

Committee Substitute for Resolution No. 230893

Adopting the 2025-2029 Citywide Business Plan including City Goals, the Financial Strategic Plan, and the Balanced Scenario of the Five-Year Planning Model; and directing the City Manager to align departmental strategic plans and business plans to the Citywide Business Plan.

WHEREAS, the City Council adopted Resolution No. 120879 on October 11, 2012, stating the Council's intent to adopt a long-term financial plan and to review and update it on an annual basis; and

WHEREAS, the City Council adopted Resolution No. 130025 adopting the City's strategic plan of priorities and performance indicators; and

WHEREAS, the residents of Kansas City at the April 8, 2014, Special Election amended the City Charter in Section 804 to mandate the adoption of a Five-Year Financial Plan by November 1 of each year; and

WHEREAS, since enactment of this Charter provision, the City Council has annually adopted a resolution approving a Citywide Business Plan including Council Goals, the Financial Strategic Plan, and the Balanced Scenario of the Five-Year Planning Model; and

WHEREAS, the Mayor and City Council provided priorities to shape Goals and Objectives on July 25, 2023; and

WHEREAS, City staff specified Objectives and Strategies within City Goals on September 15, 2023; and

WHEREAS, City staff developed 122 strategies which will serve as action plans designed to facilitate completion of objectives within the timeframe of the Citywide Business Plan; and

WHEREAS, the Submitted Citywide Business Plan contains the City Goals, the Financial Strategic Plan, and the proposed Five-Year Planning model; and

WHEREAS, the City Goals include Finance and Governance, Housing and Healthy Communities, Inclusive and Growth and Development, Infrastructure and Accessibility, and Public Safety, with 25 total Objectives and 122 Strategies; and

WHEREAS, the Financial Strategic Plan proposes 13 financial objectives; and

WHEREAS, the Submitted Citywide Business Plan proposes a Five-Year Planning Model that addresses several objectives in the Financial Strategic Plan; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

Section 1. That the City Council hereby adopts the following City Goals with the following Objectives and Strategies:

Finance and Governance

1. Ensure the resiliency of a responsive, representative, engaged, and transparent City government.
 - a) Deliver an organizational standard of core competencies in Human Resources, Finance, and Law.
 - b) Modernize the City's Enterprise Resource Planning (ERP) System.
 - c) Secure upcoming tax and fee renewals including Earnings Tax (2026), Public Safety Sales Tax (2026), Municipal Court Building Fee (2026), and Central City Economic Development Sales Tax (2027).
 - d) Review and maintain financial policies.
 - e) Build and maintain fund balances in accordance with policies for all fund types.
 - f) Continue to implement priority-based budgeting to address structural budgetary imbalance.
 - g) Deliver a uniform information technology governance framework.
 - h) Implement the City's comprehensive Risk Management program.
 - i) Improve transparency of departments' implementation of recommendations made by the City Auditor.
 - j) Modernize the City's Code of Ordinances.
 - k) Ensure the equity and appropriateness of the City's tax burden.
 - l) Improve accessibility and efficiency of records management and records production (Sunshine Law) processes.
2. Engage in workforce planning including employee recruitment, development, retention, and engagement.
 - a) Empower City employees, increase productivity, and foster professional growth through updated training plans.
 - b) Assist employees in career path development to encourage long-term commitment and advancement with the organization.

- c) Prioritize ongoing market pay analyses to ensure competitive compensation and attract top talent.
 - d) Implement Strategies for actively collecting and addressing employee feedback to enhance job satisfaction and organizational effectiveness.
 - e) Develop partnerships within the community to effectively recruit the City's workforce.
 - f) Modernize the City's pay structure, compensation package, and performance management tools.
 - g) Create management succession plans for all departments and divisions.
3. Foster a solutions-oriented, welcoming culture for employees and City Partners.
- a) Improve communication between staff and customers by adopting plain language guidelines.
 - b) Establish clear standards for response times on internal and external customer service requests.
 - c) Improve development project timelines.
 - d) Develop operations manuals for City programs to ensure longevity and continuity despite changes in staff.

Housing and Healthy Communities

1. Utilize planning approaches in neighborhoods to reduce blight, ensure sustainable housing, and improve resident wellbeing and cultural diversity.
- a) Collaborate and empower neighborhoods through City-community partnerships to address issues related to blight, such as vacant lots, dangerous buildings, illegal dumping, abandoned properties, and others.
 - b) Actively partner with neighborhoods, community groups, and agencies to support programs, events, and initiatives for healthy and engaged communities.
 - c) Review and evaluate existing housing assistance and development programs for potential improvements and efficiencies.
 - d) Improve access to necessary basics such as food, transportation, recreation, and health services.
 - e) Establish standardized guidelines for area implementation committees based on best practices.

- f) Develop a digital equity strategy for all residents to have access to the same information, technology, and resources.
2. Maintain and increase affordable housing supply to meet the demands of a diverse population.
 - a) Support and promote programs such as the Housing Trust Fund and Low-Income Housing Tax credits.
 - b) Improve education for prospective developers and align developer incentives with affordable housing goals.
 - c) Explore opportunities to establish a community land trust.
 - d) Preserve existing affordable rental and owner-occupied housing units citywide.
 - e) Utilize Brownfield assistance programs to facilitate and support development of new infill affordable housing in established neighborhoods or on repurposed property.
 - f) Propose and support legislation and other initiatives to provide the City and local neighborhoods better control over the future of vacant properties.
 3. Address the various needs of the City’s most vulnerable population by working to reduce disparities.
 - a) Enhance the number of people served by safety net providers that receive health levy funds.
 - b) Deploy community health navigators to connect individuals to primary care.
 - c) Institute a “no wrong door approach” to safety net opportunities.
 - d) Invest in harm-reduction strategies for the city’s vulnerable populations.
 4. Foster an inclusive environment and regional approach to spur innovative solutions to housing challenges.
 - a) Coordinate with external partners to address people experiencing homelessness and other vulnerable populations.
 - b) Promote the use of the housing locator tool and other technology to connect people to housing opportunities.
 - c) Improve access to low-barrier shelter opportunities.

- d) Increase the level of supportive housing and treatment services to high-risk populations to help them secure and maintain permanent housing.
 - e) Explore partnerships between local government, lenders, and the business community to create unique financial products for low-income households.
5. Ensure all residents have safe, accessible, quality housing by reducing barriers.
- a) Promote expansion of energy efficient measures as part of housing preservation and new developments.
 - b) Partner with utility partners to explore ways to reduce financial barriers that allow low-income payers to reduce monthly bills and improve energy efficiency.
 - c) Create a range of homeownership assistance programs to remove barriers and encourage residents in all income groups to be homeowners.
 - d) Develop communication and other strategies to increase compliance with property ordinances, with particular attention to community engagement and collaboration.
 - e) Proactively assess living spaces to ensure residents have environments in which they can thrive.
6. Protect and promote healthy, active amenities such as parks and trails, play spaces, and green spaces.
- a) Update and implement the City's climate action plan.
 - b) Promote mental and physical wellness through outdoor and indoor recreation opportunities.
 - c) Ensure the development and redevelopment of parks and recreation facilities reflect the wants and needs of the surrounding community.
 - d) Work with new housing developments to promote and embrace active and healthy living for residents.
 - e) Integrate health and social benefits of housing policy with natural resource conservation and restoration.
 - f) Complete a citywide parks, parkways, and open space network.

Inclusive Growth and Development

1. Align the City’s economic development strategies with the objectives of the City Council to ensure attention on areas traditionally underserved by economic development and redevelopment efforts.
 - a) Update economic development plan and policy to recognize City Council goals and objectives.
 - b) Implement a culturally responsive economic development plan tailored to stakeholder needs within each district.
 - c) Develop a process to engage the stakeholders in the community to inform the City Council on the unique needs of each district and neighborhood.
 - d) Identify priority areas for revitalization and target public investment to support community and economic development.
 - e) Harness existing partnerships to build and empower neighborhoods.
2. Ensure quality, lasting development of new growth.
 - a) Align neighborhood planning standards with the KC Spirit Playbook’s Global Design Guidelines and Development Form and Context Guidelines.
 - b) Ensure overlay districts are created with City goals in mind.
 - c) Explore a comprehensive zoning assessment and design standards that ensure new developments are created with the Playbook goals in mind.
 - d) Work with the development community to assess the feasibility of requiring a recommissioning and repurposing plan with new agreements.
 - e) Actively manage development agreements and ensure compliance and accountability with City standards.
3. Increase and support local workforce development and minority, women, and locally owned businesses.
 - a) Engage community partners to develop career paths to sustain post-project workforce.
 - b) Develop a certified list of service providers and an outreach plan to develop an inclusive local workforce and to connect minority, women, and locally owned businesses with these providers.

- c) Strengthen collaboration between CREO and City’s departments and statutory agencies to ensure consistent effort to support local workforce and to ensure access to City contracts for minority, women, and locally owned businesses.
 - d) Establish a holistic policy vision to support entrepreneurs through considerations of capital access, affordable commercial spaces, and employee attraction and retention efforts.
4. Create a solutions-oriented culture to foster a more welcoming business environment.
- a) Assess the accessibility of city services to foster a more welcoming business environment.
 - b) Target public investments strategically and ensure services are delivered sustainably and equitably.
 - c) Convene business networking groups to encourage positive business relationships and have a dynamic business engagement process.
5. Leverage existing institutional assets to maintain and grow Kansas City’s position as an economic hub in the Central United States.
- a) Develop a long-term expansion and financing plan to further increase convention exhibit space.
 - b) Develop long-term capital and deferred maintenance funding strategies for Convention Facilities assets to maintain competitiveness within the peer market.
 - c) Implement strategies and establish partnerships within the City and with other agencies to continue to reduce violent and property crimes around Convention and Entertainment Facilities.
 - d) Cultivate Kansas City’s position as an economic hub and major destination for conventions, tradeshow, performing arts and leisure to increase the average number
 - e) of scheduled air arrival/departures per day.

Infrastructure and Accessibility

1. Engage in thoughtful planning and redesign of existing road networks to ensure safety, access, and mobility of users of all ages and abilities.
- a) Expand citywide and implement the Vision Zero action plan.
 - b) Revise and develop new standards to adequately meet all transportation needs.
 - c) Improve access to the transportation network.

2. Enhance the City’s connectivity, resiliency, and equity through a better-connected multi-modal transportation system for all users.
 - a) Change sidewalk standards from 4 ft to 10 ft and implement going forward on collectors and arterials infrastructure to accommodate all users.
 - b) Develop transit strategy and implement transit lanes of transit corridors.
 - c) Develop and implement a single comprehensive transportation plan that combines the Major Street plan, Bike KC plan, Walkability Plan, Trails KC Plan, and other transit plans.
 - d) Continue to plan and develop high-capacity transit systems.
 - e) Identify funding strategies to support transportation systems in continued partnership with KCATA and the KC Streetcar Authority.
3. Build on existing strengths while developing a comprehensive transportation plan for the future.
 - a) Continue to plan and develop high-capacity transit systems.
 - b) Provide oversight of impact fee program by CIP Tech.
 - c) Establish and maintain a single citywide standard of streets with focus on reduced future maintenance.
 - d) Create an adaptive transportation plan to allow for innovations in transportation.
 - e) Allocate resources to provide for expansion of infrastructure networks.
4. Develop environmentally sustainable infrastructure strategies that improve quality of life and foster economic growth.
 - a) Update city’s climate protection plan with new goals for greenhouse gas emissions, reduce incorporate new strategies for climate adaptation mitigation, resilience, and the long-term removal of carbon dioxide from the atmosphere.
 - b) Collaborate with Evergy to support implementation of the Renewable (non-carbon-based power) direct program.
 - c) Explore partnerships with private enterprise for environmental sustainability.
 - d) Provide for a robust and accessible electric vehicle charging infrastructure for municipal and community use.

- e) Develop strategy to improve ridership of mass transit.
 - f) Identify environmentally preferred infrastructure strategies.
5. Ensure adequate resources are provided for continued maintenance of existing infrastructure.
- a) Develop and maintain condition asset rating plans for all infrastructure and public buildings.
 - b) Provide funding to support maintenance of assets at good or better condition.
 - c) Continued application for funding assistance through grants and partnerships.
 - d) Adopt and follow five-year plans that fund highest priority needs.
6. Focus on delivery of safe connections to schools.
- a) Create and implement a connection master plan to get kids to schools.
 - b) Ensure adequate and diversified funding sources to complete safe connections to schools.

Public Safety

1. Engage the community and community partners to reimagine the system of public safety with a focus on evidence-based approaches for crime prevention, treatment of mental health, emergency response time, and the criminal justice system.
- a) Establish forums for resident engagement and create programs for vulnerable populations.
 - b) Establish crisis intervention team trainings that are customized for each department's discipline.
 - c) Collaborate with the public through the Health Commission on mental health issues as they relate to the public safety disciplines.
 - d) Continued utilization of innovative programming such as KC 360 and the deployment of Public Works and Neighborhood services resources to address environmental design through KCPD's risk terrain modeling.
 - e) Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.
2. Focus on violence prevention among all age groups, placing an emphasis on youth.

- a) Collaborate across departments to implement a communication strategy with an emphasis on youth and young adults.
 - b) Expand outreach of the community engagement division (CED) of the KCPD.
 - c) Seek opportunities to collaborate with existing community-led organizations working on youth violence prevention programs.
3. Increase fairness, justice, and responsiveness of our municipal criminal justice system to support the best possible outcome for offenders and victims of crime.
- a) Evaluate opportunities to expand community engagement with the municipal criminal justice system to build trust between the court and the community.
 - b) Partner with community stakeholders to expand access to the courts.
4. Reduce recidivism through prevention, deterrence, including detention, and re-entry services.
- a) Collaborate with the Housing Department to expand housing options to criminally justice involved individuals.
 - b) Create and develop a detention, rehabilitation, and community resource center to provide services to reduce recidivism.
 - c) Enhance reentry services through staffing improvements and community partnerships.
 - d) Partner with community health organizations to provide health services to incarcerated people.
5. Enhance employee recruitment, succession planning, and retention in the police and fire departments with a continued emphasis on diversity.
- a) Expand robust wellness programs to decrease burnout among employees.
 - b) Expand internships/apprenticeship programs for teens and young adults.
 - c) Expand mentorship program to support career advancement for underrepresented groups.
 - d) Enhance technology to increase accessibility and expedite the KCPD application and hiring process.
 - e) Evaluate employee satisfaction to increase understanding of employee experiences.
 - f) Continue to increase community outreach and visibility at a diverse set of community events and educational institutions.

Section 2. That the City Council hereby adopts the Financial Strategic Plan including the following priorities:

1. Revise the Fund Balance and Reserve Policy to account for amounts above the General Fund Unreserved Fund Balance goal of at least two months operating expenditures
2. Update financial policies to identify required actions in response to severe recession, natural disaster, or other financial shock
3. Identify solutions to structurally balance special revenue funds traditionally supported by the General Fund
4. Adopt a model portfolio of services and adjust the City's expenditure ratios as needed to maintain portfolio balance
5. Seek legislative relief with regard to the five-year renewal of the Earnings Tax
6. Ensure that fee-supported services are self-supporting to the extent practicable
7. Commission a tax burden study
8. Develop a comprehensive debt portfolio report to demonstrate compliance with the codified debt policy objectives
9. Attain a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs
10. Develop and implement a comprehensive risk management program
11. Secure upcoming tax and fee renewals including Earnings Tax (2026), Public Safety Sales Tax (2026), Municipal Court Building Fee (2026), and Central City Economic Development Sales Tax (2027).
12. Continue to implement priority-based budgeting to address structural budgetary imbalance.
13. Ensure the equity and appropriateness of the City's tax burden.

Section 3. That the City Council hereby adopts the Balanced Scenario in the Five-Year Planning Model that addresses objectives identified in this resolution and that includes the following assumptions:

Assume FY 2023-24 Adopted Budget plus the following conditions:

- Assumes annual wage increases in each year of the five-year financial plan at 4.0%

- Assumes pension required contribution increases of 25.0% in FY 2025 and 4.0% in each of years 2026-29
- Assumes healthcare increases in each year at 5.0%
- Assumes contractual services and commodity increases in each year at 3.0%, based on the regional consumer price index
- Assumes debt in the General Fund will maintain at current level to account for fleet replacement
- The General Fund subsidizes anticipated shortfalls in other governmental activities funds (Special Revenue, Debt, Capital)
- Assumes scenarios in the General Fund required by Resolution or Ordinance:
 - Increase in employee retirement system health subsidy contribution by \$200/month per retiree for a total of \$400/month per retiree pursuant to Resolution No. 230624
- Assumes mandates in the General Fund required by Resolution or Ordinance:
 - Increase in the cost of recycling contracts pursuant to Ordinance No. 230561
 - Increase to the General Fund to support the addition of recycling cart pursuant to Ordinance No. 220383

Section 4. That the City Council directs the City Manager to include the assumptions of the Financial Strategic Plan, the Five-Year Planning Model, and the GOKC Bond Plan, reflecting in the roads, bridges, and sidewalks provision a \$148,369,000.00 commitment to be adopted by separate legislation of City Council, in the Submitted FY 2024-25 Budget.

Section 5. That the City Council directs the City Manager to direct the strategic and business planning of City departments and to align departmental strategic plans and business plans to the Citywide Business Plan.

Section 6. That the City Council may update and enhance the Citywide Business Plan and the Council's adopted priorities through the Council committee process.

Resolution
230893(sub)



Authenticated as Passed



Quinton Lucas, Mayor



Marilyn Sanders, City Clerk

OCT 26 2023

Date Passed

Table of Contents

- Introduction..... 1**
 - Resident Engagement..... 2
 - Mission Statement..... 3
 - Vision Statement..... 4
- Resident Priorities..... 6**
 - Resident Satisfaction Results..... 8
- Citywide Business Plan Goals and Objectives 15**
 - Finance and Governance15
 - Housing and Healthy Communities.....16
 - Inclusive Growth and Development18
 - Infrastructure and Accessibility.....19
 - Public Safety20
- Financial Strategic Plan 22**
 - FY 2023-24 Financial Highlights.....22
 - Financial Strategic Objectives26
 - Five-Year Planning Model28
- 2025-2029 Financial Scenarios 30**
 - Financial Plan Scenario: Baseline31
 - FY 2025-2029 Capital Improvements Plan40
 - FY 2025-2029 GO KC Bond Program50

Introduction

The first Citywide Business Plan was launched on November 26, 2013 with the City Council’s passage of Resolution No. 130890. Through this resolution, the council not only adopted the first annual Financial Strategic Plan, but also approved the Five-Year Planning Model as the tool to evaluate financial and operational alternatives through the planning and budgeting process. In April 2014, the residents of Kansas city approved a change in the City Charter requiring the production of the Financial Strategic Plan and the Five-Year Planning Model every year. Most significantly, the Charter change marked an important first step in breaking a pattern of successive single-year fixes, often implemented without a long-term view.

