

2020
2024

ADOPTED
CITYWIDE
BUSINESS
PLAN



CITY OF
KANSAS CITY,
MISSOURI

FINANCE

Kevin O'Neill
1st District At Large

Brandon Ellington
3rd District At Large

Lee Barnes, Jr.
5th District At Large

Andrea Bough
6th District At Large

Teresa Loar
2nd District At Large

Mayor
Quinton Lucas

Katheryn Shields
4th District At Large



Heather Hall
1st District

Dan Fowler
2nd District

Melissa Robinson
3rd District

Eric Bunch
4th District

Ryana Parks-Shaw
5th District

Kevin McManus
6th District
Mayor Pro Tem

FY 2020-21 Councilmembers

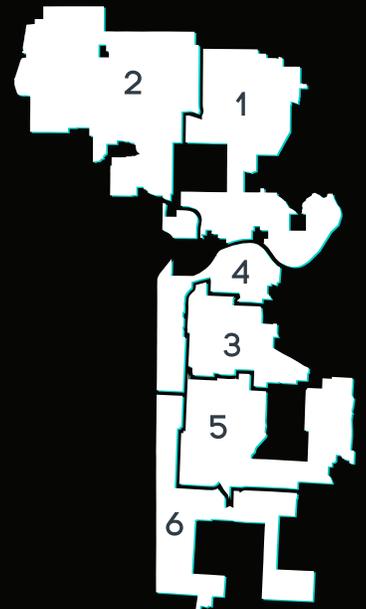


Earnest Rouse
Acting City Manager

ABOUT KANSAS CITY

Kansas City was founded in 1838 as the "Town of Kansas" and was incorporated as a city in 1850. The original charter establishing the Council/Manager form of government was passed on February 24, 1925. The Kansas City Mayor is the presiding member of the City Council, which has 12 other members, one member for each district, plus one at-large member per district.

COUNCIL DISTRICTS





ABOUT THE COVER:

The cover image is from the KC Spirit Playbook, which will be the City's new Comprehensive Plan. Just as this Citywide Business Plan is the playbook to execute City Council goals, KC Spirit Playbook will set priorities and guide land development decisions. We are currently gathering public feedback to help write an updated comp plan, and you can join the effort at www.playbook.kcmo.gov. The graphic illustration is an homage to the famous "The Kansas City Spirit" painting by Norman Rockwell, reimagined by the city's graphic designer and brand manager, José Gonzalez.

TABLE OF CONTENTS

City of Kansas City, Missouri *Adopted Citywide Business Plan, 2020-2024*

01 INTRODUCTION

- 03** Transmittal Letter
- 04** Committee Resolution for Ordinance No. 200807
- 13** Mission Statement
- 15** Vision Statement
- 16** Resident Priorities

GOALS

- 23** Finance and Governance
- 25** Housing and Healthy Communities
- 28** Public Safety
- 30** Infrastructure and Accessibility

FINANCIAL STRATEGIC PLAN

- 32** FY 2020-21 Financial Highlights
- 38** Financial Strategic Objectives
- 40** Five-Year Planning Model

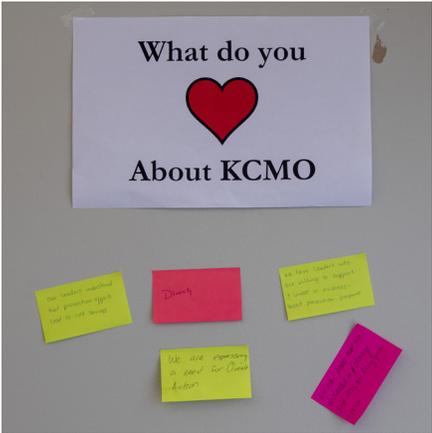
FINANCIAL SCENARIOS

- 42** Fiscal Years Ended 2021-2026 Financial Plan Scenario: Baseline
- 56** Fiscal Years Ended 2021-2026 Financial Plan Scenario: Balanced
- 70** FY 2022-2026 Capital Improvements Program
- 71** FY 2022-2026 GO KC Bond Program

73 CONCLUSION

APPENDIX

- 74** Appendix A: Fiscal Model - General Assumptions Baseline
- 75** Appendix A: Fiscal Model - General Assumptions Balanced
- 78** Appendix B: Resident Engagement



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 Submitted Citywide Business Plan marks the eighth submitted plan since the new process began in 2013 and it will serve as the driver for the FY 2021-22 Submitted Budget. The Citywide Business Plan includes 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 operational 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 2016 to 2020. In its final year, it had grown to include seven City goals, 30 departmental objectives, and 133 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 plan update continues to use this hierarchy with four goals, 18 objectives, and 84 strategies.

In July 2020, the Mayor and City Council met to launch the new, four-year strategic planning process. 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 department Directors and key staff to evaluate what strategies could be employed to achieve the City's new objectives.

The Adopted 2020-2024 Citywide Business Plan has four goals: Finance and Governance, Housing and Healthy Communities, Public Safety, and Infrastructure and Accessibility. As the former goal of Customer Service and Communication is a lens through which the City views all its work, it has been reimagined as a value. Additionally, the former Housing and Neighborhoods and Healthy Communities goals are combined, and elements of the former Planning, Zoning, and Economic Development goal are represented in other goal areas, as appropriate.

The structure of the Citywide Business Plan, originally adopted six years ago, 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 resulting from Covid-19. 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.



Office of the City Manager

29th Floor, City Hall
414 East 12th Street
Kansas City, Missouri 64106

(816) 513-1408
Fax: (816) 513-1363

DATE: November 1, 2020

TO: Honorable Mayor Quinton Lucas and
Members of the City Council of Kansas City

SUBJECT: Adopted 2020-2024 Citywide Business Plan

I am pleased to present to you the Adopted 2020-2024 Citywide Business Plan for the City of Kansas City, Missouri. The residents of Kansas City amended the City Charter in 2014 to require a Five-Year Financial Plan. This is the eighth year the City has presented and adopted the Citywide Business Plan since the City Council adopted Resolution No. 120879, stating the intent to adopt a long-term financial plan.

This document includes the City Strategic Plan, the Financial Strategic Plan, and the Five-Year Planning Model. The City goals include Finance and Governance; Housing and Healthy Communities; Public Safety; and Infrastructure and Accessibility with a total of 18 departmental objectives and 84 strategies. The Financial Strategic Plan consists of 13 financial objectives to ensure fiscal sustainability and resiliency. This document also includes the submitted FY 2022-2026 GO KC bond program as directed by City Council by Resolution No. 160951.

The major changes associated with the Adopted Citywide Business Plan include the following:

- The combination and reorganization of goals, resulting in an overall reduction from seven to four goals
- The removal of department designations on strategies and an attempt to create a more holistic and collaborative plan
- An attention to equity, inclusion, and accessibility in all elements of the plan hierarchy

The Adopted 2020-2024 Citywide Business Plan will serve as the driver for the Submitted FY 2021-22 Budget, and as such, it is critical to assess the City's progress in the plan. Staff goal teams will continue to meet regularly to gauge the status of strategies within the plan and outline reports to communicate progress to City Councilmembers, staff, and residents. Though this year has posed unique challenges to resident engagement, the City remains committed to exploring new and better ways to connect with communities and ensure the Citywide Business Plan reflects the priorities of all residents.

Respectfully submitted,


Ernest Rouse
Acting City Manager

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

Adopting the 2020-2024 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 10, 2020; and

WHEREAS, City staff specified Objectives and Strategies within City Goals on July 31, 2020; and

WHEREAS, City staff developed 87 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, Public Safety, and Infrastructure and Accessibility, with 18 total Objectives and 86 Strategies; and

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

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

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. Reform the City's economic incentives to meet the policy objectives of the City Council
 - a. Develop a method to consistently report the financial impact of economic development incentives on taxing jurisdictions, including the City
 - b. Assess the need for an inter-departmental team to review new economic development incentive requests
 - c. Review citywide economic development policies and recommend areas for reform to support equitable and accessible development in all areas of Kansas City
 - d. Assess the organizational alignment of external organizations, statutory agencies and City departments as it relates to economic development.

2. Ensure the resiliency of City government
 - a. Develop an organizational standard of core competencies in law, human resources, and finance
 - b. Implement the PeopleSoft Strategic Plan for human resources and finance
 - c. Develop a strategy for upcoming tax renewals: Earnings Tax (2021), Temporary Health Levy (2023), KC Area Transportation Authority Sales Tax (2024), and Public Safety Sales Tax (2026)
 - d. Update financial policies to identify required actions in response to severe recession, natural disaster, or other financial shock
 - e. Identify solutions to structurally balance special revenue funds traditionally supported by the General Fund
 - f. Implement an outcomes-based budgeting system
 - g. Identify and develop adequate diversified funding mechanisms to increase access to affordable housing
 - h. Develop an Information Technology Governance Framework to manage IT efforts, cost and risk, and deliver a unified IT service model across the City
 - i. Develop and implement a comprehensive risk management program

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

3. Engage in workforce planning including employee recruitment, development, retention, and engagement
 - a. Develop a plan to ensure internal candidates are given adequate consideration for promotional opportunities
 - b. Create a plan to adjust pay scales so that they are within the market range using results of the Market Pay Study and its gender equity analysis component
 - c. Develop sustainable strategies to continuously engage all employees and implement recommendations made by the Employee Engagement and Empowerment committees
 - d. Develop partnerships with local educational institutions to effectively recruit the City's entry-level workforce
4. Ensure a responsive, representative, engaged, and transparent City government
 - a. Review the City Charter to identify the need for revisions
 - b. Conduct a comprehensive, departmental initiated review of the Code of Ordinances to foster periodic updates
 - c. Commission a tax burden study
 - d. Improve communication between staff and customers by using plain language
 - e. Develop and implement a reporting system to measurably evaluate service request performance and progress in achieving customer service goals

Housing and Healthy Communities

1. Maintain and increase affordable housing supply to meet the demands of a diverse population
 - a. Preserve existing affordable rental and owner-occupied housing units citywide
 - b. Expand the use of Low-Income Housing Tax Credits for the preservation and construction of new affordable housing units
 - c. Work in a renewed partnership with the Housing Authority of Kansas City and other stakeholders to actively create affordable housing in all areas of the City
 - d. Create a range of homeownership assistance programs to remove barriers and encourage residents in all income groups to be homeowners
2. Broaden the capacity and innovative use of funding sources for affordable housing
 - a. Capitalize and maintain the Housing Trust Fund
 - b. Align developer incentives with affordable housing production and commitment

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

- c. Utilize Brownfield assistance programs to facilitate and support development of new infill affordable housing in established neighborhoods or on repurposed property
3. Invest in neighborhood stabilization and revitalization to reduce blight, ensure sustainable housing, and improve the wellbeing of residents while sustaining their diverse cultures
 - a. Focus partnerships with neighborhoods, community groups, and agencies to support existing programs, events and initiatives for resident engagement and social equity
 - b. Provide well-cared-for green space for recreation, public events, and public enjoyment
 - c. Establish baseline criteria for the development of Health Prosperity Zones
 - d. Establish an interdepartmental work group that identifies the underlying causes of the City's racial divide and develop recommendations on how to address this problem
 - e. Integrate human and social benefits of housing policy with natural resource conservation and restoration
 - f. Propose and support legislation to address environmental health hazards, including air and noise pollution
 - g. Update Food Code to ensure safety of food establishments
 - h. Propose and support legislation and other initiatives to provide the City and local neighborhoods better control over the future of vacant properties
 - i. Develop an anti-illegal dumping campaign tied to health and environmental impact
4. Ensure all occupants of residences have quality, efficient, and healthy housing with minimal economic or regulatory barriers
 - a. Develop and support actions to eliminate lead paint hazards
 - b. Promote expansion of energy efficient measures as part of housing preservation and new developments
 - c. Develop communication and other strategies to increase compliance with solid waste ordinances, with particular attention to enforcement
 - d. Promote housing mobility and assist residents with access to enhanced services and housing choices
 - e. Advocate for nondiscriminatory, Fair Housing at the state and national level
5. Address the various needs of the City's most vulnerable population
 - a. Coordinate with external partners to address people experiencing homelessness and other vulnerable populations
 - b. Increase the level of supportive housing and treatment services to high risk populations to help them secure permanent housing

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

- c. Create an interdepartmental work group to assess work being done related to homelessness and develop priorities and strategies to address issues related to homelessness
 - d. Reduce Sexually Transmitted Infections (STIs) and HIV/AIDS, particularly among adolescents
6. Utilize planning approaches to improve the City's neighborhoods
- a. Update the City's comprehensive plan
 - b. Establish standardized guidelines for area implementation committees based on best practices
 - c. Develop and implement a plan to foster entrepreneurship, small business growth, and development
 - d. Implement the digital equity strategic plan for all residents to have access to the same information technology resources

Public Safety

- 1. Reduce violent crime among all age groups, placing an emphasis on young offenders
 - a. Set aside annual funding to partner with local schools and provide year-round internship opportunities for students, as is feasible
 - b. Empower all patrolling/enforcement City staff to report dumping and other property violations
 - c. Collaborate across departments to implement a messaging campaign supporting positive social norms and behaviors across all age groups, with an emphasis on youth and young adults
 - d. Provide educational training through KPCP to youths and young adults inside and outside the classroom which affords them with the information necessary to make positive decisions and avoid negative influences
- 2. Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcome
 - a. Ensure that staff are trained in trauma-informed care approaches to client service
 - b. Develop programs to handle mental health crises using neighborhood leaders to identify and administer Mental Health First Aid (especially to young adults)
 - c. Expand the City's surge capacity for major outbreaks of disease
 - d. Develop programs and messaging around life safety and injury prevention for the community focusing on vulnerable populations
 - e. Promote expanded automatic aid agreements with neighboring communities to enhance coverage and increase efficiency

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

- f. Restore International Academies of Emergency Dispatch accreditation to KCFD Communications Center
 - g. Improve the cardiac survival rate through internal and external training in CPR and other life-saving techniques
 - h. Develop initiatives to reduce the number of high utilizers of emergency response services and non-emergent calls
 - i. Ensure interoperability of Police communications are established immediately for mass causality scenes
3. Improve the diversity of employee recruitment, succession planning, and retention in the Police and Fire Departments
 - a. Develop programs with other fire service and EMS agencies to leverage the regional pool of applicants to increase diversity and reduce competition
 - b. Recruit a diverse group of teens and adults into careers in Police and Fire service
 4. Increase effectiveness and efficiencies of operations at Municipal Court and work to achieve the best possible outcomes for those served
 - a. Encourage the maintenance of positive relationships between minors and their incarcerated parents
 - b. Implement a brief Adverse Childhood Experiences (ACEs) survey for households served by the department and refer client families to the Health Department for further support
 - c. Improve access to justice by expanding online partial payments and virtual court dockets
 - d. Develop opportunities to expand education about the municipal judicial system to help build trust between the Court and the Community

Infrastructure and Accessibility

1. Enhance the City's resiliency and equity through a safe, efficient, convenient, inclusive, accessible, sustainable, and better connected multi-modal transportation system
 - a. Optimize the City's transit investment to enhance mobility and meet community needs
 - b. Continue to implement complete streets and Vision Zero plans to enhance pedestrian connectivity
 - c. Implement transportation solutions that provide inclusive and equitable access and connect places
 - d. Utilize the City's Transit Oriented Development Policy to encourage higher density for new housing developments within close proximity of frequent public transit service

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

2. Develop environmentally sound and 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 emission reduction, incorporating new strategies for climate adaptation, mitigation, resilience, and the long-term removal of carbon dioxide from the atmosphere
 - b. Reduce financial impacts of the City's Smart Sewer Program by proactively working with the EPA to adjust the timeline for project completion
 - c. Implement the City's Smart Sewer Program by practicing adaptive management approaches and integrating green infrastructure
 - d. Collaborate with Evergy to support implementation of the Renewables (non-carbon based power) Direct Program

3. Increase and support local workforce development and minority, women, and locally-owned businesses
 - a. Adopt Workforce Disparity Study and begin implementation of broader workforce development programs across City and statutory agencies
 - b. Develop a plan to prioritize the hiring of local companies by the City and statutory agencies

4. Engage in efforts to strategically invest in the City's infrastructure and explore emerging technologies
 - a. Implement improvements at the City's convention and entertainment venues to successfully host conventions, tradeshow and meetings, while maximizing economic impact for the City
 - b. Develop a plan to track and preserve investment in City-owned historic and cultural assets
 - c. Monitor the finance, design, and construction of the Airport's Terminal Modernization Program to bring it in on time and on budget
 - d. Develop and update sustainable infrastructure plans that include a comprehensive asset management plan for critical assets that include the goal of keeping infrastructure assets at good or better condition

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

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

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. Implement an outcomes-based budgeting system
12. Develop a long-range funding plan for pension, healthcare, and other post-employment benefits
13. Create a comprehensive financial recovery plan to mitigate the impact of the recession caused by the COVID-19 pandemic

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 2020-21 Adopted Budget plus the following conditions:

- Assumes all ongoing Operational Reductions and Operational Revenue Expansions from the FY21 Budget Reduction Exercise, one-week, tiered Furlough, and an expanded Hiring Freeze pursuant to Ordinance 200646
- Assumes for expenditures
 - Additional \$1.0 million in costs related to the City's OneIT program in FY22
- Assumes for revenues
 - Reducing expected increase in Water Department Franchise PILOT due to no action on Ordinance 200168

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 200807

- The General Fund subsidizes the anticipated shortfall in all other governmental activities funds (Special Revenue, Debt, Capital)
- Assumes \$216.5 million in budget reductions in FY22 through FY26 split proportionally across all General Fund goal areas

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 year one of the GOKC Bond Plan in the Submitted FY 2021-22 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.



Authenticated as Passed


Quinton Lucas, Mayor


Marilyn Sanders, City Clerk

OCT 29 2020

Date Passed

MISSION STATEMENT

The mission of the City of Kansas City, Missouri is to deliver quality, customer-focused municipal services with an emphasis on public safety, neighborhood livability, job creation, responsible planning for economic growth, infrastructure improvements, transportation systems, public health, and the environment. In pursuit of this mission, we use data to 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:

Outstanding Customer Service

We will raise the bar of excellence through efforts to provide exceptional customer service to all internal and external customers. We will strive to understand what excellent customer service means to our residents and exceed their expectations. We will continually seek ways to improve our communication with customers, using novel approaches and emerging technologies.

Fluidity and Adaptability

Especially during tumultuous times, we realize the need to continually assess changes and trends in the social, economic, and physical environments and, when necessary, reallocate funds or adapt projects to address the community's greatest and most urgent needs quickly and without service disruption.

Coordination, Cooperation, and Collaboration

Many objectives in the Citywide Business Plan require work from staff members in more than one department. Continued inter-departmental coordination, cooperation, and collaboration are essential – not only to accomplish cross-departmental objectives, but to ensure that departments function as “one-City” rather than individually. It is equally vital to build a culture of teamwork between staff and elected officials. Toward this end, managers and the Mayor and Council will strengthen their efforts to share information on an ongoing basis and maintain an open, interactive dialogue.

VALUES *continued*

Social Equity

Equity is a means of achieving equality. It is about providing access to the opportunities and support necessary to achieve success. Adhering to principles of equity by removing institutional and systemic barriers aims to ensure Kansas City residents of all identities and backgrounds will receive the access, services, public policies, and resources needed to thrive based on where they are today and where they want to go.

Integrity

Both City officials and staff members must take responsibility for being accountable for the conduct of City business. We uphold a high standard of ethics, meet our commitments, and treat everyone with respect. We strive to build and maintain trust through complete transparency in all we do, sharing information – both good news and bad – with the people we serve in a timely manner.

Organization

We recognize that our employees are critical to achieving our quality organization and excellent service record. We support employee development and opportunities for personal and professional growth and will provide the tools they need to do their jobs effectively.

Innovation and Enhanced Decision-Making

In our efforts to further elevate the quality of our decision-making, we will seek data that allows us to analyze issues from both short-term and long-term perspectives and encourage responsible risk-taking that transforms new ideas into innovative services. We are open to new ideas and effective use of technology as a basis for imaginative and resourceful problem-solving and commit to analyses of policy and project performance including any financial implications.

Sustainability

We pursue policies and practices that allow our City to support sustainability, which we define as making decisions and taking actions that simultaneously promote economic vitality, social equity, energy conservation, environmentally responsible transportation and land use policies, and strategies to mitigate the serious effects of climate change.

VISION STATEMENT

Our local government will be nationally known for its transformative efforts that make Kansas City the diverse and sustainable community of choice for people to live, work, and play as a result of its safety; vibrant neighborhoods; business, educational, and cultural opportunities; connectedness; and vitality.

GOALS:

Finance and Governance

To employ best practices in governance and management with an emphasis on accountability, transparency, engagement, and resiliency, and to effectively and efficiently use Kansas City's economic resources to maintain financial solvency.

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.

Public Safety

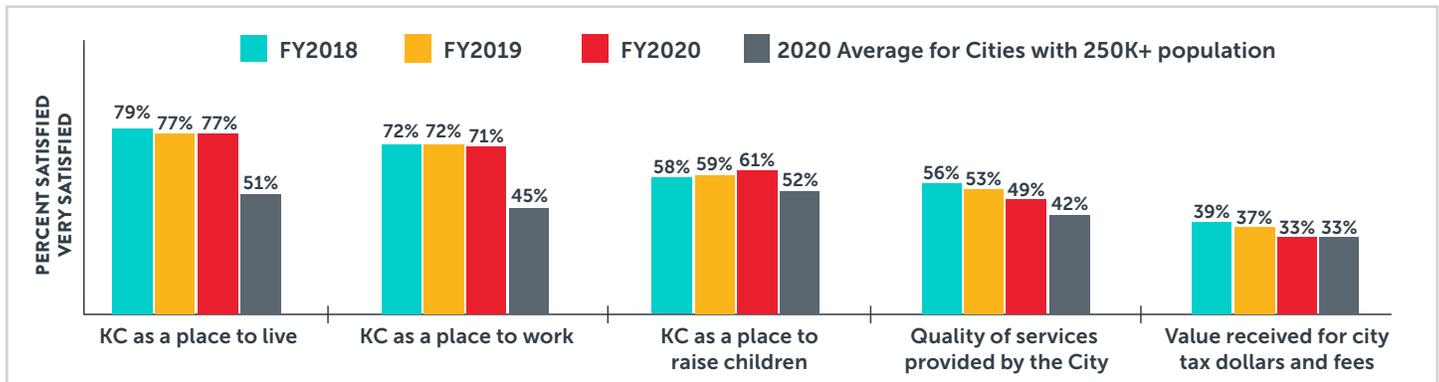
To protect Kansas City residents, visitors, and employees by providing comprehensive, high-quality public safety and public health services in a timely manner, including identifying strategies to address the root causes of violence and incorporate public input in public safety initiatives through regular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

Infrastructure and Accessibility

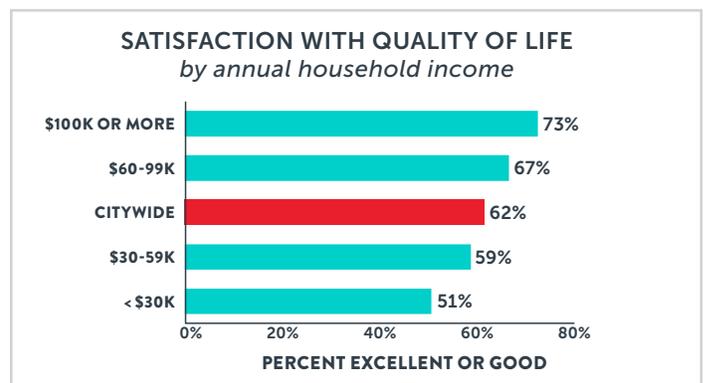
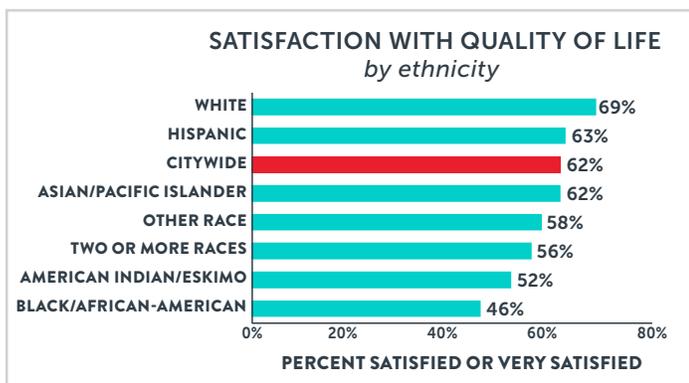
To apply the lens of equity to all transportation and infrastructure projects while proactively and adequately investing in infrastructure that connects people with job and business centers, neighborhoods, and cultural/health/recreational destinations.

RESIDENT PRIORITIES

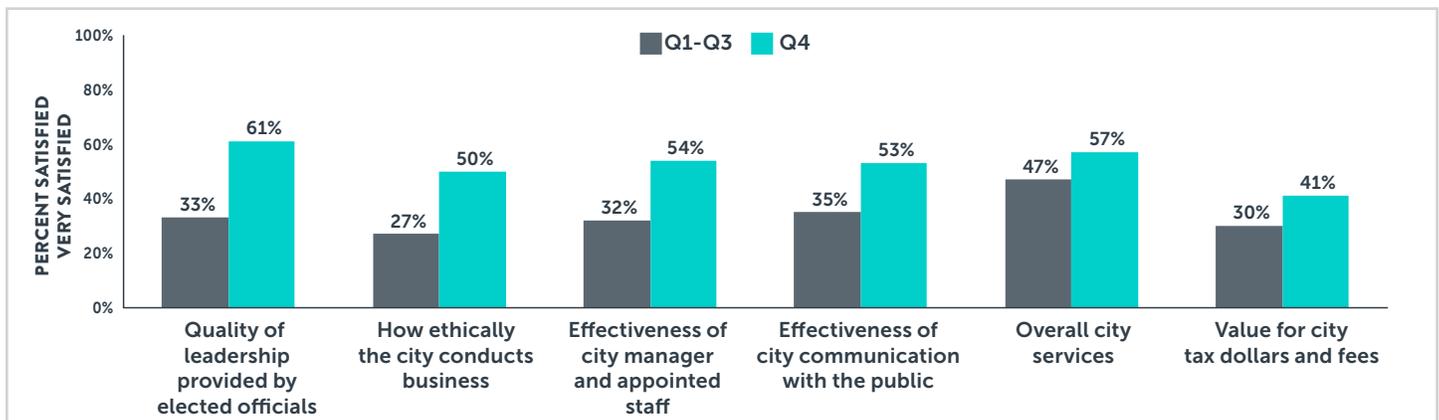
Kansas City, Missouri conducts an annual Resident Survey to objectively assess resident satisfaction with the delivery of City services. 9,000 households were randomly selected to complete an annual Resident Satisfaction Survey from August 2019 through July 2020. A total of 3,754 households completed the survey via mail, over the phone, or online. The results of this survey show that residents continue to be generally satisfied with quality of life in Kansas City, but their satisfaction with services continued to decline.



There are significant disparities in satisfaction by race and income group for quality of life and service measures; people of color and lower-income people are less satisfied in many cases.



The survey is conducted quarterly based on the City's fiscal year which runs from May 1 through April 30. Results are typically aggregated annually but are also analyzed quarterly. The 4th quarter results of the survey were administered during the COVID-19 pandemic and the responses were outliers compared to the other three quarters – residents were more satisfied with many services, including communication and leadership.



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 Survey identifies which services would have the most impact on overall satisfaction with City services. The I-S Ratings for 2019–20 are included in the following table.

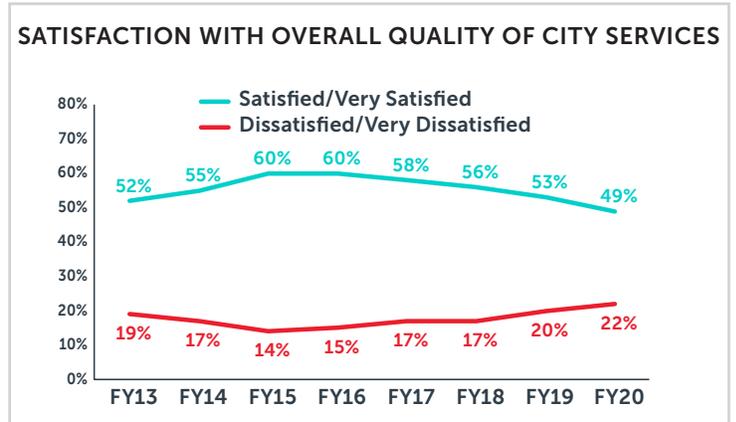
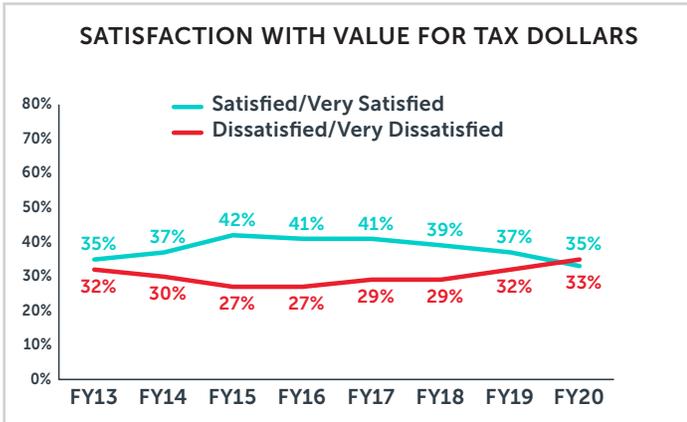
FY 2019-20 RESIDENT SURVEY: IMPORTANCE-SATISFACTION: OVERALL				
Category of Service	Emphasis %	Satisfaction %	I-S Rank FY20	I-S Rank FY19
Streets, Sidewalks, and Infratructure	64%	16%	1	1
Police Services	35%	57%	2	2
Neighborhood Services	20%	39%	3	3
Stormwater Runoff/Management	13%	34%	4	5
Solid Waste Services	17%	52%	5	7
City Water Utilities	14%	47%	6	6
Public Transportation	14%	43%	7	4
Airport Facilities	10%	52%	8	8
Effectiveness of City Communication	7%	39%	9	9
City Planning and Development Services	5%	31%	10	--
Parks And Recreation	8%	60%	11	10
Customer Services from City Employees	5%	46%	12	11
Fire and EMS Services	11%	75%	13	12
Health Department Services	4%	51%	14	13
311 Service	4%	56%	15	14
Municipal Court Services	2%	39%	16	15

City services with the highest levels of satisfaction are Fire and Emergency Medical Services (EMS), Parks and Recreation, Police services, and 311 services. Residents were least satisfied with the maintenance of streets and sidewalks and stormwater runoff and management.

