

KCStat

kcstat.kcmo.org

December 1, 2015

#KCStat

Finance and Governance





Finance and Governance

To strengthen, expand, and make judicious use of Kansas City's economic resources in order to achieve short-term and long-term economic prosperity.

How To Get There: 2016-2021 City Objectives For Finance and Governance

1. Develop and execute a strategy to reauthorize the earnings tax in 2016.
2. Integrate the City's strategic plan, long-term financial plan, and annual budget, and expand resident engagement and priority based budgeting. (Ongoing)
3. Develop an organizational standard of administrative, governance, and financial core competencies for employees by employing a combination of classroom and online training. (2017)
4. Make information about the City's performance, operations, and financial condition more transparent, user-friendly, understandable, and accessible to elected officials and the public. (Ongoing)
5. Maintain and strengthen the City's General Obligation AA credit rating through the Five-Year Financial Plan. (April 2020 and ongoing)
6. Improve safety, reduce risks, and reduce exposure to claims for residents, employees, and visitors by establishing citywide policies and processes to identify hazards; develop recommendations for abatement by level of risk; and track completion dates. (May 2016 and ongoing)
7. Identify the largest opportunities for cost savings and efficiencies through operational analyses, managed competition, and performance indicators. (April 2017 and ongoing)
8. Continue to implement a vehicle and equipment replacement program. (Ongoing)
9. Explore partnerships to expand sharing of public resources across government jurisdictions, such as Core 4. (June 2017)
10. Develop a plan of finance for potential improvements at the Kansas City International Airport. (2016)
11. Develop a comprehensive funding strategy for maintenance and capital improvements in conjunction with the renewal of the Capital Improvement Sales Tax in 2018 and a \$500 million General Obligation Bond authorization in 2016.

2016-2021 Measures of Success

Measures of Success	FY15 Actual	FY16 Target	FY17 Target
Percent of citizens satisfied with the value received for tax dollars	41.6%	44%	46%
General Fund unreserved fund balance as a percent of annual operating expenditures	12.29%	16%	16%
Pension system funding ratio for employee pension system	100%	100%	100%
Workers' compensation claim frequency rate (per 100 employees)	18	15	15
Percent of fleet within lifecycle (General Fund Departments)	48.7%	80%	80%
Number of open data sessions	156,313	171,945	189,140
Percent of citizens satisfied with effectiveness of city manager and appointed staff	51%	53%	55%