This Citywide Business Plan consists of three components:

- The City’s **Strategic Plan**, including the mission, vision, values, goals, objectives, and strategies
- The **Financial Strategic Plan**, containing financial objectives
- The **Five-Year Planning Model**, providing the baseline and balanced scenarios to evaluate financial and operation alternatives through the planning and budgeting process

The City’s Strategic Plan is a four-year document designed to align with City Council terms. The previous Plan was the City’s guiding strategic document from 2020 to 2024 and comprised four City goals, 18 departmental objectives, and 85 strategies. Objectives highlight the City’s priorities. They are areas where positive change can be made and, as such, are tied to Measures of Success to assess progress. Strategies are programs or projects undertaken by departments to achieve these objectives.

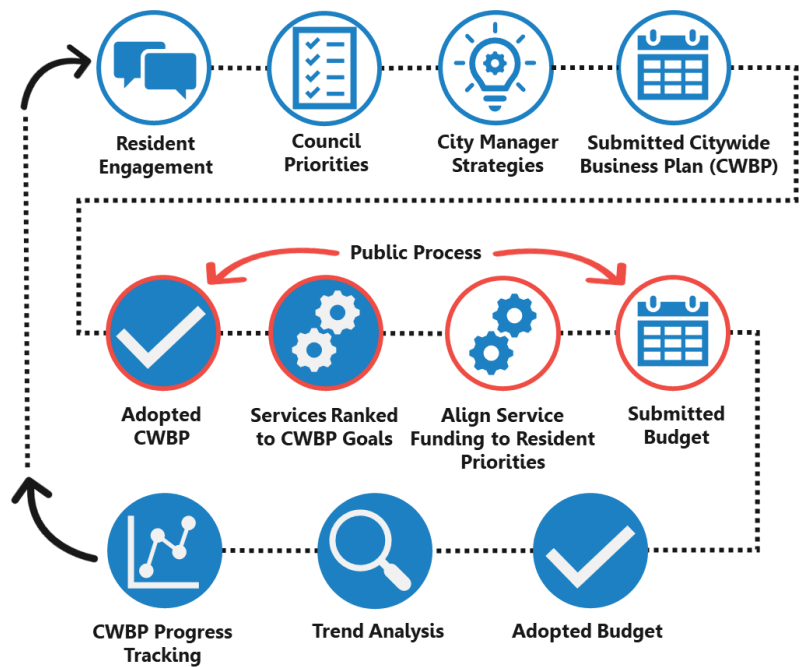


This new plan adds a fifth goal to the four included in the 2020-2024 plan and continues to use this hierarchy with five goals, 25 objectives, and 122 strategies.

In July 2023, the Mayor and City Council met to launch the new, four-year strategic planning process, during which they discussed changes to the structure of the Plan and their priorities for the current term. This was followed by a series of meetings with residents, department Directors, and key staff to evaluate what strategies could be employed to achieve the City’s new objectives.

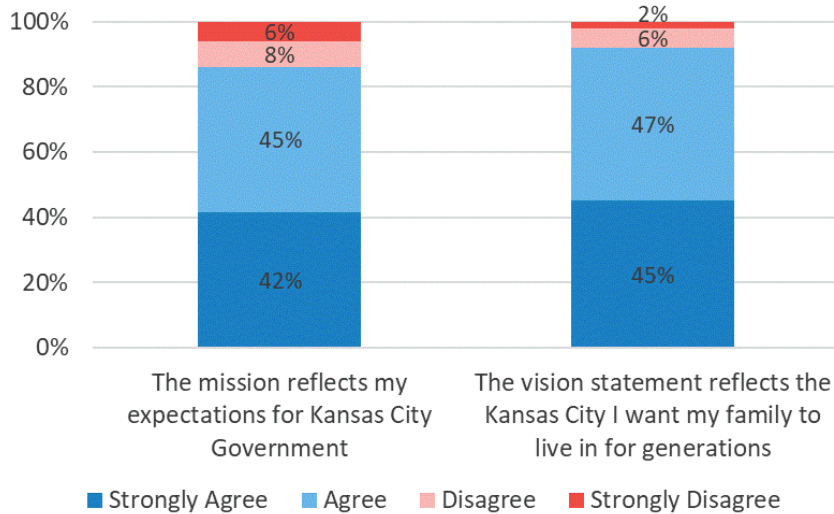
The Submitted 2025-2029 Citywide Business Plan has five goals: Finance and Governance, Housing and Healthy Communities, Inclusive Growth and Development, Infrastructure and Accessibility, and Public Safety.

The structure of the Citywide Business Plan allows for out-year planning while remaining responsive to change with annual updates. The City’s Finance Department regularly uses the Five-Year Planning Model to project fiscal health with rapidly evolving assumptions, and the Strategic Plan guides financial decision-making. The Citywide Business Plan plays an ever more critical role in decision-making as the City navigates financial and operational challenges. The City will continue to evaluate the success of the Plan in a changing environment, report on that progress, and adapt to any future challenges as they arise.



Resident Engagement

The City of Kansas City, Missouri Office of Management and Budget coordinates opportunities for resident engagement as part of the Citywide Business Plan development process. The Submitted 2025-2029 Citywide Business Plan resident engagement plan included a survey for resident feedback, as well as four in-person resident engagement sessions.



OMB launched a survey in August of 2023 to gather input from Kansas City residents to help shape this new Citywide Business Plan. In the survey, residents were asked to provide feedback on the City's mission, vision, and values; the majority of respondents felt that both the mission and vision statements as written reflect both their expectations for the City.

Residents were also asked to rank sample objectives under each goal from most important to least and were given the opportunity to provide additional feedback in the form of open-ended answers. Under Finance and Governance, frequent themes included greater transparency and responsiveness to resident concerns. For Public Safety, residents expressed a desire for holistic approaches to public safety improvements, including de-escalation, mental health services, and community policing.



The Office of Management and Budget hosted four resident engagement sessions throughout August 2023, during which residents were invited to select two Goals for which to provide feedback. These discussions were facilitated by OMB staff and representatives from each City department. During these sessions, residents were encouraged to rank objectives and share their reasoning during a facilitated discussion.

Residents were also encouraged to share the things they love about Kansas City, as well as the things that keep them up at night. Residents frequently cited Kansas City's cultural amenities, opportunities for families, the Parks and Boulevards system, and the culture as things they loved. Frequently cited concerns included affordable housing, economic divides, crime, and people experiencing homelessness.

Mission Statement

The mission of the City of Kansas City, Missouri, is to deliver quality, customer-focused municipal services. Grounded in resident feedback and informed by data, we make decisions and measure progress based on economic, social, and environmental factors.

Values

These guiding principles are lenses through which the City of Kansas City, Missouri views all decisions. They are present regardless of changes to goals and strategies and illustrate the culture of the City. They serve as the foundation for all elements of the Citywide Business Plan.

We believe in:

- **Exceptional service** to all internal and external stakeholders
- Interdepartmental and multi-stakeholder **coordination, cooperation, and collaboration**
- **Organizational resilience** in the face of changing trends in the social, economic, and physical environments
- **Social equity**, which provides access to opportunities and support necessary for all to thrive.
- **A high standard of ethics** through transparency, meeting our commitments, and treating everyone with respect.
- **Innovation** through responsible risk-taking that encourages new ideas, transformation, and resourceful problem-solving.
- **All employees** and an environment that encourages respect, dignity, and authenticity each day
- **Environmental sustainability** and the responsible allocation of resources to mitigate the serious effects of climate change

Vision Statement

Our city will be locally, regionally, and nationally known for its collaborative and transformative efforts to make Kansas City the diverse, inclusive, and sustainable community of choice for people to grow and thrive.

Goals

Finance and Governance

To employ best practices in governance and management with an emphasis on accountability, transparency, engagement, and resiliency, and to be good stewards of Kansas City's economic resources to maintain financial solvency while executing the functions of government.

Public Safety

To create a safe and healthy environment for Kansas City residents, visitors, and employees by providing comprehensive, high quality public safety and public health services in a timely manner, including identifying strategies to address the root causes of violence and incorporate public input in public safety initiatives through regular community engagement.

Housing and Healthy Communities

To support the development, maintenance, and revitalization of sustainable, stable, and healthy communities through equitable policies and programs aimed at improving housing, neighborhoods, and health care services in all areas throughout the City.

Inclusive Growth and Development

To strategically and intentionally support development in a comprehensive manner that respects varied needs of the neighborhoods and grow the economy through inclusion.

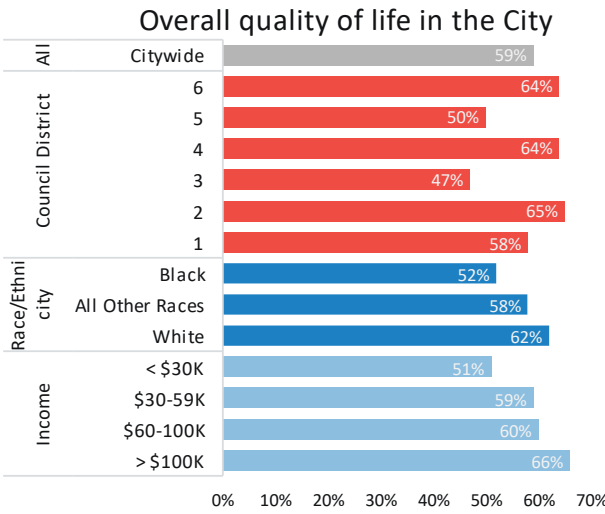
Infrastructure and Accessibility

To apply the lens of equity to all transportation and infrastructure projects while proactively and adequately investing in infrastructure that connects people with job and business centers, neighborhoods, and cultural/health/recreational destination

Resident Priorities: Progress Report

The City of Kansas City, Missouri conducts an annual Resident Survey to objectively assess resident satisfaction with the delivery of City services. Nine thousand households were randomly selected to complete the annual Resident Satisfaction Survey from September 2022 through June 2023. A total of 4,040 households completed the survey via mail, over the phone, or online. The results for the random sample of 4,040 surveys have a precision of at least +/-1.5%. The results of this survey show that satisfaction with quality of life questions declined over the last year. Additionally, low-income residents and residents of minority racial groups rate quality of life in the City lower than average.

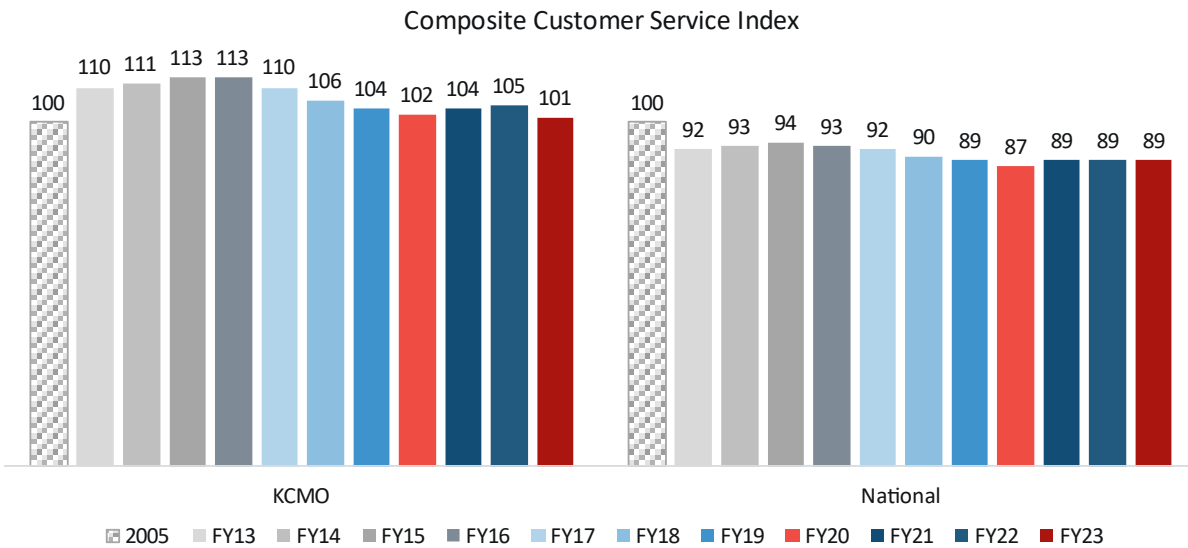
Quality of Life



Source: KCMO Resident Survey

Most quality of life measures had a small or insignificant decline from FY22, which is mainly consistent with the index for other resident satisfaction questions. However, Kansas City residents rated higher levels of satisfaction than residents of other similar-sized cities.

Overall trend: KCMO tracks national trend



Source: ETC Institute

From the Resident Satisfaction Survey responses, the City creates the Importance-Satisfaction (I-S) rating. The I-S rating is based on the concept that, to maximize overall satisfaction among residents, the City should emphasize improvements in those service categories where the level of satisfaction is relatively low, and the perceived importance is relatively high. By identifying services of high importance and low satisfaction, the Resident Survey identifies which services would have the most impact on overall satisfaction with City services.

The I-S Ratings for FY 2022-23 are included in the following table.

Resident Priorities Importance - Satisfaction Table

Service Area	Importance%	Satisfaction %	I-S Rank FY22	I-S Rank FY23
Infrastructure streets and sidewalks	73%	14%	1	1
Police services	50%	42%	2	2
Neighborhood services	22%	34%	3	3
Environmental quality	15%	30%	-	4
Public transportation	17%	35%	4	5
Solid waste services	16%	53%	5	6
City water utilities	12%	50%	7	7
City communication with the public	8%	33%	9	8
Stormwater runoff management	9%	35%	6	9
City planning and development services	7%	23%	8	10
Parks and Recreation	12%	58%	10	11
Fire and EMS	13%	72%	11	12
Customer services from city employees	5%	46%	14	13
Health Department services	4%	49%	12	14
311 service	4%	52%	15	15
Airport facilities	3%	57%	13	16

Top three priorities are unchanged

Environmental Quality is a new priority

Source: KCMO Resident Survey

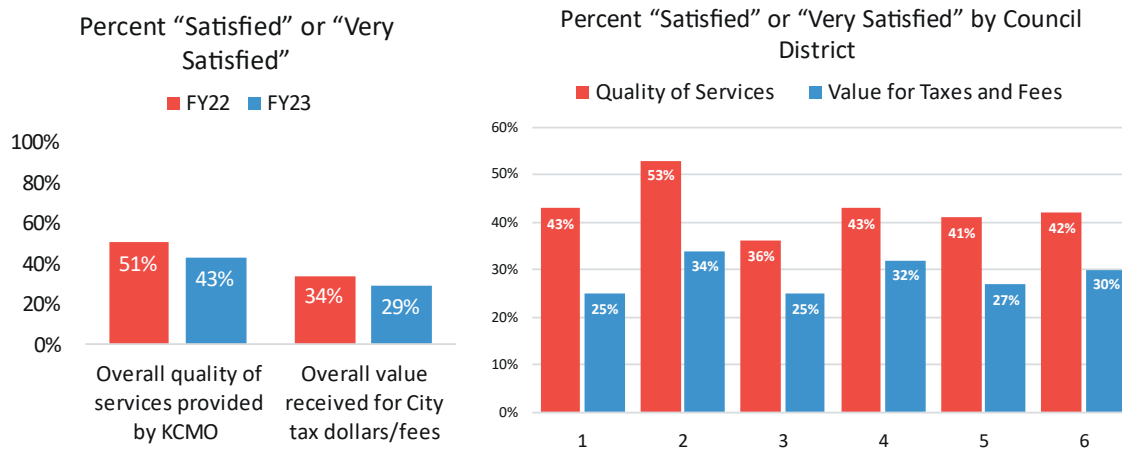
Infrastructure, police services, and neighborhood services are consistently the highest priorities for residents in the I-S rating. This year, Environmental Quality was added as a resident priority, asking residents to rank, among other things, access to natural areas and greenspace, the tree canopy and access to shaded areas, and access to green jobs. By contrast, the airport, which has opened its new, state-of-the-art airport terminal, has fallen in importance as the desired improvements have begun to be implemented, illustrating the impact of current events on resident satisfaction and perception of importance.

RESIDENT SATISFACTION RESULTS

Finance and Governance

Satisfaction with overall City services declined significantly from the prior year, and satisfaction with the value for City tax dollars and fees saw a moderate decline as well; satisfaction with both metrics varied across council districts.