THE FOLLOWING ARE THE RESIDENT SATISFACTION RESULTS FOR EACH OF THE FOUR CITY GOALS:

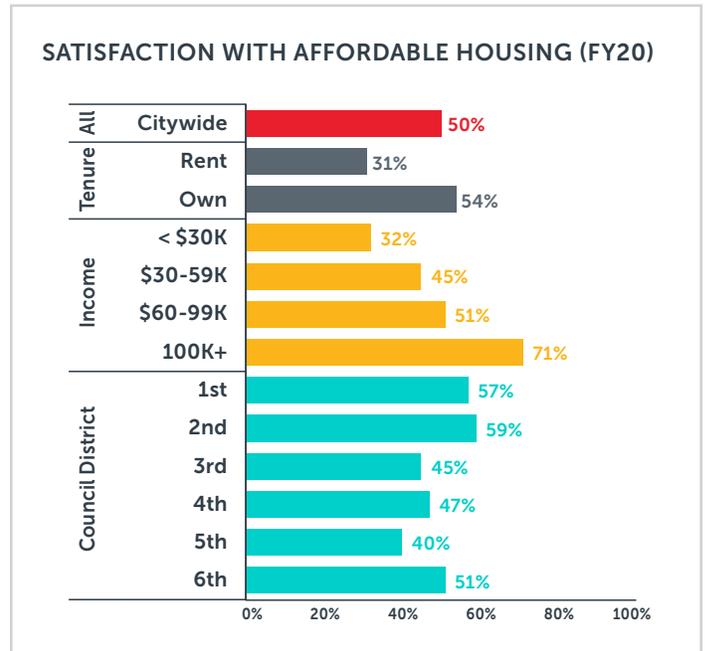
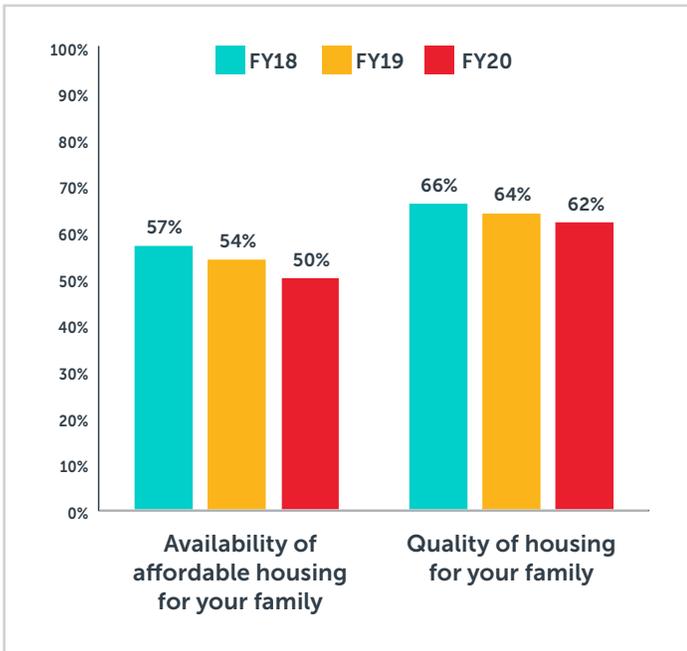
FINANCE AND GOVERNANCE

Overall satisfaction with value for tax dollars and fees, a leading metric for the Finance and Governance goal, declined for the second year in a row and is now equal to the national average (33 percent). Similarly, satisfaction with overall quality of services provided by the City also declined for the second year in a row, although it is still higher than the national average (49 percent compared to 42 percent).

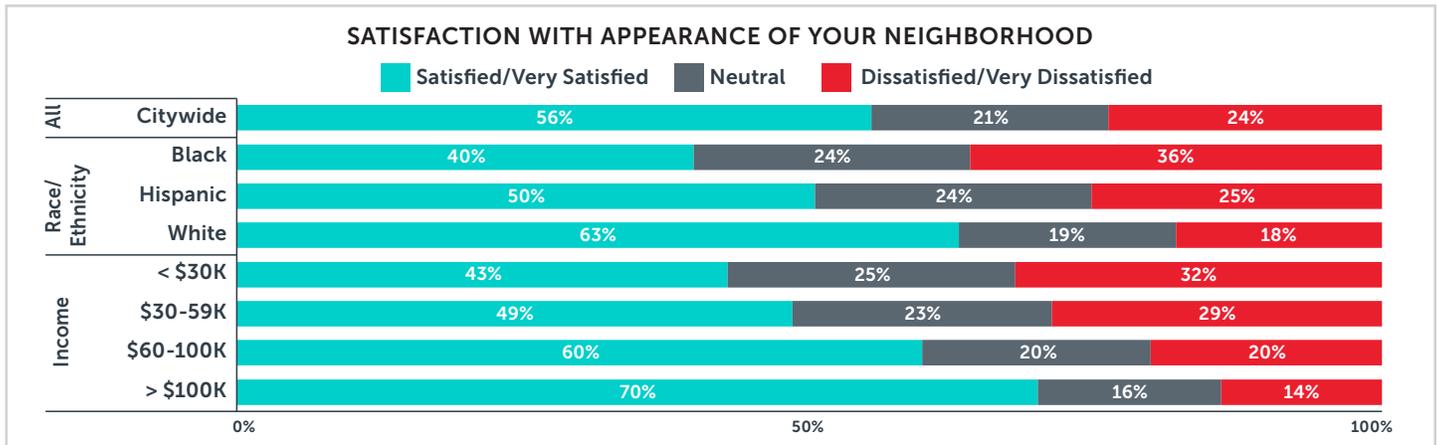


HOUSING AND HEALTHY COMMUNITIES

Satisfaction with availability of affordable housing declined for the second year in a row. Fifty percent of residents citywide are satisfied with availability of housing, but that number is much lower for renters (31 percent). Satisfaction is also lower for lower income residents and residents of the 3rd and 5th districts.



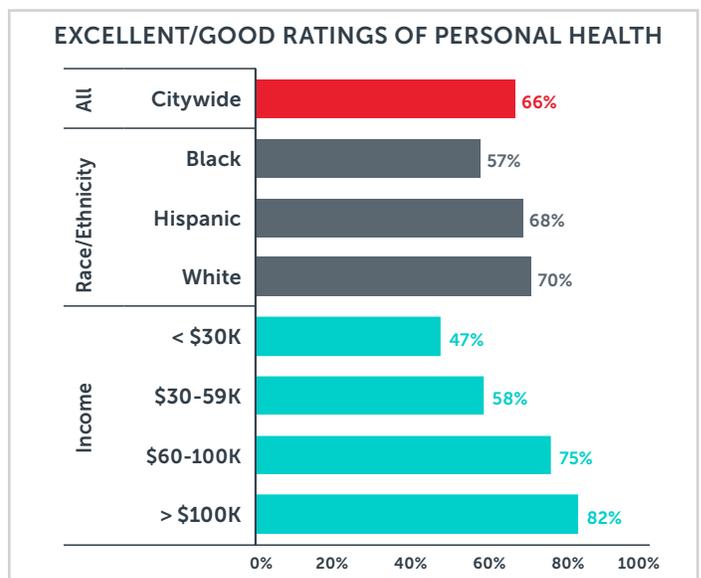
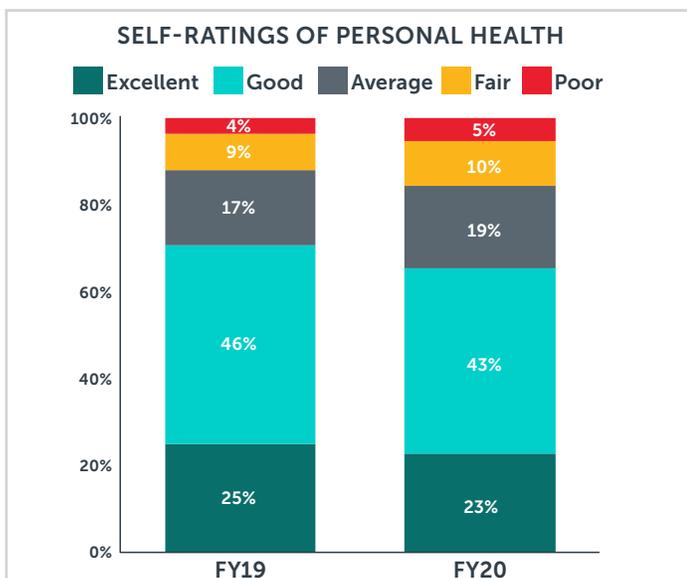
Satisfaction with appearance of your neighborhood was unchanged from last year, but there continues to be major disparities in satisfaction across income and race/ethnicity.



Solid Waste jumped from the seventh highest priority to the fifth highest priority overall for residents. After major declines in the prior year, most Solid Waste services saw an increase in satisfaction. The two top priorities, clean-up of illegal dumping and cleanliness of city streets and public areas, were both unchanged. Most Solid Waste services are close to the Large Cities Average, but cleanliness of city streets is well below the average of 59 percent satisfied.

Question	I-S Rank	FY20 Satisfaction	One Yr Trend	Lrg Cities Average
City efforts to clean-up illegal dumping sites	1	23%	no change	--
Cleanliness of city streets and public areas	2	34%	no change	59%
Trash collection services	3	65%	3%	69%
Bulky item pick-up services	4	51%	3%	51%
Leaf and brush pick-up services	5	48%	no change	48%
Curbside recycling services	6	64%	4%	60%
Recycling drop-off centers	7	52%	4%	50%
Leaf and brush drop-off centers	8	52%	4%	--

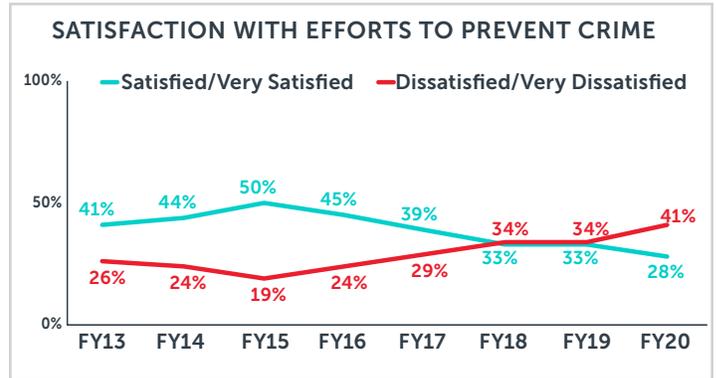
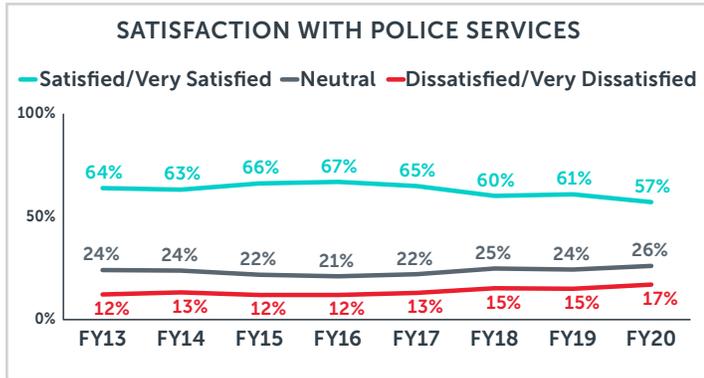
Self-ratings of personal health declined citywide, from 71 percent good or excellent to 66 percent. Black and American Indian/Eskimo residents have lower ratings, along with low-income residents.



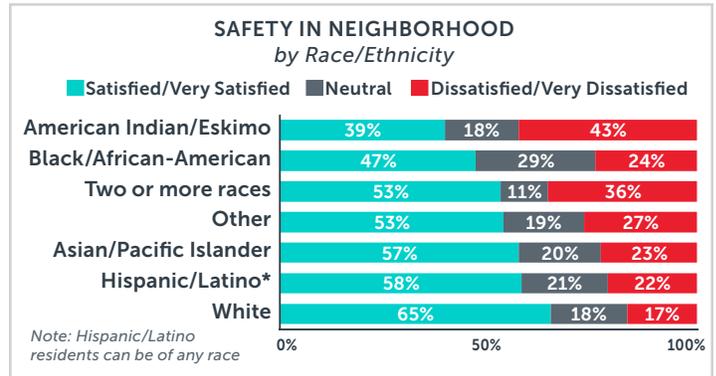
PUBLIC SAFETY

Police services continued to be the second highest priority for residents. All Police service questions on the Resident Satisfaction Survey continued to see a decline in satisfaction, with many below the national average.

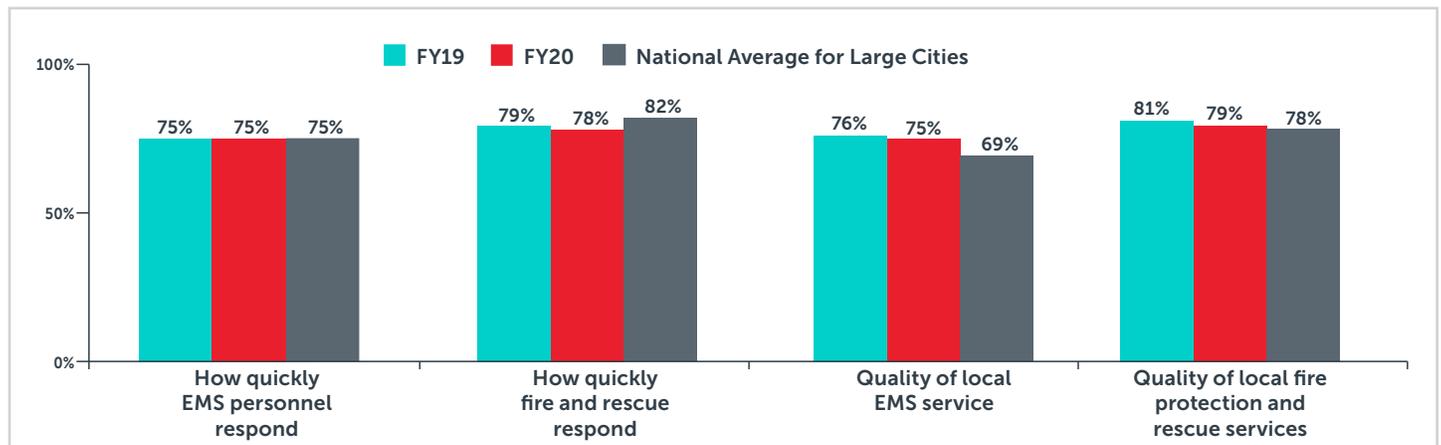
Efforts to prevent crime is the number one priority within Police services. Satisfaction has dropped to 28 percent while dissatisfaction is now at 41 percent. The national average is higher, at 44 percent.



Satisfaction with feelings of safety in the city is low (34 percent) but unchanged from the prior year. Satisfaction with “how safe I feel in my neighborhood” is unchanged as well, but higher overall (59 percent). However, there are significant disparities in satisfaction with safety in neighborhood based on race/ethnicity and income.



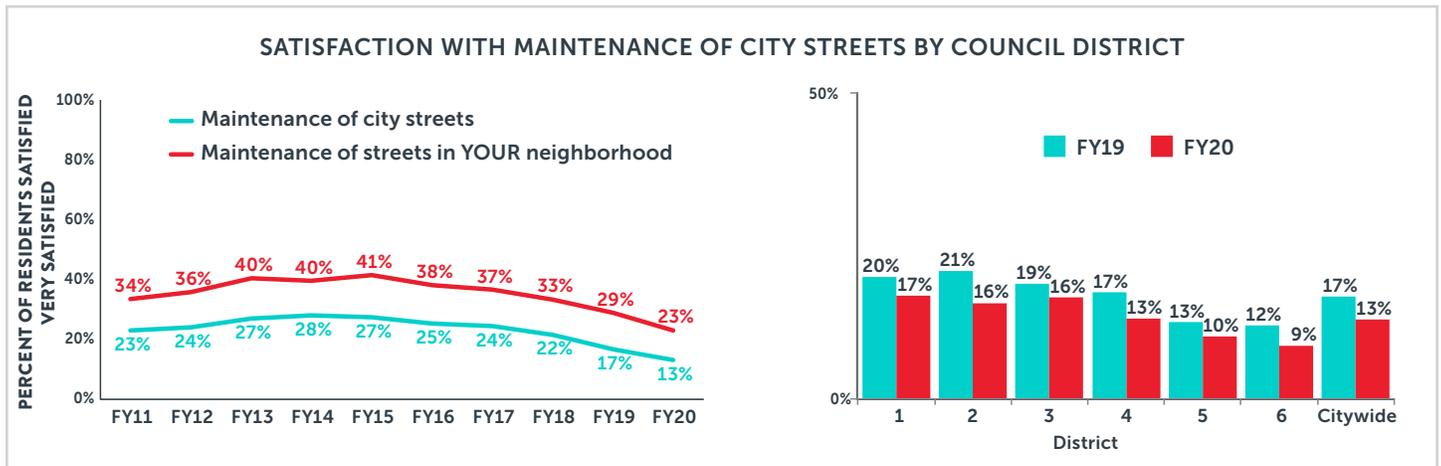
Fire and EMS services is the 13th highest priority for residents. Satisfaction with all Fire and EMS services is high, compared favorably with benchmarks, and is unchanged from the prior year.



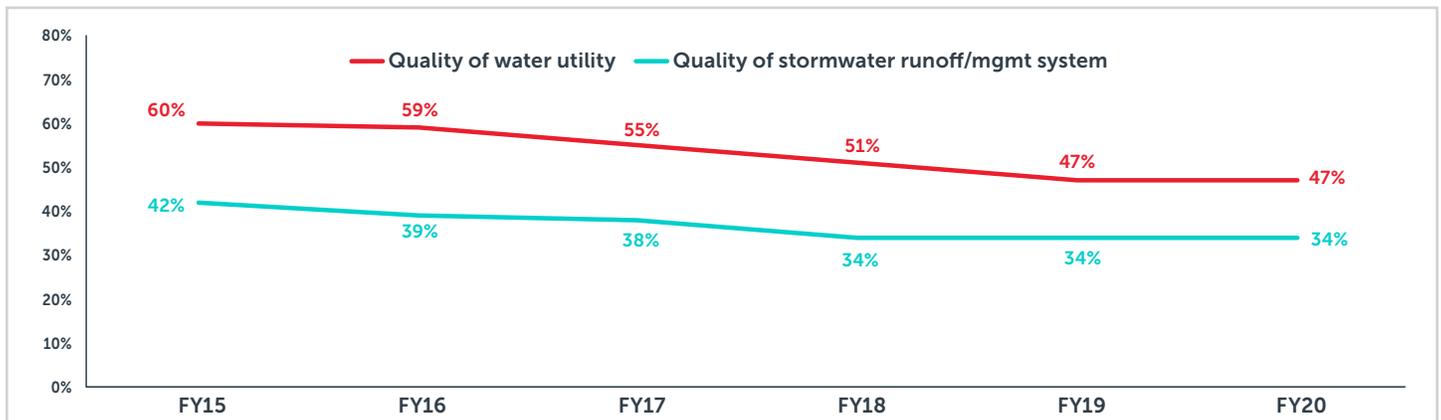
INFRASTRUCTURE AND ACCESSIBILITY

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, as well as “streets in your neighborhood”, continues its precipitous decline.

Question	Satisfaction	Importance	I-S
Maintenance of streets	13%	57%	1
Streets in your neighborhood	23%	27%	2
Snow removal on residential streets	32%	25%	3
Condition of sidewalks	17%	17%	4
Sidewalks in your neighborhood	26%	16%	5
Accessibility of infrastructure	34%	9%	6
On-street bike infrastructure	28%	7%	7
Snow removal on major streets	52%	10%	8
Adequacy of street lighting	54%	5%	9
Maintenance of signs/signals	53%	4%	10



Stormwater runoff/management is the fourth highest priority for residents; satisfaction is low compared to the national average (34 percent compared to 54 percent) but unchanged from the prior year. The water utility is the sixth highest priority; satisfaction also lags the national average (47 percent compared to 66 percent) but was unchanged.



The goals and objectives contained in the Citywide Business Plan are designed to align with the results of the Resident Satisfaction Survey. This allows Kansas City, MO to evaluate the success of the Citywide Business Plan and make strategic investments in resident priorities to better serve the community.



GOAL

FINANCE AND GOVERNANCE

To employ best practices in governance and management with an emphasis on accountability, transparency, engagement, and resiliency, and to effectively and efficiently use Kansas City's economic resources to maintain financial solvency.

1. Reform the City's economic incentives to meet the policy objectives of the City Council

- a. Develop a method to consistently report the financial impact of economic development incentives on taxing jurisdictions, including the City
- b. Assess the need for an inter-departmental team to review new economic development incentive requests
- c. Review citywide economic development policies and recommend areas for reform to support equitable and accessible development in all areas of Kansas City
- d. Assess the organizational alignment of external organizations, statutory agencies, and City departments as it relates to economic development

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of residents satisfied with the value received for tax dollars	39%	37%	46%	33%	46%	46%

2. Ensure the resiliency of City government

- a. Develop an organizational standard of core competencies in Law, Human Resources, and Finance
- b. Implement the PeopleSoft Strategic Plan for Human Resources and Finance
- c. Develop a strategy for upcoming tax renewals: Earnings Tax (2021), Temporary Health Levy (2023), KC Area Transportation Authority Sales Tax (2024), and Public Safety Sales Tax (2026)
- d. Update financial policies to identify required actions in response to severe recession, natural disaster, or other financial shock
- e. Identify solutions to structurally balance special revenue funds traditionally supported by the General Fund
- f. Implement an outcomes-based budgeting system
- g. Identify and develop adequate diversified funding mechanisms to increase access to affordable housing
- h. Develop an Information Technology Governance Framework to manage IT efforts, cost and risk, and deliver a unified IT service model across the City
- i. Develop and implement a comprehensive risk management program

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
General Fund unreserved fund balance as a percent of annual operating expenditures	22%	18%	20%	17%	23%	23%
Pension system funding ratio for employee pension system	85%	85%	100%	84%	100%	100%
Workers' compensation claim frequency rate	20	20	15	22	15	15

3. Engage in workforce planning including employee recruitment, development, retention, and engagement

- a. Develop a plan to ensure internal candidates are given adequate consideration for promotional opportunities
- b. Create a plan to adjust pay scales so that they are within the market range using results of the Market Pay Study and its gender equity analysis component
- c. Develop sustainable strategies to continuously engage all employees and implement recommendations made by the Employee Engagement and Empowerment committees
- d. Develop partnerships with local educational institutions to effectively recruit the City's entry-level workforce

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of employees who agree that their department is prepared for future retirement (bi-annual survey)	26%	--	29%	TBD	40%	40%

4. Ensure a responsive, representative, engaged, and transparent City government

- a. Review the City Charter to identify the need for revisions
- b. Conduct a comprehensive, departmental initiated review of the Code of Ordinances to foster periodic updates
- c. Commission a tax burden study
- d. Improve communication between staff and customers by using plain language
- e. Develop and implement a reporting system to measurably evaluate service request performance and progress in achieving customer service goals

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of residents satisfied with effectiveness of communication from the City	42%	38%	47%	39%	47%	47%
Percent of residents satisfied with customer service from City employees	48%	46%	54%	46%	54%	54%
Percent of residents satisfied with opportunity to engage/ provide input into decisions made by the City	29%	30%	33%	22%	36%	36%

GOAL

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. Maintain and increase affordable housing supply to meet the demands of a diverse population

- a. Preserve existing affordable rental and owner-occupied housing units citywide
- b. Expand the use of Low-Income Housing Tax Credits for the preservation and construction of new affordable housing units
- c. Work in a renewed partnership with the Housing Authority of Kansas City and other stakeholders to actively create affordable housing in all areas of the City
- d. Create a range of homeownership assistance programs to remove barriers and encourage residents in all income groups to be homeowners

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent residents satisfied with accessibility of affordable housing	57%	54%	59%	50%	59%	59%

2. Broaden the capacity and innovative use of funding sources for affordable housing

- a. Capitalize and maintain the Housing Trust Fund
- b. Align developer incentives with affordable housing production and commitment
- c. Utilize Brownfield assistance programs to facilitate and support development of new infill affordable housing in established neighborhoods or on repurposed property

3. Invest in neighborhood stabilization and revitalization to reduce blight, ensure sustainable housing, and improve the wellbeing of residents while sustaining their diverse cultures

- a. Focus partnerships with neighborhoods, community groups, and agencies to support existing programs, events and initiatives for resident engagement and social equity
- b. Provide well-cared-for green space for recreation, public events, and public enjoyment
- c. Establish baseline criteria for the development of Health Prosperity Zones
- d. Establish an interdepartmental work group that identifies the underlying causes of the City’s racial divide and develop recommendations on how to address this problem
- e. Integrate human and social benefits of housing policy with natural resource conservation and restoration
- f. Propose and support legislation to address environmental health hazards, including air and noise pollution
- g. Update Food Code to ensure safety of food establishments
- h. Propose and support legislation and other initiatives to provide the City and local neighborhoods better control over the future of vacant properties
- i. Develop an anti-illegal dumping campaign tied to health and environmental impacts

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of residents satisfied with physical appearance of neighborhoods	56%	55%	58%	56%	60%	60%
Percent of residents satisfied with efforts to clean up illegal dumping sites	24%	23%	23%	23%	39%	29%
Tons of illegal dumping collected	3,100	TBD	3,400	3,348	3,400	3,400
Percent decrease of dangerous building inventory	37%	53%	50%	46%	50%	50%

4. Ensure all occupants of residences have quality, efficient, and healthy housing with minimal economic or regulatory barriers

- a. Develop and support actions to eliminate lead paint hazards
- b. Promote expansion of energy efficient measures as part of housing preservation and new developments
- c. Develop communication and other strategies to increase compliance with solid waste ordinances, with particular attention to enforcement
- d. Promote housing mobility and assist residents with access to enhanced services and housing choices
- e. Advocate for nondiscriminatory, Fair Housing at the state and national level

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of children with elevated blood lead	5%	3%	5%	TBD	5%	5%

5. Address the various needs of the City's most vulnerable population

- a. Coordinate with external partners to address people experiencing homelessness and other vulnerable populations
- b. Increase the level of supportive housing and treatment services to high-risk populations to help them secure permanent housing
- c. Create an interdepartmental work group to assess work being done related to homelessness and develop priorities and strategies to address issues related to homelessness
- d. Reduce Sexually Transmitted Infections (STIs) and HIV/AIDS, particularly among adolescents

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Difference in the total number of expected years of life between highest and lowest zip codes (calculated every four years)	13.8	--	12	--	12	12

6. Utilize planning approaches to improve the City's neighborhoods

- a. Update the City's comprehensive plan
- b. Establish standardized guidelines for area implementation committees based on best practices
- c. Develop and implement a plan to foster entrepreneurship, small business growth, and development
- d. Implement the digital equity strategic plan for all residents to have access to the same information technology resources

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of businesses rating the City as an excellent or good place to do business	70%	68%	73%	64%	73%	73%
Percent of businesses satisfied with overall quality of services provided by the City	60%	59%	64%	57%	64%	64%

GOAL

PUBLIC SAFETY

To protect 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. Reduce violent crime among all age groups, placing an emphasis on young offenders

- a. Set aside annual funding to partner with local schools and provide year-round internship opportunities for students, as is feasible
- b. Empower all patrolling/enforcement City staff to report dumping and other property violations
- c. Collaborate across departments to implement a messaging campaign supporting positive social norms and behaviors across all age groups, with an emphasis on youth and young adults
- d. Provide educational training to through KPCP youths and young adults inside and outside the classroom which affords them with the information necessary to make positive decisions and avoid negative influences

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Total crimes against persons	14,049	13,788	12,494	12,101	12,494	12,494
Percent of residents satisfied with the City's overall efforts to prevent crime	33%	33%	54%	28%	54%	54%

2. Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcome

- a. Ensure that staff are trained in trauma-informed care approaches to client service
- b. Develop programs to handle mental health crises using neighborhood leaders to identify and administer Mental Health First Aid (especially to young adults)
- c. Expand the City's surge capacity for major outbreaks of disease
- d. Develop programs and messaging around life safety and injury prevention for the community focusing on vulnerable populations
- e. Promote expanded automatic aid agreements with neighboring communities to enhance coverage and increase efficiency
- f. Restore International Academies of Emergency Dispatch accreditation to KCFD Communications Center
- g. Improve the cardiac survival rate through internal and external training in CPR and other life-saving techniques
- h. Develop initiatives to reduce the number of high utilizers of emergency response services and non-emergent calls
- i. Ensure interoperability of Police communications are established immediately for mass casualty scenes

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of cardiac arrests (vfib/vtac rhythm) with return of spontaneous circulation (ROSC)	40%	45%	40%	48%	40%	40%

3. Improve the diversity of employee recruitment, succession planning, and retention in the Police and Fire Departments

- a. Develop programs with other fire service and EMS agencies to leverage the regional pool of applicants to increase diversity and reduce competition
- b. Recruit a diverse group of teens and adults into careers in Police and Fire service

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of KCFD uniform personnel who are minorities	29%	30%	--	30%	TBD	TBD
Percent of KCPD sworn personnel who are minorities	34%	30%	--	34%	TBD	TBD

4. Increase effectiveness and efficiencies of operations at Municipal Court and work to achieve the best possible outcomes for those served

- a. Encourage the maintenance of positive relationships between minors and their incarcerated parents
- b. Implement a brief Adverse Childhood Experiences (ACEs) survey for households served by the department and refer client families to the Health Department for further support
- c. Improve access to justice by expanding online partial payments and virtual court dockets
- d. Develop opportunities to expand education about the municipal judicial system to help build trust between the Court and the community

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Municipal Court Case Clearance Rate	86%	85%	100%	92%	100%	100%
Percent of traffic cases disposed within 90 days	87%	85%	90%	89%	90%	90%

GOAL

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. Enhance the City’s connectivity, resiliency, and equity through a safe, efficient, convenient, inclusive, accessible, sustainable and better connected multi-modal transportation system

- a. Optimize the City’s transit investment to enhance mobility and meet community needs
- b. Continue to implement complete streets and Vision Zero plans to enhance pedestrian connectivity
- c. Implement transportation solutions that provide inclusive and equitable access and connect places
- d. Utilize the City’s Transit Oriented Development Policy to encourage higher density for new housing developments within close proximity of frequent public transit service

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of residents satisfied with condition of sidewalks in YOUR neighborhood	22%	17%	35%	13%	35%	35%
Percent of residents satisfied with overall quality of public transportation	41%	34%	43%	43%	43%	43%
Percent of residents satisfied with on-street bicycle infrastructure	26%	23%	30%	23%	30%	30%

2. Develop environmentally sound and 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 emission reduction, incorporating new strategies for climate adaptation, mitigation, resilience, and the long-term removal of carbon dioxide from the atmosphere
- b. Reduce financial impacts of the City’s Smart Sewer Program by proactively working with the EPA to adjust the timeline for project completion
- c. Implement the City’s Smart Sewer Program by practicing adaptive management approaches and integrating green infrastructure
- d. Collaborate with Evergy to support implementation of the Renewables (non-carbon based power) Direct Program

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of residents satisfied with the City’s stormwater runoff/stormwater management system	34%	34%	41%	34%	41%	41%

3. Increase and support local workforce development and minority, women, and locally-owned businesses

- a. Adopt Workforce Disparity Study and begin implementation of broader workforce development programs across City and statutory agencies
- b. Develop a plan to prioritize the hiring of local companies by the City and statutory agencies

4. Engage in efforts to strategically invest in the City’s infrastructure and explore emerging technologies

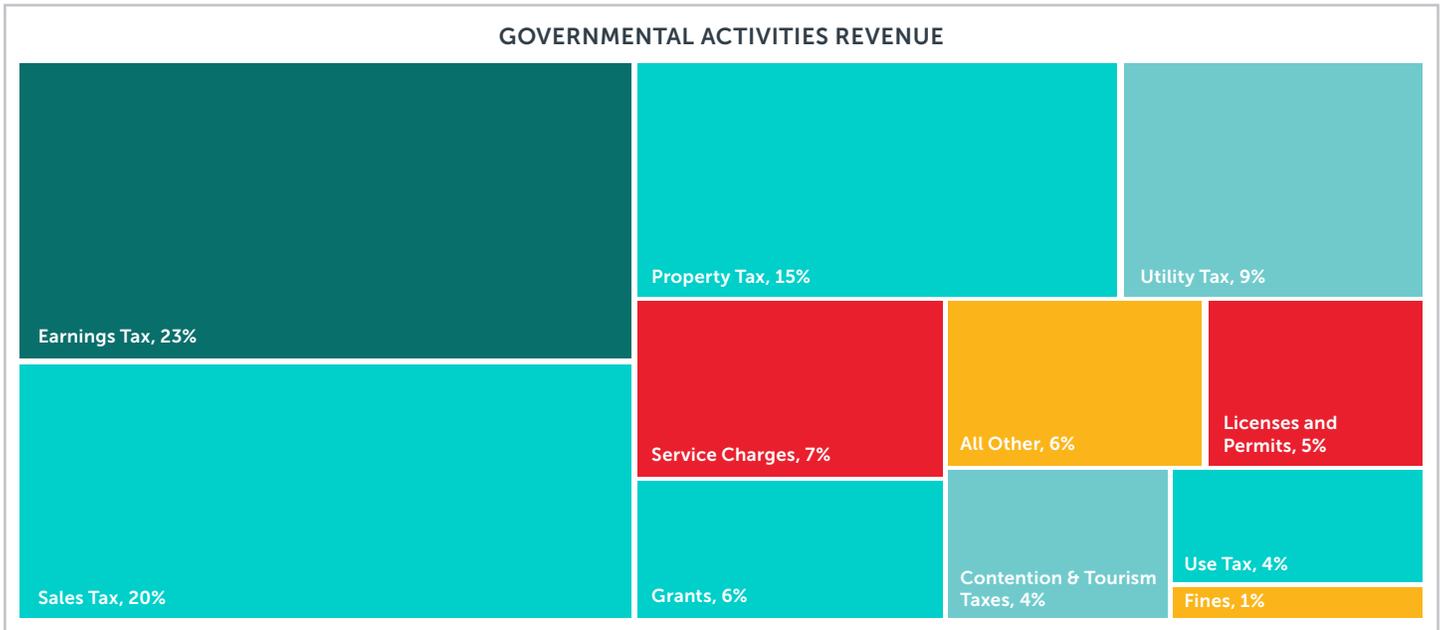
- a. Implement improvements at the City’s convention and entertainment venues to successfully host conventions, tradeshows, and meetings, while maximizing economic impact for the City
- b. Develop a plan to track and preserve investment in City-owned historic and cultural assets
- c. Monitor the finance, design, and construction of the Airport’s Terminal Modernization Program to bring it in on time and on budget
- d. Develop and update sustainable infrastructure plans that include a comprehensive asset management plan for critical assets that include the goal of keeping infrastructure assets at good or better condition

Measures of Success	FY18 Actual	FY19 Actual	FY20 Target	FY20 Actual	FY21 Target	FY22 Target
Percent of residents satisfied with the maintenance of City streets, sidewalks, and infrastructure	33%	29%	32%	23%	32%	32%
Percent of curbs ramped to street surface	91%	TBD	95%	--	95%	95%

The following information reflects budgeted funds in the Adopted FY 2020-21 Budget. Since adoption, the City has made significant changes in response to additional expenditures and reduced revenues related to the Covid-19 pandemic. The City has enacted a minimum one-week furlough for many City employees and a hiring freeze. Additionally, the City is evaluating ongoing operational reductions and revenue enhancements. Adjustments relating to changes in expenditures and revenues are outlined in the Five-Year Financial Model Baseline and Balanced Scenarios.