Finance and Governance: KCStat Dashboard

Objectives
1, 2, 5, 10, 11

Financial
Management

39

percent of citizens satisfied
with the value received for
their tax dollars



✘ needs improvement

Detail >

Objectives
3, 6, 7, 8, 9

Operational
Efficiency

9,378.7K

annual expenditures on
workers compensation



👁 measuring

Detail >

Objective
4

Government
Transparency

156,313

Open Data KC Sessions



✔ on track

Detail >

Financial Management

39

percent of citizens satisfied with the value received for their tax dollars



needs improvement

Detail >

Financial Management

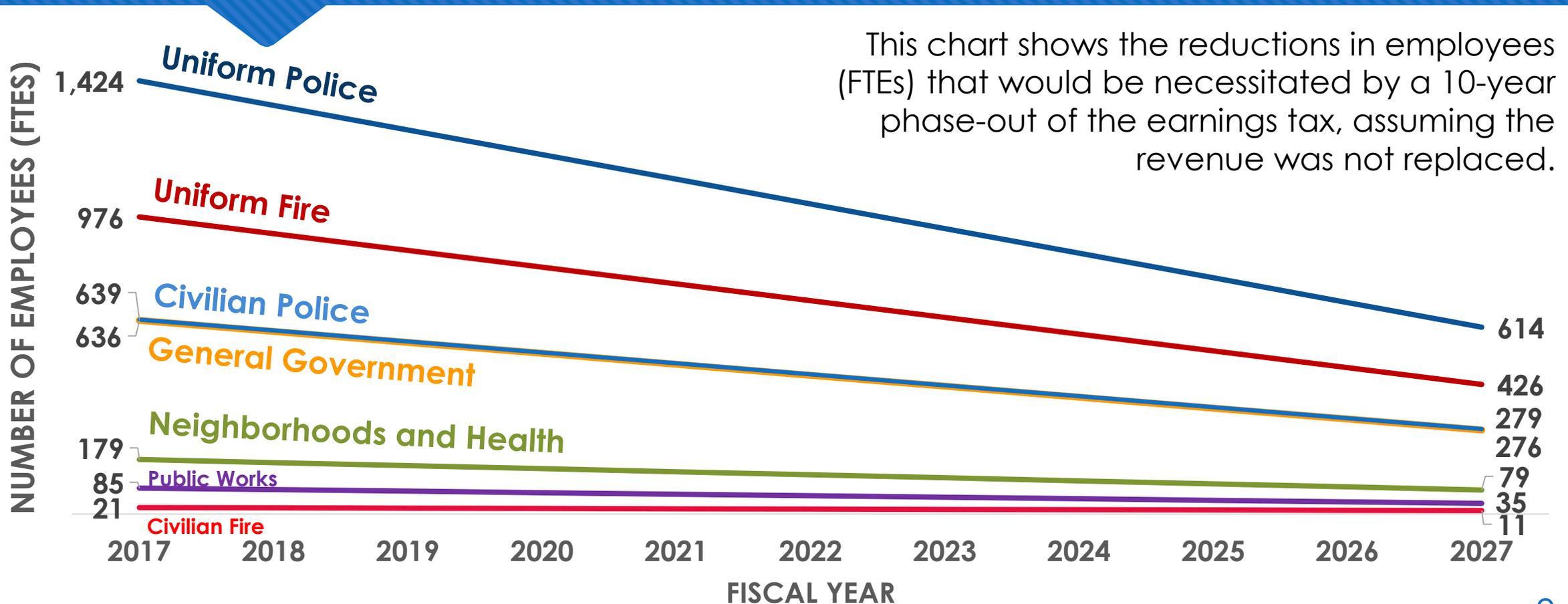
Objective 1

Develop and execute a strategy to reauthorize the earnings tax in 2016.

Earnings Tax Update

- Under Proposition A, the earnings tax must be voted on every five years.
- The City must hold its next election on **April 5, 2016**.
- If the levy is rejected by voters, the tax would be phased out at one-tenth of one percent per year for 10 years and could not be reinstated.