City Services and Value

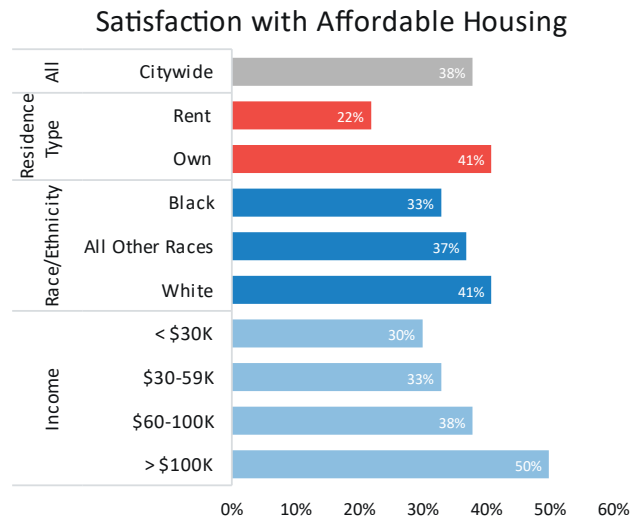
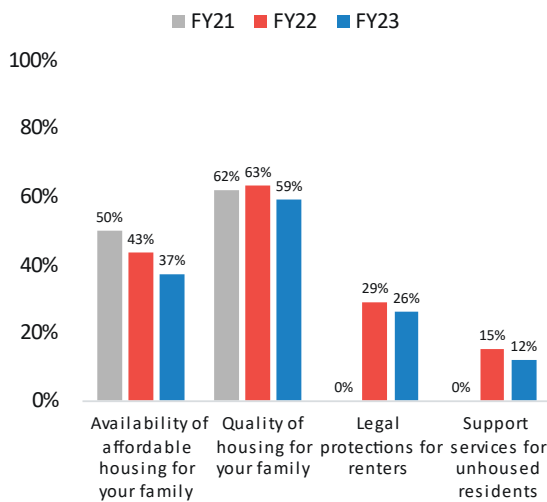


Source: KCMO Resident Survey

Housing and Healthy Communities

Satisfaction with the availability of affordable housing has continued to decline over the last three years. Renters, people of color, and lower-income residents are more likely to report lower satisfaction with the availability of affordable housing

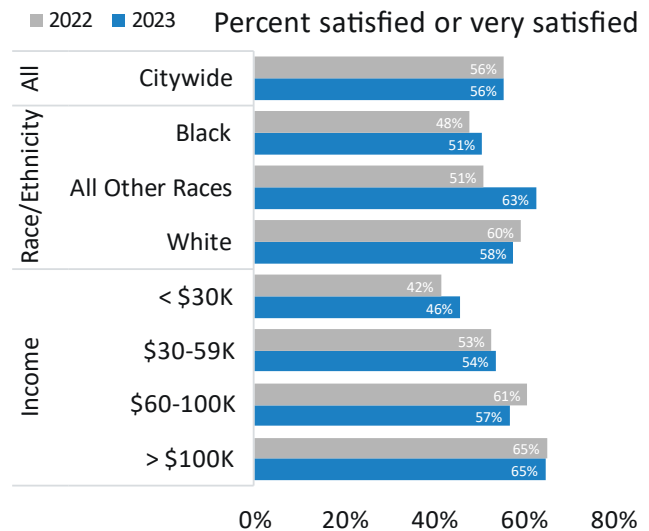
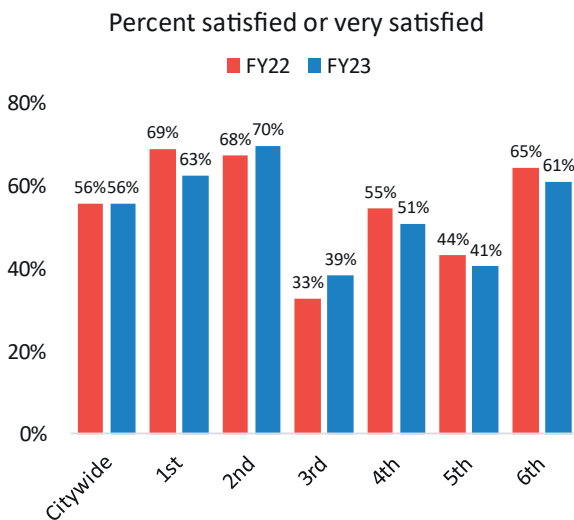
Satisfaction with affordable and quality housing, protections for renters, and support for unhoused residents has declined from prior years



Source: KCMO Resident Survey

Resident satisfaction with the appearance of their neighborhood differs by geography, race/ethnicity, and income. While overall lower, satisfaction increased among lower-income residents, people of color, and in the 2nd and 3rd Council Districts.

Resident satisfaction with physical appearance of my neighborhood differs by geography, race/ethnicity and income



Source: KCMO Resident Survey

Satisfaction with major solid waste services declined overall, but generally remained higher than large city and plains region averages.

Satisfaction changes declined for major solid waste services; satisfaction is generally higher than Large Cities averages and Plains Region averages

Question	I-S Rank	FY23 Satisfaction	One Yr Trend	Large Cities Avg	Plains Region Avg
Cleanliness of city streets and public areas	1	19%	-9%	39%	53%
City efforts to clean-up illegal dumping sites	2	12%	-5%	--	--
Bulky item pick -up services	3	44%	-7%	44%	41%
Trash collection services	4	64%	-7%	56%	62%
Leaf and brush pick -up services	6	52%	-9%	49%	45%
Curbside recycling services	5	68%	-5%	48%	49%
Recycling drop-off centers	7	57%	-8%	39%	39%
Leaf and brush drop -off centers	8	57%	-6%	--	--

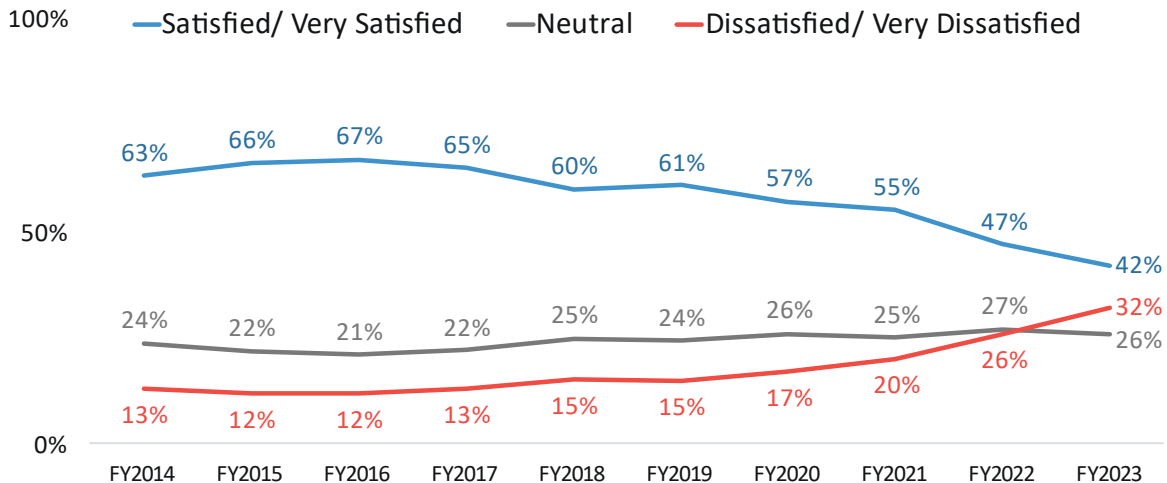
Source: KCMO Resident Survey; ETC Institute (2023)

Recommendations from ETC Institute include prioritizing neighborhood services such as property maintenance and addressing vacant structures in the dangerous building inventory. Additional areas of focus include cleanliness of city streets, tree trimming, and illegal dumping abatement.

Public Safety

Police services continue to be the second highest priority and saw a continuation of the long-term decline in satisfaction.

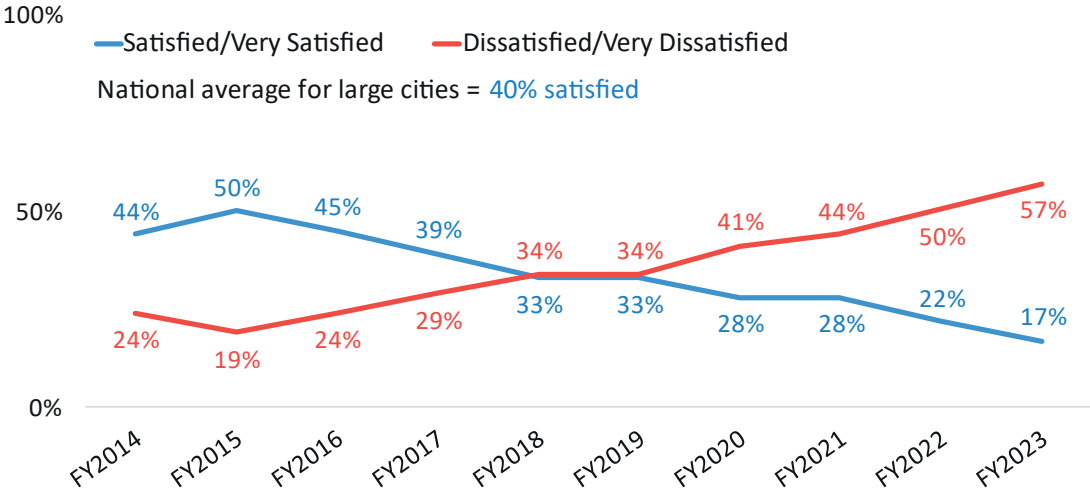
Overall quality of police services, #2 priority for residents, declined in satisfaction



Source: KCMO Resident Survey

Efforts to prevent crime is the number one priority within police services. Satisfaction is at 17 percent, whereas the national average for satisfaction with efforts to prevent crime is 40 percent. Dissatisfaction has also increased greatly, now with 50 percent of residents dissatisfied with this measure.

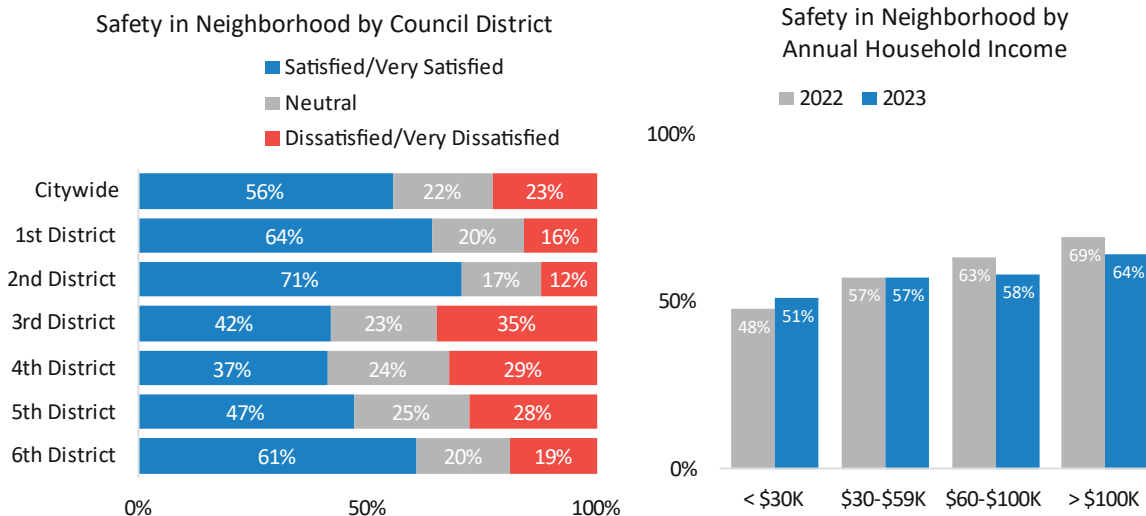
Efforts to prevent crime (#1 priority within police services): satisfaction decreased; dissatisfaction increased



Source: KCMO Resident Survey; ETC Institute (2023)

Satisfaction with feelings of safety in one’s neighborhood differed by geography and income. Residents in the 1st, 2nd, and 6th districts were more likely to report feeling safe in their neighborhoods. While overall satisfaction was higher among households with incomes of \$60,000 or more, satisfaction among those groups declined from FY22. Satisfaction increased or remained the same among lower-income households.

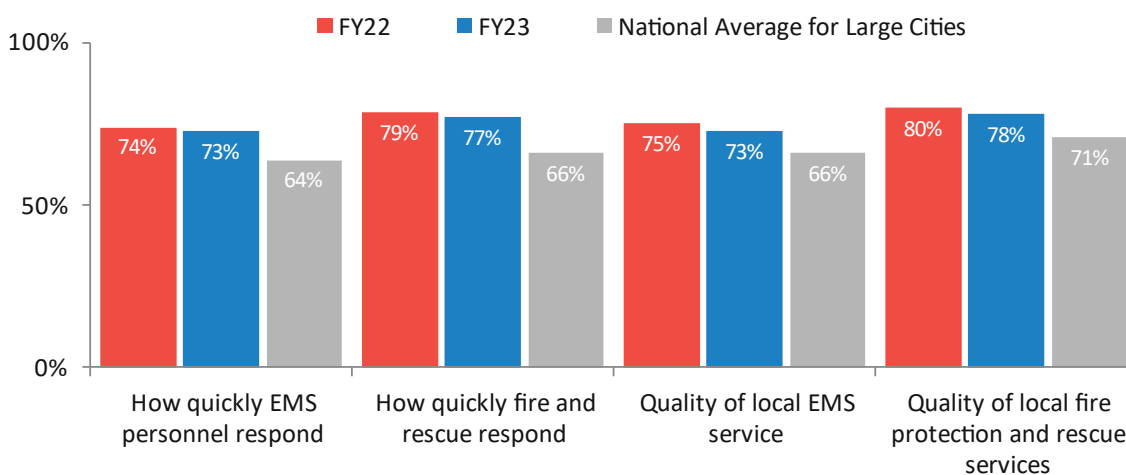
Satisfaction with Feelings of Safety in Neighborhood Differ by Geography and Income



Source: KCMO Resident Survey

Fire and EMS services is the 12th highest priority for residents, falling one spot since FY22. Satisfaction with all Fire and EMS services is high, compares favorably with benchmarks, and is mostly unchanged from the prior year.

Satisfaction with Fire and EMS services (12th priority of residents) remains high and higher than most national averages



Source: KCMO Resident Survey; ETC Institute (2023)

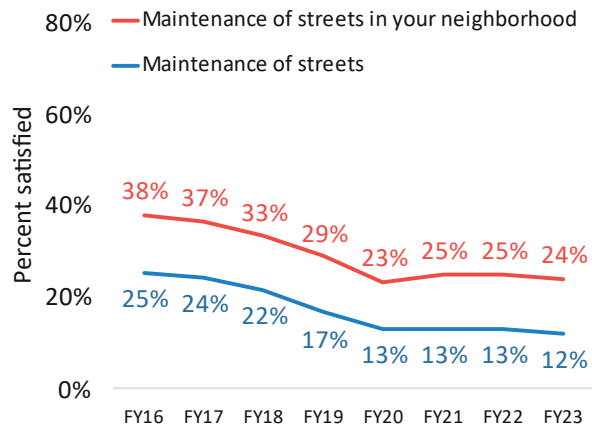
Infrastructure and Accessibility

Infrastructure is the top priority for residents, as it has been for decades. Within the area of infrastructure, street maintenance continues to be the number one priority citywide and for all

individual Council districts. Satisfaction with street maintenance overall and street maintenance in your own neighborhood saw an insignificant decrease. In total, satisfaction with two of the 10 infrastructure measures (both snow removal questions and on-street bicycle infrastructure) increased this year, while the other eight remained constant or declined.

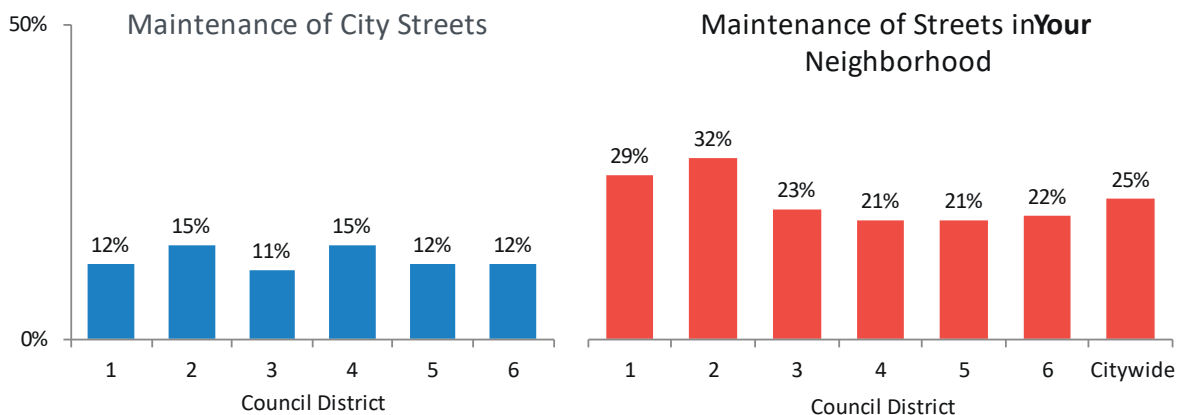
Street maintenance is the highest priority for residents in the area of infrastructure; satisfaction is low but no significant change from prior year

Questions	Satis.	Imp.	I-S
Maintenance of streets	12%	63%	1
Streets in your neighborhood	24%	29%	2
Condition of sidewalks	13%	24%	3
Sidewalks in your neighborhood	25%	18%	4
Snow removal on residential streets	42%	14%	5
Accessibility of infrastructure	29%	11%	6
On-street bike infrastructure	28%	10%	7
Snow removal on major streets	56%	8%	8
Adequacy of street lighting	56%	7%	9
Maintenance of signs/signals	49%	6%	10



Source: KCMO Resident Survey

Street Maintenance Satisfaction is consistent across Council Districts, with more variation in neighborhood street maintenance

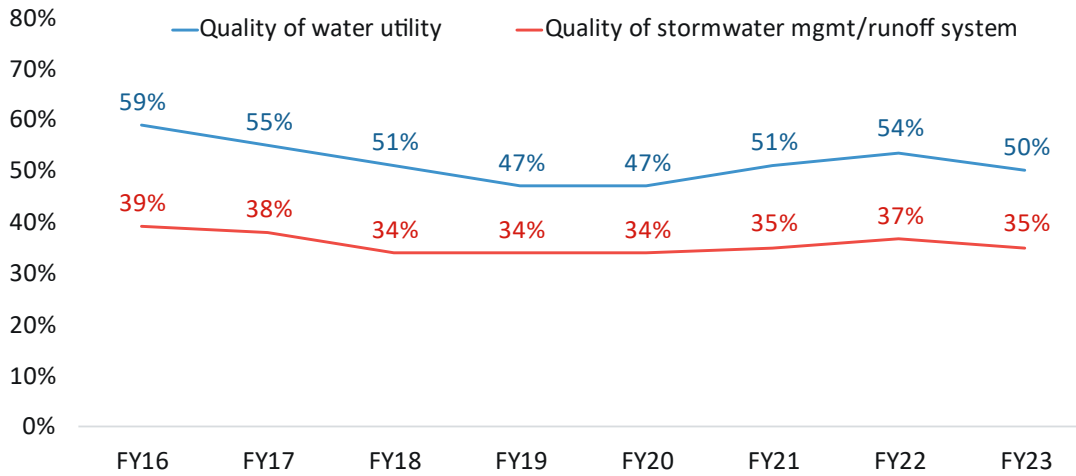


Source: KCMO Resident Survey

The water utility (KC Water) is the 7th highest priority for residents; satisfaction declined slightly this year but remained steady with the national average. Stormwater runoff/management is the

sixth highest priority for residents; satisfaction is low compared to the national average (37 percent compared to 50 percent) with a slight decline from the prior year.