GOVERNMENTAL ACTIVITIES REVENUES: \$1.18 billion

The City's current revenue structure is diversified and generally sound, drawing from a variety of taxpayer types (resident/non-resident, 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 non-residents using City services, which eases the overall burden on Kansas City's taxpayers.



SALES AND USE TAX: \$279.8 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 growing trend 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: \$271.6 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 23 percent of non-enterprise functions, and makes up 44.5 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 2016, Kansas City, Missouri residents overwhelmingly approved a five-year extension through December 2021, the City's long-term financial health is vulnerable to renewal requirements of this critical source of operating funds.

PROPERTY TAX: \$171.1 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. The market valuation of all property is approximately \$40.1 billion.

FRANCHISE FEES: \$108.5 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.

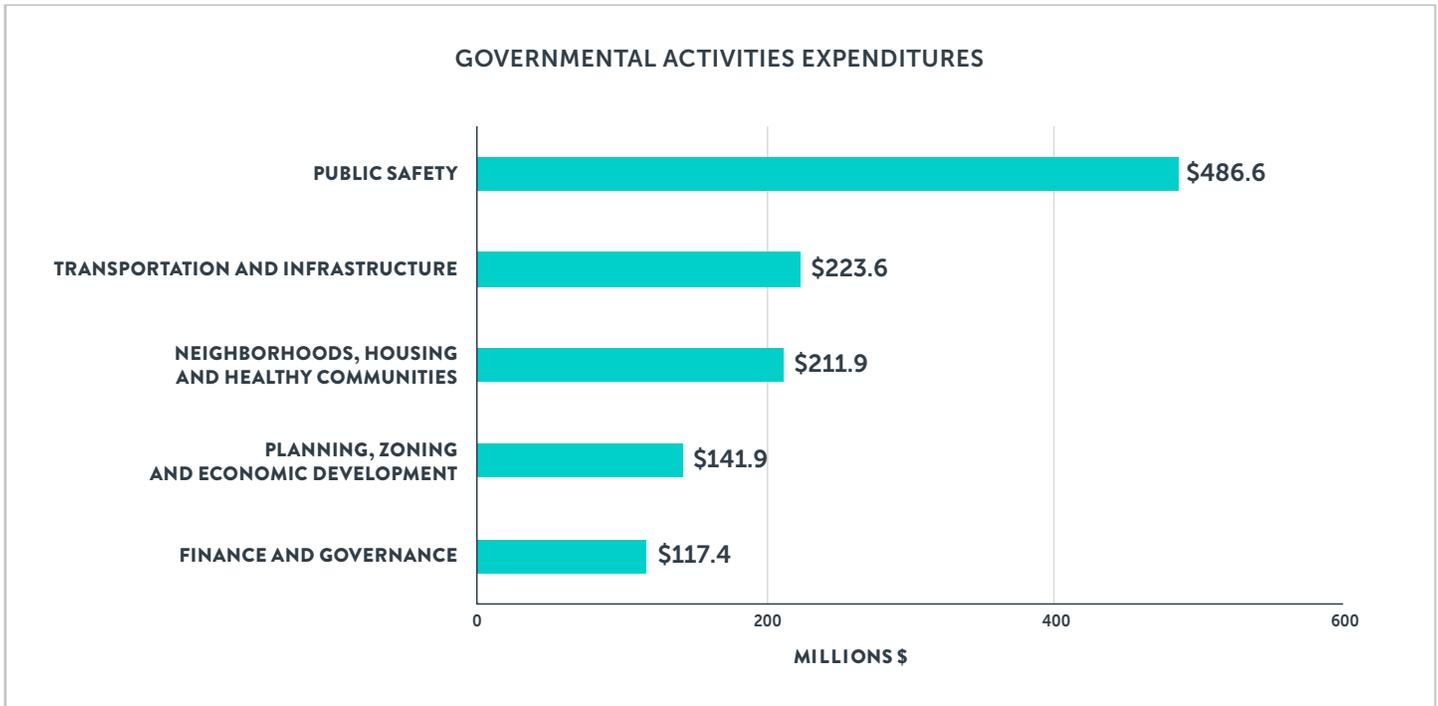
ECONOMIC INCENTIVE REDIRECTIONS: \$64.3 million

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 2020-21 they represent 8.4 percent of gross tax revenues.

GOVERNMENTAL ACTIVITIES EXPENDITURES: \$1.18 billion

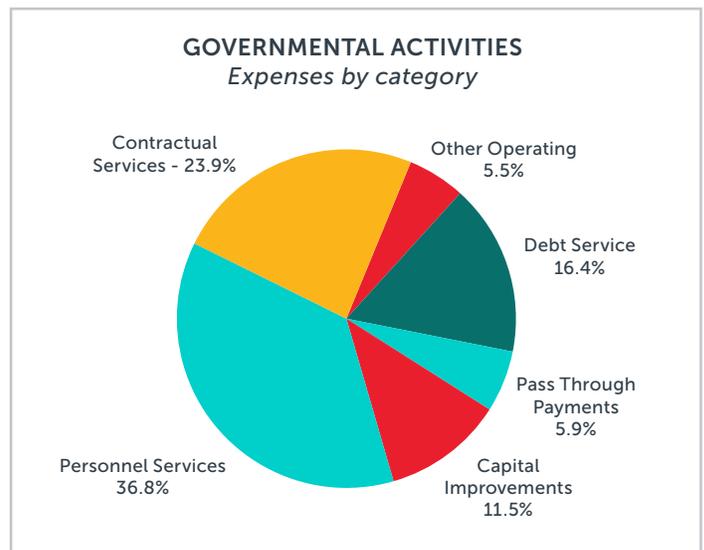
Governmental Activities Funds provide programs and services paid for by taxes, fees, and service charges. These funds provide services such as Police, Fire, Public Works, Parks and Recreation, Neighborhoods, and Health. *Governmental Activities Funds do not include the Aviation and Water Services Departments, 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 41 percent of the total.



GOVERNMENTAL ACTIVITIES EXPENDITURES BY CATEGORY

Personnel Services (wages and benefits) account for 36.8 percent of total expenditures, funding 3,326.6 Police and Fire employees and 2,006.9 non-Police and Fire employees.

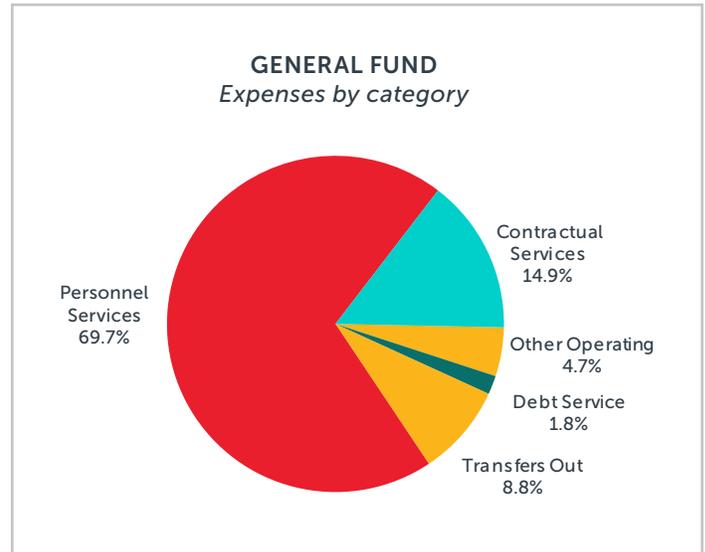


GENERAL FUND EXPENDITURES:

\$565.6 million plus \$54.6 million in transfers out

The majority of Public Safety expenditures are budgeted in the City's main operating fund, the General Fund, where Public Safety comprises 72.8 percent of the total.

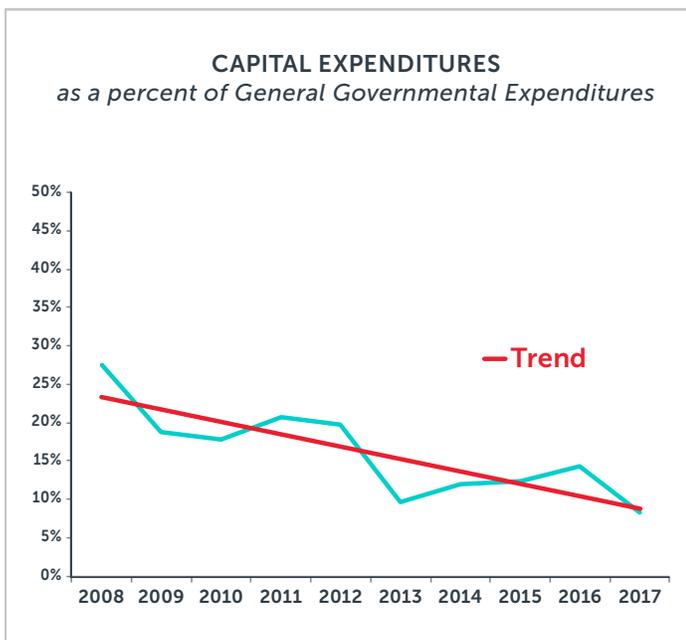
In the General Fund, salaries and benefits comprise 69.7 percent of total expenditures.



GOVERNMENTAL ACTIVITIES DEBT SERVICE OVERVIEW: \$193.1 million

Debt Service increased by \$17.5 million in the Adopted FY 2020-21 Budget. Economic Development debt comprises nearly half of the total debt service for Governmental Activities. New budgeted debt in FY 2020-21 includes: \$1.4 million for Neighborhoods and Housing Services for additional fleet, \$700,000 for Parks and Recreation for fleet replacement, \$656,000 in new debt service for the City Market Walnut Street Project, and \$281,000 in debt service payments for the downtown streetcar.

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.

Capital Improvements in Governmental Activities Funds decreased by \$7.2 million, driven by a one-year shift of \$5.6 million in funding for Street Preservation from the Capital Improvements Sales Tax to the GO KC Bond Program. The budget also decreased \$800,000 in park capital maintenance, \$500,000 in municipal facilities maintenance, and \$150,000 in convention facilities maintenance.

The FY 2020-21 Budget includes a total of \$60.0 million

for capital improvements in Governmental Activities. The trend for capital investment slopes down since 2010. Capital investment as a percentage of total expenditures fell sharply in 2013 and has failed to return to the previous levels, a strong indicator that physical asset deferrals are accruing. The last three years of capital expenditures as a percentage of general governmental expenditures have averaged 10.6 percent.

LEGACY COSTS

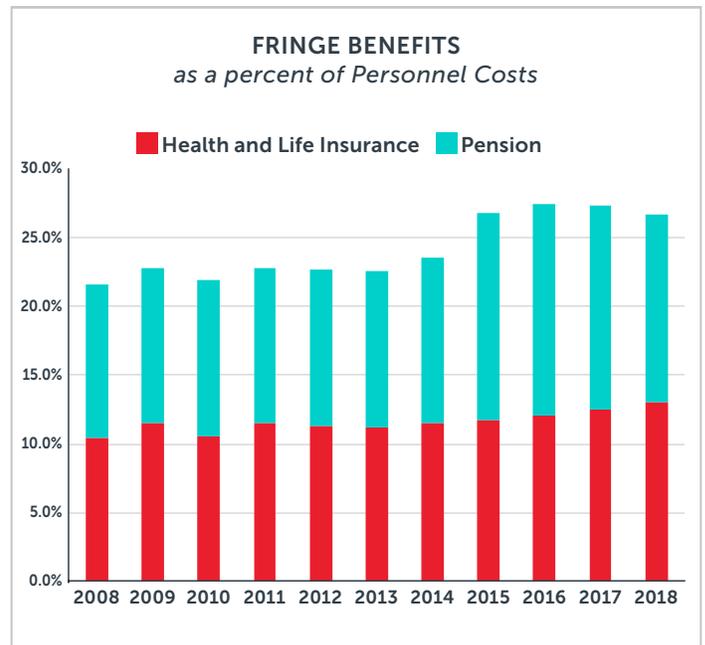
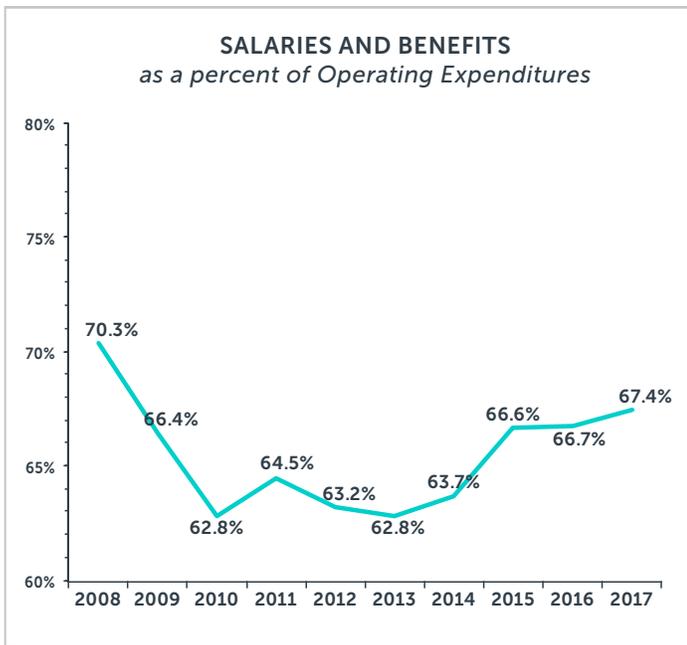
Salaries

Personnel costs that grow faster than other expenditures may lead to a long-term structural imbalance between revenues and expenditures. While salaries remain stagnant, benefits have been more costly and increase every year.

Pension, Healthcare, and Life Insurance

Most City employees and elected officials of the City, as well as the employees of 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*.

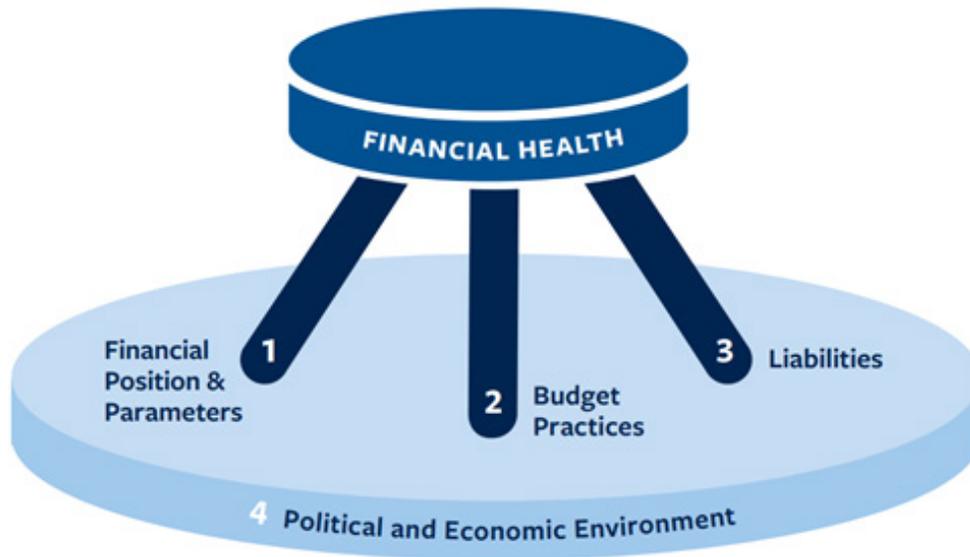
Legacy Costs represent a significant personnel cost, approaching 28.5 percent of personnel services. As benefit costs increase, the City faces new financial pressures. If higher costs, partially borne by employees, do not reflect improved quality or quantity of benefits, the City may have difficulties attracting and retaining quality personnel.



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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 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

¹Shayne 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

Financial Objectives: The 2020-2026 Financial Strategic Plan adopted the following financial management strategies to meet Council goals.

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

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

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

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

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

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

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

8. 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)

9. 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

10. Develop and implement a comprehensive risk management program
11. Implement an outcomes-based budgeting system
12. Develop a long-range funding plan for pension, healthcare, and other post-employment benefits
13. Create a comprehensive financial recovery plan to mitigate the impact of the recession caused by the Covid-19 pandemic

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 2020-21 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 expenditures, 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 reinforces 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 2020-21 Budget and must be addressed thoughtfully as part of long-range financial planning. Growth rates for health and pension costs, representing nearly 30 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.

2021-2026 Model Scenarios

For purposes 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

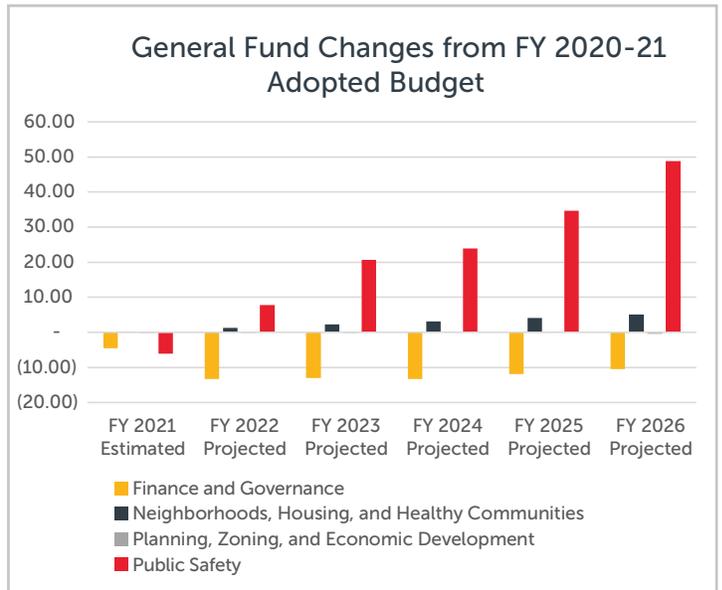
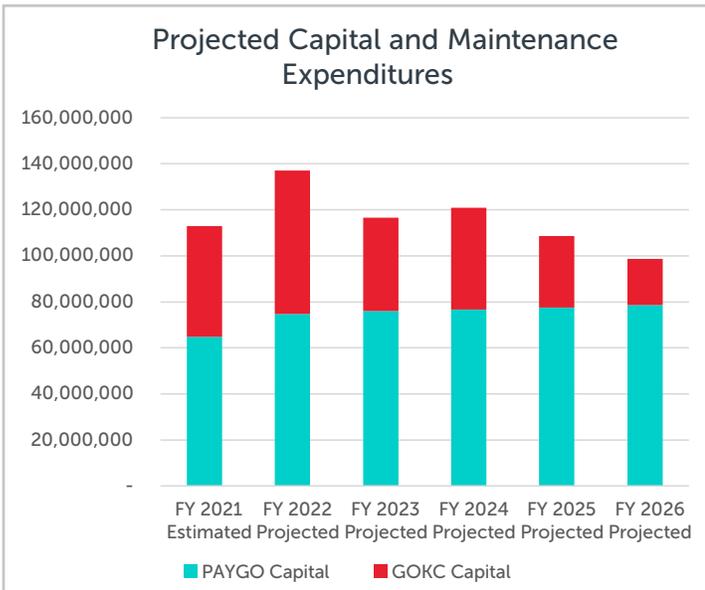
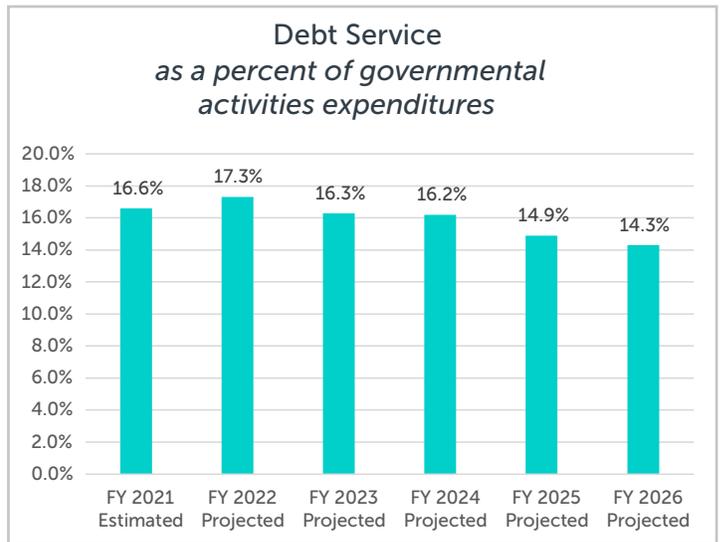
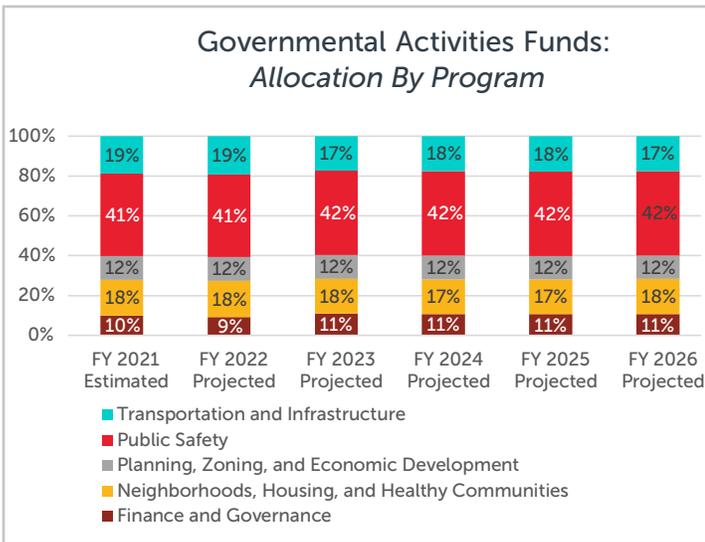
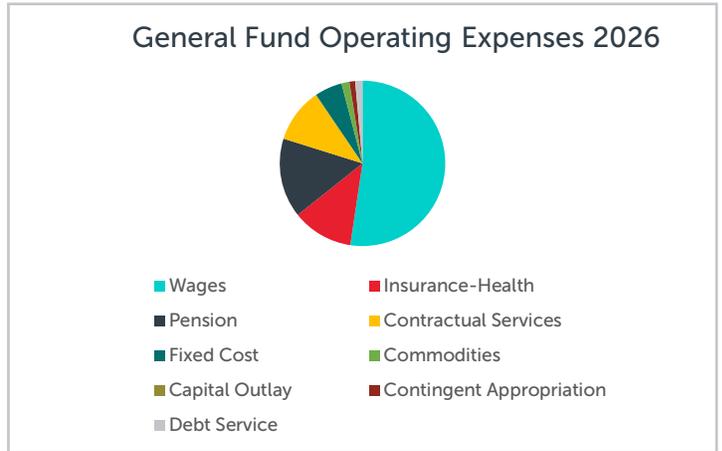
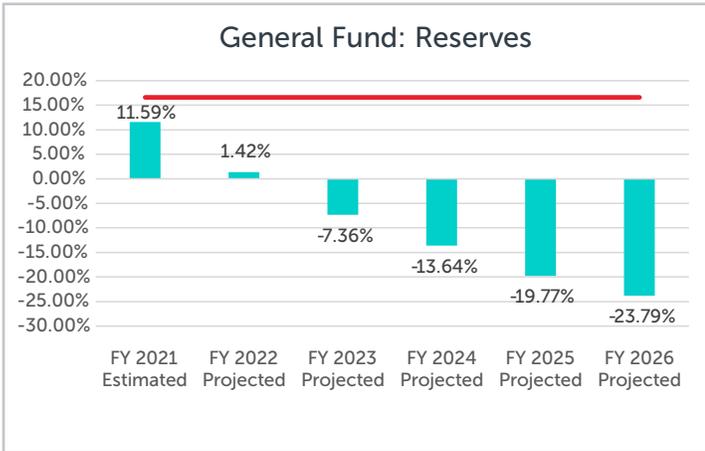
Link to the Budget

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.**

FISCAL YEARS ENDED 2021-2026 FINANCIAL PLAN

Five-Year Forecast Summary | Scenario Description:

BASELINE



MODEL DATA - GENERAL FUND - BASELINE

<p>Insights - General Fund: The General Fund is the City's primary operating fund and acts as the backstop for any other fund that may go into deficit. The General Fund directly supports many of the City's operating funds; the "Transfer Out" section outlines each of those funds' support level. Note that the Street Maintenance fund receives 7.5% of Earnings Tax to meet the obligations of the Earnings Tax Referendum language.</p> <p>City Charter Mandates that any adopted budget include a balanced General Fund.</p>	<p>The Baseline Scenario Considers the following:</p> <ul style="list-style-type: none"> • Assumes all ongoing Operational Reductions and Operational Revenue Expansions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 • Assumes for expenditures <ul style="list-style-type: none"> • Additional \$650,000 in costs for the City's Solid Waste Expansion in FY21 • Additional \$1.0 million in costs related to the City's OneIT program in FY22 • Assumes for revenues <ul style="list-style-type: none"> • Recovery of \$26.0 million in delayed Earnings Taxes in FY21 • Payback from the Fire Sales Tax of \$3.5 million in FY21 • Reimbursement of \$1 million in expenditures for the CARES Act related to COVID-19 • Recovery of \$2.2 million in Property Tax following Board of Equalization changes to Assessed Value • Reducing expected increase in Water Department Franchise PILOT due to no action on Ordinance 200168 • Designating an Earnings Tax Refund Reserve of \$9.5 million • The General Fund Subsidizes short falls in all other governmental activities funds (Special Revenue, Debt, Capital)
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<i>Surplus/(Deficit)</i>						
\$92,863,985.96	(13,914,052)	(23,194,606)	(61,367,748)	(52,969,798)	(40,626,946)	(40,919,191)	(31,065,275)
	<i>Ending Balance</i>						
	78,949,934	69,669,380	8,301,632	(44,668,166)	(85,295,112)	(126,214,303)	(157,279,578)
Expenditure	\$ 565,656,539	\$ 555,076,718	\$ 561,379,347	\$ 575,584,545	\$ 579,460,537	\$ 592,757,430	\$ 608,792,410
Wages	298,349,660	300,209,376	301,559,991	310,456,771	309,069,571	315,154,629	324,361,922
Insurance-Health	57,907,998	57,907,998	60,803,398	63,843,568	67,035,746	70,387,533	73,906,910
Pension	76,041,098	76,041,098	85,926,441	88,074,602	90,716,840	93,438,345	96,241,495
Contractual Services	60,868,542	60,868,542	62,076,613	63,185,622	64,251,872	65,272,462	66,244,574
Fixed Cost	31,780,166	31,780,166	33,369,138	33,369,138	33,369,138	33,369,138	33,369,138
Commodities	8,578,742	8,578,742	8,750,317	8,907,823	9,059,256	9,204,204	9,342,267
Capital Outlay	219,700	219,700	219,700	219,700	219,700	219,700	219,700
Contingent Appropriation	20,480,000	20,480,000	6,483,944	6,624,589	6,662,966	6,794,618	6,953,380
Debt Service	11,430,633	11,430,633	11,021,989	10,931,559	9,304,851	9,350,792	8,795,695
<i>Operational Reduction</i>	-	<i>(10,426,395)</i>	<i>(9,832,183)</i>	<i>(10,028,827)</i>	<i>(10,229,403)</i>	<i>(10,433,991)</i>	<i>(10,642,671)</i>
<i>Hiring Freeze</i>	-	<i>(1,463,416)</i>	-	-	-	-	-
<i>Furlough</i>	-	<i>(1,199,725)</i>	-	-	-	-	-
<i>Scenario - Solid Waste Expansion</i>	-	650,000	-	-	-	-	-
<i>Scenario - OneIT</i>	-	-	1,000,000	-	-	-	-
Transfer Out	\$ 54,585,144	\$ 76,730,829	\$ 93,498,982	\$ 91,694,979	\$ 94,267,991	\$ 94,723,875	\$ 91,584,175
Tfr to Convention & Sports Complex	-	1,649,111	8,570,612	4,986,570	5,479,935	5,141,639	2,255,898
Tfr to Convention and Tourism	-	13,642,286	16,961,878	12,805,383	12,605,882	12,109,948	10,990,591
Tfr to Convention Hotel Catering Fund	1,733,109	-	-	-	-	-	-
Tfr to Development Services	-	2,628,801	3,542,278	3,926,930	4,297,200	4,694,999	5,099,108
Tfr to General Services Fund	-	18,958	-	-	-	33,075	63,658
Tfr to GO Recovery Zone Bonds	-	-	2,306,450	2,437,745	2,379,232	2,309,051	-
Tfr to KC DwnTwn Redev Dist	15,243,105	15,862,595	17,291,195	23,010,832	23,279,807	23,541,376	23,845,513
Tfr to Land Bank Fund	2,003,878	1,986,448	2,029,458	2,066,777	2,101,790	2,135,398	2,167,513
Tfr to Park Maintenance Fund	4,600,000	6,996,179	11,572,425	9,300,469	9,534,308	8,964,483	9,238,096
Tfr to Parking Garage	350,643	3,352,305	803,381	-	-	-	-
Tfr to Performing Arts Grge	8,247,504	9,058,704	8,834,857	9,072,107	9,032,197	8,971,849	8,952,787
Tfr to STIF Brush Creek	472,574	472,574	441,938	502,701	518,625	524,489	529,292
Tfr to STIF East Village Fund	980,041	980,041	123,493	1,160,646	1,254,933	1,360,422	1,461,509
Tfr to STIF Linwood Fund	306,424	306,424	1,319,910	1,320,015	1,320,936	1,324,727	1,330,662
Tfr to Street Maintenance Fund	20,205,585	19,105,166	19,244,026	20,520,016	21,622,179	22,311,681	23,517,957
Trf to City Legal Expense Fund	-	223,860	-	116,223	360,023	555,804	746,803
Trf to Domestic Violence Shelt	442,281	358,525	457,079	468,565	480,945	494,085	507,193
Trf to Public Works Reimburse	-	-	-	-	-	-	7,885
Trf to Worker's Comp Fund	-	88,852	-	-	-	250,849	869,713

MODEL DATA - GENERAL FUND - BASELINE

<p>Insights - General Fund: The General Fund is the City's primary operating fund and acts as the backstop for any other fund that may go into deficit. The General Fund directly supports many of the City's operating funds; the "Transfer Out" section outlines each of those funds' support level. Note that the Street Maintenance fund receives 7.5% of Earnings Tax to meet the obligations of the Earnings Tax Referendum language. City Charter Mandates that any adopted budget include a balanced General Fund.</p>	<p>The Baseline Scenario Considers the following:</p> <ul style="list-style-type: none"> • Assumes all ongoing Operational Reductions and Operational Revenue Expansions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 • Assumes for expenditures <ul style="list-style-type: none"> • Additional \$650,000 in costs for the City's Solid Waste Expansion in FY21 • Additional \$1.0 million in costs related to the City's OneIT program in FY22 • Assumes for revenues <ul style="list-style-type: none"> • Recovery of \$26.0 million in delayed Earnings Taxes in FY21 • Payback from the Fire Sales Tax of \$3.5 million in FY21 • Reimbursement of \$1 million in expenditures for the CARES Act related to COVID-19 • Recovery of \$2.2 million in Property Tax following Board of Equalization changes to Assessed Value • Reducing expected increase in Water Department Franchise PILOT due to no action on Ordinance 200168 • Designating an Earnings Tax Refund Reserve of \$9.5 million • The General Fund Subsidizes short falls in all other governmental activities funds (Special Revenue, Debt, Capital)
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<i>Surplus/(Deficit)</i>						
\$92,863,985.96	(13,914,052)	(23,194,606)	(61,367,748)	(52,969,798)	(40,626,946)	(40,919,191)	(31,065,275)
	<i>Ending Balance</i>						
	78,949,934	69,669,380	8,301,632	(44,668,166)	(85,295,112)	(126,214,303)	(157,279,578)
Revenue	\$ 598,850,107	\$ 601,135,417	\$ 585,883,506	\$ 606,545,365	\$ 625,205,225	\$ 638,539,417	\$ 661,168,271
Earnings Tax	292,255,000	277,057,740	279,828,317	296,618,016	311,448,917	320,792,385	336,832,004
Earnings Tax Redirections	(22,322,200)	(22,322,200)	(23,241,300)	(23,017,800)	(23,153,200)	(23,303,300)	(23,259,250)
Utility Taxes	111,000,000	108,990,000	111,944,700	112,451,924	112,961,683	113,473,992	115,533,471
Utility Taxes - Redirections	(3,142,500)	(3,142,500)	(3,178,600)	(3,193,600)	(3,177,900)	(3,167,400)	(3,167,050)
Local Use Tax	40,000,000	40,000,000	40,600,000	41,209,000	41,827,135	42,454,542	43,091,360
Local Use Tax Redirections	(246,200)	(246,200)	(233,100)	(206,000)	(203,600)	(201,100)	(186,350)
Hotel/Motel Tax	110,000	90,200	98,318	106,183	110,431	115,952	128,707
Restaurant Tax	140,000	114,800	125,132	135,143	140,548	147,576	163,809
Property Taxes	65,894,305	65,894,305	66,553,248	67,218,781	68,563,156	69,934,419	71,333,108
Property Taxes Pilots	1,650,000	1,650,000	1,666,500	1,683,165	1,716,828	1,751,165	1,786,188
Gaming Revenues	11,900,000	9,758,000	10,636,220	11,487,118	11,946,602	12,543,932	13,923,765
Licenses & Permits	30,581,400	29,969,772	30,569,167	31,180,551	31,804,162	32,440,245	33,089,050
Service Charges	51,287,217	51,287,217	51,287,217	51,287,217	51,287,217	51,287,217	51,287,217
Interest and Rental Income	6,850,000	6,713,000	6,847,260	6,984,205	7,123,889	7,266,367	7,411,694
Fines & Forfeitures	8,231,851	8,231,851	8,380,024	8,514,105	8,633,302	8,736,902	8,841,745
Grants	2,357,015	2,357,015	2,357,015	2,357,015	2,357,015	2,357,015	2,357,015
All Other	2,304,219	2,258,135	2,301,386	2,345,503	2,390,502	2,436,401	2,483,218
<i>Operational Revenue Expansion</i>	-	<i>2,100,000</i>	<i>2,142,000</i>	<i>2,184,840</i>	<i>2,228,537</i>	<i>2,273,108</i>	<i>2,318,570</i>
<i>Scenario - ETAX Delayed Filing</i>	-	<i>26,000,000</i>	-	-	-	-	-
<i>Scenario - Turnout Gear Payback</i>	-	<i>3,500,000</i>	-	-	-	-	-
<i>Scenario - COVID Reimbursement</i>	-	<i>1,000,000</i>	-	-	-	-	-
<i>Scenario - Recovery Lost Property Tax</i>	-	<i>2,174,282</i>	-	-	-	-	-
<i>Scenario - No Water PILOT inc.</i>	-	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>
<i>Scenario - Supplemental E-TAX Refund</i>	-	<i>(9,500,000)</i>	-	-	-	-	-
Transfer In	\$ 7,477,524	\$ 7,477,524	\$ 7,627,074	\$ 7,764,362	\$ 7,896,356	\$ 8,022,698	\$ 8,143,038
Tfr Fr Convention and Tourism	895,200	895,200	913,104	929,540	945,342	960,468	974,875
Tfr fr Development Services	911,210	911,210	929,434	946,164	962,249	977,645	992,309
Tfr Fr Health Levy	1,276,012	1,276,012	1,301,532	1,324,960	1,347,484	1,369,044	1,389,580
Tfr fr Museum Fund	44,856	44,856	45,753	46,577	47,368	48,126	48,848
Tfr Fr Parks & Recreation Fund	1,702,329	1,702,329	1,736,376	1,767,630	1,797,680	1,826,443	1,853,840
Tfr Fr PILOTS Fund	309,168	309,168	315,351	321,028	326,485	331,709	336,685
Tfr Fr Pub Mass Trans	801,710	801,710	817,744	832,464	846,615	860,161	873,064
Tfr fr Street Maintenance Fund	1,537,039	1,537,039	1,567,780	1,596,000	1,623,132	1,649,102	1,673,838

MODEL DATA - SPECIAL REVENUE - BASELINE

<p>Insights - Special Revenue Funds: "Special Revenue" is a particular category reserved for any fund that serves as the funding source for government activity, but has a revenue source that is restricted (or "Special"). Special Revenue Funds include sales tax funds, motor-fuel tax funds, grant funds, and fee-supported funds.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Special Revenue funds follow all assumptions of the general model Assumes that future self-funded funds, and The Central City Sales Tax will reduce or increase expenditures to match revenues; outlined in the Automatic Balancing Variable <ul style="list-style-type: none"> Grant funds balance automatically Central City Sales Tax is assumed to spend all reserves in the Modeling Period Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 Assumes all of the scenarios outlined in the Parking, Conventions, Development, Transportation, Health, Fire Sales Tax, Police Sales Tax, Parks and Recreation, and grant fund summaries
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$48,235,392.83	(7,632,426)	(25,365,856)	(3,434,199)	485,330	1,745,797	2,500,296	4,838,441
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	40,602,967	22,869,537	19,435,338	19,920,668	21,666,465	24,166,761	29,005,202
Expenditure	\$ 412,568,590	\$ 412,246,870	\$ 428,428,039	\$ 441,616,537	\$ 448,718,895	\$ 455,459,743	\$ 462,465,688
Wages	74,991,720	73,132,004	79,131,319	77,731,466	86,765,532	88,480,278	87,228,786
Insurance-Health	13,821,749	13,821,749	14,445,274	15,099,975	15,787,411	16,509,219	17,267,118
Pension	8,691,677	8,691,677	9,711,687	9,933,343	10,205,980	10,486,796	10,776,036
Contractual Services	101,769,370	103,679,079	103,507,670	105,108,567	106,565,029	107,995,252	109,544,068
Fixed Cost	47,891,007	47,891,007	50,271,780	50,271,780	50,271,780	50,271,780	50,271,780
Commodities	15,030,497	15,030,497	15,325,947	15,597,170	15,857,936	16,107,535	16,345,278
Capital Outlay	3,839,537	3,839,537	3,839,537	3,839,537	3,839,537	3,839,537	3,839,537
Debt Service	44,159,634	44,159,634	42,961,321	47,990,738	39,475,538	37,415,067	38,031,929
Pass Through Payments	102,373,399	98,408,208	98,041,216	102,662,500	104,333,751	108,138,536	111,126,776
<i>Operational Reduction</i>	-	<i>(7,680,195)</i>	<i>(5,560,455)</i>	<i>(5,671,664)</i>	<i>(5,785,097)</i>	<i>(5,900,799)</i>	<i>(6,018,815)</i>
<i>Hiring Freeze</i>	-	<i>(483,271)</i>	-	-	-	-	-
<i>Furlough</i>	-	<i>(898,075)</i>	-	-	-	-	-
<i>Automatic Balancing</i>	-	<i>10,645,383</i>	<i>(2,437,206)</i>	<i>(1,945,054)</i>	<i>(1,925,990)</i>	<i>(2,082,813)</i>	<i>(1,976,078)</i>
<i>Scenario - Soccer Village</i>	-	-	<i>496,356</i>	<i>500,629</i>	<i>1,019,579</i>	<i>1,074,559</i>	<i>1,080,934</i>
<i>Scenario - Vehicle Replacement</i>	-	-	-	<i>800,000</i>	<i>1,600,000</i>	<i>2,400,000</i>	<i>3,200,000</i>
<i>Scenario - District 1 Facility</i>	-	<i>1,009,636</i>	<i>1,009,636</i>	<i>1,009,636</i>	<i>1,009,636</i>	<i>1,009,636</i>	<i>1,009,636</i>
<i>Scenario - Fire Operations Expansion</i>	-	-	<i>15,273,000</i>	<i>14,838,000</i>	<i>14,382,400</i>	<i>13,906,288</i>	<i>13,408,275</i>
<i>Scenario - Fire Fleet Replacement</i>	-	-	<i>727,000</i>	<i>1,482,000</i>	<i>2,264,000</i>	<i>3,073,040</i>	<i>3,910,640</i>
<i>Scenario - Parks Fleet Replacement</i>	-	-	<i>683,958</i>	<i>1,367,916</i>	<i>2,051,874</i>	<i>2,735,832</i>	<i>3,419,790</i>
<i>Scenario - COVID -Non-Reimbursable</i>	-	<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	-	-
Transfer Out	\$ 64,960,063	\$ 61,615,082	\$ 65,950,059	\$ 68,424,404	\$ 69,495,957	\$ 71,712,194	\$ 77,541,767
Tfr to Convention & Sports Complex	26,119,417	20,672,308	22,876,903	24,857,936	25,926,127	27,369,458	30,736,834
Tfr to Convention and Tourism	473,265	-	-	-	-	-	-
Tfr to Convention Hotel Catering Fund	473,265	3,761,386	5,838,101	4,805,582	4,728,102	4,612,266	4,586,082
Tfr to Economic Incentives	1,659,122	1,529,410	1,593,197	1,621,467	1,646,952	1,668,794	1,686,808
Tfr to Fire Sales Tax	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Tfr to General Debt & Interest	10,385,271	8,803,164	8,336,891	9,415,431	9,827,059	10,351,336	12,308,714
Tfr to General Fund	7,168,616	7,168,616	7,311,988	7,443,604	7,570,145	7,691,268	7,806,637
Tfr to GO Recovery Zone Bonds	307,695	307,695	307,695	307,695	307,695	307,695	307,695
Tfr to Golf Operations Fund	494,328	493,432	635,578	727,098	138,509	222,498	302,467
Tfr to Municipal Court Building Fund	162,150	162,150	162,150	162,150	162,150	162,150	162,150
Tfr to Neighborhood Tourist Develop	1,246,395	2,246,382	2,448,556	2,644,441	2,750,218	2,887,729	3,205,380
Tfr to Street Car Fund	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000

MODEL DATA - SPECIAL REVENUE - BASELINE

<p>Insights - Special Revenue Funds: "Special Revenue" is a particular category reserved for any fund that serves as the funding source for government activity, but has a revenue source that is restricted (or "Special"). Special Revenue Funds include sales tax funds, motor-fuel tax funds, grant funds, and fee-supported funds.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> • Special Revenue funds follow all assumptions of the general model • Assumes that future self-funded funds, and The Central City Sales Tax will reduce or increase expenditures to match revenues; outlined in the Automatic Balancing Variable <ul style="list-style-type: none"> • Grant funds balance automatically • Central City Sales Tax is assumed to spend all reserves in the Modeling Period • Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 • Assumes all of the scenarios outlined in the Parking, Conventions, Development, Transportation, Health, Fire Sales Tax, Police Sales Tax, Parks and Recreation, and grant fund summaries
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$48,235,392.83	(7,632,426)	(25,365,856)	(3,434,199)	485,330	1,745,797	2,500,296	4,838,441
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	40,602,967	22,869,537	19,435,338	19,920,668	21,666,465	24,166,761	29,005,202
Revenue	\$ 408,308,677	\$ 363,678,898	\$ 400,373,313	\$ 425,957,665	\$ 434,412,596	\$ 443,988,732	\$ 457,982,145
Sales Tax	171,310,000	154,179,000	161,887,950	171,601,227	174,175,245	176,787,874	181,207,571
Sales Tax - Redirections	(17,853,500)	(17,853,500)	(16,863,100)	(17,470,600)	(16,701,600)	(15,900,700)	(15,819,950)
Local Use Tax	3,800,000	3,800,000	3,857,000	3,914,855	3,973,578	4,033,181	4,093,679
Hotel/Motel Tax	27,394,902	22,463,820	24,485,563	26,444,408	27,502,185	28,877,294	32,053,796
Hotel/Motel Tax Redirections	(4,975,500)	(4,975,500)	(5,891,400)	(6,476,000)	(6,973,900)	(7,477,600)	(8,018,850)
Restaurant Tax	30,261,717	24,814,608	27,047,923	29,211,756	30,380,227	31,899,238	35,408,154
Restaurant Tax Redirections	(4,142,300)	(4,142,300)	(4,171,020)	(4,353,820)	(4,454,100)	(4,529,780)	(4,671,320)
Property Taxes	60,860,994	60,860,994	61,469,604	62,084,300	63,325,986	64,592,506	65,884,356
Property Taxes Pilots	2,126,155	2,126,155	2,147,417	2,168,891	2,212,269	2,256,514	2,301,644
Licenses & Permits	9,060,444	8,705,235	8,930,940	9,201,779	9,391,208	9,587,447	9,779,196
Service Charges	34,040,984	31,860,998	32,514,994	33,674,020	33,804,674	33,974,523	34,045,860
Interest and Rental Income	19,754,784	8,563,094	11,936,105	17,897,022	18,589,657	19,483,573	19,873,244
Fines & Forfeitures	3,979,000	3,769,000	3,897,322	4,068,081	4,133,215	4,195,249	4,248,341
Other Taxes	6,916,000	2,766,400	4,011,280	6,217,484	6,466,183	6,789,493	6,925,282
Grants	56,648,923	54,562,021	55,472,402	56,648,909	56,945,179	57,249,165	57,744,434
All Other	9,126,074	8,815,639	9,029,885	9,278,277	9,467,807	9,663,349	9,856,616
<i>Scenario - Recovery Lost Property Tax</i>	-	2,263,234	-	-	-	-	-
<i>Scenario - Turnout Gear Payback</i>	-	(3,500,000)	-	-	-	-	-
<i>Scenario - Streetcar Grant (KCATA)</i>	-	1,600,000	-	-	-	-	-
<i>Scenario - Fire Sales Tax Election</i>	-	3,000,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Transfer In	\$ 61,587,550	\$ 84,817,199	\$ 90,570,586	\$ 84,568,607	\$ 85,548,053	\$ 85,683,502	\$ 86,863,752
Tfr Fr Convention and Sports Complex	2,635,254	2,635,254	-	-	-	-	-
Tfr Fr Convention and Tourism	1,839,660	6,127,768	8,406,657	7,570,023	7,598,321	7,619,995	7,911,462
Tfr fr Development Services	1,539,122	1,409,410	1,473,197	1,501,467	1,526,952	1,548,794	1,566,808
Tfr Fr General Fund	37,583,000	57,128,414	63,445,383	58,160,248	59,674,500	59,682,444	60,473,244
Tfr Fr Health Levy	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Tfr Fr Hotel Catering Fund	473,265	-	-	-	-	-	-
Tfr fr Municipal Court Building Fund	162,150	162,150	162,150	162,150	162,150	162,150	162,150
Tfr Fr Parks & Recreation Fund	494,328	493,432	635,578	727,098	138,509	222,498	302,467
Tfr Fr PILOTS Fund	390,232	390,232	8,621	8,621	8,621	8,621	8,621
Tfr Fr Pub Mass Trans	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000

MODEL DATA - CONVENTION AND TOURISM - BASELINE

<p>Insights - Conventions and Tourism: Convention and Tourism includes the following funds: Convention and Tourism, Convention Hotel Catering, Neighborhood Tourism and Development, and Convention and Sports Complex.</p> <p>The City's Convention and Tourism funds represent the activities funded by the Hotel-Motel and Restaurant Taxes and event fees. The Convention and Tourism funds also facilitate a significant portion of the City's agreements related to the Convention Center Hotel.</p> <p>The economic effects of the COVID-19 pandemic have severely impacted tourism and lodging activities.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Convention and Tourism Funds follow all assumptions of the general model Convention and Tourism revenue is estimated to be acutely impacted by the Economic Crisis, and is estimated lower than other comparable revenue sources throughout the modeling period (CTAX-S) The General Fund subsidizes Convention and Tourism Funds by \$110.0 million over the modeling period Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<u>Surplus/(Deficit)</u>						
\$2,022,976.51	(1,077,459)	(4,658,231)	2,635,254	-	-	-	-
	<u>Ending Balance</u>						
	945,518	(2,635,254)	(0)	(0)	(0)	(0)	(0)
Expenditure	\$ 65,025,627	\$ 64,251,045	\$ 72,753,685	\$ 74,994,875	\$ 77,355,255	\$ 79,410,387	\$ 81,642,913
Wages	4,102,461	4,102,461	4,184,510	4,268,200	4,353,564	4,440,636	4,529,448
Insurance-Health	1,002,106	1,002,106	1,052,211	1,104,822	1,160,063	1,218,066	1,278,969
Pension	617,574	617,574	697,859	715,305	736,764	758,867	781,633
Contractual Services	13,714,650	15,624,359	15,127,333	15,528,005	15,830,519	16,138,843	16,494,384
Fixed Cost	8,269,058	8,269,058	8,682,511	8,682,511	8,682,511	8,682,511	8,682,511
Commodities	531,320	531,320	541,946	551,701	561,080	570,058	578,609
Capital Outlay	135,218	135,218	135,218	135,218	135,218	135,218	135,218
Debt Service	27,405,665	27,405,665	33,842,952	34,840,835	36,360,528	37,454,430	38,049,089
Pass Through Payments	9,247,575	7,788,206	8,489,145	9,168,276	9,535,007	10,011,758	11,113,051
Operational Reduction	-	(883,769)	-	-	-	-	-
Hiring Freeze	-	(266,501)	-	-	-	-	-
Furlough	-	(74,652)	-	-	-	-	-
Transfer Out	\$ 31,962,796	\$ 30,330,530	\$ 32,196,664	\$ 33,357,500	\$ 34,469,789	\$ 35,949,921	\$ 39,623,171
Tfr to Convention & Sports Complex	26,119,417	20,672,308	22,876,903	24,857,936	25,926,127	27,369,458	30,736,834
Tfr to Convention and Tourism	473,265	-	-	-	-	-	-
Tfr to Convention Hotel Catering Fund	3,108,519	6,396,640	5,838,101	4,805,582	4,728,102	4,612,266	4,586,082
Tfr to Economic Incentives	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Tfr to General Fund	895,200	895,200	913,104	929,540	945,342	960,468	974,875
Tfr to Neighborhood Tourist Develop	1,246,395	2,246,382	2,448,556	2,644,441	2,750,218	2,887,729	3,205,380
Revenue	\$ 63,230,259	\$ 45,316,618	\$ 50,889,554	\$ 58,252,461	\$ 60,334,780	\$ 63,239,267	\$ 69,491,298
Hotel/Motel Tax	27,394,902	22,463,820	24,485,563	26,444,408	27,502,185	28,877,294	32,053,796
Hotel/Motel Tax Redirections	(4,975,500)	(4,975,500)	(5,891,400)	(6,476,000)	(6,973,900)	(7,477,600)	(8,018,850)
Restaurant Tax	30,261,717	24,814,608	27,047,923	29,211,756	30,380,227	31,899,238	35,408,154
Restaurant Tax Redirections	(4,142,300)	(4,142,300)	(4,171,020)	(4,353,820)	(4,454,100)	(4,529,780)	(4,671,320)
Interest and Rental Income	12,427,929	5,050,586	7,265,651	11,189,220	11,633,997	12,211,425	12,455,653
Grants	2,046,170	2,018,468	2,026,779	2,041,507	2,043,167	2,045,325	2,046,232
All Other	217,341	86,936	126,058	195,390	203,205	213,365	217,633
Transfer In	\$ 32,680,705	\$ 44,606,726	\$ 56,696,049	\$ 50,099,913	\$ 51,490,264	\$ 52,121,040	\$ 51,774,785
Tfr Fr Convention and Sports Complex	2,635,254	2,635,254	-	-	-	-	-
Tfr Fr Convention and Tourism	27,839,077	26,680,076	31,163,560	32,307,960	33,404,447	34,869,453	38,528,296
Tfr Fr General Fund	1,733,109	15,291,397	25,532,490	17,791,953	18,085,817	17,251,587	13,246,489
Tfr Fr Hotel Catering Fund	473,265	-	-	-	-	-	-

MODEL DATA - FIRE SALES TAX - BASELINE

<p>Insights - Fire Sales Tax Fund: The Fire Sales Tax Fund supports operations for the Kansas City Fire Department (KCFD) and collects Sales and Use Tax to fund operations. The Fire Sales Tax Fund also receives \$14.4 million in allocations from the Health Levy to support Emergency Medical Services (EMS) operations; because of this, any available balance in the fund is used to support EMS Wages through a charge from the General Fund. This charge is the only item in the "Wages" line below.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> The Fire Sales Tax Fund follows all assumptions of the general model Assumes that the Sales Tax will reimburse the General Fund for turnout gear Purchased in FY20 Assumes that recent Sales Tax expansion legislation will result in a near doubling of Sales Tax, and a corresponding increase in operational expenditures and fleet Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<u>Surplus/(Deficit)</u>						
\$458,848.33	1,436	(458,848)	-	-	-	-	-
	<u>Ending Balance</u>						
	460,284	-	-	-	-	-	-
Expenditure	\$ 37,809,958	\$ 35,589,242	\$ 57,338,605	\$ 59,743,614	\$ 60,574,299	\$ 61,422,796	\$ 62,603,889
Wages	6,740,212	4,880,496	9,627,064	6,949,410	14,680,119	15,065,441	12,457,935
Contractual Services	3,463,161	3,463,161	3,523,026	3,577,982	3,630,819	3,681,393	3,729,565
Fixed Cost	16,642,301	16,642,301	17,474,416	17,474,416	17,474,416	17,474,416	17,474,416
Commodities	5,199,016	5,199,016	5,302,395	5,397,296	5,488,539	5,575,875	5,659,062
Capital Outlay	1,750	1,750	1,750	1,750	1,750	1,750	1,750
Debt Service	5,763,518	5,763,518	5,778,174	10,398,344	3,035,352	3,035,352	6,360,820
<i>Operational Reduction</i>	-	<i>(361,000)</i>	<i>(368,220)</i>	<i>(375,584)</i>	<i>(383,096)</i>	<i>(390,758)</i>	<i>(398,573)</i>
<i>Scenario - Fire Operations Expansion</i>	-	-	15,273,000	14,838,000	14,382,400	13,906,288	13,408,275
<i>Scenario - Fire Fleet Replacement</i>	-	-	727,000	1,482,000	2,264,000	3,073,040	3,910,640
Revenue	\$ 23,379,855	\$ 20,698,855	\$ 42,938,605	\$ 45,343,614	\$ 46,174,299	\$ 47,022,796	\$ 48,203,889
Sales Tax	21,810,000	19,629,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Sales Tax - Redirections	(2,817,500)	(2,817,500)	(2,726,650)	(2,852,750)	(2,736,200)	(2,612,550)	(2,617,325)
Local Use Tax	3,800,000	3,800,000	3,857,000	3,914,855	3,973,578	4,033,181	4,093,679
Service Charges	542,505	542,505	542,505	542,505	542,505	542,505	542,505
Grants	44,850	44,850	44,850	44,850	44,850	44,850	44,850
<i>Scenario - Turnout Gear Payback</i>	-	<i>(3,500,000)</i>	-	-	-	-	-
<i>Scenario - Fire Sales Tax Election</i>	-	3,000,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Transfer In	\$ 14,431,539	\$ 14,431,539	\$ 14,400,000				
Tfr Fr Health Levy	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000

MODEL DATA - HEALTH - BASELINE

Insights - Health: The Health Fund, also known as the Health Levy, houses all of the City's public health administration and the predominance of the City's public health functions.	Assumptions: <ul style="list-style-type: none"> The Health Fund follows all assumptions of the general model Assumes Recovery of \$2.2 million in Property Tax following Board of Equalization changes to Assessed Value Assumes \$4.0 million in ongoing expenditures related to COVID-19 that are non-reimbursable Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<u>Surplus/(Deficit)</u>						
-\$116.69	134,180	1,767,306	(775,153)	(586,862)	256,239	70,970	1,066,084
	<u>Ending Balance</u>						
	134,063	1,767,189	992,036	405,174	661,413	732,383	1,798,467
Expenditure	\$ 51,772,965	\$ 52,342,343	\$ 52,985,370	\$ 53,386,438	\$ 53,758,321	\$ 55,184,288	\$ 55,456,141
Wages	9,407,778	9,407,778	9,595,934	9,787,852	9,983,609	10,183,281	10,386,947
Insurance-Health	1,565,060	1,565,060	1,643,313	1,725,479	1,811,753	1,902,340	1,997,457
Pension	1,098,879	1,098,879	1,241,733	1,272,777	1,310,960	1,350,289	1,390,797
Contractual Services	5,566,577	5,566,577	5,675,909	5,776,275	5,872,772	5,965,136	6,053,113
Fixed Cost	2,352,520	2,352,520	2,470,146	2,470,146	2,470,146	2,470,146	2,470,146
Commodities	556,561	556,561	567,692	577,911	587,735	597,139	606,096
Capital Outlay	281,202	281,202	281,202	281,202	281,202	281,202	281,202
Debt Service	198,564	198,564	202,852	196,992	151,300	155,050	-
Pass Through Payments	30,745,824	30,745,824	30,745,824	30,745,824	30,745,824	32,745,824	32,745,824
<i>Operational Reduction</i>	-	<i>(430,622)</i>	<i>(439,235)</i>	<i>(448,019)</i>	<i>(456,980)</i>	<i>(466,119)</i>	<i>(475,442)</i>
Scenario - COVID -Non-Reimbursable	-	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Transfer Out	\$ 15,707,551	\$ 15,707,551	\$ 15,701,532	\$ 15,724,960	\$ 15,747,484	\$ 15,769,044	\$ 15,789,580
Tfr to Fire Sales Tax	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Tfr to General Fund	1,276,012	1,276,012	1,301,532	1,324,960	1,347,484	1,369,044	1,389,580
Revenue	\$ 67,305,354	\$ 69,507,857	\$ 67,911,750	\$ 68,524,536	\$ 69,762,044	\$ 71,024,302	\$ 72,311,805
Property Taxes	58,990,211	58,990,211	59,580,113	60,175,914	61,379,433	62,607,021	63,859,162
Property Taxes Pilots	1,650,000	1,650,000	1,666,500	1,683,165	1,716,828	1,751,165	1,786,188
Service Charges	6,632,143	6,632,143	6,632,143	6,632,143	6,632,143	6,632,143	6,632,143
Grants	17,000	17,000	17,000	17,000	17,000	17,000	17,000
All Other	16,000	15,680	15,994	16,313	16,640	16,973	17,312
Scenario - Recovery Lost Property Tax	-	2,202,823	-	-	-	-	-
Transfer In	\$ 309,342	\$ 309,342	\$ -				
Tfr Fr PILOTS Fund	309,342	309,342	-	-	-	-	-

MODEL DATA - TRANSPORTATION AUTHORITIES - BASELINE

Insights - Transportation Authorities:

Transportation Authorities includes the following funds: Kansas City Transportation Authority (KCATA) Sales Tax, Public Mass Transit Sales Tax, Kansas City Streetcar.