E-Tax Phase-Out Scenario for General Fund Employment

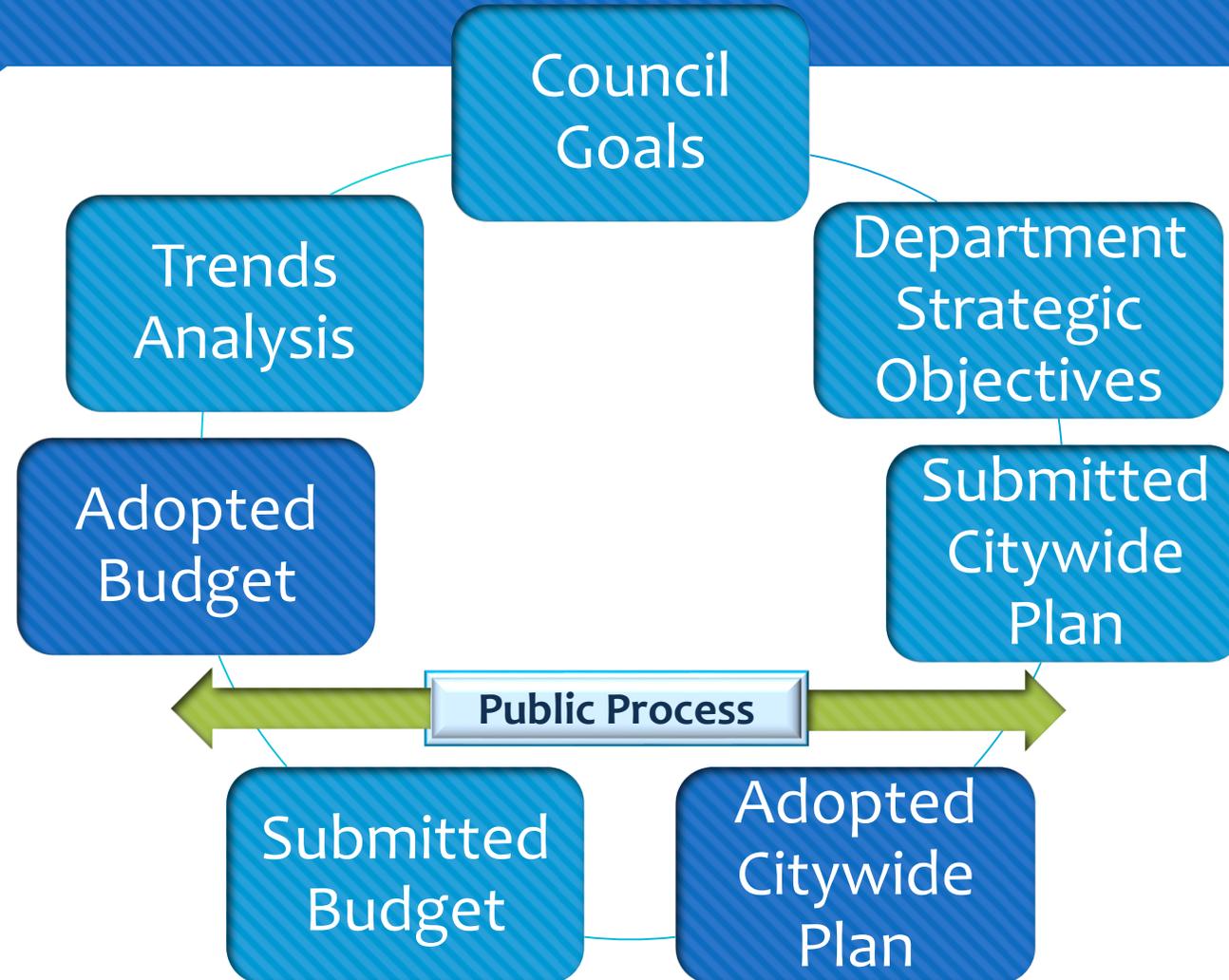


Source: Budget Office

Objective 2

Integrate the City's strategic plan, long-term financial plan, and annual budget, and expand resident engagement and priority based budgeting.

Business Plan and Budget Process



Citizen Work Sessions for 2016-2021 Business Plan

- **3 Work Sessions**
 - Central: Saturday, September 19th at Klice Community Center
 - North: Wednesday, September 23rd at Northland Neighborhoods
 - South: Tuesday, October 6th at Hillcrest Community Center
- **2016-2021 Citywide Business Plan Presentation and Citizen Activities**
- **What's New?**
 - Expert panel
 - Multi-step activity
 - Citizen Confessional Booth

Citizen Work Session Activities

○ Activity #1: Program Prioritization

- Rate individual programs from 1 to 4 based on their priority to help achieve the overall goals of the city (1 = higher priority, 4 = lower priority)

Excludes: Aviation, Water, Grants, Debt, TIFs

○ Activity #2: Top 5 and Cuts

- Out of a total budget of \$1,000, cut \$50 from individual programs
- Identify the top 3-5 priority programs under each goal