Stormwater management and KC Water: Satisfaction declined



Source: KCMO Resident Survey

Goals and Objectives

Finance and Governance

To employ best practices in governance and management with an emphasis on accountability, transparency, engagement, and resiliency, and to be good stewards of Kansas City's economic resources to maintain financial solvency while executing the functions of government.

1. Ensure the resiliency of a responsive, representative, engaged, and transparent City government.
 - a) Deliver an organizational standard of core competencies in Human Resources, Finance, and Law.
 - b) Modernize the City's Enterprise Resource Planning (ERP) System.
 - c) Secure upcoming tax and fee renewals including Earnings Tax (2026), Public Safety Sales Tax (2026), Municipal Court Building Fee (2026), and Central City Economic Development Sales Tax (2027).
 - d) Review and maintain financial policies.
 - e) Build and maintain fund balances in accordance with policies for all fund types.
 - f) Continue to implement priority-based budgeting to address structural budgetary imbalance.
 - g) Deliver a uniform information technology governance framework.
 - h) Implement the City's comprehensive Risk Management program.
 - i) Improve transparency of departments' implementation of recommendations made by the City Auditor.
 - j) Modernize the City's Code of Ordinances.
 - k) Ensure the equity and appropriateness of the City's tax burden.
 - l) Improve accessibility and efficiency of records management and records production (Sunshine Law) processes.
2. Engage in workforce planning including employee recruitment, development, retention, and engagement.
 - a) Empower City employees, increase productivity, and foster professional growth through updated training plans.
 - b) Assist employees in career path development to encourage long-term commitment and advancement with the organization.
 - c) Prioritize ongoing market pay analyses to ensure competitive compensation and attract top talent.
 - d) Implement Strategies for actively collecting and addressing employee feedback to enhance job satisfaction and organizational effectiveness.
 - e) Develop partnerships within the community to effectively recruit the City's workforce.
 - f) Modernize the City's pay structure, compensation package, and performance management tools.
 - g) Create management succession plans for all departments and divisions.

3. Foster a solutions-oriented, welcoming culture for employees and City Partners.
 - a) Improve communication between staff and customers by adopting plain language guidelines.
 - b) Establish clear standards for response times on internal and external customer service requests.
 - c) Improve development project timelines.
 - d) Develop operations manuals for City programs to ensure longevity and continuity despite changes in staff.

Housing and Healthy Communities

To support the development, maintenance, and revitalization of sustainable, stable, and healthy communities through equitable policies and programs aimed at improving housing, neighborhoods, and health care services in all areas throughout the City.

1. Utilize planning approaches in neighborhoods to reduce blight, ensure sustainable housing, and improve resident wellbeing and cultural diversity.
 - a) Collaborate and empower neighborhoods through City-community partnerships to address issues related to blight, such as vacant lots, dangerous buildings, illegal dumping, abandoned properties, and others.
 - b) Actively partner with neighborhoods, community groups, and agencies to support programs, events, and initiatives for healthy and engaged communities.
 - c) Review and evaluate existing housing assistance and development programs for potential improvements and efficiencies.
 - d) Improve access to necessary basics such as food, transportation, recreation, and health services.
 - e) Establish standardized guidelines for area implementation committees based on best practices.
 - f) Develop a digital equity strategy for all residents to have access to the same information, technology, and resources.
2. Maintain and increase affordable housing supply to meet the demands of a diverse population.
 - a) Support and promote programs such as the Housing Trust Fund and Low-Income Housing Tax credits.
 - b) Improve education for prospective developers and align developer incentives with affordable housing goals.
 - c) Explore opportunities to establish a community land trust.
 - d) Preserve existing affordable rental and owner-occupied housing units citywide.
 - e) Utilize Brownfield assistance programs to facilitate and support development of new infill affordable housing in established neighborhoods or on repurposed property.
 - f) Propose and support legislation and other initiatives to provide the City and local neighborhoods with better control over the future of vacant properties.
3. Address the various needs of the City's most vulnerable population by working to reduce disparities.

- a) Enhance the number of people served by safety net providers that receive health levy funds.
 - b) Deploy community health navigators to connect individuals to primary care.
 - c) Institute a “no wrong door approach” to safety net opportunities.
 - d) Invest in harm-reduction strategies for the city’s vulnerable populations.
4. Foster an inclusive environment and regional approach to spur innovative solutions to housing challenges.
- a) Coordinate with external partners to address people experiencing homelessness and other vulnerable populations.
 - b) Promote the use of the housing locator tool and other technology to connect people to housing opportunities.
 - c) Improve access to low-barrier shelter opportunities.
 - d) Increase the level of supportive housing and treatment services to high-risk populations to help them secure and maintain permanent housing.
 - e) Explore partnerships between local government, lenders, and the business community to create unique financial products for low-income households.
5. Ensure all residents have safe, accessible, quality housing by reducing barriers.
- a) Promote expansion of energy efficient measures as part of housing preservation and new developments.
 - b) Partner with utility partners to explore ways to reduce financial barriers that allow low-income payers to reduce monthly bills and improve energy efficiency.
 - c) Create a range of homeownership assistance programs to remove barriers and encourage residents in all income groups to be homeowners.
 - d) Develop communication and other strategies to increase compliance with property ordinances, with particular attention to community engagement and collaboration.
 - e) Proactively assess living spaces to ensure residents have environments in which they can thrive.
6. Protect and promote healthy, active amenities such as parks and trails, play spaces, and green spaces.
- a) Update and implement the City's climate action plan.
 - b) Promote mental and physical wellness through outdoor and indoor recreation opportunities.
 - c) Ensure the development and redevelopment of parks and recreation facilities reflect the wants and needs of the surrounding community.
 - d) Work with new housing developments to promote and embrace active and healthy living for residents.
 - e) Integrate health and social benefits of housing policy with natural resource conservation and restoration.
 - f) Complete a citywide parks, parkways, and open space network.

Inclusive Growth and Development

To strategically and intentionally support development in a comprehensive manner that respects varied needs of the neighborhoods, and, grow the economy through inclusion.

1. Align the City's economic development strategies with the objectives of the City Council to ensure attention on areas traditionally underserved by economic development and redevelopment efforts.
 - a) Update economic development plan and policy to recognize City Council goals and objectives.
 - b) Implement a culturally responsive economic development plan tailored to stakeholder needs within each district.
 - c) Develop a process to engage the stakeholders in the community to inform the City Council on the unique needs of each district and neighborhood.
 - d) Identify priority areas for revitalization and target public investment to support community and economic development.
 - e) Harness existing partnerships to build and empower neighborhoods.
2. Ensure quality, lasting development of new growth.
 - a) Align neighborhood planning standards with the KC Spirit Playbook's Global Design Guidelines and Development Form and Context Guidelines.
 - b) Ensure overlay districts are created with City goals in mind.
 - c) Explore a comprehensive zoning assessment and design standards that ensure new developments are created with the Playbook goals in mind.
 - d) Work with the development community to assess the feasibility of requiring a recommissioning and repurposing plan with new agreements.
 - e) Actively manage development agreements and ensure compliance and accountability with City standards.
3. Increase and support local workforce development and minority, women, and locally owned businesses.
 - a) Engage community partners to develop career paths to sustain post-project workforce.
 - b) Develop a certified list of service providers and an outreach plan to develop an inclusive local workforce and to connect minority, women, and locally owned businesses with these providers.
 - c) Strengthen collaboration between CREO and City's departments and statutory agencies to ensure consistent effort to support local workforce and to ensure access to City contracts for minority, women, and locally owned businesses.
 - d) Establish a holistic policy vision to support entrepreneurs through considerations of capital access, affordable commercial spaces, and employee attraction and retention efforts.
4. Create a solutions-oriented culture to foster a more welcoming business environment.
 - a) Assess the accessibility of city services to foster a more welcoming business environment.

- b) Target public investments strategically and ensure services are delivered sustainably and equitably.
 - c) Convene business networking groups to encourage positive business relationships and have a dynamic business engagement process.
5. Leverage existing institutional assets to maintain and grow Kansas City's position as an economic hub in the Central United States.
- a) Develop a long-term expansion and financing plan to further increase convention exhibit space.
 - b) Develop long-term capital and deferred maintenance funding strategies for Convention Facilities assets to maintain competitiveness within the peer market.
 - c) Implement strategies and establish partnerships within the City and with other agencies to continue to reduce violent and property crimes around Convention and Entertainment Facilities.
 - d) Cultivate Kansas City's position as an economic hub and major destination for conventions, tradeshow, performing arts and leisure to increase the average number of scheduled air arrival/departures per day.

Infrastructure and Accessibility

To apply the lens of equity to all transportation and infrastructure projects while proactively and adequately investing in infrastructure that connects people with job and business centers, neighborhoods, and cultural/health/recreational destinations.

1. Engage in thoughtful planning and redesign of existing road networks to ensure safety, access, and mobility of users of all ages and abilities.
 - a) Expand citywide and implement the Vision Zero action plan.
 - b) Revise and develop new standards to adequately meet all transportation needs.
 - c) Improve access to the transportation network.
2. Enhance the City's connectivity, resiliency, and equity through a better-connected multi-modal transportation system for all users.
 - a) Change sidewalk standards from 4 ft to 10 ft and implement going forward on collectors and arterials infrastructure to accommodate all users.
 - b) Develop transit strategy and implement transit lanes of transit corridors.
 - c) Develop and implement a single comprehensive transportation plan that combines the Major Street plan, Bike KC plan, Walkability Plan, Trails KC Plan, and other transit plans.
 - d) Continue to plan and develop high-capacity transit systems.
 - e) Identify funding strategies to support transportation systems in continued partnership with KCATA and the KC Streetcar Authority.
3. Build on existing strengths while developing a comprehensive transportation plan for the future.
 - a) Continue to plan and develop high-capacity transit systems.
 - b) Provide oversight of impact fee program by CIP Tech.

- c) Establish and maintain a single citywide standard of streets with focus on reduced future maintenance.
 - d) Create an adaptive transportation plan to allow for innovations in transportation.
 - e) Allocate resources to provide for expansion of infrastructure networks.
4. Develop environmentally sustainable infrastructure strategies that improve quality of life and foster economic growth.
 - a) Update the city's climate protection plan with new goals for greenhouse gas emissions, reduce incorporate new strategies for climate adaptation, mitigation, resilience, and the long-term removal of carbon dioxide from the atmosphere.
 - b) Collaborate with Evergy to support implementation of the Renewable (non-carbon-based power) direct program.
 - c) Explore partnerships with private enterprise for environmental sustainability.
 - d) Provide a robust and accessible electric vehicle charging infrastructure for municipal and community use.
 - e) Develop strategy to improve ridership of mass transit.
 - f) Identify environmentally preferred infrastructure strategies.
 5. Ensure adequate resources are provided for continued maintenance of existing infrastructure.
 - a) Develop and maintain condition asset rating plans for all infrastructure and public buildings.
 - b) Provide funding to support maintenance of assets at good or better condition.
 - c) Continued application for funding assistance through grants and partnerships.
 - d) Adopt and follow five-year plans that fund highest priority needs.
 6. Focus on delivery of safe connections to schools.
 - a) Create and implement a connection master plan to get kids to schools.
 - b) Ensure adequate and diversified funding sources to complete safe connections to schools.

Public Safety

To create a safe and healthy environment for Kansas City residents, visitors, and employees by providing comprehensive, high quality public safety and public health services in a timely manner, including identifying strategies to address the root causes of violence and incorporate public input in public safety initiatives through regular community engagement.

1. Engage the community and community partners to reimagine the system of public safety with a focus on evidence-based approaches for crime prevention, treatment of mental health, emergency response time, and the criminal justice system.
 - a) Establish forums for resident engagement and create programs for vulnerable populations.
 - b) Establish crisis intervention team trainings that are customized for each department's discipline.

- c) Collaborate with the public through the Health Commission on mental health issues as they relate to the public safety disciplines.
 - d) Continue utilization of innovative programming such as KC 360 and the deployment of Public Works and Neighborhood services resources to address environmental design through KCPD's risk terrain modeling.
 - e) Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.
2. Focus on violence prevention among all age groups, placing an emphasis on youth.
 - a) Collaborate across departments to implement a communication strategy with an emphasis on youth and young adults.
 - b) Expand outreach of the community engagement division (CED) of the KCPD.
 - c) Seek opportunities to collaborate with existing community-led organizations working on youth violence prevention programs.
 3. Increase fairness, justice, and responsiveness of our municipal criminal justice system to support the best possible outcome for offenders and victims of crime.
 - a) Evaluate opportunities to expand community engagement with the municipal criminal justice system to build trust between the court and the community.
 - b) Partner with community stakeholders to expand access to the courts.
 4. Reduce recidivism through prevention, deterrence, including detention, and re-entry services.
 - a) Collaborate with the Housing Department to expand housing options to criminally justice involved individuals.
 - b) Create and develop a detention, rehabilitation, and community resource center to provide services to reduce recidivism.
 - c) Enhance reentry services through staffing improvements and community partnerships.
 - d) Partner with community health organizations to provide health services to incarcerated people.
 5. Enhance employee recruitment, succession planning, and retention in the police and fire departments with a continued emphasis on diversity.
 - a) Expand robust wellness programs to decrease burnout among employees.
 - b) Expand internships/apprenticeship programs for teens and young adults.
 - c) Expand mentorship program to support career advancement for underrepresented groups.
 - d) Enhance technology to increase accessibility and expedite the KCPD application and hiring process.
 - e) Evaluate employee satisfaction to increase understanding of employee experiences.
 - f) Continue to increase community outreach and visibility at a diverse set of community events and educational institutions.

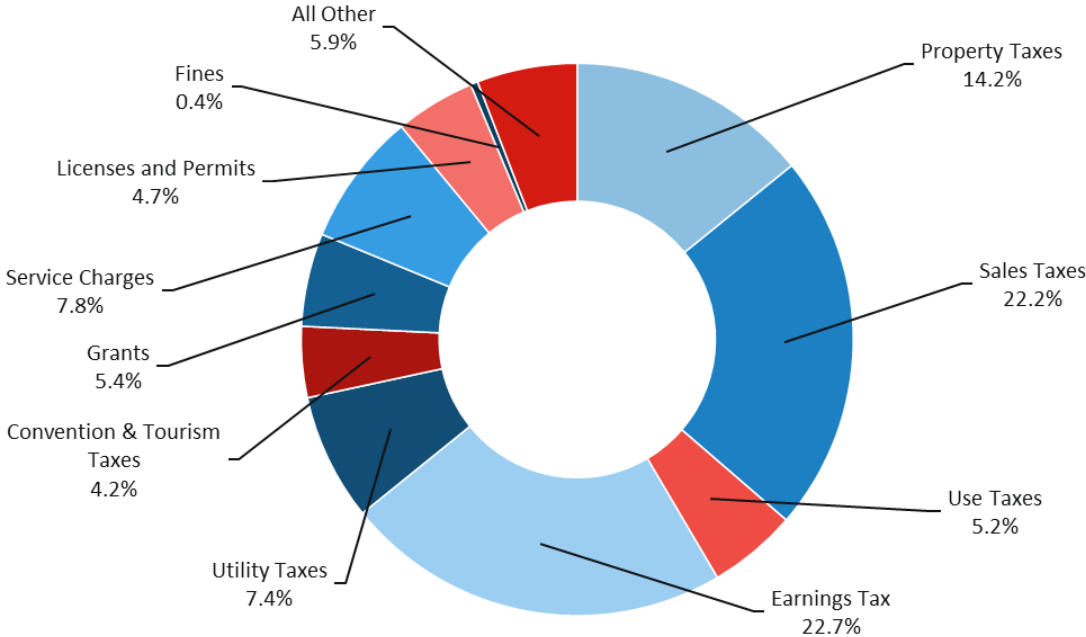
Financial Strategic Plan

FY 2023-24 Financial Highlights

The following information reflects budgeted funds in the Adopted FY 2023-24 Budget

Governmental Activities Revenues: \$1.286 Billion

The City's current revenue structure is diversified and generally sound, drawing from a variety of taxpayer types (resident/nonresident, individual/business) and tax base options (property, sales, earnings, utilities). No single source provides more than a quarter of total revenues. Property taxes are relatively low, and a majority of other revenues are partially paid by nonresidents using City services, which eases the overall burden on Kansas City's taxpayers.



Details on Major Government Activities Revenue Sources

Sales and Use Tax: \$373.2 Million

Some of the individual components of the City's Sales and Use Tax rate of three (3) percent have broader statutory authority than others, but all uses are currently limited by City ordinance or dedicated to specific purposes by voter approval.

A potential threat to this important revenue source is the continued growth of online sales. The City is not authorized to collect taxes on internet transactions unless the seller has a nexus in Kansas City, Missouri. The Wayfair Decision, which was announced in the summer of 2018, allows

for taxing internet transactions. However, the State of Missouri has not enacted legislation allowing for the collection of tax on internet sales. Economic factors impacting sales and use tax revenues include inflation, income, the cost of consumer credit, and changes in retail development.

Earnings and Profits Tax: \$313.3 Million

The City levies a one-percent Earnings and Profits Tax on employee gross compensation and business net profits. The tax applies to all residents of Kansas City, Missouri, regardless of where they work, and to the earnings of non-residents working within City limits.

Earnings Tax funds 22.7 percent of non-enterprise functions and makes up 48.3 percent of General Fund revenue. A potential threat to this important revenue source is Proposition A, which requires the earnings tax to be renewed every five years. Although in April 2021, Kansas City residents overwhelmingly approved a five-year extension through December 2026, the City's long-term financial health is vulnerable to renewal requirements of this critical source of operating funds.

Property Tax: \$180.8 Million

The Hancock Amendment requires an annual levy certification that limits both revenue windfalls and shortfalls. Property Tax revenues are allowed to increase by the lesser of the Consumer Price Index or assessed value growth, not including new construction or a new voter approved levy increase. As a result, Property Tax revenue is mostly stable: when market value increases, levy rates are adjusted down; when market value decreases, levy rates are adjusted up.

Franchise Fees: \$97.5 Million

Franchise Fees are assessments for electricity, natural gas, water and sewer services, land-line telephone, wireless telephone, cable, and steam utility companies based upon gross receipts. The City's Franchise Fee collections depend on utility rate increases granted by the Public Service Commission for electricity and natural gas. Other factors that affect franchise fee revenue include consumption patterns (energy conservation and "green" initiatives), weather conditions, number of customers, competition (mostly in the telephone and cable industries), and statutory exemptions.