Transportation Funds house some City activities but function primarily as pass-through funds to the City's transportation service providers. The City passes nearly \$60.0 million in Sales Tax revenue to the Kansas City Transportation Authority and \$6.7 million per year to the Streetcar Authority.

Assumptions:

- The Transportation Funds follow all assumptions of the general model
- Assumes all ongoing **Operational Reductions** from the FY21 Budget Reduction Exercise, one week **Furlough**, and a **Hiring Freeze** pursuant to Ordinance 200646
- Assumes \$1.6 Million in new grants for the KC Streetcar

	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<u>Surplus/(Deficit)</u>						
\$14,453,945.78	1,259,251	(5,732,195)	(2,055,671)	(64,019)	174,021	486,814	625,270
	<u>Ending Balance</u>						
	15,713,197	8,721,751	6,666,080	6,602,061	6,776,082	7,262,896	7,888,166
Expenditure	\$ 76,481,474	\$ 73,659,184	\$ 73,511,564	\$ 77,711,609	\$ 79,142,655	\$ 80,598,111	\$ 82,608,625
Wages	1,232,851	1,232,851	1,257,508	1,282,658	1,308,311	1,334,478	1,361,167
Insurance-Health	147,324	147,324	154,690	162,425	170,546	179,073	188,027
Pension	116,669	116,669	131,836	135,132	139,186	143,361	147,662
Contractual Services	5,895,976	5,895,976	6,005,896	6,106,802	6,203,817	6,296,678	6,385,129
Fixed Cost	546,987	546,987	574,336	574,336	574,336	574,336	574,336
Commodities	36,393	36,393	37,121	37,789	38,431	39,046	39,632
Capital Outlay	825,000	825,000	825,000	825,000	825,000	825,000	825,000
Debt Service	5,300,274	5,300,274	5,982,695	6,108,109	6,104,529	6,105,094	6,105,279
Pass Through Payments	62,380,000	59,874,178	58,806,247	62,748,399	64,052,920	65,380,954	67,267,901
Operational Reduction	-	(258,594)	(263,766)	(269,041)	(274,422)	(279,910)	(285,509)
Hiring Freeze	-	(42,587)	-	-	-	-	-
Furlough	-	(15,286)	-	-	-	-	-
Transfer Out	\$ 2,840,970	\$ 2,840,970	\$ 2,857,009	\$ 2,871,734	\$ 2,885,890	\$ 2,899,440	\$ 2,912,347
Tfr to General Fund	801,970	801,970	818,009	832,734	846,890	860,440	873,347
Tfr to Street Car Fund	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000
Revenue	\$ 78,542,695	\$ 68,728,959	\$ 72,273,902	\$ 78,480,323	\$ 80,163,565	\$ 81,945,365	\$ 84,107,241
Sales Tax	73,130,000	65,817,000	69,107,850	73,254,321	74,353,136	75,468,433	77,355,144
Sales Tax - Redirections	(6,787,400)	(6,787,400)	(6,232,300)	(6,399,900)	(6,158,300)	(5,908,600)	(5,871,600)
Licenses & Permits	120,000	117,600	119,952	122,351	124,798	127,294	129,840
Service Charges	327,000	327,000	327,000	327,000	327,000	327,000	327,000
Interest and Rental Income	290,825	285,009	290,709	296,523	302,453	308,502	314,672
Other Taxes	6,666,000	2,666,400	3,866,280	5,992,734	6,232,443	6,544,066	6,674,947
Grants	150,270	150,270	150,270	150,270	150,270	150,270	150,270
All Other	4,646,000	4,553,080	4,644,142	4,737,024	4,831,765	4,928,400	5,026,968
Scenario - Streetcar Grant (KCATA)	-	1,600,000	-	-	-	-	-
Transfer In	\$ 2,039,000						
Tfr Fr Pub Mass Trans	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000

MODEL DATA - PARKING - BASELINE

<p>Insights - Parking Funds: Parking includes the following funds: Performing Arts Garage Fund, Parking Fund.</p> <p>The City's parking funds are quasi-enterprise funds that serve the City's multiple parking garages in the downtown area.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Parking Funds follow all assumptions of the general model Parking revenue is estimated to be acutely impacted by the Economic Crisis, and is estimated lower than other comparable revenue sources throughout the modeling period (CTAX-S) The General Fund subsidizes \$8.3 million per year in debt service for the Performing Arts Parking Garage Any deficits in either parking fund are subsidized by the General Fund, the total subsidy over the modeling period, not related to the Arts Garage is \$6.5 million Assumes one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646
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	<u>FY 2021</u> Adopted	<u>FY 2021</u> Estimated	<u>FY 2022</u> Projected	<u>FY 2023</u> Projected	<u>FY 2024</u> Projected	<u>FY 2025</u> Projected	<u>FY 2026</u> Projected
Beginning Balance	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)
\$0.00	-	-	-	767,809	905,133	1,102,525	1,162,437
	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance
	-	-	-	767,809	1,672,942	2,775,467	3,937,904
Expenditure	\$ 17,901,092	\$ 17,857,397	\$ 16,286,983	\$ 17,042,094	\$ 17,139,299	\$ 17,221,779	\$ 17,310,122
Wages	566,977	566,977	578,317	589,883	601,681	613,714	625,988
Insurance-Health	65,232	65,232	68,494	71,918	75,514	79,290	83,254
Pension	83,614	83,614	94,484	96,846	99,751	102,744	105,826
Contractual Services	4,509,635	4,509,635	4,594,828	4,673,035	4,748,226	4,820,198	4,888,751
Fixed Cost	946,218	946,218	993,529	993,529	993,529	993,529	993,529
Commodities	17,621	17,621	17,973	18,297	18,608	18,906	19,189
Debt Service	11,711,795	11,711,795	9,939,359	10,598,586	10,601,989	10,593,399	10,593,584
<i>Hiring Freeze</i>	-	(42,587)	-	-	-	-	-
<i>Furlough</i>	-	(1,108)	-	-	-	-	-
Revenue	\$ 9,302,945	\$ 5,446,388	\$ 6,648,744	\$ 8,737,795	\$ 9,012,235	\$ 9,352,455	\$ 9,519,772
Licenses & Permits	822,775	806,320	822,446	838,895	855,673	872,786	890,242
Interest and Rental Income	6,150,170	2,460,068	3,567,099	5,529,003	5,750,163	6,037,671	6,158,425
Fines & Forfeitures	1,900,000	1,900,000	1,934,200	1,965,147	1,992,659	2,016,571	2,040,770
Other Taxes	250,000	100,000	145,000	224,750	233,740	245,427	250,336
Grants	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Transfer In	\$ 8,598,147	\$ 12,411,009	\$ 9,638,238	\$ 9,072,107	\$ 9,032,197	\$ 8,971,849	\$ 8,952,787
Tfr Fr General Fund	8,598,147	12,411,009	9,638,238	9,072,107	9,032,197	8,971,849	8,952,787

MODEL DATA - PARKS & RECREATION - BASELINE

<p>Insights - Parks and Recreation: Parks and Recreation includes the following funds: Museum Fund, Parks Sales Tax, Golf Operations.</p> <p>A persistent balance of roughly \$1.0 Million is in the Museum Fund. All other funds are subsidized by the General Fund throughout the modeling period.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Parks and Recreation Funds follow all assumptions of the general model Community Center and Event revenue is estimated to be acutely impacted by the Economic Crisis, and is estimated lower than other comparable revenue sources throughout the modeling period (CTAX-5) Kansas City Museum Fund is estimated to balance to revenues; this is reflected in the Automatic Balancing variable below Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, and one week Furlough Savings from Operational Reductions encompass any savings that would be realized from a hiring freeze The General Fund subsidizes the Parks and Recreation Funds by an additional \$18.0 million Assumes debt service for the Northland Soccer Complex according to the plan of finance Assumes recovery of \$600,000 in Property Tax following Board of Equalization changes to Assessed Value
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<i>Surplus/(Deficit)</i>						
\$6,642,555.32	(2,981,858)	(5,542,155)	-	-	-	-	112,314
	<i>Ending Balance</i>						
	3,660,697	1,100,400	1,100,400	1,100,400	1,100,400	1,100,400	1,212,714
Expenditure	\$ 56,856,293	\$ 54,670,555	\$ 56,697,078	\$ 58,207,890	\$ 59,569,287	\$ 60,199,603	\$ 61,644,322
Wages	15,095,180	15,095,180	15,397,084	15,705,025	16,019,126	16,339,508	16,666,298
Insurance-Health	3,581,173	3,581,173	3,760,232	3,948,243	4,145,655	4,352,938	4,570,585
Pension	1,694,758	1,694,758	1,915,077	1,962,953	2,021,842	2,082,497	2,144,972
Contractual Services	15,473,632	15,473,632	15,727,105	15,959,793	16,183,509	16,397,645	16,601,610
Fixed Cost	11,919,619	11,919,619	12,515,600	12,515,600	12,515,600	12,515,600	12,515,600
Commodities	3,545,474	3,545,474	3,616,383	3,681,478	3,744,064	3,803,969	3,861,028
Debt Service	5,546,457	5,546,457	3,499,146	3,501,014	2,807,296	1,840,822	1,418,351
<i>Operational Reduction</i>	-	<i>(1,920,000)</i>	<i>(586,500)</i>	<i>(598,230)</i>	<i>(610,195)</i>	<i>(622,398)</i>	<i>(634,846)</i>
<i>Automatic Balancing</i>	-	-	<i>(327,362)</i>	<i>(336,532)</i>	<i>(329,064)</i>	<i>(321,369)</i>	-
<i>Furlough</i>	-	<i>(265,738)</i>	-	-	-	-	-
<i>Scenario - Soccer Village</i>	-	-	496,356	500,629	1,019,579	1,074,559	1,080,934
<i>Scenario - Parks Fleet Replacement</i>	-	-	683,958	1,367,916	2,051,874	2,735,832	3,419,790
Transfer Out	\$ 2,241,513	\$ 2,240,617	\$ 2,417,707	\$ 2,541,305	\$ 1,983,557	\$ 2,097,068	\$ 2,205,155
Tfr to General Fund	1,747,185	1,747,185	1,782,129	1,814,207	1,845,049	1,874,569	1,902,688
Tfr to Golf Operations Fund	494,328	493,432	635,578	727,098	138,509	222,498	302,467
Revenue	\$ 51,012,999	\$ 43,870,785	\$ 46,898,161	\$ 50,713,006	\$ 51,871,406	\$ 53,101,069	\$ 54,412,607
Sales Tax	43,610,000	39,249,000	41,211,450	43,684,137	44,339,399	45,004,490	46,129,602
Sales Tax - Redirections	(5,431,100)	(5,431,100)	(5,177,500)	(5,365,200)	(5,070,900)	(4,767,000)	(4,713,700)
Property Taxes	1,770,783	1,770,783	1,788,491	1,806,376	1,842,503	1,879,353	1,916,940
Property Taxes Pilots	36,155	36,155	36,517	36,882	37,619	38,372	39,139
Licenses & Permits	300,000	120,000	174,000	269,700	280,488	294,512	300,403
Service Charges	9,750,874	7,570,888	8,224,884	9,383,910	9,514,564	9,684,413	9,755,750
Interest and Rental Income	254,142	148,348	181,181	238,182	246,067	255,859	260,976
Fines & Forfeitures	350,000	140,000	203,000	314,650	327,236	343,598	350,470
Grants	362,720	198,920	248,060	335,147	344,964	357,726	363,086
All Other	9,425	7,381	8,079	9,224	9,466	9,745	9,940
<i>Scenario - Recovery Lost Property Tax</i>	-	60,410	-	-	-	-	-
Transfer In	\$ 5,102,949	\$ 7,498,232	\$ 12,216,624	\$ 10,036,188	\$ 9,681,438	\$ 9,195,602	\$ 9,549,184
Tfr Fr General Fund	4,600,000	6,996,179	11,572,425	9,300,469	9,534,308	8,964,483	9,238,096
Tfr Fr Parks & Recreation Fund	494,328	493,432	635,578	727,098	138,509	222,498	302,467
Tfr Fr PILOTS Fund	8,621	8,621	8,621	8,621	8,621	8,621	8,621

MODEL DATA - PUBLIC SAFETY SALES TAX - BASELINE

Insights - Public Safety Sales Tax:

The Public Safety Sales Tax is a standalone fund adopted specifically for the purchase and maintenance of capital assets related to Kansas City Police Department activities. The proceeds of the Sales Tax can and do cover costs related contractual services related to the maintenance of Police assets, fixed costs for the maintenance of the Police Department's Helicopter Unit, purchase of new capital equipment, and debt service on a variety of capital assets. This fund does not and cannot support personnel costs.

Assumptions:

- The Public Safety Sales Tax follows all assumptions of the general model
- The Sales Tax transfers to the General Debt and Interest Fund only up to revenues in excess of expenditures to cover General Municipal Debt related to public safety

	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<u>Surplus/(Deficit)</u>						
\$1,561,709.23	(962,816)	(1,561,709)	-	-	-	-	-
	<u>Ending Balance</u>						
	598,893	0	0	0	0	0	0
Expenditure	\$ 9,307,200	\$ 9,307,200	\$ 9,284,064	\$ 9,316,051	\$ 9,348,679	\$ 9,280,674	\$ 7,881,206
Contractual Services	1,939,000	1,939,000	1,972,780	2,003,790	2,033,604	2,062,142	2,089,324
Fixed Cost	200,000	200,000	210,000	210,000	210,000	210,000	210,000
Capital Outlay	2,212,816	2,212,816	2,212,816	2,212,816	2,212,816	2,212,816	2,212,816
Debt Service	4,955,384	4,955,384	4,888,468	4,889,445	4,892,259	4,795,716	3,369,065
Transfer Out	\$ 10,692,966	\$ 9,110,859	\$ 8,644,586	\$ 9,723,126	\$ 10,134,754	\$ 10,659,031	\$ 12,616,409
Tfr to General Debt & Interest	10,385,271	8,803,164	8,336,891	9,415,431	9,827,059	10,351,336	12,308,714
Tfr to GO Recovery Zone Bonds	307,695	307,695	307,695	307,695	307,695	307,695	307,695
Revenue	\$ 19,037,350	\$ 16,856,350	\$ 17,928,650	\$ 19,039,177	\$ 19,483,433	\$ 19,939,705	\$ 20,497,615
Sales Tax	21,810,000	19,629,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Sales Tax - Redirections	(2,817,500)	(2,817,500)	(2,726,650)	(2,852,750)	(2,736,200)	(2,612,550)	(2,617,325)
Grants	44,850	44,850	44,850	44,850	44,850	44,850	44,850

MODEL DATA - STREET MAINTENANCE - BASELINE

<p>Insights - Street Maintenance: The Street Maintenance Fund derives its revenue from the Motor Fuel, Vehicle License, Vehicle Sales Taxes, and 7.5% of net Earnings Tax.</p> <p>The Street Maintenance fund pays for ongoing maintenance of assets in the City's three Public Works Districts, street lighting, and administration for all public works department functions.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> The Street Maintenance Fund follows all assumptions of the general model Public Works fee revenue has not been severely impacted by the current Economic Crisis, but is not expected to grow Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, and one week Furlough Assumes \$14 million in debt service over the modeling period for replacement of Public Works fleet, and the District 1 Maintenance Facility Motor Fuel Tax, Vehicle Sales Tax, And License Transfer Fees are expected to experience a 10% Decline in FY21, followed by a two year recovery in FY22 and FY23
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	<u>FY 2021</u> <u>Adopted</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Projected</u>	<u>FY 2023</u> <u>Projected</u>	<u>FY 2024</u> <u>Projected</u>	<u>FY 2025</u> <u>Projected</u>	<u>FY 2026</u> <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$4,095,239.29	(190,715)	(1,617,764)	(899,820)	71,968	91,617	506,365	1,527,498
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	3,904,524	2,477,475	1,577,655	1,649,623	1,741,240	2,247,605	3,775,103
Expenditure	\$ 44,942,989	\$ 43,242,927	\$ 43,614,699	\$ 45,096,611	\$ 46,570,649	\$ 47,245,038	\$ 48,033,718
Wages	12,718,262	12,718,262	12,958,254	13,203,045	13,452,733	13,707,414	13,967,189
Insurance-Health	3,077,336	3,077,336	3,221,256	3,372,371	3,531,042	3,697,647	3,872,582
Pension	1,700,020	1,700,020	1,908,754	1,954,114	2,009,906	2,067,372	2,126,562
Contractual Services	13,840,853	13,840,853	13,077,006	13,293,794	13,502,224	13,701,728	13,891,756
Fixed Cost	5,841,965	5,841,965	6,121,650	6,121,650	6,121,650	6,121,650	6,121,650
Commodities	4,335,964	4,335,964	4,420,353	4,497,821	4,572,303	4,643,595	4,711,501
Capital Outlay	1,551	1,551	1,551	1,551	1,551	1,551	1,551
Debt Service	3,427,038	3,427,038	3,423,639	3,420,575	3,399,109	2,576,540	1,867,028
<i>Operational Reduction</i>	-	<i>(2,477,842)</i>	<i>(2,527,399)</i>	<i>(2,577,947)</i>	<i>(2,629,506)</i>	<i>(2,682,096)</i>	<i>(2,735,738)</i>
<i>Furlough</i>	-	<i>(231,855)</i>	-	-	-	-	-
<i>Scenario - Vehicle Replacement</i>	-	-	-	800,000	1,600,000	2,400,000	3,200,000
<i>Scenario - District 1 Facility</i>	-	1,009,636	1,009,636	1,009,636	1,009,636	1,009,636	1,009,636
Transfer Out	\$ 1,537,039	\$ 1,537,039	\$ 1,567,780	\$ 1,596,000	\$ 1,623,132	\$ 1,649,102	\$ 1,673,838
Tfr to General Fund	1,537,039	1,537,039	1,567,780	1,596,000	1,623,132	1,649,102	1,673,838
Revenue	\$ 26,083,728	\$ 24,057,037	\$ 25,038,632	\$ 26,244,562	\$ 26,663,219	\$ 27,088,824	\$ 27,717,098
Licenses & Permits	6,564,544	6,433,253	6,561,918	6,693,157	6,827,020	6,963,560	7,102,831
Service Charges	565,184	565,184	565,184	565,184	565,184	565,184	565,184
Grants	18,954,000	17,058,600	17,911,530	18,986,222	19,271,015	19,560,080	20,049,082
Transfer In	\$ 20,205,585	\$ 19,105,166	\$ 19,244,026	\$ 20,520,016	\$ 21,622,179	\$ 22,311,681	\$ 23,517,957
Tfr Fr General Fund	20,205,585	19,105,166	19,244,026	20,520,016	21,622,179	22,311,681	23,517,957

MODEL DATA - CAPITAL FUNDS - BASELINE

Insights - Capital Improvements Fund:

The Capital Improvements Fund, or Capital Improvements Sales Tax, houses the City's PIAC program, Capital Maintenance Programs, and grant and grant-like capital projects contributions. The City does not transfer funds to or from the Capital Improvements Fund, so all shortfalls in revenue must be addressed by a corresponding reduction in capital maintenance or capital projects.

The only fund in this category is the Capital Improvement's Sales Tax fund.

Assumptions:

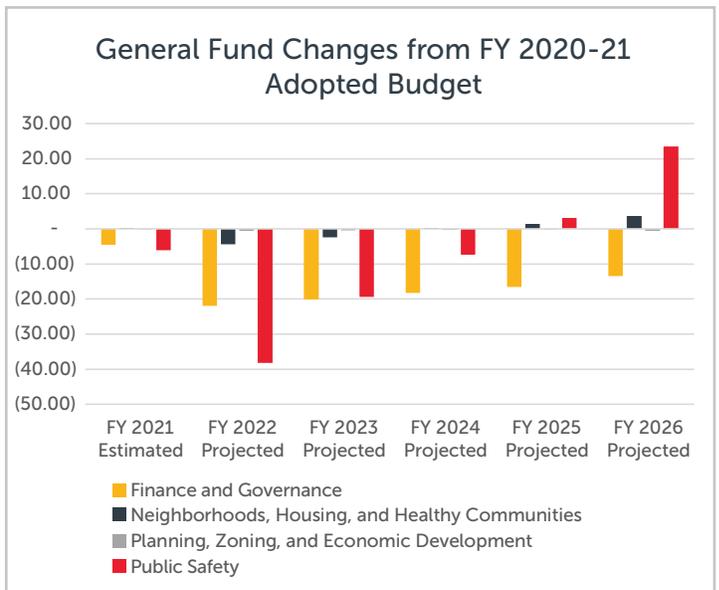
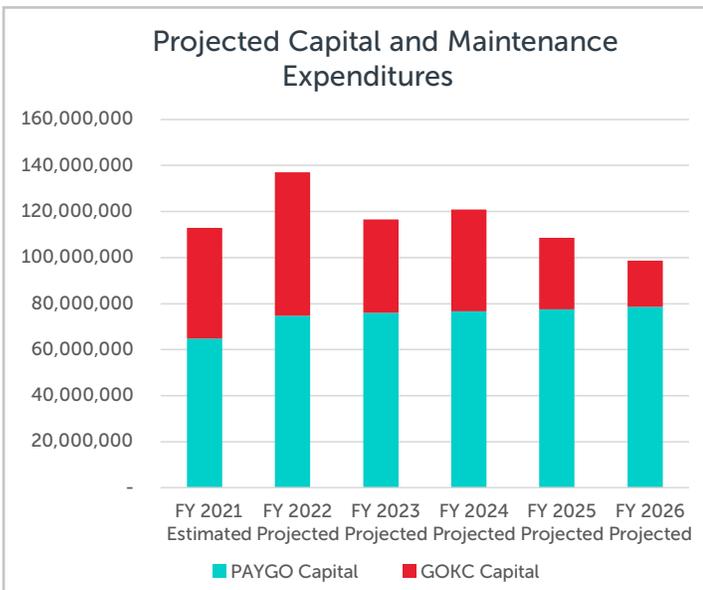
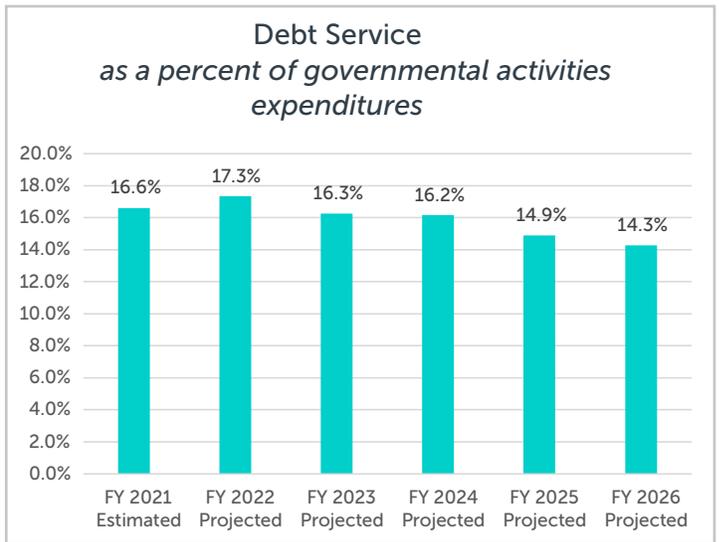
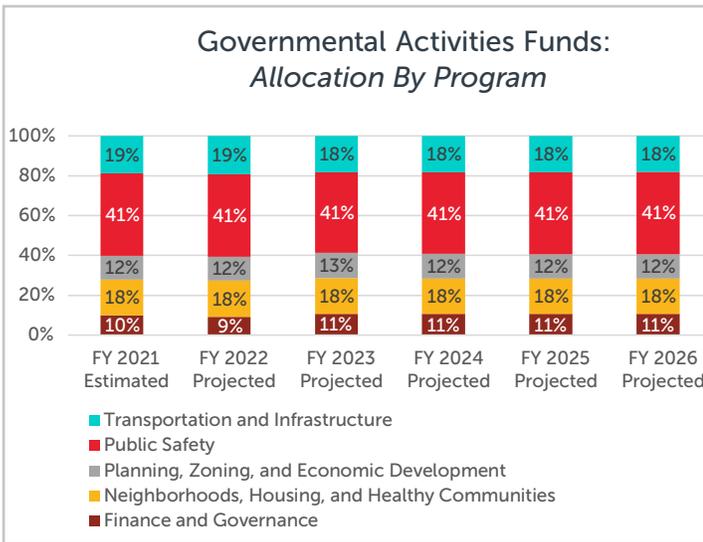
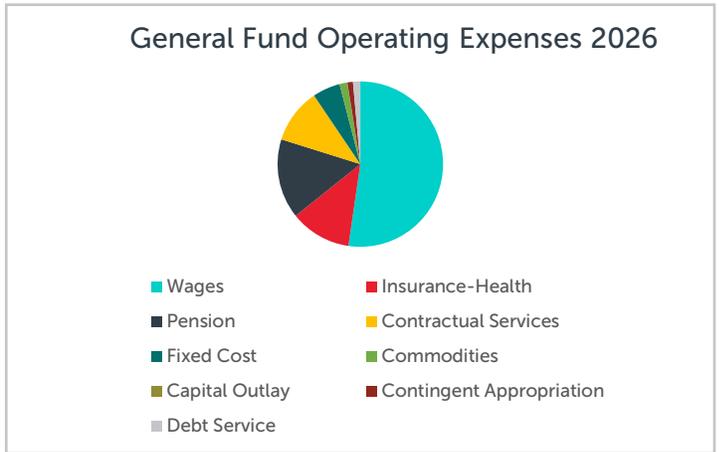
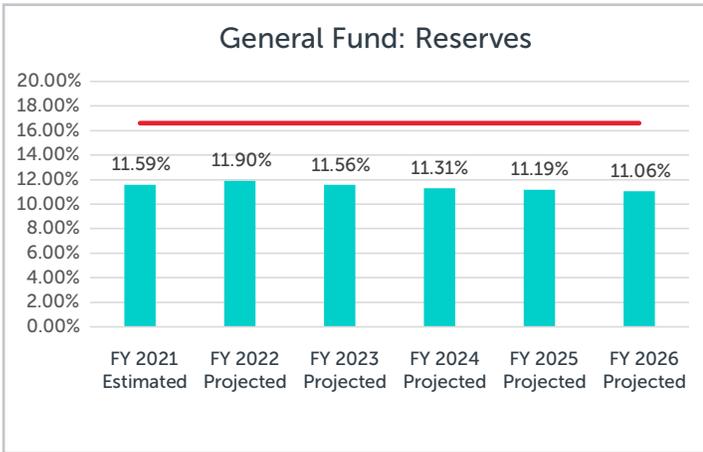
- The Capital Improvements fund follows all assumptions of the general model
- Assumes that future capital plans will reduce or increase Capital Maintenance and In-District Allocations through the **Automatic Balancing Variable**
- Assumes all ongoing **Operational Reductions** from the FY21 Budget Reduction Exercise, one week **Furlough**, and a **Hiring Freeze** pursuant to Ordinance 200379
- Assumes that the City will capture \$3.0 million by reducing capital projects in FY21,
- Assumes the City will appropriate \$2.1 million from the unappropriated fund balance for funds collected through the Platte County road and bridge tax for Green Hills Road
- Assumes Full Debt Service obligations for the Capital Improvements Fund share of the Northland Soccer Village

	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$4,432,338.33	347,834	(4,432,338)	-	-	-	-	-
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	4,780,172	0	0	0	0	0	0
Expenditure	\$ 75,474,706	\$ 71,532,878	\$ 71,388,640	\$ 75,919,914	\$ 77,792,338	\$ 79,715,820	\$ 82,039,945
Wages	4,967,299	4,967,299	5,050,916	5,136,205	5,223,199	5,311,934	5,402,443
Insurance-Health	1,393,384	1,393,384	1,452,363	1,514,290	1,579,315	1,647,590	1,719,279
Pension	835,311	835,311	931,717	952,667	978,435	1,004,977	1,032,314
Contractual Services	51,342,358	49,749,889	57,327,278	59,622,309	60,486,392	61,367,971	62,389,377
Fixed Cost	384,641	384,641	401,641	401,641	401,641	401,641	401,641
Commodities	98,951	98,951	100,850	102,594	104,270	105,874	107,402
Capital Outlay	17,900	17,900	17,900	17,900	17,900	17,900	17,900
Debt Service	16,434,862	16,634,362	4,467,889	3,073,997	2,424,057	2,422,751	2,035,751
Operational Reduction	-	(1,806,733)	(1,842,868)	(1,879,725)	(1,917,320)	(1,955,666)	(1,994,779)
Hiring Freeze	-	(115,946)	-	-	-	-	-
Furlough	-	(121,000)	-	-	-	-	-
Automatic Balancing	-	(105,180)	(2,851,980)	694,659	2,270,997	3,166,896	4,346,163
Scenario - Green Hills - Plate R&B	-	2,100,000	-	-	-	-	-
Scenario - Staff Charge Adjustment	-	500,000	-	-	-	-	-
Scenario - Soccer Village	-	-	748,184	695,128	638,203	638,203	998,203
Scenario - Buck O'Neil	-	-	5,584,750	5,588,250	5,585,250	5,585,750	5,584,250
Scenario - Capital Clawback	-	(3,000,000)	-	-	-	-	-
Revenue	\$ 75,822,540	\$ 67,100,540	\$ 71,388,640	\$ 75,919,914	\$ 77,792,338	\$ 79,715,820	\$ 82,039,945
Sales Tax	87,220,000	78,498,000	82,422,900	87,368,274	88,678,798	90,008,980	92,259,205
Sales Tax - Redirections	(11,576,900)	(11,576,900)	(11,213,700)	(11,627,800)	(11,065,900)	(10,472,600)	(10,398,700)
Grants	179,440	179,440	179,440	179,440	179,440	179,440	179,440

FISCAL YEARS ENDED 2021-2026 FINANCIAL PLAN

Five-Year Forecast Summary | Scenario Description:

BALANCED



MODEL DATA - GENERAL FUND - BALANCED

Insights - General Fund:

The General Fund is the City's primary operating fund and acts as the backstop for any other fund that may go into deficit.

The General Fund directly supports many of the City's operating funds; the "Transfer Out" section outlines each of those funds' support level.

Note that the Street Maintenance fund receives 7.5% of Earnings Tax to meet the obligations of the Earnings Tax Referendum language.

City Charter Mandates that any adopted budget include a balanced General Fund.

