mr. Bach** said it would have to come out of the existing debt percentage that we issue money to or the existing cash.

Commissioner Townsend said I just wanted to say I don't think any of us are disagreeing about the importance and the relevance of the study and how that came out and it will be about how much. I am in favor of giving some money in the amount of the rebate and probably in the amount that we showed in this exercise which was about one mill because the thing that does not go away like taxes are the calls that we get about what do the streets look like, what do the parks look like, why is that vacant house still up, where is the money for demolition; so I would love to see a balance struck so that yes our citizens realize that we heard what they said in the Mayor's Listening Tour, but we don't get so carried away that we can't do the other things that clearly we're going to have to continue to live with all the time in addition to new equipment, the fire study, the juvenile study that we just heard. We just can't give away all of it because we need to reinvest in the other things farther down the list but it was a great exercise.

Commissioner Kane said I like the idea of a rebate as well because it doesn't lock our hands down the road and I know some people may only get a dollar or whatever but some people will get a significant money I think that makes a huge difference. This is probably one of the better exercises I've seen in the 11 years I have been here. We were separated and it looks like everybody is thinking—we only have so much to do—we have a lot to do and only so much to do it with so that made it a little more interesting and I thought it was a great thing. I think we need to continue to do stuff like this and separate us and even mix the groups up a little bit so each one can hear the other one because sometimes when there is all of us here we're the fourth or fifth person talking versus where you can be second or third. It makes it a lot more advantageous for this type of outcome.

Commissioner Bynum said the only other thing I would like to see is how all of this will play out once we see our district level survey results. You know that may add yet another layer of entry into this conversation but I did very much appreciate the exercise.

Commissioner Johnson said the thing that I think that kind of threw me off I think when we were putting this together was looking at what the survey results were both from the businesses as well as the constituency and I kind tried to work towards an average on that but then we have to consider these special fund repayments. There are always so many other things that are in the equation that are not clearly evident either to us or to maybe our constituents as well that happened in years past and we have to keep those things in mind as well as the things that were all above the line as I call it in terms of the overall operating budget. It's not nearly as easy because if you look just those special fund repayments you're talking about $6M there. That makes a big difference in how you make the decisions. At least for me it really changed the decision-making factor in terms of where we allocate money.

Commissioner Markley said I was just going to say that I agree with the Mayor that to the extent we can use this in future budget workshops, we have now kind of familiarized ourselves with the layout and being able to see the graph above to the extent we can use this as we're going through budget I think it would be great to continue to see the same format.

Mayor Holland said I think too I'm really intrigued and we will probably not come to a consensus tonight about the total amount of mill reduction/rebate/PILOT reduction; but we really need to come up with a range to give to the Administrator for him to come back. When you've heard how messy it is so it's ranging from one to six. That's kind of the range we've given you tonight. If we're going to do a rebate my thought is that would speak towards doing it heavier upfront than smaller. If we're going to do a mill levy reduction I would probably lobby to do small amount 1 to 1.5 mills per year over five years. If we're going to do a rebate I would probably lobby to do 3 and then 3 because on a $100K house you're looking at $13 per year, not month, $13 per year on a $100K house. **Mr. Bach** said no, it's a month. **Mayor Holland** said on a $100K house its $13 per year savings. Is that right? That's right.

Ms. VonAchen said $1M divided by roughly 70K approximately, that's it. **Mayor Holland** said so $13 per year. Sending someone a $13 check will be unpopular but if you did a 3 mill you could send someone a $40 check. Well then you're starting to get something you know $40. You're getting something in your hand that's tangible and if you have a—for the 12 people in our community that have a half million dollar house they will get a little more. I think that's where we need to think about the impact based on what we do. The other piece is because the PILOT is 35% residential you have to give more money towards it to get the same impact per resident that you would get on the mill levy reduction. You did 1.5 so that about equals it out so just things to think about how we show the public the impact might address how aggressively we do it. That would be my message.

Commissioner Markley said I was just going to say that is my fear with the mill levy reduction is that we're talking about only doing one or two mills, a lot of our houses are less than $100K and my fear is you see the guy that posts a picture on Facebook of his two cent check he got from the federal government and we all laugh at it, but we don't want to be the one sending a two cent check. You don't want to have people be saying you paid off the STAR Bonds and look I got $5, woohoo. We need to figure out it can be impactful and not funny. **Mayor Holland** said because we would be the butt of that joke and I think what people want, and this is what I've heard in the community, both businesses and residents; they want meaningful tax relief over time. They want to see their taxes headed down and I think we need to make a commitment to that and the question is how to best do it. We've given a range between one mill and six mills, that's pretty wide and then we can think about how we do that over time. The one consensus we have is repaying our fund balances, that $6M over time and we all agreed to do it over time, so we do have some consensus there. A couple had blight, one didn't. We all had streets; we all had some parks so there was some consensus in some of those areas. I think it's going to be up to your team to look at what the consensus areas are and then when we get into the budget we're going to have CMIP coming up May 5th and 12th and so we will probably see some impact on CMIP from this but we're going to have to keep working this. Spending $12M is harder than it sounds mostly because it's 4% of our budget.