Economic Incentive Redirections: \$51.2 Million

Economic Activity Taxes (EATs) are redirected revenues dedicated to economic development projects. Redirections are generally justified by a "but for" test: the development and resulting tax revenue would not have materialized "but for" the use of tax incentives. Redirections are an important tool used by policymakers to implement the City's economic development priorities. Redirections have nearly tripled in the last 10 years; and in fiscal year 2023-24 they represent four (4) percent of gross tax revenues.

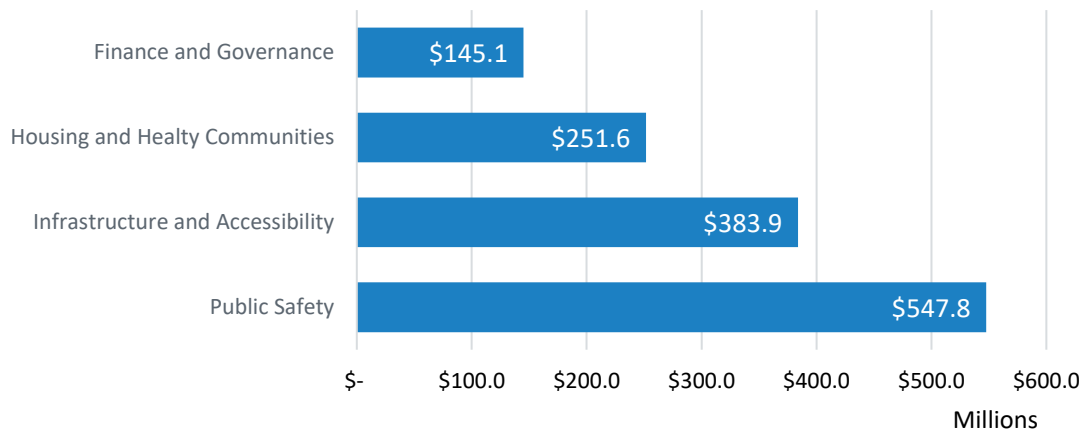
Governmental Activities Expenditures: \$1.328 Billion

Governmental Activities Funds provide programs and services paid for by taxes, fees, and service charges. These funds provide services such as Police, Fire, Public Works, Parks and Recreation,

Neighborhoods, and Health. Governmental Activities Funds do not include the Aviation and Water Services Departments, which are wholly contained in Business-Type Activities Funds.

Departments are organized by goals within the budget document. The largest category in Governmental Activities is Public Safety, representing more than 40 percent of the total.

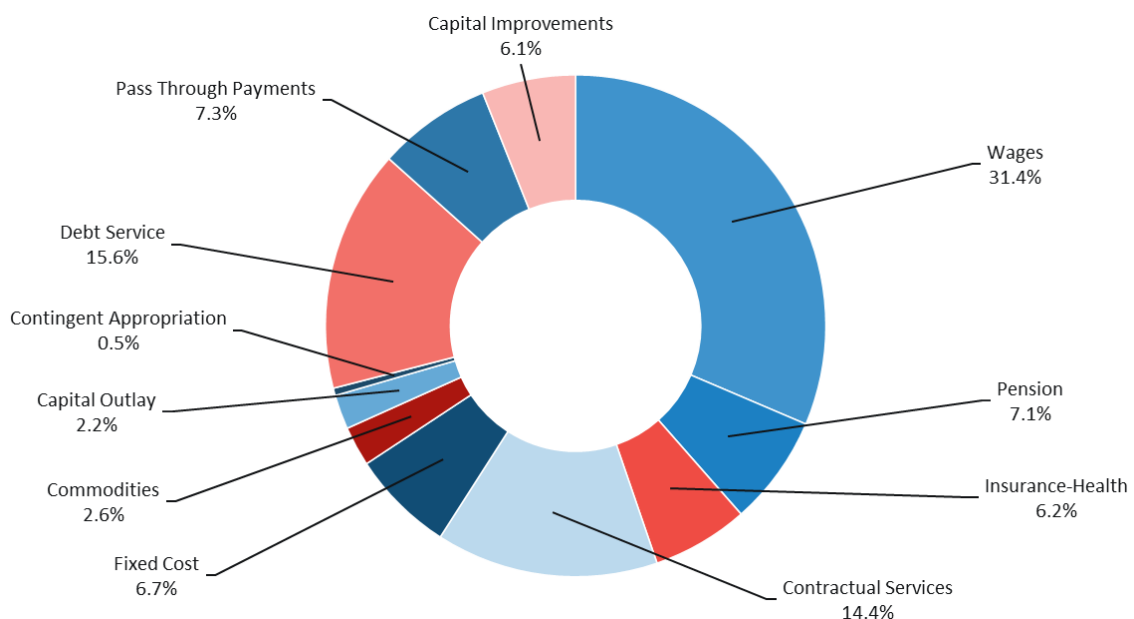
Governmental Activities Expenditure by Goal



Expenditures by Category

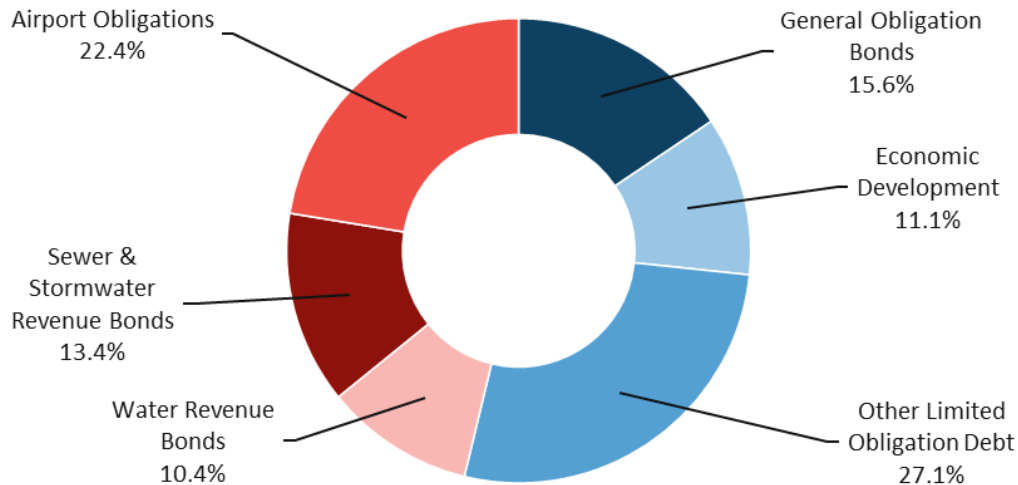
Personnel Services (wages and benefits account for 44.7 percent of total expenditures, funding 3,386 Police and Fire employees and 2,225 non-Police and Fire employees.

Governmental Activities Expenditure by Category



Governmental Activities Debt Service Overview: \$207.3 Billion

Debt Service Overview



Capital Improvements and Infrastructure Maintenance

The declines of physical assets, such as streets and buildings, have far-reaching effects on business activity, property values, and operating expenditures. Detailed budget data and performance measures can be used to measure expenditures and deferrals by asset type and gauge resident satisfaction with asset condition. The FY 2023-24 Budget includes a total of \$88.3 million for capital improvements in Government Activities.

Legacy Costs

Salaries

Personnel costs that grow faster than other expenditures may lead to a long-term structural imbalance between revenues and expenditures. Increases in compensation will need to be balanced with cost containment measures elsewhere in the annual budget and financial plan.

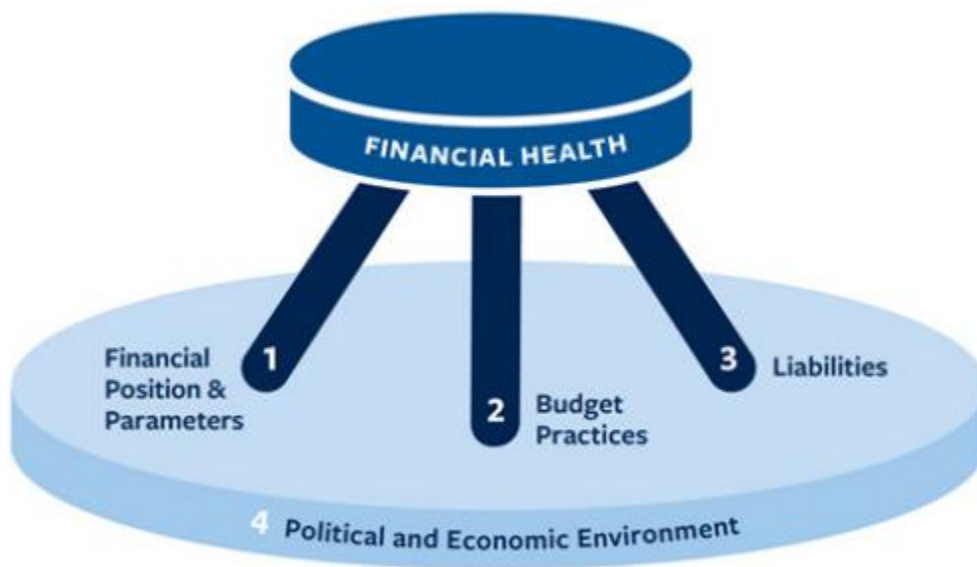
Pension, Healthcare, and Life Insurance

Most City employees and elected officials of the City, as well as the Police Department, are covered by one of the following contributory, single employer, or defined benefit retirement plans: Employees' Retirement System, Firefighters' Pension System, Police Retirement System, or Civilian Employees' Retirement System of the Police Department. These plans pay a monthly pension to qualified individuals upon retirement. The amount is based upon a combination of years of service and annual salary. The City's ongoing costs of these plans, along with long-term health care obligations, are referred to collectively as Legacy Costs.

Legacy Costs represent a significant personnel cost. As benefit costs increase, the City faces new financial pressures. If higher costs, partially borne by employees, do not reflect improved quality or quantity of benefits, the City may have difficulties attracting and retaining quality personnel.

Financial Strategic Objectives

The Citywide Business Plan is the City Manager’s playbook to execute the City Council goals through a series of objectives. The Financial Strategic Plan and the corresponding five-year planning model is the financial document, or blueprint, to ensure financial health and fiscal sustainability.



Financial Health: A financial health model for a city can be likened to a three-legged stool supported by its financial position and parameters, budget practices, and liabilities standing on the foundation of the political and economic environment in which a city operates.¹

Financial position is measured by the City’s cash position, reserve levels, and its revenues and expenditures. Budget practices seek to assess structural balance and variance analysis and the City’s liabilities include its debt position, risk management practices, and post-employment benefits. The political and economic environment forms the “foundation of financial health.”²

Fiscal Sustainability: Much like its namesake in environmental policy, fiscal sustainability is a series of policies, procedures, and practices that allow the City to achieve its priorities and maintain its service levels in primary outcomes while not overextending or depleting its resources. In essence, fiscal sustainability means maintaining a sound fiscal environment. Fiscal

¹ Shayne C. Kavanaugh, “Diagnosing the Financial Condition of Your Local Government,” GFOA. 2020, https://gfoaorg.cdn.prismic.io/gfoaorg/3fd1c6c5-bd36-4033-9060-038651135bb5_FFA_DiagnosingFinancialCondition.pdf

² Ibid

sustainability in Kansas City includes several City Council-adopted financial policies that provide benchmarks to ensure solvency. The adopted policies include:

- Fund balance and reserves
- Structurally balanced budget
- Revenue
- Debt
- Investment

Fund Balance and Reserves Objectives (City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1954)

1. Build and maintain fund balances in accordance with policies for all fund types.

Structurally Balanced Budget Objectives (City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1955)

2. Continue to implement priority based budgeting to address structural budgetary imbalance.

Revenue Objectives (City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1970)

3. Ensure the equity and appropriateness of the City's tax burden
4. Secure upcoming tax and fee renewals including Earnings Tax (2026), Public Safety Sales Tax (2026), Municipal Court Building Fee (2026), and Central City Economic Development Sales Tax (2027).

Debt Objectives (City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1990)

5. Develop a comprehensive debt portfolio report to demonstrate compliance with the codified debt policy objectives

Investment Objectives (City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1950)

6. Attain a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs

Strategic Planning Objectives

7. Develop and implement a comprehensive risk management program

Five-Year Planning Model

The purpose of financial planning is to develop multiple scenarios rather than worst-case financial alternatives. The Five-Year Planning Model is used to monitor long-term financial health, illustrate the impacts of policy decisions and potential trends, and create a common set of assumptions and expectations. The baseline scenario begins with goals and objectives based on what we know: the FY 2023-24 Adopted Budget, revenue forecast assumptions, and known changes in expenditures. The baseline scenario is then recast to the balanced scenario to reflect what the City Council wants to achieve:

- Improved financial health
- Improved service delivery in selected areas
- A balanced portfolio reflecting the goals and objectives

With a five-year planning model, the City can:

- Assess the current environment and respond to changes
- Estimate the long-term financial implications of current and proposed policies
- Develop commitment to the organization's vision, mission, values, and goals and achieve consensus on strategies and objectives for achieving that mission

The model forecasts both revenue and expenditure, but in different ways.

Revenues

The question answered in a five-year planning model related to revenues is: *What is the likely level of resources the City can expect given certain changes in economic and demographic variables?* Since revenues are impacted by a myriad of variables largely outside the City's control, Finance Department staff estimate and correlate them to anticipated revenue collections. These revenue models provide a range of future growth rates that are then used to estimate the level of funding available for budget deliberations. Growth rates also inform the model.

Expenditures

The question answered in a five-year planning model related to expenditures is: *What changes in funding and/or service levels are required to meet our highest priorities?* Expenditures are impacted by economic and demographic variables, but expenditure levels can be controlled through management decisions. Because the City is required to adopt a balanced budget each year, expenditures are matched to available resources.

Scenarios

Traditional forecasting practice is to present current expenditures multiplied by a growth rate (for example, each department can increase the budget by two percent). Implied in this growth rate are assumptions for inflation, population changes, and expectations for service demand. The model generates alternative "what if" scenarios based on varying assumptions for inflation, mandates, number of employees, salary increases, health care costs, capital requirements, and many more. Although it is common practice to develop pessimistic, optimistic, and "most likely"

scenarios, planning is more valuable when scenarios chosen are all equally plausible. This allows strategic decisions to be tested against likely outcomes, not potential extremes. This approach reinforced the idea of the model as a planning tool that can produce financial strategies that work under any scenario.

Scenarios can highlight strengths and weaknesses across a variety of outcomes. Scenarios will not predict what will happen but will provide the flexible thinking required to respond if something happens. Results are summarized by graphs, benchmarked to City financial policies.

Critical Values: Scenarios focus decisions on critical values – those that are likely to have large impacts on a scenario. Generally, critical values are items that are at least \$500,000 in any one year or \$2,000,000 over the five-year period.

Workforce costs are critical values due to the labor-intensive nature of municipal government (emergency response, street maintenance, and the delivery of municipal services). Personnel costs represent more than two-thirds of overall General Fund spending in the FY 2023-24 Budget and must be addressed thoughtfully as part of long-range financial planning. Growth rates for health and pension costs, representing nearly 24.3 percent of the total General Fund budget, have been one of Kansas City's primary "budget busters" and are projected to continue to pressure the City's finances.

2025-2029 Financial Scenarios

For the purpose of this report, staff modeled changes in revenue, expenditure, and debt assumptions to produce a Baseline Scenario and a Balanced Scenario.

The **Baseline Scenario** estimates the impact on financial ratios based on “what we know”: Future assumptions with high probability and plausibility.

The **Balanced Scenario** demonstrates changes in revenue, expenditures, and debt assumptions that, if implemented, would achieve the City’s financial objectives to

- Achieve a structurally balanced budget
- Maintain the City’s adopted goal of maintaining a fund balance of at least two months’ worth of expenditures

Link to the Budget

The model influences budget formation by identifying financial drivers to reach fiscal balance. The budget is then used to operationalize the financial plan by implementing specific financial strategies, funding service level preferences, identifying a set of spending assumptions, and linking operating, capital, and debt planning efforts. A successful plan is supported by strong guidance from the City Council on what the organization values and believes to be important as expressed through official policy.