The Balanced Scenario considers the following:

- Assumes all ongoing **Operational Reductions** and **Operational Revenue Expansions** from the FY21 Budget Reduction Exercise, one week **Furlough**, and a **Hiring Freeze** pursuant to Ordinance 200646
- Assumes for expenditures
 - Additional \$650,000 in costs for the City's Solid Waste Expansion in FY21
 - Additional \$1.0 million in costs related to the City's OneIT program in FY22
- Assumes for revenues
 - Recovery of \$26.0 million in delayed Earnings Taxes in FY21
 - Payback from the Fire Sales Tax of \$3.5 million in FY21
 - Reimbursement of \$1 million in expenditures for the CARES Act related to COVID-19
 - Recovery of \$2.2 million in Property Tax following Board of Equalization changes to Assessed Value
 - Reducing expected increase in Water Department Franchise PILOT due to no action on Ordinance 200168
 - Designating an Earnings Tax Refund Reserve of \$9.5 million
- The General Fund Subsidizes shortfall in all other governmental activities funds (Special Revenue, Debt, Capital)
- Assumes a **Cost Growth Control** for all employees and \$138.0 million in budget reductions in FY22 through FY26 split proportionally across all General Fund goal areas

	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u> \$92,863,985.96	<u>Surplus/(Deficit)</u> (13,914,052)	<u>Surplus/(Deficit)</u> 56,739	<u>Surplus/(Deficit)</u> 369,628	<u>Surplus/(Deficit)</u> 627,196	<u>Surplus/(Deficit)</u> 701,246	<u>Surplus/(Deficit)</u> 1,693,842
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	78,949,934	69,669,380	69,726,119	70,095,747	70,722,943	71,424,189	73,118,031
Expenditure	\$ 565,656,539	\$ 555,076,718	\$ 500,479,217	\$ 523,375,011	\$ 539,872,810	\$ 553,560,022	\$ 578,962,297
Wages	298,349,660	300,209,376	301,360,407	310,053,612	308,458,766	314,332,024	323,323,280
Insurance-Health	57,907,998	57,907,998	60,803,398	63,843,568	67,035,746	70,387,533	73,906,910
Pension	76,041,098	76,041,098	85,926,441	88,074,602	90,716,840	93,438,345	96,241,495
Contractual Services	60,868,542	60,868,542	62,076,613	63,185,622	64,251,872	65,272,462	66,244,574
Fixed Cost	31,780,166	31,780,166	33,369,138	33,369,138	33,369,138	33,369,138	33,369,138
Commodities	8,578,742	8,578,742	8,750,317	8,907,823	9,059,256	9,204,204	9,342,267
Capital Outlay	219,700	219,700	219,700	219,700	219,700	219,700	219,700
Contingent Appropriation	20,480,000	20,480,000	5,873,994	6,101,140	6,265,069	6,400,781	6,652,776
Debt Service	11,430,633	11,430,633	11,021,989	10,931,559	9,304,851	9,350,792	8,795,695
Operational Reduction	-	(10,426,395)	(9,832,183)	(10,028,827)	(10,229,403)	(10,433,991)	(10,642,671)
Cost Growth Control	-	-	(5,090,596)	(10,282,926)	(15,579,024)	(20,980,966)	(26,490,867)
Hiring Freeze	-	(1,463,416)	-	-	-	-	-
Furlough	-	(1,199,725)	-	-	-	-	-
Scenario - Solid Waste Expansion	-	650,000	-	-	-	-	-
Scenario - OneIT	-	-	1,000,000	-	-	-	-
BALANCE - General and Supported Funds	-	-	(55,000,000)	(41,000,000)	(23,000,000)	(17,000,000)	(2,000,000)
Transfer Out	\$ 54,585,144	\$ 76,730,829	\$ 92,974,624	\$ 90,565,088	\$ 92,601,575	\$ 92,300,847	\$ 88,655,170
Tfr to Convention & Sports Complex	-	1,649,111	8,570,612	4,986,570	5,479,935	5,141,639	2,255,898
Tfr to Convention and Tourism	-	13,642,286	16,891,684	12,663,592	12,391,060	11,820,636	10,625,299
Tfr to Convention Hotel Catering Fund	1,733,109	-	-	-	-	-	-
Tfr to Development Services	-	2,628,801	3,370,597	3,580,134	3,771,787	3,987,397	4,205,673
Tfr to General Services Fund	-	18,958	-	-	-	-	42,622
Tfr to GO Recovery Zone Bonds	-	-	2,306,450	2,437,745	2,379,232	2,309,051	-
Tfr to KC DwnTwn Redev Dist	15,243,105	15,862,595	17,291,195	23,010,832	23,279,807	23,541,376	23,845,513
Tfr to Land Bank Fund	2,003,878	1,986,448	2,018,085	2,043,803	2,066,984	2,088,522	2,108,326
Tfr to Park Maintenance Fund	4,600,000	6,996,179	11,317,187	8,784,890	8,753,179	7,912,494	7,909,830
Tfr to Parking Garage	350,643	3,352,305	793,550	-	-	-	-
Tfr to Performing Arts Grge	8,247,504	9,058,704	8,834,857	9,072,107	9,032,197	8,971,849	8,952,787
Tfr to STIF Brush Creek	472,574	472,574	441,938	502,701	518,625	524,489	529,292
Tfr to STIF East Village Fund	980,041	980,041	123,493	1,160,646	1,254,933	1,360,422	1,461,509
Tfr to STIF Linwood Fund	306,424	306,424	1,319,910	1,320,015	1,320,936	1,324,727	1,330,662
Tfr to Street Maintenance Fund	20,205,585	19,105,166	19,244,026	20,520,016	21,622,179	22,311,681	23,517,957
Trf to City Legal Expense Fund	-	223,860	-	25,675	268,264	432,227	590,771
Trf to Domestic Violence Shelt	442,281	358,525	451,038	456,363	462,458	469,188	475,757
Trf to Public Works Reimburse	-	-	-	-	-	-	7,885
Trf to Worker's Comp Fund	-	88,852	-	-	-	105,149	795,392

MODEL DATA - GENERAL FUND - BALANCED

<p>Insights - General Fund: The General Fund is the City's primary operating fund and acts as the backstop for any other fund that may go into deficit. The General Fund directly supports many of the City's operating funds; the "Transfer Out" section outlines each of those funds' support level. Note that the Street Maintenance fund receives 7.5% of Earnings Tax to meet the obligations of the Earnings Tax Referendum language. City Charter Mandates that any adopted budget include a balanced General Fund.</p>	<p>The Balanced Scenario considers the following:</p> <ul style="list-style-type: none"> Assumes all ongoing Operational Reductions and Operational Revenue Expansions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 Assumes for expenditures <ul style="list-style-type: none"> Additional \$650,000 in costs for the City's Solid Waste Expansion in FY21 Additional \$1.0 million in costs related to the City's OneIT program in FY22 Assumes for revenues <ul style="list-style-type: none"> Recovery of \$26.0 million in delayed Earnings Taxes in FY21 Payback from the Fire Sales Tax of \$3.5 million in FY21 Reimbursement of \$1 million in expenditures for the CARES Act related to COVID-19 Recovery of \$2.2 million in Property Tax following Board of Equalization changes to Assessed Value Reducing expected increase in Water Department Franchise PILOT due to no action on Ordinance 200168 Designating an Earnings Tax Refund Reserve of \$9.5 million The General Fund Subsidizes shortfall in all other governmental activities funds (Special Revenue, Debt, Capital) Assumes a Cost Growth Control for all employees and \$138.0 million in budget reductions in FY22 through FY26 split proportionally across all General Fund goal areas
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	<u>Surplus/(Deficit)</u>						
\$92,863,985.96	(13,914,052)	(23,194,606)	56,739	369,628	627,196	701,246	1,693,842
	<u>Ending Balance</u>						
	78,949,934	69,669,380	69,726,119	70,095,747	70,722,943	71,424,189	73,118,031
Revenue	\$ 598,850,107	\$ 601,135,417	\$ 585,883,506	\$ 606,545,365	\$ 625,205,225	\$ 638,539,417	\$ 661,168,271
Earnings Tax	292,255,000	277,057,740	279,828,317	296,618,016	311,448,917	320,792,385	336,832,004
Earnings Tax Redirections	(22,322,200)	(22,322,200)	(23,241,300)	(23,017,800)	(23,153,200)	(23,303,300)	(23,259,250)
Utility Taxes	111,000,000	108,990,000	111,944,700	112,451,924	112,961,683	113,473,992	115,533,471
Utility Taxes - Redirections	(3,142,500)	(3,142,500)	(3,178,600)	(3,193,600)	(3,177,900)	(3,167,400)	(3,167,050)
Local Use Tax	40,000,000	40,000,000	40,600,000	41,209,000	41,827,135	42,454,542	43,091,360
Local Use Tax Redirections	(246,200)	(246,200)	(233,100)	(206,000)	(203,600)	(201,100)	(186,350)
Hotel/Motel Tax	110,000	90,200	98,318	106,183	110,431	115,952	128,707
Restaurant Tax	140,000	114,800	125,132	135,143	140,548	147,576	163,809
Property Taxes	65,894,305	65,894,305	66,553,248	67,218,781	68,563,156	69,934,419	71,333,108
Property Taxes Pilots	1,650,000	1,650,000	1,666,500	1,683,165	1,716,828	1,751,165	1,786,188
Gaming Revenues	11,900,000	9,758,000	10,636,220	11,487,118	11,946,602	12,543,932	13,923,765
Licenses & Permits	30,581,400	29,969,772	30,569,167	31,180,551	31,804,162	32,440,245	33,089,050
Service Charges	51,287,217	51,287,217	51,287,217	51,287,217	51,287,217	51,287,217	51,287,217
Interest and Rental Income	6,850,000	6,713,000	6,847,260	6,984,205	7,123,889	7,266,367	7,411,694
Fines & Forfeitures	8,231,851	8,231,851	8,380,024	8,514,105	8,633,302	8,736,902	8,841,745
Grants	2,357,015	2,357,015	2,357,015	2,357,015	2,357,015	2,357,015	2,357,015
All Other	2,304,219	2,258,135	2,301,386	2,345,503	2,390,502	2,436,401	2,483,218
<i>Operational Revenue Expansion</i>	-	<i>2,100,000</i>	<i>2,142,000</i>	<i>2,184,840</i>	<i>2,228,537</i>	<i>2,273,108</i>	<i>2,318,570</i>
<i>Scenario - ETAX Delayed Filing</i>	-	<i>26,000,000</i>	-	-	-	-	-
<i>Scenario - Turnout Gear Payback</i>	-	<i>3,500,000</i>	-	-	-	-	-
<i>Scenario - COVID Reimbursement</i>	-	<i>1,000,000</i>	-	-	-	-	-
<i>Scenario - Recovery Lost Property Tax</i>	-	<i>2,174,282</i>	-	-	-	-	-
<i>Scenario - No Water PILOT inc.</i>	-	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>	<i>(2,800,000)</i>
<i>Scenario - Supplemental E-TAX Refund</i>	-	<i>(9,500,000)</i>	-	-	-	-	-
Transfer In	\$ 7,477,524	\$ 7,477,524	\$ 7,627,074	\$ 7,764,362	\$ 7,896,356	\$ 8,022,698	\$ 8,143,038
Tfr Fr Convention and Tourism	895,200	895,200	913,104	929,540	945,342	960,468	974,875
Tfr fr Development Services	911,210	911,210	929,434	946,164	962,249	977,645	992,309
Tfr Fr Health Levy	1,276,012	1,276,012	1,301,532	1,324,960	1,347,484	1,369,044	1,389,580
Tfr fr Museum Fund	44,856	44,856	45,753	46,577	47,368	48,126	48,848
Tfr Fr Parks & Recreation Fund	1,702,329	1,702,329	1,736,376	1,767,630	1,797,680	1,826,443	1,853,840
Tfr Fr PILOTS Fund	309,168	309,168	315,351	321,028	326,485	331,709	336,685
Tfr Fr Pub Mass Trans	801,710	801,710	817,744	832,464	846,615	860,161	873,064
Tfr fr Street Maintenance Fund	1,537,039	1,537,039	1,567,780	1,596,000	1,623,132	1,649,102	1,673,838

MODEL DATA - SPECIAL REVENUE - BALANCED

Insights - Special Revenue Funds:

"Special Revenue" is a particular category reserved for any fund that serves as the funding source for government activity, but has a revenue source that is restricted (or "Special"). Special Revenue Funds include sales tax funds, motor-fuel tax funds, grant funds, and fee-supported funds.

Assumptions:

- Special Revenue funds follow all assumptions of the general model
- Assumes that future self-funded funds, and The Central City Sales Tax will reduce or increase expenditures to match revenues; outlined in the **Automatic Balancing** Variable
 - Grant funds balance automatically
 - Central City Sales Tax is assumed to spend all reserves in the Modeling Period
- Assumes all ongoing **Operational Reductions** from the FY21 Budget Reduction Exercise, one week **Furlough**, and a **Hiring Freeze** pursuant to Ordinance 200646
- Assumes all of the scenarios outlined in the Parking, Conventions, Development, Transportation, Health, Fire Sales Tax, Police Sales Tax, Parks and Recreation, and grant fund summaries
- Assumes a **Cost Growth Control** for all employees throughout the modeling period

	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$48,235,392.83	(7,632,426)	(25,365,856)	(2,985,420)	1,410,702	3,236,466	4,504,105	7,397,369
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	40,602,967	22,869,537	19,884,117	21,294,819	24,531,285	29,035,390	36,432,759
Expenditure	\$ 412,568,590	\$ 412,246,870	\$ 427,454,903	\$ 439,651,822	\$ 445,653,570	\$ 451,335,258	\$ 457,229,144
Wages	74,991,720	73,132,004	79,330,902	78,134,625	87,376,338	89,302,884	88,267,427
Insurance-Health	13,821,749	13,821,749	14,445,274	15,099,975	15,787,411	16,509,219	17,267,118
Pension	8,691,677	8,691,677	9,711,687	9,933,343	10,205,980	10,486,796	10,776,036
Contractual Services	101,769,370	103,679,079	103,508,612	105,110,471	106,567,914	107,999,138	109,548,974
Fixed Cost	47,891,007	47,891,007	50,271,780	50,271,780	50,271,780	50,271,780	50,271,780
Commodities	15,030,497	15,030,497	15,325,947	15,597,170	15,857,936	16,107,535	16,345,278
Capital Outlay	3,839,537	3,839,537	3,839,537	3,839,537	3,839,537	3,839,537	3,839,537
Debt Service	44,159,634	44,159,634	42,961,321	47,990,738	39,475,538	37,415,067	38,031,929
Pass Through Payments	102,373,399	98,408,208	98,055,343	102,691,036	104,376,985	108,196,762	111,200,294
<i>Operational Reduction</i>	-	(7,680,195)	(5,560,455)	(5,671,664)	(5,785,097)	(5,900,799)	(6,018,815)
<i>Cost Growth Control</i>	-	-	(1,381,156)	(2,788,026)	(4,221,125)	(5,680,977)	(7,168,117)
<i>Hiring Freeze</i>	-	(483,271)	-	-	-	-	-
<i>Furlough</i>	-	(898,075)	-	-	-	-	-
<i>Automatic Balancing</i>	-	10,645,383	(2,243,840)	(1,555,343)	(1,427,116)	(1,411,039)	(1,161,570)
<i>Scenario - Soccer Village</i>	-	-	496,356	500,629	1,019,579	1,074,559	1,080,934
<i>Scenario - Vehicle Replacement</i>	-	-	-	800,000	1,600,000	2,400,000	3,200,000
<i>Scenario - District 1 Facility</i>	-	1,009,636	1,009,636	1,009,636	1,009,636	1,009,636	1,009,636
<i>Scenario - Fire Operations Expansion</i>	-	-	15,273,000	14,838,000	14,382,400	13,906,288	13,408,275
<i>Scenario - Fire Fleet Replacement</i>	-	-	727,000	1,482,000	2,264,000	3,073,040	3,910,640
<i>Scenario - Parks Fleet Replacement</i>	-	-	683,958	1,367,916	2,051,874	2,735,832	3,419,790
<i>Scenario - COVID -Non-Reimbursable</i>	-	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Transfer Out	\$ 64,960,063	\$ 61,615,082	\$ 65,933,509	\$ 68,390,974	\$ 69,445,309	\$ 71,643,983	\$ 77,455,643
Tfr to Convention & Sports Complex	26,119,417	20,672,308	22,876,903	24,857,936	25,926,127	27,369,458	30,736,834
Tfr to Convention and Tourism	473,265	-	-	-	-	-	-
Tfr to Convention Hotel Catering Fund	473,265	3,761,386	5,838,101	4,805,582	4,728,102	4,612,266	4,586,082
Tfr to Economic Incentives	1,659,122	1,529,410	1,577,045	1,588,839	1,597,520	1,602,222	1,602,752
Tfr to Fire Sales Tax	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Tfr to General Debt & Interest	10,385,271	8,803,164	8,336,891	9,415,431	9,827,059	10,351,336	12,308,714
Tfr to General Fund	7,168,616	7,168,616	7,311,988	7,443,604	7,570,145	7,691,268	7,806,637
Tfr to GO Recovery Zone Bonds	307,695	307,695	307,695	307,695	307,695	307,695	307,695
Tfr to Golf Operations Fund	494,328	493,432	635,181	726,295	137,292	220,860	300,398
Tfr to Municipal Court Building Fund	162,150	162,150	162,150	162,150	162,150	162,150	162,150
Tfr to Neighborhood Tourist Develop	1,246,395	2,246,382	2,448,556	2,644,441	2,750,218	2,887,729	3,205,380
Tfr to Street Car Fund	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000

MODEL DATA - SPECIAL REVENUE - BALANCED

<p>Insights - Special Revenue Funds: "Special Revenue" is a particular category reserved for any fund that serves as the funding source for government activity, but has a revenue source that is restricted (or "Special"). Special Revenue Funds include sales tax funds, motor-fuel tax funds, grant funds, and fee-supported funds.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Special Revenue funds follow all assumptions of the general model Assumes that future self-funded funds, and The Central City Sales Tax will reduce or increase expenditures to match revenues; outlined in the Automatic Balancing Variable <ul style="list-style-type: none"> Grant funds balance automatically Central City Sales Tax is assumed to spend all reserves in the Modeling Period Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 Assumes all of the scenarios outlined in the Parking, Conventions, Development, Transportation, Health, Fire Sales Tax, Police Sales Tax, Parks and Recreation, and grant fund summaries Assumes a Cost Growth Control for all employees throughout the modeling period
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$48,235,392.83	(7,632,426)	(25,365,856)	(2,985,420)	1,410,702	3,236,466	4,504,105	7,397,369
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	40,602,967	22,869,537	19,884,117	21,294,819	24,531,285	29,035,390	36,432,759
Revenue	\$ 408,308,677	\$ 363,678,898	\$ 400,373,313	\$ 425,957,665	\$ 434,412,596	\$ 443,988,732	\$ 457,982,145
Sales Tax	171,310,000	154,179,000	161,887,950	171,601,227	174,175,245	176,787,874	181,207,571
Sales Tax - Redirections	(17,853,500)	(17,853,500)	(16,863,100)	(17,470,600)	(16,701,600)	(15,900,700)	(15,819,950)
Local Use Tax	3,800,000	3,800,000	3,857,000	3,914,855	3,973,578	4,033,181	4,093,679
Hotel/Motel Tax	27,394,902	22,463,820	24,485,563	26,444,408	27,502,185	28,877,294	32,053,796
Hotel/Motel Tax Redirections	(4,975,500)	(4,975,500)	(5,891,400)	(6,476,000)	(6,973,900)	(7,477,600)	(8,018,850)
Restaurant Tax	30,261,717	24,814,608	27,047,923	29,211,756	30,380,227	31,899,238	35,408,154
Restaurant Tax Redirections	(4,142,300)	(4,142,300)	(4,171,020)	(4,353,820)	(4,454,100)	(4,529,780)	(4,671,320)
Property Taxes	60,860,994	60,860,994	61,469,604	62,084,300	63,325,986	64,592,506	65,884,356
Property Taxes Pilots	2,126,155	2,126,155	2,147,417	2,168,891	2,212,269	2,256,514	2,301,644
Licenses & Permits	9,060,444	8,705,235	8,930,940	9,201,779	9,391,208	9,587,447	9,779,196
Service Charges	34,040,984	31,860,998	32,514,994	33,674,020	33,804,674	33,974,523	34,045,860
Interest and Rental Income	19,754,784	8,563,094	11,936,105	17,897,022	18,589,657	19,483,573	19,873,244
Fines & Forfeitures	3,979,000	3,769,000	3,897,322	4,068,081	4,133,215	4,195,249	4,248,341
Other Taxes	6,916,000	2,766,400	4,011,280	6,217,484	6,466,183	6,789,493	6,925,282
Grants	56,648,923	54,562,021	55,472,402	56,648,909	56,945,179	57,249,165	57,744,434
All Other	9,126,074	8,815,639	9,029,885	9,278,277	9,467,807	9,663,349	9,856,616
<i>Scenario - Recovery Lost Property Tax</i>	-	2,263,234	-	-	-	-	-
<i>Scenario - Turnout Gear Payback</i>	-	(3,500,000)	-	-	-	-	-
<i>Scenario - Streetcar Grant (KCATA)</i>	-	1,600,000	-	-	-	-	-
<i>Scenario - Fire Sales Tax Election</i>	-	3,000,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Transfer In	\$ 61,587,550	\$ 84,817,199	\$ 90,029,679	\$ 83,495,833	\$ 83,922,748	\$ 83,494,615	\$ 84,100,011
Tfr Fr Convention and Sports Complex	2,635,254	2,635,254	-	-	-	-	-
Tfr Fr Convention and Tourism	1,839,660	6,127,768	8,406,657	7,570,023	7,598,321	7,619,995	7,911,462
Tfr fr Development Services	1,539,122	1,409,410	1,457,045	1,468,839	1,477,520	1,482,222	1,482,752
Tfr Fr General Fund	37,583,000	57,128,414	62,921,025	57,120,904	58,099,844	57,561,767	57,795,628
Tfr Fr Health Levy	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Tfr Fr Hotel Catering Fund	473,265	-	-	-	-	-	-
Tfr fr Municipal Court Building Fund	162,150	162,150	162,150	162,150	162,150	162,150	162,150
Tfr Fr Parks & Recreation Fund	494,328	493,432	635,181	726,295	137,292	220,860	300,398
Tfr Fr PILOTS Fund	390,232	390,232	8,621	8,621	8,621	8,621	8,621
Tfr Fr Pub Mass Trans	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000

MODEL DATA - CONVENTION AND TOURISM - BALANCED

<p>Insights - Conventions and Tourism: Convention and Tourism includes the following funds: Convention and Tourism, Convention Hotel Catering, Neighborhood Tourism and Development, and Convention and Sports Complex.</p> <p>The City's Convention and Tourism funds represent the activities funded by the Hotel-Motel and Restaurant Taxes and event fees. The Convention and Tourism funds also facilitate a significant portion of the City's agreements related to the Convention Center Hotel.</p> <p>The economic effects of the COVID-19 pandemic have severely impacted tourism and lodging activities.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Convention and Tourism Funds follow all assumptions of the general model Convention and Tourism revenue is estimated to be acutely impacted by the Economic Crisis, and is estimated lower than other comparable revenue sources throughout the modeling period (CTAX-S) The General Fund subsidizes Convention and Tourism Funds by \$110.0 million over the modeling period Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, one week Furlough, and a Hiring Freeze pursuant to Ordinance 200646 Assumes a Cost Growth Control for all employees throughout the modeling period
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	FY 2021 Adopted	FY 2021 Estimated	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Beginning Balance	Surplus/(Deficit)						
\$2,022,976.51	(1,077,459)	(4,658,231)	2,635,254	-	-	-	-
	Ending Balance						
	945,518	(2,635,254)	(0)	(0)	(0)	(0)	(0)
Expenditure	\$ 65,025,627	\$ 64,251,045	\$ 72,683,492	\$ 74,853,083	\$ 77,140,434	\$ 79,121,075	\$ 81,277,621
Wages	4,102,461	4,102,461	4,184,510	4,268,200	4,353,564	4,440,636	4,529,448
Insurance-Health	1,002,106	1,002,106	1,052,211	1,104,822	1,160,063	1,218,066	1,278,969
Pension	617,574	617,574	697,859	715,305	736,764	758,867	781,633
Contractual Services	13,714,650	15,624,359	15,128,276	15,529,910	15,833,404	16,142,729	16,499,290
Fixed Cost	8,269,058	8,269,058	8,682,511	8,682,511	8,682,511	8,682,511	8,682,511
Commodities	531,320	531,320	541,946	551,701	561,080	570,058	578,609
Capital Outlay	135,218	135,218	135,218	135,218	135,218	135,218	135,218
Debt Service	27,405,665	27,405,665	33,842,952	34,840,835	36,360,528	37,454,430	38,049,089
Pass Through Payments	9,247,575	7,788,206	8,489,145	9,168,276	9,535,007	10,011,758	11,113,051
<i>Operational Reduction</i>	-	(883,769)	-	-	-	-	-
<i>Cost Growth Control</i>	-	-	(71,137)	(143,696)	(217,707)	(293,197)	(370,198)
<i>Hiring Freeze</i>	-	(266,501)	-	-	-	-	-
<i>Furlough</i>	-	(74,652)	-	-	-	-	-
Transfer Out	\$ 31,962,796	\$ 30,330,530	\$ 32,196,664	\$ 33,357,500	\$ 34,469,789	\$ 35,949,921	\$ 39,623,171
Tfr to Convention & Sports Complex	26,119,417	20,672,308	22,876,903	24,857,936	25,926,127	27,369,458	30,736,834
Tfr to Convention and Tourism	473,265	-	-	-	-	-	-
Tfr to Convention Hotel Catering Fund	3,108,519	6,396,640	5,838,101	4,805,582	4,728,102	4,612,266	4,586,082
Tfr to Economic Incentives	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Tfr to General Fund	895,200	895,200	913,104	929,540	945,342	960,468	974,875
Tfr to Neighborhood Tourist Develop	1,246,395	2,246,382	2,448,556	2,644,441	2,750,218	2,887,729	3,205,380
Revenue	\$ 63,230,259	\$ 45,316,618	\$ 50,889,554	\$ 58,252,461	\$ 60,334,780	\$ 63,239,267	\$ 69,491,298
Hotel/Motel Tax	27,394,902	22,463,820	24,485,563	26,444,408	27,502,185	28,877,294	32,053,796
Hotel/Motel Tax Redirections	(4,975,500)	(4,975,500)	(5,891,400)	(6,476,000)	(6,973,900)	(7,477,600)	(8,018,850)
Restaurant Tax	30,261,717	24,814,608	27,047,923	29,211,756	30,380,227	31,899,238	35,408,154
Restaurant Tax Redirections	(4,142,300)	(4,142,300)	(4,171,020)	(4,353,820)	(4,454,100)	(4,529,780)	(4,671,320)
Interest and Rental Income	12,427,929	5,050,586	7,265,651	11,189,220	11,633,997	12,211,425	12,455,653
Grants	2,046,170	2,018,468	2,026,779	2,041,507	2,043,167	2,045,325	2,046,232
All Other	217,341	86,936	126,058	195,390	203,205	213,365	217,633
Transfer In	\$ 32,680,705	\$ 44,606,726	\$ 56,625,856	\$ 49,958,121	\$ 51,275,443	\$ 51,831,728	\$ 51,409,493
Tfr Fr Convention and Sports Complex	2,635,254	2,635,254	-	-	-	-	-
Tfr Fr Convention and Tourism	27,839,077	26,680,076	31,163,560	32,307,960	33,404,447	34,869,453	38,528,296
Tfr Fr General Fund	1,733,109	15,291,397	25,462,296	17,650,162	17,870,995	16,962,275	12,881,197
Tfr Fr Hotel Catering Fund	473,265	-	-	-	-	-	-

MODEL DATA - FIRE SALES TAX - BALANCED

<p>Insights - Fire Sales Tax Fund: The Fire Sales Tax Fund supports operations for the Kansas City Fire Department (KCFD) and collects Sales and Use Tax to fund operations. The Fire Sales Tax Fund also receives \$14.4 million in allocations from the Health Levy to support Emergency Medical Services (EMS) operations; because of this, any available balance in the fund is used to support EMS Wages through a charge from the General Fund. This charge is the only item in the "Wages" line below.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> The Fire Sales Tax Fund follows all assumptions of the general model Assumes that the Sales Tax will reimburse the General Fund for turnout gear Purchased in FY20 Assumes that recent Sales Tax expansion legislation will result in a near doubling of Sales Tax, and a corresponding increase in operational expenditures and fleet Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise Assumes a Cost Growth Control for all employees throughout the modeling period
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)
\$458,848.33	1,436	(458,848)	-	-	-	-	-
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	460,284	-	-	-	-	-	-
Expenditure	\$ 37,809,958	\$ 35,589,242	\$ 57,338,605	\$ 59,743,614	\$ 60,574,299	\$ 61,422,796	\$ 62,603,889
Wages	6,740,212	4,880,496	9,826,648	7,352,569	15,290,925	15,888,046	13,496,576
Contractual Services	3,463,161	3,463,161	3,523,026	3,577,982	3,630,819	3,681,393	3,729,565
Fixed Cost	16,642,301	16,642,301	17,474,416	17,474,416	17,474,416	17,474,416	17,474,416
Commodities	5,199,016	5,199,016	5,302,395	5,397,296	5,488,539	5,575,875	5,659,062
Capital Outlay	1,750	1,750	1,750	1,750	1,750	1,750	1,750
Debt Service	5,763,518	5,763,518	5,778,174	10,398,344	3,035,352	3,035,352	6,360,820
<i>Operational Reduction</i>	-	<i>(361,000)</i>	<i>(368,220)</i>	<i>(375,584)</i>	<i>(383,096)</i>	<i>(390,758)</i>	<i>(398,573)</i>
<i>Cost Growth Control</i>	-	-	<i>(199,584)</i>	<i>(403,159)</i>	<i>(610,806)</i>	<i>(822,605)</i>	<i>(1,038,641)</i>
Scenario - Fire Operations Expansion	-	-	15,273,000	14,838,000	14,382,400	13,906,288	13,408,275
Scenario - Fire Fleet Replacement	-	-	727,000	1,482,000	2,264,000	3,073,040	3,910,640
Revenue	\$ 23,379,855	\$ 20,698,855	\$ 42,938,605	\$ 45,343,614	\$ 46,174,299	\$ 47,022,796	\$ 48,203,889
Sales Tax	21,810,000	19,629,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Sales Tax - Redirections	(2,817,500)	(2,817,500)	(2,726,650)	(2,852,750)	(2,736,200)	(2,612,550)	(2,617,325)
Local Use Tax	3,800,000	3,800,000	3,857,000	3,914,855	3,973,578	4,033,181	4,093,679
Service Charges	542,505	542,505	542,505	542,505	542,505	542,505	542,505
Grants	44,850	44,850	44,850	44,850	44,850	44,850	44,850
<i>Scenario - Turnout Gear Payback</i>	-	<i>(3,500,000)</i>	-	-	-	-	-
<i>Scenario - Fire Sales Tax Election</i>	-	<i>3,000,000</i>	<i>20,610,450</i>	<i>21,847,077</i>	<i>22,174,783</i>	<i>22,507,405</i>	<i>23,070,090</i>
Transfer In	\$ 14,431,539	\$ 14,431,539	\$ 14,400,000				
Tfr Fr Health Levy	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000

MODEL DATA - HEALTH - BALANCED

<p>Insights - Health: The Health Fund, also known as the Health Levy, houses all of the City's public health administration and the predominance of the City's public health functions.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> The Health Fund follows all assumptions of the general model Assumes recovery of \$2.2 million in Property Tax following Board of Equalization changes to Assessed Value Assumes \$4.0 million in ongoing expenditures related to COVID-19 that are non-reimbursable Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise Assumes a Cost Growth Control for all employees throughout the modeling period
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
-\$116.69	134,180	1,767,306	(612,022)	(257,337)	755,484	743,331	1,915,024
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	134,063	1,767,189	1,155,167	897,830	1,653,314	2,396,645	4,311,669
Expenditure	\$ 51,772,965	\$ 52,342,343	\$ 52,822,239	\$ 53,056,913	\$ 53,259,075	\$ 54,511,926	\$ 54,607,201
Wages	9,407,778	9,407,778	9,595,934	9,787,852	9,983,609	10,183,281	10,386,947
Insurance-Health	1,565,060	1,565,060	1,643,313	1,725,479	1,811,753	1,902,340	1,997,457
Pension	1,098,879	1,098,879	1,241,733	1,272,777	1,310,960	1,350,289	1,390,797
Contractual Services	5,566,577	5,566,577	5,675,909	5,776,275	5,872,772	5,965,136	6,053,113
Fixed Cost	2,352,520	2,352,520	2,470,146	2,470,146	2,470,146	2,470,146	2,470,146
Commodities	556,561	556,561	567,692	577,911	587,735	597,139	606,096
Capital Outlay	281,202	281,202	281,202	281,202	281,202	281,202	281,202
Debt Service	198,564	198,564	202,852	196,992	151,300	155,050	-
Pass Through Payments	30,745,824	30,745,824	30,745,824	30,745,824	30,745,824	32,745,824	32,745,824
<i>Operational Reduction</i>	-	(430,622)	(439,235)	(448,019)	(456,980)	(466,119)	(475,442)
<i>Cost Growth Control</i>	-	-	(163,131)	(329,524)	(499,246)	(672,362)	(848,940)
Scenario - COVID -Non-Reimbursable	-	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Transfer Out	\$ 15,707,551	\$ 15,707,551	\$ 15,701,532	\$ 15,724,960	\$ 15,747,484	\$ 15,769,044	\$ 15,789,580
Tfr to Fire Sales Tax	14,431,539	14,431,539	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000
Tfr to General Fund	1,276,012	1,276,012	1,301,532	1,324,960	1,347,484	1,369,044	1,389,580
Revenue	\$ 67,305,354	\$ 69,507,857	\$ 67,911,750	\$ 68,524,536	\$ 69,762,044	\$ 71,024,302	\$ 72,311,805
Property Taxes	58,990,211	58,990,211	59,580,113	60,175,914	61,379,433	62,607,021	63,859,162
Property Taxes Pilots	1,650,000	1,650,000	1,666,500	1,683,165	1,716,828	1,751,165	1,786,188
Service Charges	6,632,143	6,632,143	6,632,143	6,632,143	6,632,143	6,632,143	6,632,143
Grants	17,000	17,000	17,000	17,000	17,000	17,000	17,000
All Other	16,000	15,680	15,994	16,313	16,640	16,973	17,312
Scenario - Recovery Lost Property Tax	-	2,202,823	-	-	-	-	-
Transfer In	\$ 309,342	\$ 309,342	\$ -				
Tfr Fr PILOTS Fund	309,342	309,342	-	-	-	-	-

MODEL DATA - TRANSPORTATION AUTHORITIES - BALANCED

Insights - Transportation Authorities:

Transportation Authorities includes the following funds: Kansas City Transportation Authority (KCATA) Sales Tax, Public Mass Transit Sales Tax, Kansas City Streetcar.