Summary of Program Prioritization Activity

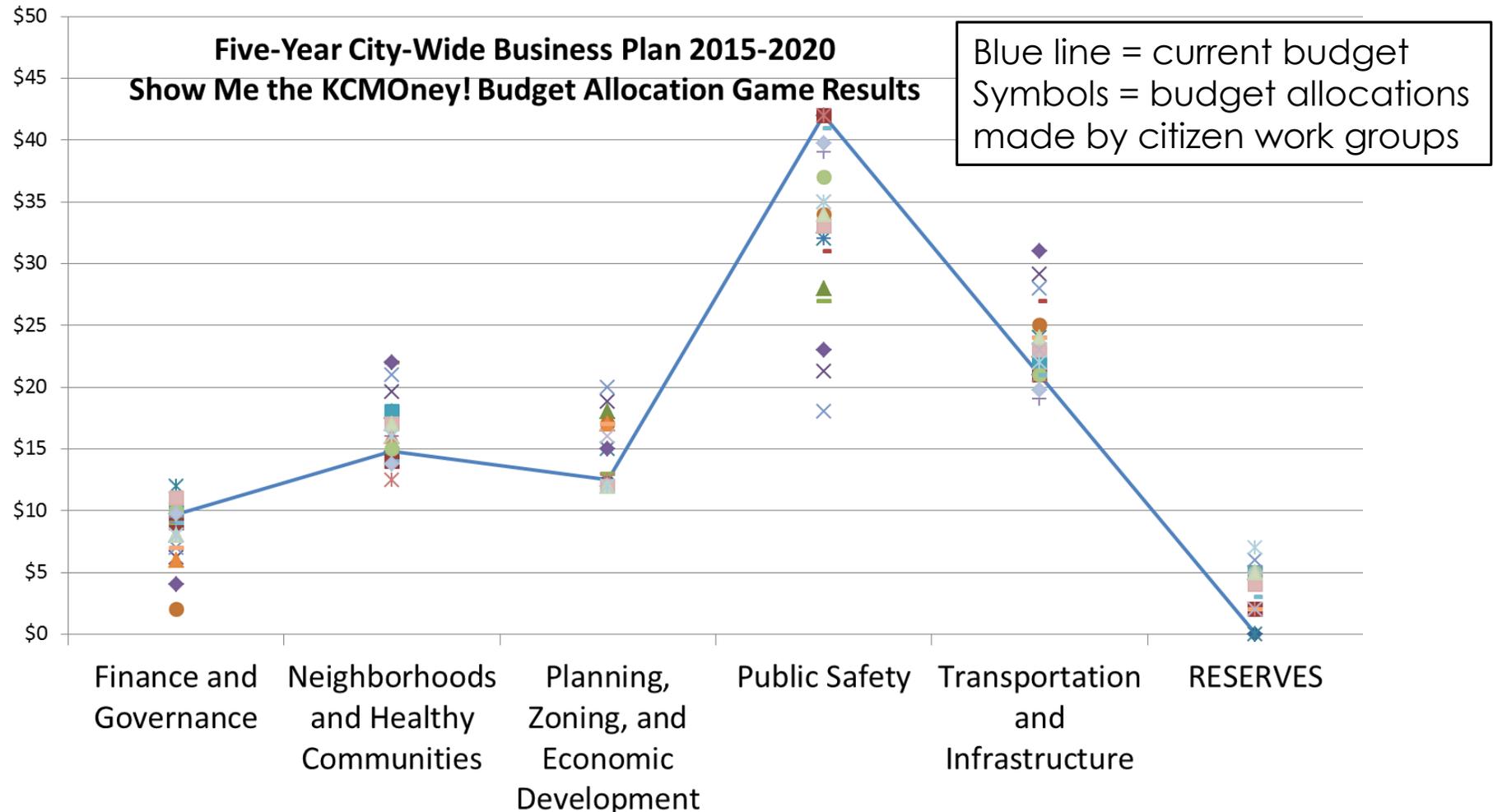
	Higher Priorities			Lower Priorities		
Neighborhoods and Healthy Communities	Nuisance Code Abatement	Hospital Svcs & Health Centers	Neighborhood Services	Cultural Facilities	Aquatics and Athletics	Health Admin and Records
	Youth Services	Land Bank	Code Inspections	KC Museum	Liberty Memorial	Zoo
Transportation and Infrastructure	Capital Improvements	Recycling/Clean Neighborhoods	Street Maintenance	Garages/Parking Control	Traffic Permits	Street Signs
	Bulky Item	Illegal Dumping	KCATA Snow	Transportation Engineering and Planning		
Public Safety	Patrol/Patrol Admin	Violent Crimes/Vice/Narcotics	EMS	Office of Fire Chief	Professional Devt - Fire	Police Admin and Support
		Youth Outreach (KCPD)		Indigent Legal Defense	Fire Commun.	Fire Marshal KCPD Fleet
Planning, Zoning, and Econ. Devt.	Redevelopment Services	Development Management	Long Range Planning	Jackson County Sports Authority	Visit KC	Convention and Entertainment Facilities
		City Planning Administration		Convention and Tourism		