[Because the model is built to be flexible, staff anticipates annual enhancements to ensure a match between the financial plan and evolving service demands.](#)

Financial Plan Scenario: Baseline

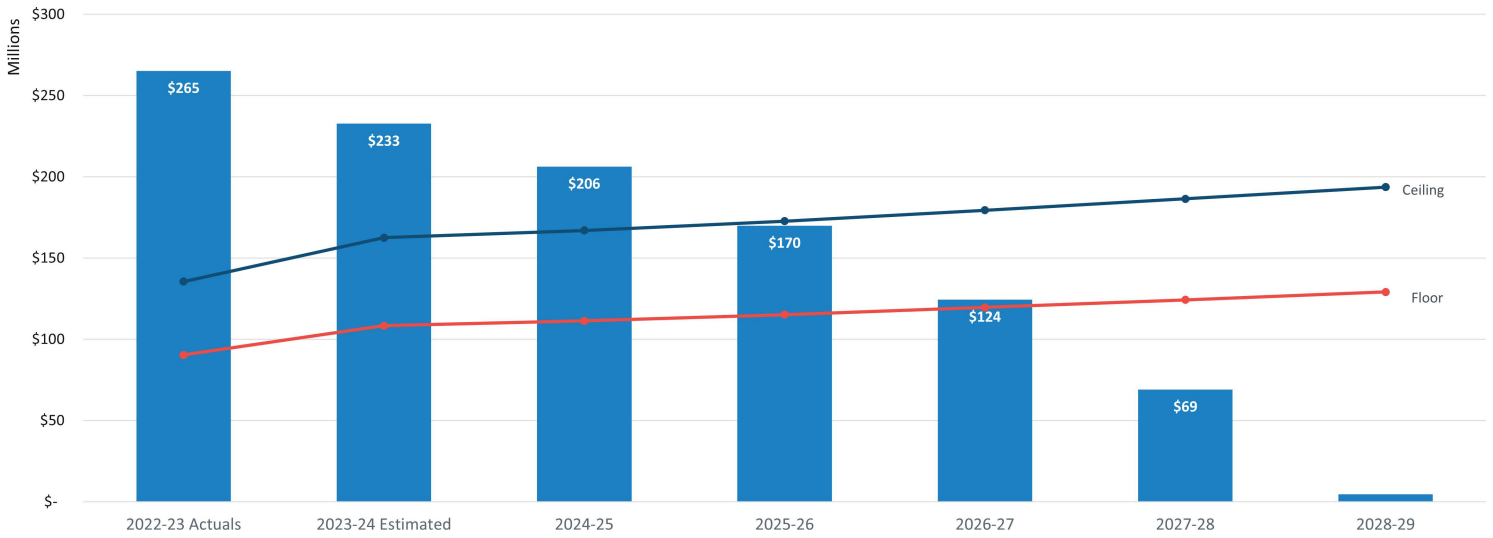
Assume FY 2023-24 Adopted Budget plus the following conditions:

- Assumes annual wage increases in each year of the five-year financial plan at 4.0%
- Assumes pension required contribution increases of 25.0% in FY 2025 and 4.0% in each years 2026-29
- Assumes healthcare increases in each year at 5.0%
- Assumes contractual services and commodity increases in each year at 3.0%, based on the regional consumer price index
- Assumes debt in the General Fund will maintain at current level to account for fleet replacement
- The General Fund subsidizes anticipated shortfalls in other governmental activities funds (Special Revenue, Debt, Capital)
- Assumes mandates and scenarios in the General Fund required by Resolution or Ordinance:
 - Increase in the cost of recycling contracts pursuant to Ordinance No. 230561
 - Increase in employee retirement system health subsidy contribution by \$200/month per retiree for a total of \$400/month per retiree pursuant to Resolution No. 230624
 - Increase to the General Fund to support the addition of recycling cart pursuant to Ordinance No. 220383

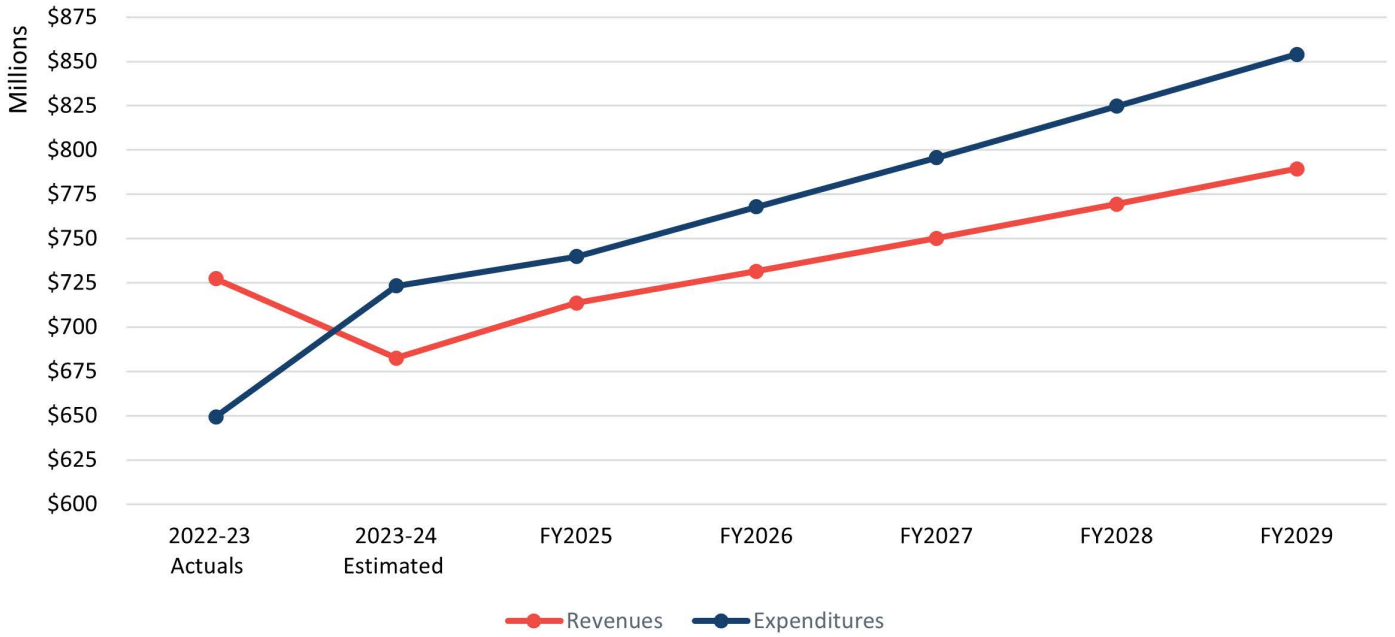
Revenue:

- Earnings Tax Growth Rate 3.5%
- Local Use Tax Growth Rate 5.0%
- Property Tax Growth Rate 2.0%
- License and Permits Growth Rate 1.0%

General Fund - Fund Balance



General Fund - Revenues vs Expenditures



Fiscal Years 2025 - 2029 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:

\$244,701,671

Reserve for Encumbrances and Reappropriations

\$28,172,672

	FY 2023 Actuals	FY 2024 Adopted	FY 2024 Estimated	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
GENERAL FUND								
Revenue								
All Other	16,733,191	3,652,843	3,502,843	4,248,611	4,291,097	4,334,008	4,377,348	4,421,122
Hotel/Motel Tax	156,769	239,378	239,378	159,920	161,519	163,135	164,766	166,414
Restaurant Tax	239,473	212,898	255,000	244,286	246,729	249,196	251,688	254,205
Earnings Tax	326,313,418	313,323,737	316,401,129	330,000,000	341,550,000	353,504,250	365,876,899	378,682,590
Earnings Tax - Redirections	-21,291,291	-23,282,480	-23,282,480	-19,742,600	-20,433,591	-21,148,767	-21,888,974	-22,655,088
Fines & Forfeitures	3,508,521	3,463,000	3,463,000	3,543,607	3,366,426	3,198,105	3,038,200	2,886,290
Gaming Revenues	12,328,112	12,203,591	12,203,591	12,300,000	12,177,000	12,055,230	11,934,678	11,815,331
Grants	430,205	1,903,559	2,037,914	381,052	384,862	388,711	392,598	396,524
Interest and Rental Income	8,918,626	7,165,961	7,235,936	9,414,221	9,508,363	9,603,447	9,699,482	9,796,476
Licenses & Permits	36,822,563	36,794,102	36,801,932	37,927,240	38,306,513	38,689,578	39,076,474	39,467,238
Local Use Tax	72,996,833	67,000,000	70,000,000	74,500,000	78,225,000	82,136,250	86,243,063	90,555,216
Local Use Tax - Redirections	-234,881	-205,794	-205,794	-206,500	-216,825	-227,666	-239,050	-251,002
Property Taxes	73,660,288	68,767,927	73,648,992	77,593,203	79,145,067	80,727,968	82,342,528	83,989,378
Property Taxes - PILOTs	575,518	314,086	314,086	354,394	361,482	368,711	376,086	383,607
Service Charges	76,814,747	61,632,714	62,901,968	63,083,481	64,220,711	65,384,505	66,575,584	67,794,691
Short-Term Rentals Tax	-	-	74,000	-	-	-	-	-
Utility Taxes	98,775,794	97,481,247	97,481,247	98,775,794	98,775,794	98,775,794	98,775,794	98,775,794
Utility Taxes - Redirections	-2,028,685	-2,276,900	-2,276,900	-2,028,685	-2,028,685	-2,028,685	-2,028,685	-2,028,685
Transfer In	22,595,560	20,661,522	21,705,878	22,989,979	23,470,669	23,962,587	24,466,006	24,981,208
Total Revenue	\$727,314,761	\$669,051,391	\$682,501,720	\$713,538,003	\$731,512,131	\$750,136,357	\$769,434,485	\$789,431,309
Expenditures by Category								
Wages	276,757,429	348,163,896	344,365,385	360,912,564	375,349,066	390,363,029	405,977,550	422,216,652
Vacancy Factor	-	-15,453,504	-4,627,742	-15,397,387	-16,013,282	-16,653,814	-17,319,966	-18,012,765
Pension	83,822,509	84,421,217	82,452,297	105,526,563	109,914,978	114,478,930	119,225,440	124,161,810
Op Scenario: ERS Health Subsidy Increase (230624)	-	-	-	2,814,143	2,926,708	3,043,777	3,165,528	3,292,149
Insurance-Health	54,988,914	64,590,899	62,462,738	67,168,474	70,526,897	74,053,242	77,755,904	81,643,700
Operating Total	70,381,134	63,447,348	92,763,078	69,121,009	72,466,107	74,686,335	76,974,557	79,332,855
Op Mandate: Recycling contract cost increase (230561)	-	-	-	1,496,590	1,586,385	1,680,222	1,778,260	1,880,669
Op Mandate: Recycling Carts (Ord. 220383)	-	-	-	-	1,226,570	1,301,367	1,301,268	1,340,306
Fixed Cost	38,106,650	47,216,757	47,799,048	48,633,260	50,092,258	51,595,025	53,142,876	54,737,162
Commodities	6,673,860	5,933,561	7,242,276	6,111,568	6,294,915	6,483,762	6,678,275	6,878,623
Capital Outlay	493,441	1,983,163	1,630,948	2,042,657	2,103,937	2,167,055	2,232,067	2,299,029
Debt Service Total	10,793,982	12,369,441	12,371,333	12,366,236	12,366,236	12,366,236	12,366,236	12,366,236
Op Mandate: Fleet Replacement	-	-	-	537,233	2,779,823	2,794,090	2,794,090	5,518,655
Contingent Appropriation	-	6,348,574	3,024,473	7,444,942	7,778,834	8,143,366	8,520,475	8,910,581
Transfers Out	107,355,166	72,757,171	73,244,582	75,964,392	77,050,125	77,961,567	79,152,794	79,501,917
Total Expenditures	\$649,373,085	\$691,778,523	\$722,728,416	\$739,894,279	\$767,930,072	\$795,644,733	\$824,706,208	\$854,035,800
Reserves - General Fund Projected Ending Balance			232,647,647	206,291,371	169,873,430	124,365,054	69,093,330	4,488,839
<i>percent of operating expenditures</i>			36%	31%	24%	17%	9%	1%
Total Operating Surplus/(Loss)		33	-22,727,132	-40,226,696	-26,356,276	-36,417,941	-45,508,376	-55,271,723

Fiscal Years 2025-2029 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance: \$3,550,093
--

Reserve for Encumbrances and Reappropriations \$28,542,488

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
--	-----------------	-----------------	-------------------	------	------	------	------	------

CENTRAL CITY SALES TAX FUND

Revenue

All Other	\$47,500	\$56,000	\$25,000	\$48,455	\$48,939	\$49,429	\$49,923	\$50,422
Interest and Rental Income	4,857	-	-	4,905	4,905	4,905	4,905	4,905
Sales Tax	12,856,564	11,894,349	12,213,736	12,580,148	12,957,553	13,346,279	13,746,668	14,159,068
Total Revenue	\$12,908,921	\$11,950,349	\$12,238,736	\$12,633,508	\$13,011,397	\$13,400,613	\$13,801,496	\$14,214,395

Expenditures by Category

Wages	\$104,694	\$120,377	\$107,900	\$121,962	\$126,840	\$131,914	\$137,190	\$142,678
Vacancy Factor	-	(7,828)	-	(7,175)	(7,462)	(7,760)	(8,070)	(8,393)
Pension	16,639	13,563	13,323	16,953	17,631	18,337	19,070	19,833
Insurance-Health	28,378	38,403	21,730	20,072	21,076	22,130	23,236	24,398
Contractual Services	7,389,013	11,694,548	39,840,311	12,410,197	12,782,503	13,165,978	13,560,957	13,967,786
Fixed Cost	7,525	8,740	8,740	9,002	9,272	9,550	9,836	10,132
Commodities	12,265	800	7,000	824	849	874	900	927
Transfers Out	13,150	81,746	81,746	61,673	63,523	65,429	67,392	69,413
Total Expenditures	\$7,571,664	\$11,950,349	\$40,080,750	\$12,633,508	\$13,014,232	\$13,406,451	\$13,810,512	\$14,226,774

Reserves - Central City Sales Tax Fund Projected Ending Balance

	\$	4,250,567	\$	4,250,567	\$	4,247,732	\$	4,241,894	\$	4,232,878	\$	4,220,499
<i>percent of operating expenditures</i>		10.6%		33.8%		32.8%		31.8%		30.8%		29.8%
<i>Total Operating Surplus/(Loss)</i>	\$	(27,842,014)	\$	0	\$	(2,835)	\$	(5,838)	\$	(9,016)	\$	(12,379)

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
--

Reserve for Encumbrances and Reappropriations \$960,690
--

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
FIRE SALES TAX								
Revenue								
All Other	\$6,177	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fines & Forfeitures	-	-	-	-	-	-	-	-
Grants	32,718	50,549	50,549	56,909	56,909	56,909	56,909	56,909
Interest and Rental Income	-	-	-	-	-	-	-	-
Local Use Tax	-	-	-	-	-	-	-	-
Sales Tax	25,663,848	23,624,373	24,380,655	25,112,075	25,865,437	26,641,400	27,440,642	28,263,862
Sales Tax - Redirections	(\$2,626,863)	(\$2,208,100)	(\$2,208,100)	(\$2,631,753)	(\$2,710,706)	(\$2,792,027)	(\$2,875,788)	(\$2,962,061)
Service Charges	2,217,480	2,508,988	2,383,988	2,000,000	2,040,000	2,080,800	2,122,416	2,164,864
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	\$25,293,360	\$23,975,810	\$24,607,092	\$24,537,231	\$25,251,641	\$25,987,083	\$26,744,180	\$27,523,574
Expenditures by Category								
Wages	-	-	-	-	-	-	-	-
Contractual Services	3,486,594	4,968,575	4,797,458	5,117,632	5,271,161	5,429,296	5,592,175	5,759,940
Fixed Cost	12,679,612	11,606,040	11,939,908	11,954,221	12,312,848	12,682,233	13,062,700	13,454,581
Commodities	7,500,903	7,244,084	7,816,106	7,461,407	7,685,249	7,915,806	8,153,280	8,397,879
Capital Outlay	74,254	24,532	24,532	25,268	26,026	26,807	27,611	28,439
Debt Service	842,265	-	-	-	-	-	-	-
Transfers Out	320,556	155,761	155,761	-	-	-	-	-
Total Expenditures	\$24,904,185	\$23,998,992	\$24,733,765	\$24,558,528	\$25,295,284	\$26,054,142	\$26,835,766	\$27,640,839
Reserves -Fire Sales Tax Fund Projected Ending Balance			834,018	812,721	769,078	702,019	610,432	493,167
percent of operating expenditures			3.4%	3.3%	3.0%	2.7%	2.3%	1.8%
Total Operating Surplus/(Loss)			(\$126,673)	(\$21,297)	(43,643)	(67,060)	(91,587)	(117,266)

Fiscal Years 2025-2029 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance: \$6,043,382
--

Reserve for Encumbrances and Reappropriations \$7,449,093
--

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
--	-----------------	-----------------	-------------------	------	------	------	------	------

FIRE SALES TAX - CAPITAL

Revenue

Sales Tax	\$25,663,848	\$23,624,373	\$24,380,655	\$25,112,075	\$25,865,437	\$26,641,400	\$27,440,642	\$28,263,862
Service Charges	-	-	9,000,000	-	-	-	-	-
Transfers In	562.83	-	-	-	-	-	-	-
Total Revenue	\$25,664,411	\$23,624,373	\$33,380,655	\$25,112,075	\$25,865,437	\$26,641,400	\$27,440,642	\$28,263,862

Expenditures by Category

Contractual Services	8,886,952	-	653,472	-	-	-	-	-
Capital Outlay	10,344,055	16,896,170	23,688,291	17,403,055	17,925,147	18,462,901	19,016,788	19,587,292
Debt Service	7,947,426	8,425,879	8,425,879	11,085,245	14,877,131	8,868,981	8,440,190	7,466,284
Transfers Out	706,359	6,323	6,323	98,935	101,903	104,961	108,109	111,353
Total Expenditures	27,884,793	\$25,328,373	\$32,773,965	\$28,587,236	\$32,904,181	\$27,436,843	\$27,565,088	\$27,164,929

Reserves - Fire Sales Tax Capital Fund Projected Ending Balance

	\$ 14,099,166	\$ 10,624,006	\$ 3,585,262	\$ 2,789,819	\$ 2,665,374	\$ 3,764,307
<i>percent of operating expenditures</i>	43.0%	37.3%	10.9%	10.2%	9.7%	13.9%
<i>Total Operating Surplus/(Loss)</i>	\$ 606,690	\$ (3,475,160)	\$ (7,038,744)	\$ (795,442)	\$ (124,445)	\$ 1,098,933

Fiscal Years 2025-2029 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$12,653,445

Reserve for Encumbrances and Reappropriations
\$1,765

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
--	-----------------	-----------------	-------------------	------	------	------	------	------

HEALTH LEVY FUND

Revenue

All Other	\$62,056	\$24,000	\$9,036	\$10,081	\$10,182	\$10,284	\$10,387	\$10,491
Grants	620	10,000	1,000	10,000	10,000	10,000	10,000	10,000
Property Taxes	64,918,439	59,875,883	64,921,426	68,164,361	69,527,648	70,918,201	72,336,565	73,783,297
Property Taxes - PILOTs	575,708	314,086	314,086	604,493	616,583	628,915	641,493	654,323
Service Charges	5,613,105	6,398,542	6,284,192	5,669,236	5,725,929	5,783,188	5,841,020	5,899,430
Transfers In	256,109	253,200	253,200	253,200	253,200	253,200	253,200	253,200

Total Revenue	\$71,426,037	\$66,875,711	\$71,782,940	\$74,711,372	\$76,143,542	\$77,603,788	\$79,092,665	\$80,610,740
----------------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------