Transportation Funds house some City activities but function primarily as pass-through funds to the City's transportation service providers. The City passes nearly \$60.0 million in Sales Tax revenue to the Kansas City Transportation Authority and \$6.7 million per year to the Streetcar Authority.

Assumptions:

- The Transportation Funds follow all assumptions of the general model
- Assumes all ongoing **Operational Reductions** from the FY21 Budget Reduction Exercise, one week **Furlough**, and a **Hiring Freeze** pursuant to Ordinance 200646
- Assumes \$1.6 Million in new grants for the KC Streetcar
- Assumes a **Cost Growth Control** for all employees throughout the modeling period

	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$14,453,945.78	1,259,251	(5,732,195)	(2,048,420)	(49,373)	196,210	516,698	663,002
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	15,713,197	8,721,751	6,673,331	6,623,958	6,820,168	7,336,866	7,999,868
Expenditure	\$ 76,481,474	\$ 73,659,184	\$ 73,504,313	\$ 77,696,962	\$ 79,120,465	\$ 80,568,227	\$ 82,570,892
Wages	1,232,851	1,232,851	1,257,508	1,282,658	1,308,311	1,334,478	1,361,167
Insurance-Health	147,324	147,324	154,690	162,425	170,546	179,073	188,027
Pension	116,669	116,669	131,836	135,132	139,186	143,361	147,662
Contractual Services	5,895,976	5,895,976	6,005,896	6,106,802	6,203,817	6,296,678	6,385,129
Fixed Cost	546,987	546,987	574,336	574,336	574,336	574,336	574,336
Commodities	36,393	36,393	37,121	37,789	38,431	39,046	39,632
Capital Outlay	825,000	825,000	825,000	825,000	825,000	825,000	825,000
Debt Service	5,300,274	5,300,274	5,982,695	6,108,109	6,104,529	6,105,094	6,105,279
Pass Through Payments	62,380,000	59,874,178	58,820,374	62,776,936	64,096,154	65,439,180	67,341,419
<i>Operational Reduction</i>	-	(258,594)	(263,766)	(269,041)	(274,422)	(279,910)	(285,509)
<i>Cost Growth Control</i>	-	-	(21,378)	(43,183)	(65,424)	(88,110)	(111,250)
<i>Hiring Freeze</i>	-	(42,587)	-	-	-	-	-
<i>Furlough</i>	-	(15,286)	-	-	-	-	-
Transfer Out	\$ 2,840,970	\$ 2,840,970	\$ 2,857,009	\$ 2,871,734	\$ 2,885,890	\$ 2,899,440	\$ 2,912,347
Tfr to General Fund	801,970	801,970	818,009	832,734	846,890	860,440	873,347
Tfr to Street Car Fund	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000
Revenue	\$ 78,542,695	\$ 68,728,959	\$ 72,273,902	\$ 78,480,323	\$ 80,163,565	\$ 81,945,365	\$ 84,107,241
Sales Tax	73,130,000	65,817,000	69,107,850	73,254,321	74,353,136	75,468,433	77,355,144
Sales Tax - Redirections	(6,787,400)	(6,787,400)	(6,232,300)	(6,399,900)	(6,158,300)	(5,908,600)	(5,871,600)
Licenses & Permits	120,000	117,600	119,952	122,351	124,798	127,294	129,840
Service Charges	327,000	327,000	327,000	327,000	327,000	327,000	327,000
Interest and Rental Income	290,825	285,009	290,709	296,523	302,453	308,502	314,672
Other Taxes	6,666,000	2,666,400	3,866,280	5,992,734	6,232,443	6,544,066	6,674,947
Grants	150,270	150,270	150,270	150,270	150,270	150,270	150,270
All Other	4,646,000	4,553,080	4,644,142	4,737,024	4,831,765	4,928,400	5,026,968
<i>Scenario - Streetcar Grant (KCATA)</i>	-	1,600,000	-	-	-	-	-
Transfer In	\$ 2,039,000	\$ 2,039,000	\$ 2,039,000	\$ 2,039,000	\$ 2,039,000	\$ 2,039,000	\$ 2,039,000
Tfr Fr Pub Mass Trans	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000

MODEL DATA - PARKING - BALANCED

<p>Insights - Parking Funds: Parking includes the following funds: Performing Arts Garage Fund, Parking Fund.</p> <p>The City's parking funds are quasi-enterprise funds that serve the City's multiple parking garages in the downtown area.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Parking Funds follow all assumptions of the general model Parking revenue is estimated to be acutely impacted by the Economic Crisis, and is estimated lower than other comparable revenue sources throughout the modeling period (CTAX-S) The General Fund subsidizes \$8.3 million per year in debt service for the Performing Arts Parking Garage Any deficits in either parking fund are subsidized by the General Fund, the total subsidy over the modeling period, not related to the Arts Garage is \$6.5 million Assumes one week Furlough, and a Hiring Freeze pursuant to Ordinance 200379 Assumes a Wage Freeze for all employees throughout the modeling period
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	\$0.00	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)	Surplus/(Deficit)
	-	-	-	787,668	935,221	1,143,046	1,213,600
	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance	Ending Balance
	-	-	-	787,668	1,722,889	2,865,935	4,079,535
Expenditure	\$ 17,901,092	\$ 17,857,397	\$ 16,277,152	\$ 17,022,234	\$ 17,109,211	\$ 17,181,258	\$ 17,258,959
Wages	566,977	566,977	578,317	589,883	601,681	613,714	625,988
Insurance-Health	65,232	65,232	68,494	71,918	75,514	79,290	83,254
Pension	83,614	83,614	94,484	96,846	99,751	102,744	105,826
Contractual Services	4,509,635	4,509,635	4,594,828	4,673,035	4,748,226	4,820,198	4,888,751
Fixed Cost	946,218	946,218	993,529	993,529	993,529	993,529	993,529
Commodities	17,621	17,621	17,973	18,297	18,608	18,906	19,189
Debt Service	11,711,795	11,711,795	9,939,359	10,598,586	10,601,989	10,593,399	10,593,584
<i>Wage Freeze</i>	-	-	<i>(9,831)</i>	<i>(19,859)</i>	<i>(30,088)</i>	<i>(40,521)</i>	<i>(51,163)</i>
<i>Hiring Freeze</i>	-	<i>(42,587)</i>	-	-	-	-	-
<i>Furlough</i>	-	<i>(1,108)</i>	-	-	-	-	-
Revenue	\$ 9,302,945	\$ 5,446,388	\$ 6,648,744	\$ 8,737,795	\$ 9,012,235	\$ 9,352,455	\$ 9,519,772
Licenses & Permits	822,775	806,320	822,446	838,895	855,673	872,786	890,242
Interest and Rental Income	6,150,170	2,460,068	3,567,099	5,529,003	5,750,163	6,037,671	6,158,425
Fines & Forfeitures	1,900,000	1,900,000	1,934,200	1,965,147	1,992,659	2,016,571	2,040,770
Other Taxes	250,000	100,000	145,000	224,750	233,740	245,427	250,336
Grants	180,000	180,000	180,000	180,000	180,000	180,000	180,000
Transfer In	\$ 8,598,147	\$ 12,411,009	\$ 9,628,407	\$ 9,072,107	\$ 9,032,197	\$ 8,971,849	\$ 8,952,787
Tfr Fr General Fund	8,598,147	12,411,009	9,628,407	9,072,107	9,032,197	8,971,849	8,952,787

MODEL DATA - PARKS & RECREATION - BALANCED

<p>Insights - Parks and Recreation Funds: Parks and Recreation includes the following funds: Museum Fund, Parks Sales Tax, Golf Operations.</p> <p>A persistent balance of roughly \$1.0 Million is in the Museum Fund. All other funds are subsidized by the General Fund throughout the modeling period.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> Parks and Recreation Funds follow all assumptions of the general model Community Center and Event revenue is estimated to be acutely impacted by the Economic Crisis, and is estimated lower than other comparable revenue sources throughout the modeling period (CTAX-5) Kansas City Museum Fund is estimated to balance to revenues; this is reflected in the Automatic Balancing variable below Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, and one week Furlough Savings from Operational Reductions encompass any savings that would be realized from a hiring freeze The General Fund subsidizes the Parks and Recreation Funds by an additional \$18.0 million Assumes debt service for the Northland Soccer Complex according to the plan of finance Assumes recovery of \$60,000 in Property Tax following Board of Equalization changes to Assessed Value Assumes a Wage Freeze for all employees throughout the modeling period
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	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<i>Surplus/(Deficit)</i>						
\$6,642,555.32	(2,981,858)	(5,542,155)	-	-	-	-	146,207
	<i>Ending Balance</i>						
	3,660,697	1,100,400	1,100,400	1,100,400	1,100,400	1,100,400	1,246,607
Expenditure	\$ 56,856,293	\$ 54,670,555	\$ 56,441,840	\$ 57,692,310	\$ 58,788,158	\$ 59,147,614	\$ 60,282,162
Wages	15,095,180	15,095,180	15,397,084	15,705,025	16,019,126	16,339,508	16,666,298
Insurance-Health	3,581,173	3,581,173	3,760,232	3,948,243	4,145,655	4,352,938	4,570,585
Pension	1,694,758	1,694,758	1,915,077	1,962,953	2,021,842	2,082,497	2,144,972
Contractual Services	15,473,632	15,473,632	15,727,105	15,959,793	16,183,509	16,397,645	16,601,610
Fixed Cost	11,919,619	11,919,619	12,515,600	12,515,600	12,515,600	12,515,600	12,515,600
Commodities	3,545,474	3,545,474	3,616,383	3,681,478	3,744,064	3,803,969	3,861,028
Debt Service	5,546,457	5,546,457	3,499,146	3,501,014	2,807,296	1,840,822	1,418,351
<i>Wage Freeze</i>	-	-	(261,750)	(528,736)	(801,061)	(1,078,833)	(1,362,160)
<i>Operational Reduction</i>	-	(1,920,000)	(586,500)	(598,230)	(610,195)	(622,398)	(634,846)
<i>Automatic Balancing</i>	-	-	(320,849)	(323,375)	(309,131)	(294,525)	-
<i>Furlough</i>	-	(265,738)	-	-	-	-	-
<i>Scenario - Soccer Village</i>	-	-	496,356	500,629	1,019,579	1,074,559	1,080,934
<i>Scenario - Parks Fleet Replacement</i>	-	-	683,958	1,367,916	2,051,874	2,735,832	3,419,790
Transfer Out	\$ 2,241,513	\$ 2,240,617	\$ 2,417,309	\$ 2,540,502	\$ 1,982,341	\$ 2,095,429	\$ 2,203,086
Tfr to General Fund	1,747,185	1,747,185	1,782,129	1,814,207	1,845,049	1,874,569	1,902,688
Tfr to Golf Operations Fund	494,328	493,432	635,181	726,295	137,292	220,860	300,398
Revenue	\$ 51,012,999	\$ 43,870,785	\$ 46,898,161	\$ 50,713,006	\$ 51,871,406	\$ 53,101,069	\$ 54,412,607
Sales Tax	43,610,000	39,249,000	41,211,450	43,684,137	44,339,399	45,004,490	46,129,602
Sales Tax - Redirections	(5,431,100)	(5,431,100)	(5,177,500)	(5,365,200)	(5,070,900)	(4,767,000)	(4,713,700)
Property Taxes	1,770,783	1,770,783	1,788,491	1,806,376	1,842,503	1,879,353	1,916,940
Property Taxes Pilots	36,155	36,155	36,517	36,882	37,619	38,372	39,139
Licenses & Permits	300,000	120,000	174,000	269,700	280,488	294,512	300,403
Service Charges	9,750,874	7,570,888	8,224,884	9,383,910	9,514,564	9,684,413	9,755,750
Interest and Rental Income	254,142	148,348	181,181	238,182	246,067	255,859	260,976
Fines & Forfeitures	350,000	140,000	203,000	314,650	327,236	343,598	350,470
Grants	362,720	198,920	248,060	335,147	344,964	357,726	363,086
All Other	9,425	7,381	8,079	9,224	9,466	9,745	9,940
<i>Scenario - Recovery Lost Property Tax</i>	-	60,410	-	-	-	-	-
Transfer In	\$ 5,102,949	\$ 7,498,232	\$ 11,960,989	\$ 9,519,805	\$ 8,899,093	\$ 8,141,975	\$ 8,218,849
Tfr Fr General Fund	4,600,000	6,996,179	11,317,187	8,784,890	8,753,179	7,912,494	7,909,830
Tfr Fr Parks & Recreation Fund	494,328	493,432	635,181	726,295	137,292	220,860	300,398
Tfr Fr PILOTS Fund	8,621	8,621	8,621	8,621	8,621	8,621	8,621

MODEL DATA - PUBLIC SAFETY SALES TAX - BALANCED

<p>Insights - Public Safety Sales Tax: The Public Safety Sales Tax is a standalone fund adopted specifically for the purchase and maintenance of capital assets related to Kansas City Police Department activities. The proceeds of the Sales Tax can and do cover costs related contractual services related to the maintenance of Police assets, fixed costs for the maintenance of the Police Department's Helicopter Unit, purchase of new capital equipment, and debt service on a variety of capital assets. This fund does not and cannot support personnel costs.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> The Public Safety Sales Tax follows all assumptions of the general model The Sales Tax transfers to the General Debt and Interest Fund only up to revenues in excess of expenditures to cover General Municipal Debt related to public safety
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	<u>FY 2021</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>
	<u>Adopted</u>	<u>Estimated</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
Beginning Balance		<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$1,561,709.23		(962,816)	(1,561,709)	-	-	-	-
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	598,893	0	0	0	0	0	0
Expenditure	\$ 9,307,200	\$ 9,307,200	\$ 9,284,064	\$ 9,316,051	\$ 9,348,679	\$ 9,280,674	\$ 7,881,206
Contractual Services	1,939,000	1,939,000	1,972,780	2,003,790	2,033,604	2,062,142	2,089,324
Fixed Cost	200,000	200,000	210,000	210,000	210,000	210,000	210,000
Capital Outlay	2,212,816	2,212,816	2,212,816	2,212,816	2,212,816	2,212,816	2,212,816
Debt Service	4,955,384	4,955,384	4,888,468	4,889,445	4,892,259	4,795,716	3,369,065
Transfer Out	\$ 10,692,966	\$ 9,110,859	\$ 8,644,586	\$ 9,723,126	\$ 10,134,754	\$ 10,659,031	\$ 12,616,409
Tfr to General Debt & Interest	10,385,271	8,803,164	8,336,891	9,415,431	9,827,059	10,351,336	12,308,714
Tfr to GO Recovery Zone Bonds	307,695	307,695	307,695	307,695	307,695	307,695	307,695
Revenue	\$ 19,037,350	\$ 16,856,350	\$ 17,928,650	\$ 19,039,177	\$ 19,483,433	\$ 19,939,705	\$ 20,497,615
Sales Tax	21,810,000	19,629,000	20,610,450	21,847,077	22,174,783	22,507,405	23,070,090
Sales Tax - Redirections	(2,817,500)	(2,817,500)	(2,726,650)	(2,852,750)	(2,736,200)	(2,612,550)	(2,617,325)
Grants	44,850	44,850	44,850	44,850	44,850	44,850	44,850

MODEL DATA - STREET MAINTENANCE - BALANCED

<p>Insights - Street Maintenance: The Street Maintenance Fund derives its revenue from the Motor Fuel, Vehicle License, Vehicle Sales Taxes, and 7.5% of net Earnings Tax.</p> <p>The Street Maintenance fund pays for ongoing maintenance of assets in the City's three Public Works Districts, street lighting, and administration for all public works department functions.</p>	<p>Assumptions:</p> <ul style="list-style-type: none"> The Street Maintenance Fund follows all assumptions of the general model Public Works fee revenue has not been severely impacted by the current Economic Crisis, but is not expected to grow Assumes all ongoing Operational Reductions from the FY21 Budget Reduction Exercise, and one week Furlough Assumes \$14 million in debt service over the modeling period for replacement of Public Works fleet, and the District 1 Maintenance Facility Motor Fuel Tax, Vehicle Sales Tax, And License Transfer Fees are expected to experience a 10% Decline in FY21, followed by a two year recovery in FY22 and FY23 Assumes a Wage Freeze for all employees throughout the modeling period
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	<u>FY 2021</u> <u>Adopted</u>	<u>FY 2021</u> <u>Estimated</u>	<u>FY 2022</u> <u>Projected</u>	<u>FY 2023</u> <u>Projected</u>	<u>FY 2024</u> <u>Projected</u>	<u>FY 2025</u> <u>Projected</u>	<u>FY 2026</u> <u>Projected</u>
Beginning Balance							
\$4,095,239.29	Surplus/(Deficit) (190,715)	Surplus/(Deficit) (1,617,764)	Surplus/(Deficit) (679,530)	Surplus/(Deficit) 516,710	Surplus/(Deficit) 765,055	Surplus/(Deficit) 1,412,830	Surplus/(Deficit) 2,671,405
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	3,904,524	2,477,475	1,797,945	2,314,655	3,079,710	4,492,540	7,163,945
Expenditure	\$ 44,942,989	\$ 43,242,927	\$ 43,394,409	\$ 44,651,868	\$ 45,897,211	\$ 46,338,574	\$ 46,889,811
Wages	12,718,262	12,718,262	12,958,254	13,203,045	13,452,733	13,707,414	13,967,189
Insurance-Health	3,077,336	3,077,336	3,221,256	3,372,371	3,531,042	3,697,647	3,872,582
Pension	1,700,020	1,700,020	1,908,754	1,954,114	2,009,906	2,067,372	2,126,562
Contractual Services	13,840,853	13,840,853	13,077,006	13,293,794	13,502,224	13,701,728	13,891,756
Fixed Cost	5,841,965	5,841,965	6,121,650	6,121,650	6,121,650	6,121,650	6,121,650
Commodities	4,335,964	4,335,964	4,420,353	4,497,821	4,572,303	4,643,595	4,711,501
Capital Outlay	1,551	1,551	1,551	1,551	1,551	1,551	1,551
Debt Service	3,427,038	3,427,038	3,423,639	3,420,575	3,399,109	2,576,540	1,867,028
Operational Reduction	-	(2,477,842)	(2,527,399)	(2,577,947)	(2,629,506)	(2,682,096)	(2,735,738)
Wage Freeze	-	-	(220,290)	(444,742)	(673,439)	(906,465)	(1,143,907)
Furlough	-	(231,855)	-	-	-	-	-
Scenario - Vehicle Replacement	-	-	-	800,000	1,600,000	2,400,000	3,200,000
Scenario - District 1 Facility	-	1,009,636	1,009,636	1,009,636	1,009,636	1,009,636	1,009,636
Transfer Out	\$ 1,537,039	\$ 1,537,039	\$ 1,567,780	\$ 1,596,000	\$ 1,623,132	\$ 1,649,102	\$ 1,673,838
Tfr to General Fund	1,537,039	1,537,039	1,567,780	1,596,000	1,623,132	1,649,102	1,673,838
Revenue	\$ 26,083,728	\$ 24,057,037	\$ 25,038,632	\$ 26,244,562	\$ 26,663,219	\$ 27,088,824	\$ 27,717,098
Licenses & Permits	6,564,544	6,433,253	6,561,918	6,693,157	6,827,020	6,963,560	7,102,831
Service Charges	565,184	565,184	565,184	565,184	565,184	565,184	565,184
Grants	18,954,000	17,058,600	17,911,530	18,986,222	19,271,015	19,560,080	20,049,082
Transfer In	\$ 20,205,585	\$ 19,105,166	\$ 19,244,026	\$ 20,520,016	\$ 21,622,179	\$ 22,311,681	\$ 23,517,957
Tfr Fr General Fund	20,205,585	19,105,166	19,244,026	20,520,016	21,622,179	22,311,681	23,517,957

MODEL DATA - CAPITAL FUNDS - BALANCED

Insights - Capital Improvements Fund:

The Capital Improvements Fund, or Capital Improvements Sales Tax, houses the City's PIAC program, Capital Maintenance Programs, and grant and grant-like capital projects contributions. The City does not transfer funds to or from the Capital Improvements Fund, so all shortfalls in revenue must be addressed by a corresponding reduction in capital maintenance or capital projects.

The only fund in this category is the Capital Improvement's Sales Tax fund.

Assumptions:

- The Capital Improvements fund follows all assumptions of the general model
- Assumes that future capital plans will reduce or increase Capital Maintenance and In-District Allocations through the **Automatic Balancing Variable**
- Assumes all ongoing **Operational Reductions** from the FY21 Budget Reduction Exercise, one week **Furlough**, and a **Hiring Freeze** pursuant to Ordinance 200646
- Assumes that the City will capture \$3.0 million by reducing capital projects in FY21,
- Assumes the City will appropriate \$2.1 million from the unappropriated fund balance for funds collected through the Platte County road and bridge tax for Green Hills Road
- Assumes Full Debt Service obligations for the Capital Improvements Fund share of the Northland Soccer Village
- Assumes a **Wage Freeze** for all employees throughout the modeling period

	FY 2021 Adopted	FY 2021 <u>Estimated</u>	FY 2022 <u>Projected</u>	FY 2023 <u>Projected</u>	FY 2024 <u>Projected</u>	FY 2025 <u>Projected</u>	FY 2026 <u>Projected</u>
Beginning Balance	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>	<u>Surplus/(Deficit)</u>
\$4,432,338.33	347,834	(4,432,338)	-	-	-	-	-
	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>	<u>Ending Balance</u>
	4,780,172	0	0	0	0	0	0
Expenditure	\$ 75,474,706	\$ 71,532,878	\$ 71,388,640	\$ 75,919,914	\$ 77,792,338	\$ 79,715,820	\$ 82,039,945
Wages	4,967,299	4,967,299	5,050,916	5,136,205	5,223,199	5,311,934	5,402,443
Insurance-Health	1,393,384	1,393,384	1,452,363	1,514,290	1,579,315	1,647,590	1,719,279
Pension	835,311	835,311	931,717	952,667	978,435	1,004,977	1,032,314
Contractual Services	51,342,358	49,749,889	57,327,278	59,622,309	60,486,392	61,367,971	62,389,377
Fixed Cost	384,641	384,641	401,641	401,641	401,641	401,641	401,641
Commodities	98,951	98,951	100,850	102,594	104,270	105,874	107,402
Capital Outlay	17,900	17,900	17,900	17,900	17,900	17,900	17,900
Debt Service	16,434,862	16,634,362	4,467,889	3,073,997	2,424,057	2,422,751	2,035,751
<i>Operational Reduction</i>	-	<i>(1,806,733)</i>	<i>(1,842,868)</i>	<i>(1,879,725)</i>	<i>(1,917,320)</i>	<i>(1,955,666)</i>	<i>(1,994,779)</i>
<i>Wage Freeze</i>	-	-	<i>(85,866)</i>	<i>(173,181)</i>	<i>(261,975)</i>	<i>(352,278)</i>	<i>(444,120)</i>
<i>Hiring Freeze</i>	-	<i>(115,946)</i>	-	-	-	-	-
<i>Furlough</i>	-	<i>(121,000)</i>	-	-	-	-	-
<i>Automatic Balancing</i>	-	<i>(105,180)</i>	<i>(2,766,114)</i>	<i>867,840</i>	<i>2,532,972</i>	<i>3,519,175</i>	<i>4,790,283</i>
<i>Scenario - Green Hills - Plate R&B</i>	-	<i>2,100,000</i>	-	-	-	-	-
<i>Scenario - Staff Charge Adjustment</i>	-	<i>500,000</i>	-	-	-	-	-
<i>Scenario - Soccer Village</i>	-	-	<i>748,184</i>	<i>695,128</i>	<i>638,203</i>	<i>638,203</i>	<i>998,203</i>
<i>Scenario - Buck O'Neil</i>	-	-	<i>5,584,750</i>	<i>5,588,250</i>	<i>5,585,250</i>	<i>5,585,750</i>	<i>5,584,250</i>
<i>Scenario - Capital Clawback</i>	-	<i>(3,000,000)</i>	-	-	-	-	-
Revenue	\$ 75,822,540	\$ 67,100,540	\$ 71,388,640	\$ 75,919,914	\$ 77,792,338	\$ 79,715,820	\$ 82,039,945
Sales Tax	87,220,000	78,498,000	82,422,900	87,368,274	88,678,798	90,008,980	92,259,205
Sales Tax - Redirections	(11,576,900)	(11,576,900)	(11,213,700)	(11,627,800)	(11,065,900)	(10,472,600)	(10,398,700)

CAPITAL IMPROVEMENTS PLAN

FY 2022-2026 CAPITAL IMPROVEMENTS PROGRAM

Total Planned Expenditure by Type

Project Title	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026
In-District Neighborhood Allocation	25,064,340	26,628,376	27,469,189	28,192,073	28,979,652
Sub- Total Neighborhood	\$ 25,064,340	\$ 26,628,376	\$ 27,469,189	\$ 28,192,073	\$ 28,979,652
CAPITAL SALES TAX - GOVERNMENTAL ACTIVITIES					
Debt, Mandated & Obligated					
TIF Allocations	10,810,500	11,287,200	10,195,400	9,460,200	9,460,200
Buck O'Neill Bridge	5,584,750	5,588,250	5,585,250	5,585,750	5,584,250
Zona Rosa/Prospect North/Fairyland Debt	1,635,041	1,304,146	651,348	649,260	261,974
Vineyard Improvements	174,325	172,750	173,725	174,375	174,688
ADA Debt	445,900	445,025	448,275	448,825	448,375
2016B Special Obligation Bond - ADA	528,815	528,834	528,162	528,320	529,293
Northland Soccer Park	1,205,592	1,119,704	904,556	1,521,342	2,712,600
18th & Vine Historic District	416,570	419,212	420,366	420,032	418,438
Liberty Memorial	1,040,500	-	-	-	-
Sub-Total Debt, Mandated & Obligated	\$ 21,841,993	\$ 20,865,121	\$ 18,907,082	\$ 18,788,104	\$ 19,589,818
MAINTENANCE PROGRAM					
Public Works Department					
Street Preservation & Marking	13,700,000	16,700,000	16,700,000	16,700,000	16,700,000
Street Preservation - Complete Streets Bike & Ped	500,000	500,000	500,000	500,000	500,000
Streetlight Maintenance	5,600,000	5,800,000	6,000,000	6,200,000	6,400,000
Traffic Signal Grants	242,000	242,000	242,000	242,000	242,000
Traffic Signal Safety Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sub-Total Public Works Department	\$ 21,042,000	\$ 24,242,000	\$ 24,442,000	\$ 24,642,000	\$ 24,842,000
General Services Department					
Municipal Building Inventory Assessment	200,000	200,000	200,000	200,000	200,000
Municipal Building Rehabilitation	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Sub-Total General Services Department	\$ 5,200,000				
Parks and Recreation Department					
Tree Trimming	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Street Preservation & Marking - Parks	500,000	500,000	500,000	500,000	500,000
Sub-Total Parks and Recreation Department	\$ 3,500,000				
Water Services Department					
Flood Control Maintenance	-	1,000,000	1,000,000	1,000,000	1,000,000
Sub-Total Water Services Department	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
TOTAL GOVERNMENTAL ACTIVITIES	\$ 76,648,333	\$ 81,435,497	\$ 80,518,271	\$ 81,322,177	\$ 83,111,470