Bold = Selection within more than one work session

2014 Citizen Input: Allocation of Budget by Goal Area

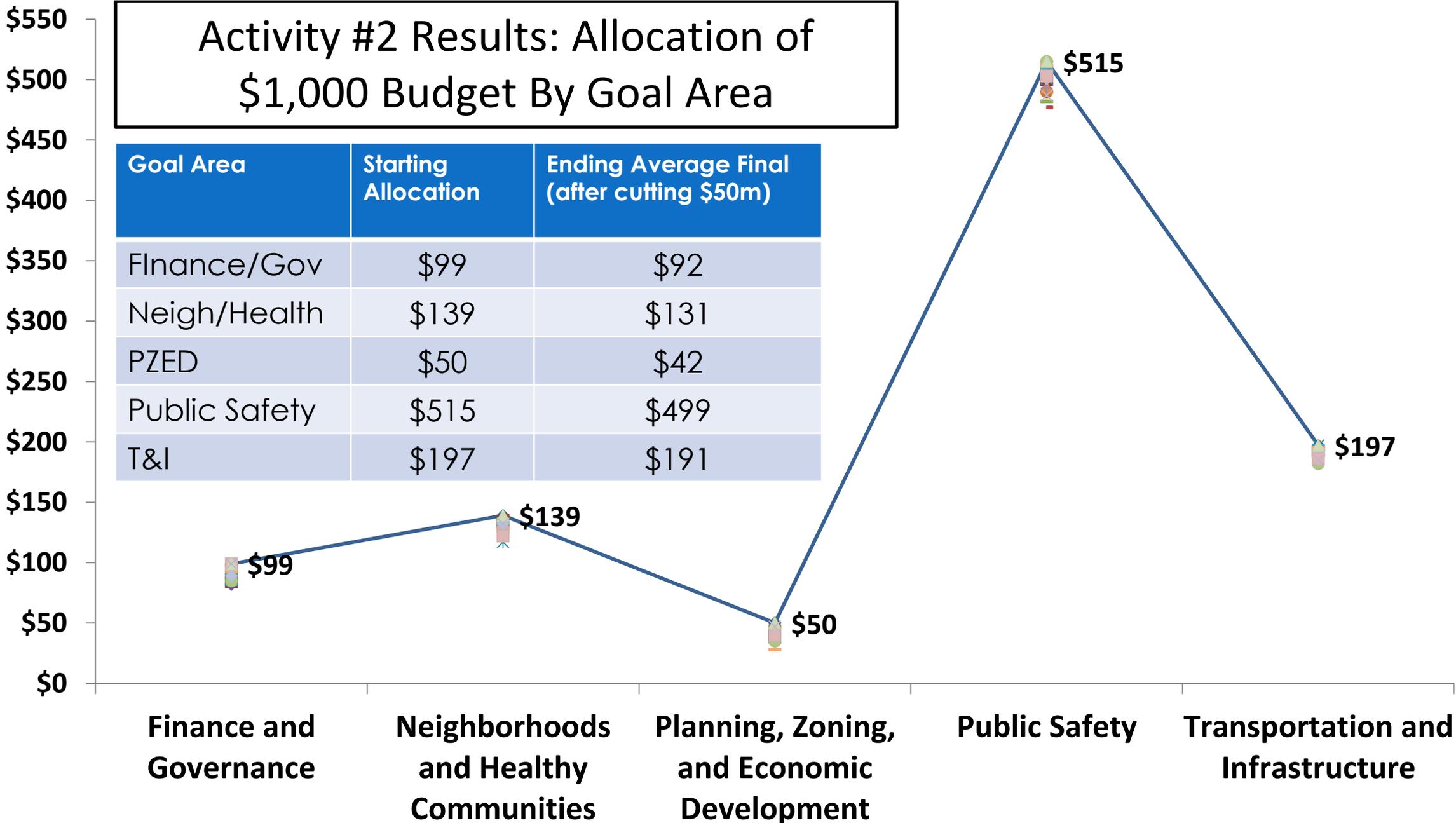
At the 2014 Citizen Work Sessions, residents did an exercise to allocate the budget among the goal areas, without references to specific programs within these goals.