Expenditures by Category

Wages	8,087,444	12,773,901	12,128,247	13,139,918	13,660,711	14,202,336	14,765,625	15,351,447
Vacancy Factor	-	(655,079)	(5,678)	(604,068)	(627,675)	(652,226)	(677,760)	(704,315)
Pension Total	1,254,230	1,200,997	1,071,558	1,738,258	1,807,242	1,878,985	1,953,598	2,031,195
Op Scenario: ERS Health Subsidy Increase (230624)	-	-	-	223,347	232,281	241,572	251,235	261,284
Insurance-Health	1,708,343	2,062,579	1,921,394	2,219,189	2,329,160	2,444,630	2,565,873	2,693,178
Contractual Services	4,891,419	5,383,809	7,873,217	5,545,323	5,711,683	5,883,033	6,059,524	6,241,310
Fixed Cost	2,841,078	3,060,436	3,100,585	3,152,250	3,246,817	3,344,222	3,444,548	3,547,885
Commodities	697,370	502,830	624,172	517,915	533,452	549,456	565,940	582,918
Capital Outlay	598,397	36,111	887,128	37,194	38,310	39,459	40,643	41,863
Debt Service	151,138	151,100	151,100	247,745	247,095	245,895	248,645	92,895
Pass Through Payments	30,214,006	31,003,740	31,185,559	31,933,853	32,891,868	33,878,624	34,894,983	35,941,833
Transfers Out	15,733,071	14,954,652	16,009,605	15,999,008	16,318,199	16,643,774	16,975,860	17,314,588

Total Expenditures	\$66,176,495	\$70,475,076	\$74,946,887	73,926,585	76,156,863	78,458,187	80,837,479	83,134,795
---------------------------	--------------	--------------	--------------	------------	------------	------------	------------	------------

Reserves - Health Levy Fund Projected Ending Balance	\$ 12,957,588	\$ 13,742,375	\$ 13,729,055	\$ 12,874,656	\$ 11,129,842	\$ 8,605,787
<i>percent of operating expenditures</i>	22.0%	23.6%	22.9%	20.7%	17.4%	13.0%
<i>Total Operating Surplus/(Loss)</i>	\$ (3,163,947)	\$ 784,787	\$ (13,320)	\$ (854,399)	\$ (1,744,814)	\$ (2,524,055)

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$3,998,756
--

Reserve for Encumbrances and Reappropriations \$3,474,904
--

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
--	-----------------	-----------------	-------------------	------	------	------	------	------

KCATA FUND

Revenue

All Other	\$288	\$0	-	\$0	\$0	\$0	\$0	\$0
Grants	9,615	-	-	9,540	9,540	9,540	9,540	9,540
Sales Tax	38,671,837	35,689,210	36,738,244	37,840,392	38,975,604	40,144,872	41,349,218	42,589,695
Sales Tax - Redirections	(2,279,633)	(1,846,900)	(1,846,900)	(2,257,348)	(2,325,068)	(2,394,820)	(2,466,665)	(2,540,665)
Total Revenue	\$36,402,107	\$33,842,310	\$34,891,344	\$35,592,584	\$36,660,076	\$37,759,592	\$38,892,093	\$40,058,570

Expenditures by Category

Pass Through Payments	32,276,889	43,691,460	40,619,552	37,221,420	36,593,429	37,690,945	38,821,386	39,985,742
Transfers Out	5,805	51,909	51,909	64,707	66,648	68,647	70,707	72,828
Total Expenditures	32,282,694	43,743,369	\$40,671,461	\$37,286,127	\$36,660,076	\$37,759,592	\$38,892,093	\$40,058,570

Reserves - KCATA Sales Tax Fund Projected Ending Balance

	\$	1,693,543	\$	0	\$	(0)	\$	(0)	\$	(0)	\$	0
<i>percent of operating expenditures</i>		4.2%		0.0%		0.0%		0.0%		0.0%		0.0%
<i>Total Operating Surplus/(Loss)</i>	\$	(5,780,117)	\$	(1,693,543)	\$	(1)	\$	(0)	\$	0	\$	0

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$1,273,789
--

Reserve for Encumbrances and Reappropriations \$1,046,301
--

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
--	-----------------	-----------------	-------------------	------	------	------	------	------

PARKING FUND

Revenue

All Other		\$0		\$0	\$0	\$0	\$0	\$0
Fines & Forfeitures	859,694	800,000	1,200,000	720,137	756,144	793,951	833,648	875,331
Grants	125,040	180,000	200,000	180,000	180,000	180,000	180,000	180,000
Interest and Rental Income	4,452,814	1,932,179	2,197,293	4,544,541	4,592,373	4,640,684	4,689,478	4,738,759
Licenses & Permits	653,635	2,020,711	2,020,711	722,593	758,723	796,659	836,492	878,317
Transfers In	2,845,865	2,979,794	2,147,765	2,049,907	2,119,379	1,259,651	1,340,199	1,426,446
Total Revenue	\$8,937,048	\$7,912,684	\$7,765,769	\$8,217,178	\$8,406,619	\$7,670,944	\$7,879,817	\$8,098,852

Expenditures by Category

Wages	417,159	665,106	648,684	679,226	706,395	734,651	764,037	794,598
Vacancy Factor		(15,615)	-	(12,436)	(12,933)	(13,450)	(13,988)	(14,548)
Pension	53,756	108,393	107,883	135,492	140,911	146,548	152,410	158,506
Insurance-Health	67,869	141,035	137,993	144,633	151,865	159,458	167,431	175,803
Contractual Services	3,836,456	4,222,226	5,368,464	4,348,893	4,479,360	4,613,740	4,752,153	4,894,717
Fixed Cost	887,968	842,836	842,836	868,121	894,164	920,989	948,619	977,077
Commodities	34,403	14,780	49,850	15,223	15,680	16,151	16,635	17,134
Capital Outlay	81,260							
Debt Service	1,938,697	1,933,923	1,933,923	1,941,324	1,934,475	996,156	995,819	998,863
Transfers Out				96,702	96,702	96,702	96,702	96,702
Total Expenditures	7,317,568	\$7,912,684	\$9,089,633	\$8,217,178	\$8,406,619	\$7,670,944	\$7,879,816	\$8,098,852

Reserves - Parking Fund Projected Ending Balance

		\$ 996,226		\$ 996,226		\$ 996,226		\$ 996,227		\$ 996,227		\$ 996,227	
<i>percent of operating expenditures</i>			11.0%		12.3%		12.0%		13.2%		12.8%		12.4%
<i>Total Operating Surplus/(Loss)</i>		\$ (1,323,864)		\$ 0		\$ 0		\$ 0		\$ 0		\$ 0	

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance:
\$22,584,124

Reserve for Encumbrances and Reappropriations
\$4,518,809

2023 2024 2024 2025 2026 2027 2028 2029
 Actuals Adopted Estimated

PARKS AND RECREATION FUND

Revenue

All Other	\$196,684	\$134,488	\$162,000	\$162,949	\$164,578	\$166,224	\$167,886	\$169,565
Fines & Forfeitures	108,151	350,000	15,000	-	-	-	-	-
Grants	149,324	-	-	12,720	12,720	12,720	12,720	12,720
Interest and Rental Income	30,911	164,902	79,502	31,133	31,133	31,133	31,133	31,133
Licenses & Permits	486,249	330,000	330,000	488,681	493,567	498,503	503,488	508,523
Sales Tax	51,559,315	47,619,509	48,981,349	50,450,790	51,964,313	53,523,243	55,128,940	56,782,808
Sales Tax - Redirections	(4,960,958)	(4,172,100)	(4,172,100)	(4,970,471)	(5,119,585)	(5,273,173)	(5,431,368)	(5,594,309)
Service Charges	1,997,303	3,011,560	2,338,390	2,050,661	2,091,674	2,133,508	2,176,178	2,219,701
Transfers In	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000
Total Revenue	\$54,166,979	\$52,038,359	\$52,334,141	\$52,826,462	\$54,238,401	\$55,692,158	\$57,188,978	\$58,730,142

Expenditures by Category

Wages	13,581,825	18,943,971	16,895,095	19,701,730	20,489,799	21,309,391	22,161,767	23,048,237
Vacancy Factor	-	(1,165,365)	-	(1,211,979)	(1,260,458)	(1,310,877)	(1,363,312)	(1,417,844)
Pension Total	1,707,650	1,723,607	1,601,747	2,491,451	2,591,109	2,694,754	2,802,544	2,914,646
Operating Mandate: ERS Health Subsidy Increase (230624)	-	-	-	336,943	350,421	364,437	379,015	394,176
Insurance-Health	3,129,577	4,530,428	3,825,225	4,756,949	4,994,797	5,244,537	5,506,763	5,782,102
Contractual Services	10,601,750	12,731,018	13,460,629	13,112,949	13,506,337	13,911,527	14,328,873	14,758,739
Fixed Cost	10,900,423	11,873,238	11,376,488	12,229,435	12,596,318	12,974,208	13,363,434	13,764,337
Commodities	1,342,593	1,553,248	1,568,041	1,599,845	1,647,841	1,697,276	1,748,194	1,800,640
Capital Outlay	100,693	82,751	100,150	85,234	87,791	90,424	93,137	95,931
Debt Service Total	2,087,390	2,088,651	2,088,652	1,119,566	1,120,425	1,116,640	1,117,533	1,117,533
Operating Mandate: Fleet Replacement	-	-	-	-	-	-	-	758,708
Transfers Out	2,022,621	1,744,864	1,744,864	1,921,375	1,979,017	2,038,387	2,099,539	2,162,525
Total Expenditures	45,474,522	54,106,411	52,660,891	55,806,556	57,752,975	59,766,267	61,858,472	64,026,846

Reserves - Parks and Recreation Fund Projected Ending Balance	\$	26,776,184	\$	23,796,091	\$	20,281,516	\$	16,207,408	\$	11,537,913	\$	6,241,209
<i>percent of operating expenditures</i>		52.6%		44.2%		36.4%		28.1%		19.3%		10.1%
<i>Total Operating Surplus/(Loss)</i>	\$	(326,750)	\$	(2,980,093)	\$	(3,514,574)	\$	(4,074,109)	\$	(4,669,495)	\$	(5,296,704)

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance:
\$12,615,164

Reserve for Encumbrances and Reappropriations
\$11,836,927

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
PUBLIC MASS TRANSPORTATION FUND								
Revenue								
All Other	\$355	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	11,859	-	-	11,770	11,770	11,770	11,770	11,770
Licenses & Permits	-	-	-	-	-	-	-	-
Sales Tax	48,083,969	44,255,252	45,679,770	47,050,164	48,461,669	49,915,519	51,412,984	52,955,374
Sales Tax - Redirections	(3,472,741)	(3,107,500)	(3,107,500)	(3,451,839)	(3,555,394)	(3,662,056)	(3,771,918)	(3,885,075)
Service Charges	-	-	-	-	-	-	-	-
Total Revenue	\$44,623,442	\$41,147,752	\$42,572,270	\$43,610,095	\$44,918,045	\$46,265,233	\$47,652,837	\$49,082,069
Expenditures by Category								
Wages	873,859	1,968,396	1,504,081	1,881,713	1,950,296	2,021,622	2,095,801	2,172,948
Vacancy Factor	-	(117,267)	-	(106,688)	(110,608)	(114,684)	(118,923)	(123,332)
Pension	82,696	172,911	156,168	235,428	244,073	253,065	262,416	272,141
Insurance-Health	118,637	279,388	265,277	302,884	316,268	330,321	345,077	360,571
Contractual Services	11,491,127	16,894,191	32,100,665	17,401,017	17,923,047	18,460,739	19,014,561	19,584,998
Fixed Cost	72,132	318,065	318,064	327,607	337,435	347,558	357,985	368,724
Commodities	20,725	1,500,095	975,095	1,545,098	1,591,451	1,639,194	1,688,370	1,739,021
Capital Outlay	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Pass Through Payments	13,671,098	7,083,942	22,384,064	18,883,960	19,450,479	20,033,993	20,635,013	21,254,064
Transfers Out	2,862,305	2,843,641	2,843,641	2,192,391	2,196,992	2,201,732	2,206,614	2,211,643
Total Expenditures	29,192,580	\$30,943,361	\$60,547,055	\$42,663,408	\$43,899,433	\$45,173,540	\$46,486,914	47,840,777
Reserves - Public Mass Transportation Fund Projected Ending Balance			\$ 6,477,305	\$ 7,423,992	\$ 8,442,603	\$ 9,534,296	\$ 10,700,218	\$ 11,941,510
<i>percent of operating expenditures</i>			11.2%	18.3%	20.2%	22.2%	24.2%	26.2%
<i>Total Operating Surplus/(Loss)</i>			\$ (17,974,785)	\$ 946,687	\$ 1,018,611	\$ 1,091,693	\$ 1,165,923	\$ 1,241,292

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance:
\$4,714,815

Reserve for Encumbrances and Reappropriations
\$1,203,675

	2023	2024	2024	2025	2026	2027	2028	2029
	Actuals	Adopted	Estimated					

PUBLIC SAFETY SALES TAX FUND

Revenue

All Other	\$192	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	418,467	493,977	493,977	510,217	520,294	530,572	541,057	551,751
Interest and Rental Income	-	-	-	-	-	-	-	-
Sales Tax	25,779,673	23,780,464	24,490,689	25,225,410	25,982,173	26,761,638	27,564,487	28,391,422
Sales Tax - Redirections	(2,626,893)	(2,363,900)	(2,363,900)	(2,631,856)	(2,710,812)	(2,792,136)	(2,875,900)	(2,962,177)
Transfers In	-	-	-	-	-	-	-	-
Total Revenue	\$23,571,440	\$21,910,541	\$22,620,766	\$23,103,771	\$23,791,655	\$24,500,074	\$25,229,644	\$25,980,995

Expenditures by Category

Contractual Services	2,363,958	3,285,492	6,346,159	4,384,057	4,515,578	4,651,046	4,790,577	4,934,295
Fixed Cost	159,093	200,000	299,507	206,000	212,180	218,545	225,102	231,855
Capital Outlay	4,117,988	5,212,816	5,775,384	5,369,200	5,530,276	5,696,185	5,867,070	6,043,082
Debt Service	4,407,860	4,458,511	4,458,512	4,360,551	2,976,363	-	-	-
Transfers Out	10,479,400	9,976,750	9,976,750	10,146,750	13,167,500	200,000	200,000	200,000
Total Expenditures	\$21,528,300	\$23,133,569	\$26,856,312	\$24,466,558	\$26,401,898	\$10,765,776	\$11,082,749	\$11,409,232

Reserves - Public Safety Sales Tax Projected Ending Balance	\$ 1,682,945	\$ 320,158	\$ (2,290,086)	\$ 11,444,213	\$ 25,591,107	\$ 40,162,870
<i>percent of operating expenditures</i>	10.0%	2.2%	-17.3%	108.3%	235.2%	358.3%
<i>Total Operating Surplus/(Loss)</i>	\$ (4,235,546)	\$ (1,362,787)	\$ (2,610,243)	\$ 13,734,298	\$ 14,146,894	\$ 14,571,763

Fiscal Years 2025-2029 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$9,351,110
--

Reserve for Encumbrances and Reappropriations \$3,679,598
--

	2023 Actuals	2024 Adopted	2024 Estimated	2025	2026	2027	2028	2029
STREET MAINTENANCE FUND								
Revenue								
All Other	\$1,410	\$0		\$0	\$0	\$0	\$0	\$0
Fines & Forfeitures		-		-	-	-	-	-
Grants	23,760,689	23,262,188	23,872,714	25,640,204	27,407,539	28,023,583	28,658,109	29,311,671
Interest and Rental Income	361	-		364	364	364	364	364
Licenses & Permits	5,003,383	7,842,544	6,972,195	5,028,400	5,078,684	5,129,471	5,180,765	5,232,573
Service Charges	525,653	250,000	250,000	527,286	532,559	537,885	543,264	548,696
Transfers In	23,155,852	21,753,094	21,983,899	23,269,305	24,083,731	24,926,661	25,799,094	26,702,063
Total Revenue	\$52,447,348	\$53,107,826	\$53,078,808	\$54,465,560	\$57,102,877	\$58,617,965	\$60,181,597	\$61,795,368
Expenditures by Category								
Wages	12,353,484	16,595,391	15,263,464	19,233,846	20,003,199	20,803,327	21,635,460	22,500,879
Vacancy Factor		(936,608)	(37,058)	(967,948)	(1,006,665)	(1,046,932)	(1,088,809)	(1,132,362)
Pension Total	1,680,767	1,609,216	1,522,514	2,335,522	2,428,943	2,526,101	2,627,145	2,732,231
Op Scenario: ERS Health Subsidy Increase (230624)	-	-	-	324,002	336,962	350,440	364,458	379,036
Insurance-Health	2,655,143	3,763,581	3,186,682	4,062,719	4,265,854	4,479,147	4,703,105	4,938,260
Contractual Services	12,119,539	13,166,224	14,759,433	13,561,211	13,968,047	14,387,088	14,818,701	15,263,262
Fixed Cost	7,366,797	8,916,255	8,860,810	9,190,811	9,466,536	9,750,532	10,043,048	10,344,339
Commodities	4,264,942	4,549,662	4,871,545	4,686,152	4,826,736	4,971,539	5,120,685	5,274,305
Capital Outlay	867,023	898,270	1,976,355	925,218	952,975	981,564	1,011,011	1,041,341
Debt Service	2,817,885	2,816,992	2,816,992	1,994,422	1,286,010	361,234	361,109	334,425
Transfers Out	1,950,224	1,725,511	1,725,511	2,040,806	2,102,030	2,165,091	2,230,044	2,296,945
Total Expenditures	\$46,075,804	\$53,104,494	\$54,946,248	\$7,062,759	\$8,293,665	\$9,378,691	\$10,461,497	\$11,593,625
Reserves - Street Maintenance Fund Projected Ending Balance			\$ 11,163,268	\$ 8,566,069	\$ 7,375,281	\$ 6,614,554	\$ 5,334,654	\$ 3,536,397
<i>percent of operating expenditures</i>			21.0%	15.6%	13.1%	11.6%	9.0%	5.8%
<i>Total Operating Surplus/(Loss)</i>			\$ (1,867,440)	\$ (2,597,199)	\$ (1,190,788)	\$ (760,726)	\$ (1,279,900)	\$ (1,798,257)

Capital Improvements Plan

A capital improvement plan is the result of a systematic evaluation of capital needs. It serves as a roadmap for the acquisition and improvement of City infrastructure and public facilities. Formulation of the plan includes the prioritization of public improvements and cost projections, which allow the City to take advantage of federal, state and county funds.

Eventually, the plan takes shape with the identification of capital projects. A capital project may include construction, acquisition, maintenance, or improvements to a City asset. To be included in the capital budget, a project must meet one of the following requirements:

- It is a mandated project governed by federal, state, or local laws and ordinances.
- It is a local funding match to a project in which the state or federal government is contributing resources.
- It is a new construction, expansion, renovation, or replacement project for an existing facility or facilities.
- It is a major maintenance or rehabilitation project for existing infrastructure and buildings.