GO KC BOND PROGRAM

PRELIMINARY GOKC BOND LIST FY22-26

Project Title	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 2024-2025	Projected 2025-2026	Projected 5-Year Total
General Obligation Bond						
QUESTION 1 - ROADS, BRIDGES, SIDEWALKS						
Lee's Summit Road - Lakewood to Anderson	\$ 7,900,000	\$ --	\$ --	\$ --	\$ --	7,900,000
Green Hills Road (78th St to Barry Rd)	7,800,000	--	--	--	--	7,800,000
63rd Street Reconstruction - Woodland to Prospect	7,100,000	--	--	--	--	7,100,000
Grand Blvd Complete Streets Improvements	5,250,000	--	--	--	--	5,250,000
Sidewalk Repair	5,000,000	5,000,000	5,000,000	7,500,000	5,000,000	27,500,000
Raytown Road over Lumpkin	4,300,000	--	--	--	--	4,300,000
Arlington Road Link	3,000,000	3,000,000	--	--	--	6,000,000
ADA Curb Ramps	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Gregory Blvd over Big Blue River	2,200,000	--	--	--	--	2,200,000
Charlotte 2-Way Conversion	2,121,800	--	--	--	--	2,121,800
Linwood & Main Intersection Pavement Reconstruction	1,750,000	--	--	--	--	1,750,000
Ward Parkway Signals	800,000	1,325,330	1,875,000	1,800,000	--	5,800,330
22nd/23rd Street - Benton to I-70	600,000	3,750,000	--	--	--	4,350,000
Blue River Road Stabilization (Sec 1)	500,000	2,000,000	--	--	--	2,500,000
Benton Bridge over Brush Creek	100,000	4,000,000	--	--	--	4,100,000
North Oak Reconstruction (NE 42nd to Vivion)	--	8,500,000	--	--	--	8,500,000
Marlborough Community Infrastructure	--	1,800,000	--	--	--	1,800,000
Candlelight Ridge Infrastructure	--	900,000	--	--	--	900,000
Vision Zero	--	500,000	500,000	1,000,000	1,000,000	3,000,000
Complete Streets Implementation	--	500,000	500,000	1,000,000	1,000,000	3,000,000
Byram's Ford Bridge	--	250,000	1,600,000	--	--	1,850,000
Holmes Road - Blue Ridge to 137th Street	--	--	10,934,000	--	--	10,934,000
Wornall Reconstruction - Gregory Blvd. to 75th	--	--	5,200,000	--	--	5,200,000
N Brighton Ave - NE 72nd to NE 78th St & Bridge	--	--	1,390,000	13,200,000	--	14,590,000
Park improvement Life-x CD3 and CD5	--	--	500,000	500,000	500,000	1,500,000
Gregory Blvd I-435 to Blue Ridge Blvd	--	--	300,000	--	3,252,216	3,552,216
Raytown Road - 87th Street to I-470	--	--	--	3,000,000	--	3,000,000
Hillcrest Road over Small Creek Replacement	--	--	--	350,000	600,000	950,000
Public Art - Roads, Bridges, Sidewalks	514,362	343,690	306,051	311,616	139,921	1,615,640
Sub-Total	\$ 51,436,162	\$ 34,369,020	\$ 30,605,051	\$ 31,161,616	\$ 13,992,137	\$ 161,563,986
QUESTION 2 - FLOOD CONTROL						
Turkey Creek	\$ 3,230,000	\$ 640,000	\$ --	\$ --	\$ --	\$ 3,870,000
Swope Park Industrial (includes ROW)	2,200,000	--	--	--	--	2,200,000
Swope Park Flyover Bridge	2,000,000	--	8,000,000	--	--	10,000,000
8501 Holmes	500,000	--	3,500,000	--	--	4,000,000
Lower Brush Creek	--	3,000,000	--	--	--	3,000,000
Brookside Interceptor	--	--	--	--	6,000,000	6,000,000
Public Art - Flood Control	80,101	36,768	116,162	--	60,606	293,636
Sub-Total	\$ 8,010,101	\$ 3,676,768	\$ 11,616,162	\$ --	\$ 6,060,606	\$ 29,363,636
QUESTION 3 - PUBLIC BUILDINGS						
Kansas City Zoo ADA Compliance	\$ 2,791,000	\$ 1,500,000	\$ 2,000,000	\$ --	\$ --	\$ 6,291,000
Convention Facilities - ADA	--	1,050,000	--	--	--	1,050,000
Public Art - Public Buildings	28,192	25,758	20,202	--	--	74,152
Sub-Total	\$ 2,819,192	\$ 2,575,758	\$ 2,020,202	\$ --	\$ --	\$ 7,415,152
Total GO Bond	\$ 62,265,455	\$ 40,621,545	\$ 44,241,414	\$ 31,161,616	\$ 20,052,743	\$ 198,342,774





CONCLUSION

The eighth edition of the Citywide Business Plan provides an opportunity to envision the City's trajectory for the next four years. Each of the Plan's three components, the City Strategic Plan, the Financial Strategic Plan, and the Five-Year Planning model, have been adapted to reflect changes in priorities. This new Plan will guide both policy-making and budgeting decisions and provide a framework to assess the City's progress in advancing its objectives.

This year's collaborative effort with the Mayor and City Council resulted in refined values, lenses through which the City conducts all its work. The Plan also works toward being more outcomes-focused. For example, the Transportation and Infrastructure goal is changed to Infrastructure and Accessibility to acknowledge the intended outcome of enhanced connectivity. Finally, the Citywide Business Plan applies a collaborative approach to its components. Individual departments are not assigned specific strategies with the understanding that many will have interdepartmental involvement. The result is a holistic plan that acknowledges City departments' need to combine resources and work together to achieve the City's goals.

As always, key to the Plan's success is the involvement of residents and the business community. Public involvement in the Plan's development legitimizes the choices made to achieve structural balance and ensures those choices reflect stakeholders' priorities and preference for service levels. Though the current pandemic has made the City reevaluate how this resident engagement occurs, survey tools provide adaptable and year-round insight into resident priorities.

The strategic priorities that constitute the Citywide Business Plan provide the Mayor and City Council with the information necessary to form a long-term vision to ensure City services are provided at a level appropriate to meet the needs of the community. The City has transformed its budget process from an exercise in balancing revenues and expenditures one year at a time to a strategic, year-round process that encompasses a multi-year financial and operating plan aligned with City Council priorities.

This framework is holistic and adaptable, allowing the City to be responsive to change and accountable to residents. With it, we are now better positioned to answer the central question entrusted to us by the Citizens' Commission on Municipal Revenue at the conclusion of its 2012 report:

**What kind of City are we going to be,
will we be mediocre or will we be great,
and how do we balance the books to get there?**

APPENDIX A: FISCAL MODEL - GENERAL ASSUMPTIONS BASELINE

The Fiscal Model operates on a set of General Categories and General Assumptions. Each General Category has an assigned General Assumption. The first table below lists all of the General Categories in the Financial Model. The entries in **Red** are expenditures, and the entries in **Green** are revenues. All account lines estimated in the Fiscal Model, unless they are assigned an exception value, are calculated using one of the General Category and General Assumption combinations below.

General Category	Fiscal Year 20-21	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26	General Assumption	Description of Assumption
Wages	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00% Wages	Wages estimated at 2%
Insurance-Health	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00% Insurance	5% growth, assumption for Health Care
Pension	0.00%	13.00%	2.50%	3.00%	3.00%	3.00%	3.00% Pension	3% growth in Pension - year-to-year
Contractual Services	0.00%	2.00%	1.80%	1.70%	1.60%	1.50%	1.50% CPIE	Consumer Price Index - curve for Expenditures
Fixed Cost	0.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00% FXD	Fixed cost and consolidated fund revenue
Commodities	0.00%	2.00%	1.80%	1.70%	1.60%	1.50%	1.50% CPIE	Consumer Price Index - curve for Expenditures
Capital Outlay	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% FLAT	Flat rate - 0% growth assumption
Pass Through Payments	0.00%	1.80%	1.60%	1.40%	1.20%	1.20%	1.20% CPIR	Consumer Price Index - Discounted for Revenues
Debt Service	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEBT	Searchable Assumption for Debt
Transfers Out	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DYNM	2nd degree dynamic assumption (Transfer & Passthrough)
Earnings Tax	-5.20%	1.00%	6.00%	5.00%	3.00%	5.00%	ETAX-D	Economic Activity Tax - Lower Bound
Earnings Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEV	Searchable Assumption for Economic Development
Sales Tax	-10.00%	5.00%	6.00%	1.50%	1.50%	2.50%	ETAX-R	Economic Activity Tax - Recession
Sales Tax - Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEV	Searchable Assumption for Economic Development
Local Use Tax	0.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50% ETAX-G	Economic Activity Tax - Upper Bound
Local Use Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEV	Searchable Assumption for Economic Development
Property Taxes	0.00%	1.00%	1.00%	2.00%	2.00%	2.00%	2.00% PTAX	Property Tax - Discounted CPI increase
Property Taxes Pilots	0.00%	1.00%	1.00%	2.00%	2.00%	2.00%	2.00% PTAX	Property Tax - Discounted CPI increase
Utility Taxes	-2.00%	3.00%	0.50%	0.50%	0.50%	2.00%	2.00% UTIL	Recession Based Utility Tax
Utility Taxes - Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEV	Searchable Assumption for Economic Development
Hotel/Motel Tax	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	CTAX-R	Tourism Tax, Recession
Hotel/Motel Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEV	Searchable Assumption for Economic Development
Restaurant Tax	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	CTAX-R	Tourism Tax, Recession
Restaurant Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DEV	Searchable Assumption for Economic Development
Gaming Revenues	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	CTAX-R	Tourism Tax, Recession
Service Charges	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% FLAT	Flat rate - 0% growth assumption
Fines & Forfeitures	0.00%	1.80%	1.60%	1.40%	1.20%	1.20%	1.20% CPIR	Consumer Price Index - Discounted for Revenues
Licenses & Permits	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00% OREV-D	Other Revenue - Lowest bound
Other Taxes	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00% OREV-D	Other Revenue - Lowest bound
Interest and Rental Income	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00% OREV-D	Other Revenue - Lowest bound
Grants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% FLAT	Flat rate - 0% growth assumption
All Other	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00% OREV-D	Other Revenue - Lowest bound
Transfers In	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00% DYNM	2nd degree dynamic assumption (Transfer & Passthrough)

The table below lists all of the general assumptions used in the Fiscal Model. The Assumptions highlighted in yellow are all percentage-based assumptions used to approximate the impact of ongoing operations (for expenditures), or the effect of a reverse-radical [Check-mark shaped] recession (For Revenues). Assumptions highlighted in pink are static values, used to identify account lines with a flat, exception, or pre-defined value. Changes in FY21 are relative to the FY21 budget, all other assumptions are a year-to-year change.

General Assumption	Fiscal Year 20-21	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26	Description of Assumption
CPIE	0.00%	2.00%	1.80%	1.70%	1.60%	1.50%	Consumer Price Index - curve for Expenditures
CPIR	0.00%	1.80%	1.60%	1.40%	1.20%	1.20%	Consumer Price Index - Discounted for Revenues
CTAX-R	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	Tourism Tax, Recession
ETAX-D	-5.20%	1.00%	6.00%	5.00%	3.00%	5.00%	Economic Activity Tax - Lower Bound
ETAX-R	-10.00%	5.00%	6.00%	1.50%	1.50%	2.50%	Economic Activity Tax - Recession
ETAX-G	0.00%	1.50%	1.50%	1.50%	1.50%	1.50%	Economic Activity Tax - Upper Bound
FLAT	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Flat rate - 0% growth assumption
UTIL	-2.00%	3.00%	0.50%	0.50%	0.50%	2.00%	Recession Based Utility Tax
Insurance	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5% growth, assumption for Health Care
OREV-D	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Other Revenue - Lowest bound
Pension	0.00%	13.00%	2.50%	3.00%	3.00%	3.00%	3% growth in Pension - year-to-year
FXD	0.00%	5.00%	0.00%	0.00%	0.00%	0.00%	Fixed cost and consolidated fund revenue
PTAX	0.00%	1.00%	1.00%	2.00%	2.00%	2.00%	Property Tax - Discounted CPI increase
Wages	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Wages estimated at 2%
DEBT	0	0.00%	0.00%	0.00%	0.00%	0.00%	Searchable Assumption for Debt
DEV	0	0.00%	0.00%	0.00%	0.00%	0.00%	Searchable Assumption for Economic Development
DYNM	0	0.00%	0.00%	0.00%	0.00%	0.00%	2nd degree dynamic assumption (Transfer & Passthrough)
EXCLD	0	0.00%	0.00%	0.00%	0.00%	0.00%	Excluded from Future Years
CAP	0	0.00%	0.00%	0.00%	0.00%	0.00%	Pre-Destined Capital Variable for Capital DeptID's
EXCEPTION	0	0.00%	0.00%	0.00%	0.00%	0.00%	Search for exception in exception list

APPENDIX A: FISCAL MODEL - GENERAL ASSUMPTIONS BALANCED

The Fiscal Model operates on a set of General Categories and General Assumptions. Each General Category has an assigned General Assumption. The first table below lists all of the General Categories in the Financial Model. The entries in **Red** are expenditures, and the entries in **Green** are revenues. All account lines estimated in the Fiscal Model, unless they are assigned an exception value, are calculated using one of the General Category and General Assumption combinations below.

General Category	Fiscal Year 20-21	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26	General Assumption	Description of Assumption
Wages	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Wages	Wages estimated at 2%
Insurance-Health	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	Insurance	5% growth, assumption for Health Care
Pension	0.00%	13.00%	2.50%	3.00%	3.00%	3.00%	Pension	3% growth in Pension - year-to-year
Contractual Services	0.00%	2.00%	1.80%	1.70%	1.60%	1.50%	CPIE	Consumer Price Index - curve for Expenditures
Fixed Cost	0.00%	5.00%	0.00%	0.00%	0.00%	0.00%	FXD	Fixed cost and consolidated fund revenue
Commodities	0.00%	2.00%	1.80%	1.70%	1.60%	1.50%	CPIE	Consumer Price Index - curve for Expenditures
Capital Outlay	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	FLAT	Flat rate - 0% growth assumption
Pass Through Payments	0.00%	1.80%	1.60%	1.40%	1.20%	1.20%	CPIR	Consumer Price Index - Discounted for Revenues
Debt Service	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEBT	Searchable Assumption for Debt
Transfers Out	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DYNM	2nd degree dynamic assumption (Transfer & Passthrough)
Earnings Tax	-5.20%	1.00%	6.00%	5.00%	3.00%	5.00%	ETAX-D	Economic Activity Tax - Lower Bound
Earnings Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEV	Searchable Assumption for Economic Development
Sales Tax	-10.00%	5.00%	6.00%	1.50%	1.50%	2.50%	ETAX-R	Economic Activity Tax - Recession
Sales Tax - Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEV	Searchable Assumption for Economic Development
Local Use Tax	0.00%	1.50%	1.50%	1.50%	1.50%	1.50%	ETAX-G	Economic Activity Tax - Upper Bound
Local Use Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEV	Searchable Assumption for Economic Development
Property Taxes	0.00%	1.00%	1.00%	2.00%	2.00%	2.00%	PTAX	Property Tax - Discounted CPI increase
Property Taxes Pilots	0.00%	1.00%	1.00%	2.00%	2.00%	2.00%	PTAX	Property Tax - Discounted CPI increase
Utility Taxes	-2.00%	3.00%	0.50%	0.50%	0.50%	2.00%	UTIL	Recession Based Utility Tax
Utility Taxes - Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEV	Searchable Assumption for Economic Development
Hotel/Motel Tax	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	CTAX-R	Tourism Tax, Recession
Hotel/Motel Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEV	Searchable Assumption for Economic Development
Restaurant Tax	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	CTAX-R	Tourism Tax, Recession
Restaurant Tax Redirections	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DEV	Searchable Assumption for Economic Development
Gaming Revenues	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	CTAX-R	Tourism Tax, Recession
Service Charges	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	FLAT	Flat rate - 0% growth assumption
Fines & Forfeitures	0.00%	1.80%	1.60%	1.40%	1.20%	1.20%	CPIR	Consumer Price Index - Discounted for Revenues
Licenses & Permits	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	OREV-D	Other Revenue - Lowest bound
Other Taxes	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	OREV-D	Other Revenue - Lowest bound
Interest and Rental Income	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	OREV-D	Other Revenue - Lowest bound
Grants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	FLAT	Flat rate - 0% growth assumption
All Other	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	OREV-D	Other Revenue - Lowest bound
Transfers In	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	DYNM	2nd degree dynamic assumption (Transfer & Passthrough)

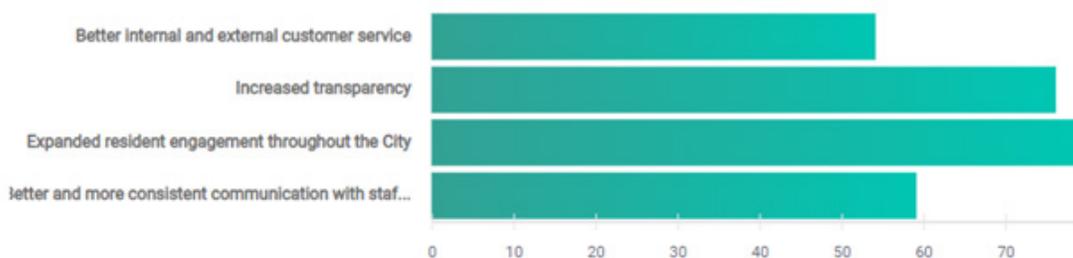
The table below lists all of the general assumptions used in the Fiscal Model. The Assumptions highlighted in yellow are all percentage-based assumptions used to approximate the impact of ongoing operations (for expenditures), or the effect of a reverse-radical [Check-mark shaped] recession (For Revenues). Assumptions highlighted in pink are static values, used to identify account lines with a flat, exception, or pre-defined value. Changes in FY21 are relative to the FY21 budget, all other assumptions are a year-to-year change.

General Assumption	Fiscal Year 20-21	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26	Description of Assumption
CPIE	0.00%	2.00%	1.80%	1.70%	1.60%	1.50%	Consumer Price Index - curve for Expenditures
CPIR	0.00%	1.80%	1.60%	1.40%	1.20%	1.20%	Consumer Price Index - Discounted for Revenues
CTAX-R	-18.00%	9.00%	8.00%	4.00%	5.00%	11.00%	Tourism Tax, Recession
ETAX-D	-5.20%	1.00%	6.00%	5.00%	3.00%	5.00%	Economic Activity Tax - Lower Bound
ETAX-R	-10.00%	5.00%	6.00%	1.50%	1.50%	2.50%	Economic Activity Tax - Recession
ETAX-G	0.00%	1.50%	1.50%	1.50%	1.50%	1.50%	Economic Activity Tax - Upper Bound
FLAT	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Flat rate - 0% growth assumption
UTIL	-2.00%	3.00%	0.50%	0.50%	0.50%	2.00%	Recession Based Utility Tax
Insurance	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5% growth, assumption for Health Care
OREV-D	-2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Other Revenue - Lowest bound
Pension	0.00%	13.00%	2.50%	3.00%	3.00%	3.00%	3% growth in Pension - year-to-year
FXD	0.00%	5.00%	0.00%	0.00%	0.00%	0.00%	Fixed cost and consolidated fund revenue
PTAX	0.00%	1.00%	1.00%	2.00%	2.00%	2.00%	Property Tax - Discounted CPI increase
Wages	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Wages estimated at 2%
DEBT	0	0.00%	0.00%	0.00%	0.00%	0.00%	Searchable Assumption for Debt
DEV	0	0.00%	0.00%	0.00%	0.00%	0.00%	Searchable Assumption for Economic Development
DYNM	0	0.00%	0.00%	0.00%	0.00%	0.00%	2nd degree dynamic assumption (Transfer & Passthrough)
EXCLD	0	0.00%	0.00%	0.00%	0.00%	0.00%	Excluded from Future Years
CAP	0	0.00%	0.00%	0.00%	0.00%	0.00%	Pre-Destined Capital Variable for Capital DeptID's
EXCEPTION	0	0.00%	0.00%	0.00%	0.00%	0.00%	Search for exception in exception list

APPENDIX B: RESIDENT ENGAGEMENT

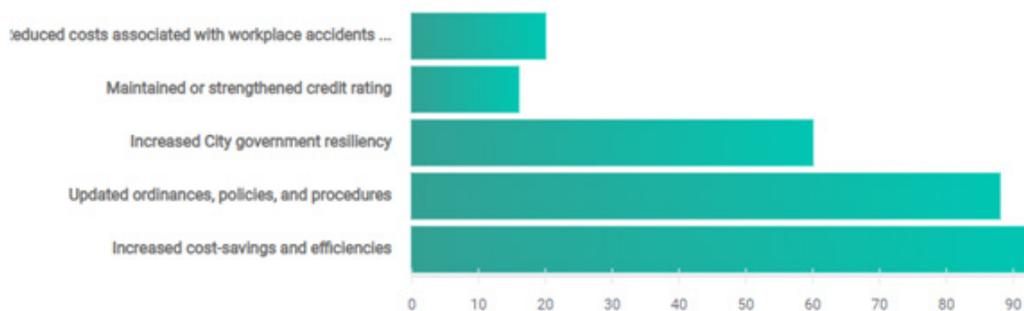
2020 proved a particularly difficult year to host resident engagement activities. The City of Kansas City, Missouri Office of Management and Budget (OMB) typically holds Resident Work Sessions in the fall but planned to move up these events to spring to better incorporate feedback during the strategic planning process. These sessions would include an informational presentation, a quantitative ranking of Citywide Business Plan objectives, and focus group conversations. Due to the Covid-19 pandemic, these in-person meetings were not held, and OMB pivoted to surveys and other virtual means to assess resident priorities. Moving forward, the City is invested in diversifying its resident engagement to better reach the public where they are regularly, throughout the year.

In March, OMB launched a survey to help determine community priorities. Survey participants were asked to identify the two highest priority areas in the Citywide Business Plan by goal. They were also asked the top three areas they would most like the City to focus on in the next four years. Themes of equity, access, and inclusion repeated throughout the submissions and the following represents a summary of responses.



CUSTOMER SERVICE AND COMMUNICATION

While customer service and communication were incorporated into the City's values in the 2020-2024 Citywide Business Plan, there are strategies relating to these areas included in the Finance and Governance goal. Several respondents did explicitly list both improved customer service and community engagement as priorities for the next four years.

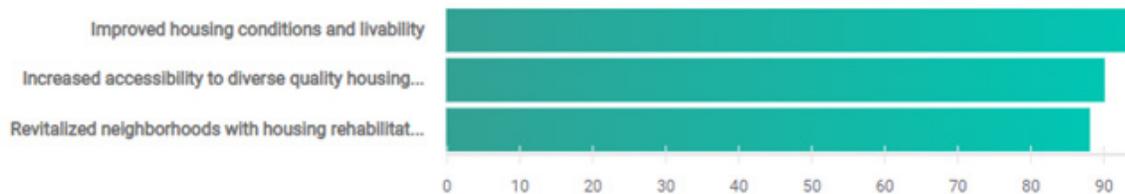


FINANCE AND GOVERNANCE

Many community members took the survey during the City's budget adoption process and therefore some responses reflect issues specific to the FY21 Submitted Budget. There were several responses specific to the preservation of and investment in arts and culture, however, the greatest area of concern in this goal was economic and employment opportunity. Residents expressed the desire for the City to focus on increased jobs, better wages, workforce development, and general economic mobility. Other responses included increases to efficiency, transparency, and accountability.

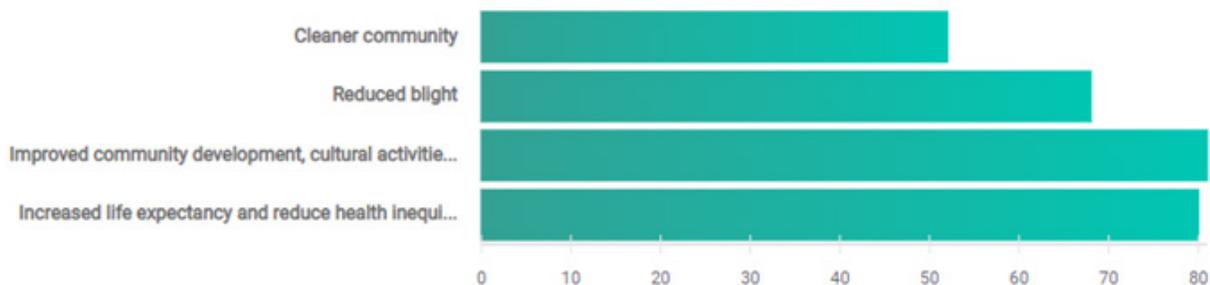
APPENDIX B: RESIDENT ENGAGEMENT

HOUSING



The second most referenced area of concern for survey respondents overall was housing. Residents expressed the desire for more diverse, equitable, inclusive, accessible, affordable, and safe housing throughout the City. The 2020-2024 Citywide Business Plan combines housing, neighborhoods, and health objectives into one Housing and Healthy Communities goal. This goal was created to parallel the City’s Housing Plan and explicitly highlight strategies to improve housing for residents.

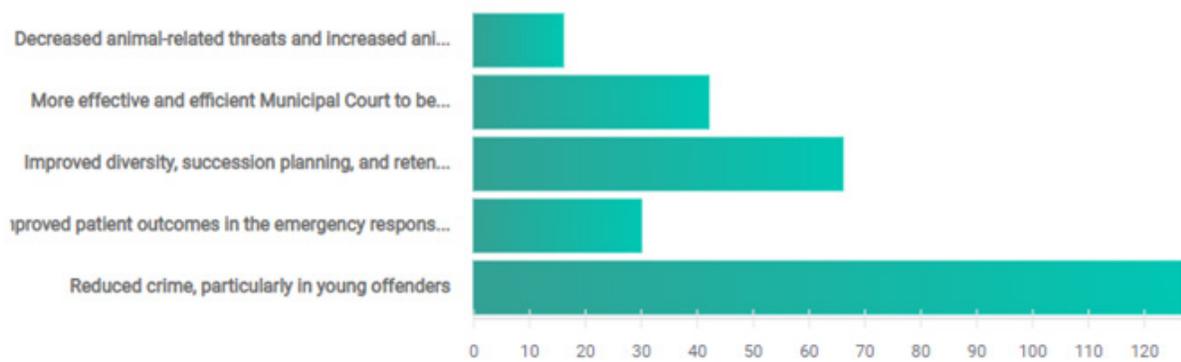
NEIGHBORHOODS AND HEALTHY COMMUNITIES



The most varied responses and the largest quantity of responses relate to priorities in Neighborhoods and Healthy Communities. Foremost was equitable City investment in neighborhood revitalization and rehabilitation while preserving neighborhood culture and creating stronger communities. Respondents also prioritized health issues such as access to health care and reduced health disparities between neighborhoods. Reduced blight and clean communities were referenced by many residents. Other concerns included access to food, parks, and other resources and increased attention to the City’s more vulnerable populations, including seniors and those experiencing homelessness.

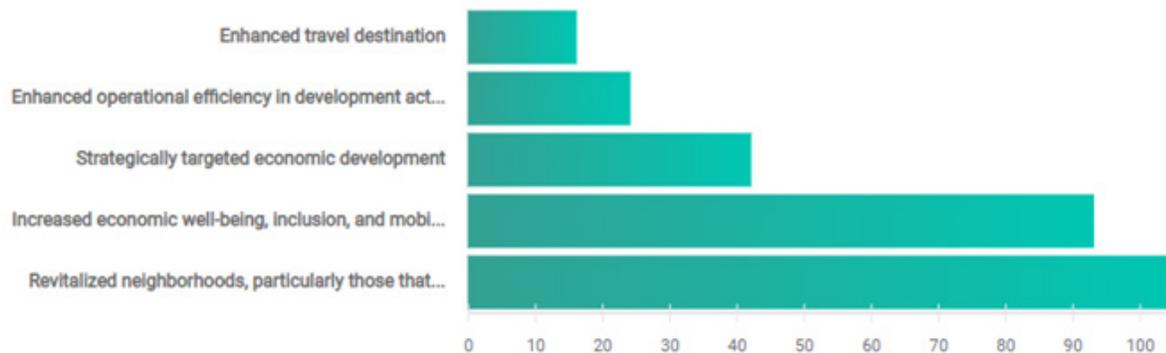
APPENDIX B: RESIDENT ENGAGEMENT

PUBLIC SAFETY



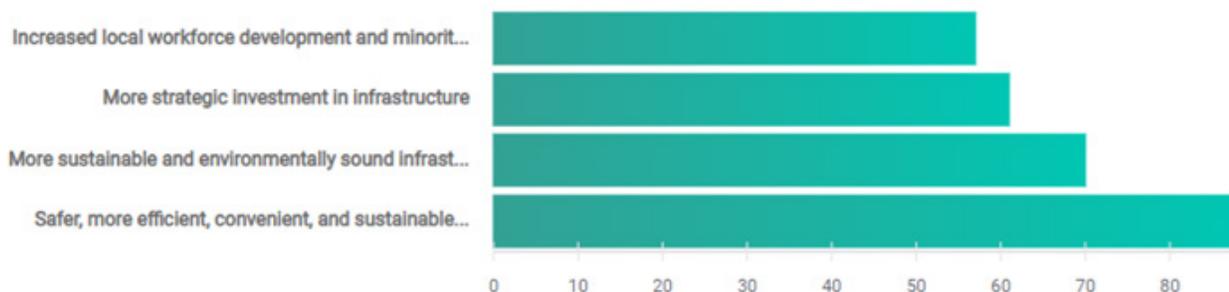
The most frequent response topic of survey participants related to public safety, with the overwhelming majority referencing violent crime and how to address it holistically through health, education, and community-focused initiatives. There were also concerns regarding criminal justice reform, Emergency Medical Services response times, domestic violence, diversity of public safety officers, sufficient community resource officers, a permanent plan for detainees, and local control of the Kansas City Police Department.

PLANNING, ZONING, AND ECONOMIC DEVELOPMENT



The promotion of small, local, and minority owned businesses through direct assistance and external entrepreneurial programs was often listed as a resident priority. Many responses also prioritized economic development reform. The 2020-2024 Citywide Business Plan includes economic incentive reform as an objective in the Finance and Governance goal and small business initiatives in the Housing and Healthy Communities goal.

TRANSPORTATION AND INFRASTRUCTURE



Transportation issues were the third most referenced priority citywide. These responses include the desire for investment in a safer, multi-model transportation system that is more connected and with more options including an expanded street car and enhanced options for bicyclists and pedestrians. Residents also put focus on investment in sustainable infrastructure, including streets, sidewalks, and bridges. Many responses included concerns about issues of sustainability, energy efficiency, climate change, and climate resilience at both a citywide and household level.



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