The results detailed in the chart show significant reallocation compared to the current budget.



Activity #2 Results: Allocation of \$1,000 Budget By Goal Area

Goal Area	Starting Allocation	Ending Average Final (after cutting \$50m)
Finance/Gov	\$99	\$92
Neigh/Health	\$139	\$131
PZED	\$50	\$42
Public Safety	\$515	\$499
T&I	\$197	\$191



Baseline Scenario Assumptions for Five-Year Planning Model

Expenditure Changes (Operational)	Operational increase for Police (\$2 million)
	One time increase to Fire for EMS overtime
	Fire Department decrease for one Fire “N Day” in 2017 and an additional “N Day” in 2018
Expenditure Changes (Debt Service)	Debt Service increase in General Fund for Fire Apparatus beginning in FY2018-19
	Debt Service increase in Capital Improvements Fund for accelerated “shovel ready” projects
	Debt Service increase for downtown development (Two Light), Performing Arts Center Garage, other garages
	Continued vehicle replacement in Fire, Streets and Traffic, and Parks and Recreation
Revenue Changes	Municipal Court revenue decrease to match FY2015-16 projected
	Property tax increase of \$2.3 million (\$600,000 General Fund) from valuation increase

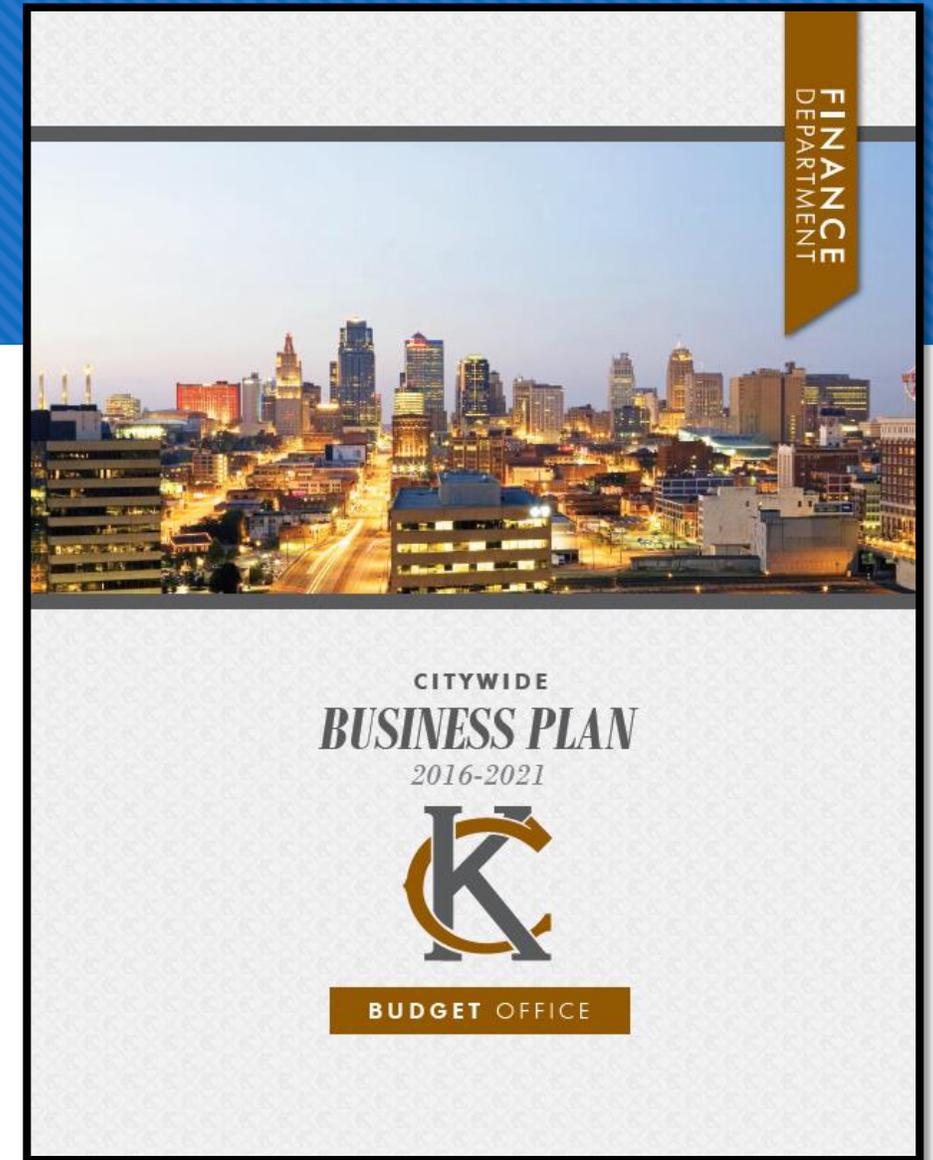
Balanced Scenario Assumptions for Five-Year Planning Model