The estimated useful life is greater than one year. Project costs may include the cost of land, engineering, architectural planning, and contract services needed to complete the project.

As is the case with all urban capital improvements programs, the **Kansas City, Missouri Five-Year Capital Improvements Plan (CIP)** attempts to balance the City's resources among previous commitments, reconstruction, and maintenance needs, as well as the demand for new construction. The CIP is shaped based on many obligations including debt service requirements, tax redirections, federal and state mandates, and cooperative funding agreements. Furthermore, the one Capital and Debt Overview Capital Improvements Program percent sales tax, which provides the majority of revenue for the CIP, has restrictions. Fifteen percent of sales tax proceeds are earmarked for capital maintenance, and thirty-five percent is invested in neighborhood conservation improvements.

Once obligations have been met, remaining resources are divided among capital maintenance, rehabilitation, and new construction. Capital maintenance includes the annual work necessary to ensure that capital investment meets or exceeds its useful life. Rehabilitation is undertaken in those instances where the infrastructure has experienced substantial deterioration, and it is safer or more economical to rebuild. Finally, development or redevelopment often demands that new construction be undertaken to provide new or expanded infrastructure to changing areas.

The Five-Year Capital Improvements Plan is reflective of the City Council's stated emphasis on basic infrastructure. Funding decisions are based on need as reflected in infrastructure condition assessments and demographic growth patterns, with an additional effort made to complete projects begun in previous years. The majority of the planned projects occur in the central city. Infrastructure in the central city is the oldest and most heavily used. Many projects in this area deal with substantial deterioration due to deferred maintenance. Improvements outside of the central city have been targeted at key infrastructure links which experience substantial growth, and attention will continue to be given to meeting the developing needs of these areas. However, as maintenance continues to be underfunded, addressing backlogs will be done at the expense of new projects.

Project Prioritization

There are many capital improvement needs in the city and funding constraints prevent us from accomplishing all needs in a 5 year window. Due to this, in June 2022 the city council implemented a capital asset scoring system to utilize in prioritizing capital needs that receive citywide funding. Once the project needs list is developed using the criteria above, the capital asset scoring system is used to help define the projects in most need of immediate funding for improvement. The system looks at 12 categories and points are assigned to each category by the Capital Improvements Program Technical Committee. The committee reviews each project and each category to ensure complete evaluation of every project. The 12 categories evaluated are as follows:

Maintenance (up to 20 points): this looks at the current state of the asset. Each asset is reviewed based on the condition rating of the asset needing to be replaced.

Safety (up to 10 points): this reviews if the project is a known vision zero need or in a high injury network. It also reviews if the upgrades the project will receive improve safety for the user or community that utilizes the asset.

Accessibility and Modal Choice (up to 10 points): this reviews how many modal choices the project will improve or expand on the modal network, vehicular, pedestrian, bike, traffic or ADA.

Project Development (up to 10 points): what stage the project is in and the most points are awarded if the project is fully construction ready and has completed, study, design and Right of Way stages.

Project Leverage (up to 10 points): points are awarded based on the percentage of outside (non-city) funding the project is receiving. This can include funding from grants or any source that is not a city funded source.

Usage (up to 10 points): this is based on the population within 1 mile of the project that will be affected by it or the jobs within 1 mile that will be affected by the project. The most points are given to projects that affect the largest amount of people.

Environmental Justice Tract (up to 5 points): if the project is in or adjacent to an environmental justice tract it will receive points.

Health Equity (up to 5 points): if the project is in one of the zip codes that are designated as LifeX zip codes, the project receives points.

Environmental Sustainability (up to 5 points): points awarded if it implements green solutions, adds trees or is part of the tree, green streets or watershed plans.

Economic or Activity Centers (up to 5 points): if the project connects to or improves connection to an activity center or community center/public facility it receives points based on the connection provided.

Community Investment and Quality of Service (up to 5 points): points are awarded if the project has received community involvement through PIAC recommendations, proximity to affordable housing or if it promotes growth for city services.

Master or Corridor Planning (up to 5 points): points are awarded up to 5 based on if the project implements a plan or supports goals outlined in an area or neighborhood plan.

Using these areas, any project can receive up to 100 points based on the criteria above. The rated needs list is then evaluated to determine the projects most in need of funding immediately or in the near future. These projects then become part of one of the city's 5 year plans.

All projects on the needs list are then evaluated yearly for any changes in need and the plans are updated yearly to continue reflecting the assets and improvements most in need.

Resources

Capital improvements in the City of Kansas City, Missouri are funded from a variety of sources including dedicated taxes, enterprise revenues, general governmental funds, and debt instruments. The largest resource for capital improvements, the Capital Improvement Fund, is funded primarily from the one percent sales tax for capital improvements. Two other one-quarter percent sales taxes are earmarked for public safety facilities and equipment. Enterprise revenues are derived from fees and charges for services provided by operations. This includes airport landing fees and concessions and water and sewer service charges.

Impact of Capital Spending on the Operating Budget

The development of new infrastructure can result in increased maintenance, insurance, utility, or personnel costs. Generally, the projects in the Capital Improvements Plan impact the operating budget through staff time to administer contracts and to provide for right of way acquisitions. These expenses are included in the total project cost. Major repairs or improvements can decrease future operating costs, such as an efficient roof replacement that results in lower utility costs. The table below shows the Capital Improvements Program, not including maintenance projects, and the estimated impact on the City's operating budget.

Expenditures The chart below shows the Adopted 2024-2028 Capital Improvements Program as recommended by the Public Improvements Advisory Committee (PIAC) and by the City Manager.

Capital Improvements Sales Tax Plan Fiscal Year 2025-2029
Total Planned Expenditure by Type

	<u>Projected</u> <u>FY 2025</u>	<u>Projected</u> <u>FY 2026</u>	<u>Projected</u> <u>FY 2027</u>	<u>Projected</u> <u>FY 2028</u>	<u>Projected</u> <u>FY2029</u>
TOTAL REVENUE	\$ 90,955,276	\$ 92,774,382	\$ 94,629,869	\$ 96,522,467	\$ 98,452,916
TOTAL EXPENDITURE	\$ 96,400,970	\$ 91,052,296	\$ 93,630,501	\$ 95,847,706	\$ 94,661,685
Project Title					
In-District Neighborhood Allocation	\$ 31,834,347	\$ 32,471,034	\$ 33,120,454	\$ 33,782,863	\$ 34,458,521
Sub- Total Neighborhood	\$ 31,834,347	\$ 32,471,034	\$ 33,120,454	\$ 33,782,863	\$ 34,458,521
CITYWIDE					
Debt, Mandated & Obligated					
Buck O'Neil Bridge	\$ 4,383,750	\$ 4,388,250	\$ 4,387,500	\$ 4,387,250	\$ 4,386,500
Zona Rosa/Prospect North/Fairyland Debt	649,260	261,974	-	-	-
Vineyard Improvements	171,561	169,683	175,545	172,842	170,840
ADA Debt	448,825	448,375	449,125	448,875	447,625
2016B Special Obligation Bond - ADA	528,823	529,793	563,900	563,015	562,847
Northland Soccer Park	1,212,393	2,167,630	2,218,278	2,258,629	2,262,034
Soccer Complex Maintenance Reserve	306,899	543,597	556,605	566,657	567,105
18th & Vine Historic District	620,032	618,438	620,608	616,508	615,933
City Hall Parking Garage	214,984	210,494	211,094	211,794	211,994
City Hall and Basement Garage	3,585,750	3,585,250	3,585,250	3,586,000	3,586,250
Sub-Total Debt, Mandated & Obligated	\$ 12,122,277	\$ 12,923,484	\$ 12,767,905	\$ 12,811,570	\$ 12,811,128

Capital Improvements Sales Tax Plan Fiscal Year 2025-2029
Total Planned Expenditure by Type

Other	<u>Projected</u> <u>FY 2025</u>	<u>Projected</u> <u>FY 2026</u>	<u>Projected</u> <u>FY 2027</u>	<u>Projected</u> <u>FY 2028</u>	<u>Projected</u> <u>FY2029</u>	Council District	Asset Rating
Capital Program Management	\$ 9,590,346	\$ 9,926,008	\$ 10,273,419	\$ 10,632,988	\$ 11,005,143		
Grant Match	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		
RAISE grant match US71 Study/Design	2,500,000	-	-	-	-	5	71
Curbs/sidewalks around Municipal Aud	365,000	-	-	-	-	4	70
Gladstone Elementary Sidewalks	700,000	-	-	-	-	4	69
Nashua Elementary Sidewalks	5,430,000	-	-	-	-	1	74
Citizens of the World Sidewalks	500,000	-	-	-	-	4	69
Shoal Creek Elementary Sidewalks	600,000	-	-	-	-	1	69
Pitcher Elementary School	-	1,250,000	-	-	-	3	69
Specialty Freda Markley Early Childhood	-	1,250,000	-	-	-	5	69
Chinn Elementary School	-	-	700,000	-	-	2	67
Eastwood Hills Elementary	-	-	800,000	-	-	3	67
Burke Elementary	-	-	1,250,000	-	-	5	67
Topping Elementary	-	-	-	3,400,000	-	2	67
Pathfinder Elementary	-	-	-	-	650,000	1	74
Sub-Total Other	\$ 20,685,346	\$ 13,426,008	\$ 14,023,419	\$ 15,032,988	\$ 12,655,143		
MAINTENANCE PROGRAM							
Public Works Department							
Street Preservation & Marking	16,000,000	16,000,000	17,000,000	17,000,000	17,000,000		
Streetlight Maintenance	5,768,000	5,941,040	6,119,271	6,302,849	6,491,935		
Traffic Signal Safety Improvements	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274		
Sub-Total Public Works Department	\$ 22,798,000	\$ 23,001,940	\$ 24,211,998	\$ 24,428,358	\$ 24,651,209		

Capital Improvements Sales Tax Plan Fiscal Year 2025-2029
Total Planned Expenditure by Type

	<u>Projected</u> <u>FY 2025</u>	<u>Projected</u> <u>FY 2026</u>	<u>Projected</u> <u>FY 2027</u>	<u>Projected</u> <u>FY 2028</u>	<u>Projected</u> <u>FY2029</u>
General Services Department					
Municipal Building Inventory Assessment	206,000	212,180	218,545	225,102	231,855
Municipal Building Rehabilitation	5,150,000	5,304,500	5,463,635	5,627,544	5,796,370
Sub-Total General Services Department	\$ 5,356,000	\$ 5,516,680	\$ 5,682,180	\$ 5,852,646	\$ 6,028,225
Parks and Recreation Department					
Tree Trimming	3,090,000	3,182,700	3,278,181	3,376,526	3,477,822
Street Preservation & Marking - Parks	515,000	530,450	546,364	562,754	579,637
Sub-Total Parks and Recreation Department	\$ 3,605,000	\$ 3,713,150	\$ 3,824,545	\$ 3,939,281	\$ 4,057,459
TOTAL GOVERNMENTAL ACTIVITIES	\$ 96,400,970	\$ 91,052,296	\$ 93,630,501	\$ 95,847,706	\$ 94,661,685

4-Year 2022 GO Bond FY 24-27

Project Name	Council District	FY24 Score	Proposed 2023-24	Proposed 2024-25	Proposed 2025-26	Proposed 2026-27	4 Year Total
Parks							
Platte Purchase Park- gravel parking lot, restrooms by t- ball fields and shelter at south ballfields	1	53	\$ -	\$ 600,000	\$ 1,400,000	\$ -	\$ 2,000,000
CD1 indistrict left to allocate	1		\$ -	\$ -	\$ 100,000	\$ 7,900,000	\$ 8,000,000
Frank Viadik Park concession and restrooms at ballfields	2	73	\$ -	\$ 600,000	\$ 350,000	\$ -	\$ 950,000
CD2 indistrict left to allocate	2		\$ -	\$ -	\$ 1,150,000	\$ 7,900,000	\$ 9,050,000
Wilson Park/82- CFN recommendations and trail	3	83	\$ -	\$ 600,000	\$ 400,000	\$ -	\$ 1,000,000
CD3 indistrict left to alloate	3		\$ -	\$ -	\$ 1,100,000	\$ 7,900,000	\$ 9,000,000
Jarboe Pool per ordinance 230529	4	70	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000
CD4 indistrict left to alloate	4		\$ -	\$ -	\$ -	\$ 8,000,000	\$ 8,000,000
Dunn Park Replace existing playground	5	73	\$ -	\$ 450,000	\$ -	\$ -	\$ 450,000
Bent Tree Park- Replace exercise equipment	5	70	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
CD5 left to allocate	5		\$ -	\$ -	\$ 1,500,000	\$ 7,900,000	\$ 9,400,000
Indian Creek Trail- replace existing asphalt trail to concrete	6	63	\$ -	\$ 600,000	\$ 400,000	\$ -	\$ 1,000,000
CD6 left to allocate	6		\$ -	\$ -	\$ 1,100,000	\$ 7,900,000	\$ 9,000,000
Aquatics Master Plan per ord 230744	CW	N/A	\$ 13,150,000	\$ -	\$ -	\$ -	\$ 13,150,000
Swope Park Pool Historic Preservation ord 230744	CW	63	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Tiffany Springs Aquatic Center- ord 230744	CW		\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Parks Total			\$ 16,750,000	\$ 3,000,000	\$ 7,500,000	\$ 47,500,000	\$ 74,750,000
Conventions							
Restroom & ADA Renovations	CW	50	\$ 4,250,000	\$ -	\$ -	\$ -	\$ 4,250,000
Bartle Hall - Confrence Center Escalator Renovations	CW	40	\$ 1,500,000	\$ 3,500,000	\$ -	\$ -	\$ 5,000,000
Bartle Hall Concession Stand Renovation	CW	20	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Bartle Hall Main Kitchen Renovation	CW	20	\$ -	\$ 3,500,000	\$ -	\$ -	\$ 3,500,000
Conventions Total			\$ 5,750,000	\$ 9,500,000	\$ -	\$ -	\$ 15,250,000

4-Year 2022 GO Bond FY 24-27

Project Name	Council District	FY24 Score	Proposed 2023-24	Proposed 2024-25	Proposed 2025-26	Proposed 2026-27	4 Year Total
Housing							
Housing Allocation	CW		\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 50,000,000
		Housing Total	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 50,000,000
		TOTAL	\$ 35,000,000	\$ 25,000,000	\$ 20,000,000	\$ 60,000,000	\$ 140,000,000

5-Year GO Bond Plan FY25-29

Project Title	FY2024 Scoring	Proposed 2024-2025	Proposed 2025-2026	Proposed 2026-2027	Proposed 2027-2028	Proposed 2028-2029	New Council District	TOTAL 5 YEAR INVESTMENT
General Obligation Bond								
QUESTION 1 - ROADS, BRIDGES, SIDEWALKS								
Sidewalk Repair	\$	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	Citywide	25,000,000
ADA Curb Ramps		2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	Citywide	12,500,000
Street Preservation		10,000,000	10,000,000	--	--	--	Citywide	20,000,000
Complete Streets		500,000	500,000	--	--	--	Citywide	1,000,000
Vision Zero		500,000	500,000	--	--	--	Citywide	1,000,000
22nd / 23rd Street Corridor Imp. - Benton to I-70	78	3,000,000	--	--	--	--	District 3	3,000,000
31st Street/Linwood/Van Brunt	79	--	3,000,000	8,000,000	2,400,000	--	District 3	13,400,000
Benton Bridge over Brush Creek	71	--	--	--	4,000,000	--	District 3	4,000,000
Pleasant Valley Rd- N Brighton to Searcy Creek	63	--	--	--	2,000,000	--	District 2	2,000,000
N Brighton Ave - NE Pleasant Valley Rd to NE 72nd Intersection	66	--	--	--	15,000,000	--	District 2	15,000,000
63rd Street Reconstruction- Troost to Woodland	61	--	--	8,000,000	--	--	District 5	8,000,000
Lee's Summit Road Projects- Gregory Blvd to Lakewood Blvd	63	--	6,000,000	3,000,000	--	--	District 5	9,000,000
MLK- Elmwood to Prospect Ave	72	--	--	--	2,000,000	--	District 3	2,000,000
N Oak Reconstruction- 42nd to Vivion	67	2,000,000	1,000,000	--	--	--	District 4	3,000,000
Front Street Improvements Universal to Topping	73	--	--	--	--	8,000,000	District 4	8,000,000
Holmes Rd- Blue Ridge to 137th	65	10,000,000	--	--	--	--	District 6	10,000,000
112th Street- Stark to City Limits	22	--	4,000,000	6,000,000	--	--	District 1	10,000,000
Public Art - Streets		335,000	325,000	325,000	329,000	155,000	Citywide	1,469,000
Sub-Total	AVG 65	33,835,000	32,825,000	32,825,000	33,229,000	15,655,000		148,369,000
QUESTION 2 - FLOOD CONTROL								
Jeremiah Cameron Park/Westport	\$ 76	4,448,607	3,324,617	4,817,589	5,313,935	--	District 4	17,904,748
Milrey Stoddard	59	--	1,906,538	--	--	--	District 2	1,906,538
Brush Creek- Hampton Rd	63	400,000	--	400,000	--	6,140,752	District 1	6,940,752
Flood Warning System	65	717,966	--	--	--	--	Citywide	717,966
Lower Brush Creek CAP	81	--	--	--	--	3,250,000	District 3	3,250,000
Upper Brush Creek CAP	79	--	--	--	--	6,885,000	District 6	6,885,000
Blue River CAP	67	--	--	--	--	4,130,000	District 3/5	4,130,000
Buckeye Creek CAP	65	--	--	--	--	661,850	District 2	661,850
North Main/Water Plant Flood Mitigation	72	--	--	--	--	2,037,451	District 4	2,037,451
Public Art - Flood Control		55,667	52,311	52,175	53,139	231,050	Citywide	444,342
Sub-Total	AVG 70	5,622,240	5,283,466	5,269,764	5,367,074	23,336,103		44,878,647
QUESTION 3 - PUBLIC BUILDINGS								
City Hall	\$ 75	500,000	1,000,000	1,000,000	1,000,000	1,000,000	Citywide	4,500,000
Public Art		5,000	10,000	10,000	10,000	10,000	Citywide	45,000
Sub-Total	AVG 75	505,000	1,010,000	1,010,000	1,010,000	1,010,000		4,545,000
Total GO Bond	AVG 70	39,962,240	39,118,466	39,104,764	39,606,074	40,001,103		197,792,647