Mr. Bach said for once it's nice to actually have some money to work with instead of coming in and thinking about what areas we're going to restrict back in different ways, we're thinking about ways to be progressive from the community standpoint and I will say even though there's differing opinions it's like you said, you also have similarities. As a staff we can take these back. We also tried to take notes from each of the meetings because I know you I think you made comments about different things that are priorities within areas and such like that and as we start to build it I am intrigued by the rebate aspect. I think that's something we need to look at and when we get into it there may be various ways to go about that that are kind of going through my mind right now which would be the most impactful for Wyandotte County residents versus I don't think anybody really would want to see somebody we classify as a slumlord get a big old check because they own 15 dilapidated properties in our community and they're not from around here. There are different ways that we would want to look at that to see what we can do, but it's different than taxes when we start talking about rebates and what we might be able to do with that. So, a little bit of unfamiliar territory for us so we would have to dig into that and see what we might be able to come up with and how directive we can be in allowing something like that to come about, but overall I was very pleased with this exercise.

I want to say thank you to the finance team. It was Kathleen, Debbie, Reggie, all the analysts, you guys worked hard to put this together; my assistants who spent a lot of time. I give the credit to all these guys for putting this together. I feel real good about the team I've put together over the last couple of years and where it's at because I've been gone to various mediation hearings and labor meetings and such like that over the last few weeks so these guys have worked hard to make all this come together so I feel really good about that and I agree to what aspect we can use it as a tool in the budget workshops. It becomes a little different when we start to actually present the budget and now we're moving down the road, but we still have a couple of months and opportunities to bring it in. I appreciate all your work tonight and how you put this together. I think it gives us a lot of information to work with from this point.

Commissioner Walker said, Doug, one of the reasons that this rebate idea came up whenever it did a year ago or so, I don't know who first started it. I know I talked to the Mayor about it. It was the idea that on a rebate, I mean we're talking in terms of mills, but really it reminded me of the Senior Citizen Utility Tax Rebate. We define the rules by which we set-aside a pot of money. Now whether that pot of money equals exactly one mill or approximates it or exceeds it, then we decide who gets that money based on certain criteria. The criteria being, among other things, that they have no delinquent taxes; they're not delinquent. If you have property and you have a piece of property that's delinquent on taxes we could make them ineligible. We could define the rules by which you were eligible to receive this. I also believe, although I'm going to rely on Mr. Moore and his capable staff to verify it that we could limit this to residents and not necessarily to businesses. Now, that's a policy decision. Maybe that isn't what we want to do but whatever we decide it's the criteria that's important and certain classifications, the delinquent slumlord or perhaps the guy that has properties in code; I don't know how we define them, but you can set the rules by which you're eligible to receive this rebate.

Commissioner Philbrook said I'm glad you brought that up. When you were talking about Legal taking a look at how it can be written up, can we say that we plan on doing rebates for X number of years and to be revisited at the end of that time? **Ken Moore, Chief Legal Counsel,** said those kind of questions are something that the Commission can revisit every year. It's good to have a game plan and what the intent is over a period of time, but no decision would last longer than a year. **Commissioner Walker** said unless everybody stays in place. **Mayor Holland** said and they don't change their mind. **Commissioner Philbrook** said I guess the question is whatever we vote in we can vote out is basically what you're saying, but the intent can be said that we want to follow this game plan for an X number of years and then if we change our mind we could just vote it out.

Mr. Bach said it's similar to like a mill rate reduction. You can say let's reduce the mill rate this year, the tax lid complicates it, but I mean under the typical rule the next year you could come back and say we're going to do a mill rate increase. Once you've reduced it, you've reduced it. Once you start to send a rebate check that's an interesting expectation that could be out there among your residents. **Mayor Holland** said at the church if you do it two years in a roll it's a tradition. **Mr. Bach** said its one people could get used to real fast I think.

Mayor Holland said I think we have reached our limit. I want to thank Mr. Bach and his staff. You've already thanked everyone, but I just want to reiterate that. I am pleased to hear—this was a new direction we did for this one and I'm glad to hear its well received and excellent job leading us through this.

MAYOR HOLLAND ADJOURNED

THE MEETING AT 8:44 P.M.

Bridgette Cobbins
Unified Government Clerk

dt