All assumptions of baseline scenario, plus:

Expenditure Changes (Operational)	Fire Department operating budget decrease to offset equipment debt service beginning in FY2018-2021 (\$2.5 million)
	Employer contributions to health insurance increase only 2.5% in FY2019-2021
	Neighborhoods programs operating budget increase (\$500,000) beginning in FY2017 to reflect citizen input
	In Year 5, identify increased revenues or decreased expenditures to address an anticipated shortfall of \$5.5 million, including contemplating a possible wage freeze, subject to ongoing labor negotiations and agreements.
Expenditure Changes (Debt Service)	Fleet replacement increase in General Fund beginning FY2017 (1 st payment in FY2018)
	Transfer of remaining streetlight debt service to capital improvements funds
Revenue Changes	Municipal Court revenue recovers by \$2 million (FY2014-15 levels) in FY2017-2021

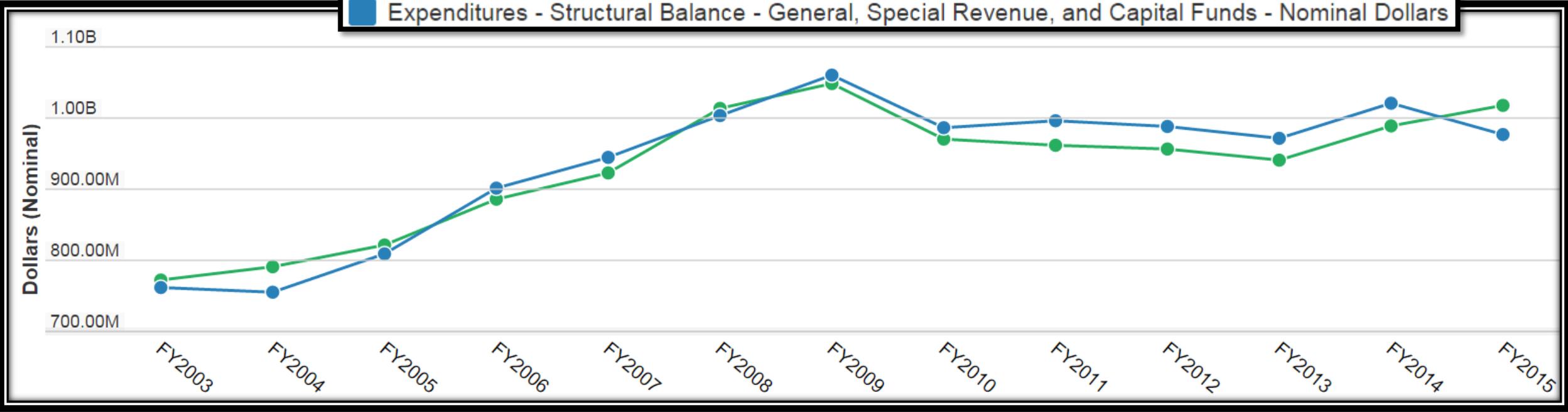
Citywide Business Plan Adoption

2016-2021 Citywide Business Plan with Balanced Scenario adopted via Ordinance 150793 on October 29, 2015



Structural Balance

■ Revenue - Structural Balance - General, Special Revenue, and Capital Funds - Nominal Dollars
■ Expenditures - Structural Balance - General, Special Revenue, and Capital Funds - Nominal Dollars



Source: Finance Department (kcstat.kcmo.org)

Structural Balance Projection Under Balanced Scenario

millions \$

General Fund Structural Balance

\$610
\$590
\$570
\$550
\$530
\$510
\$490
\$470
\$450

— Revenue
— Expenditure

2016 2017 2018 2019 2020 2021

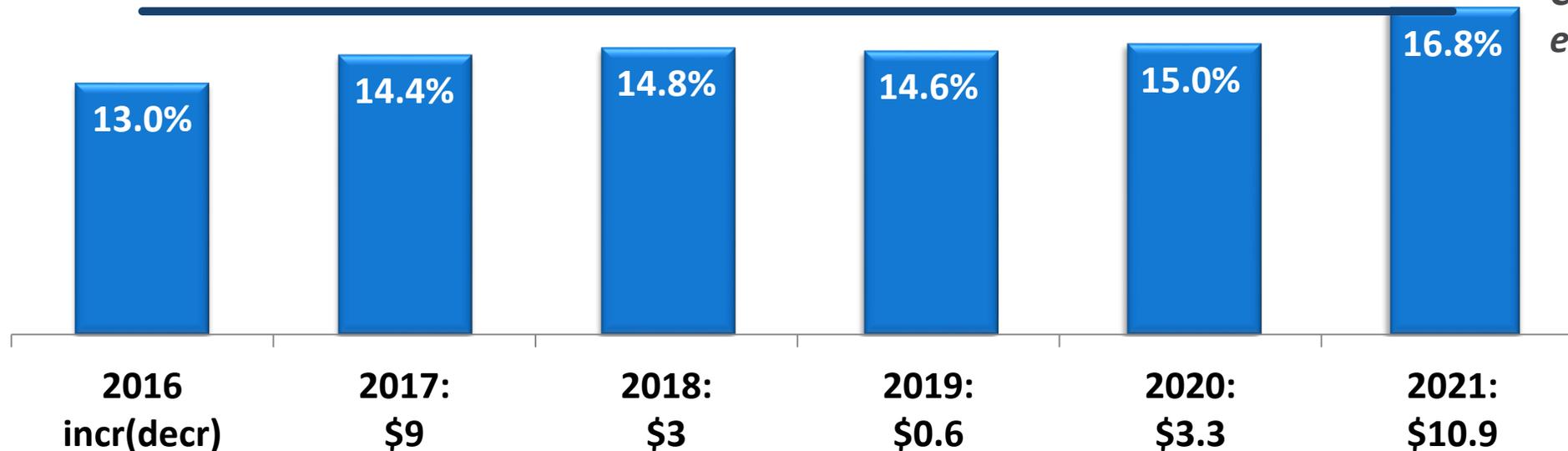


General Fund Balance Projection Under Balanced Scenario

**General Fund Reserves
as a percent of operating expenditures**

Moody's median for Aa cities the size of KC (25%)

City Policy = two months' expenditures (16.7%)



2016
incr(decr)

2017:
\$9

2018:
\$3

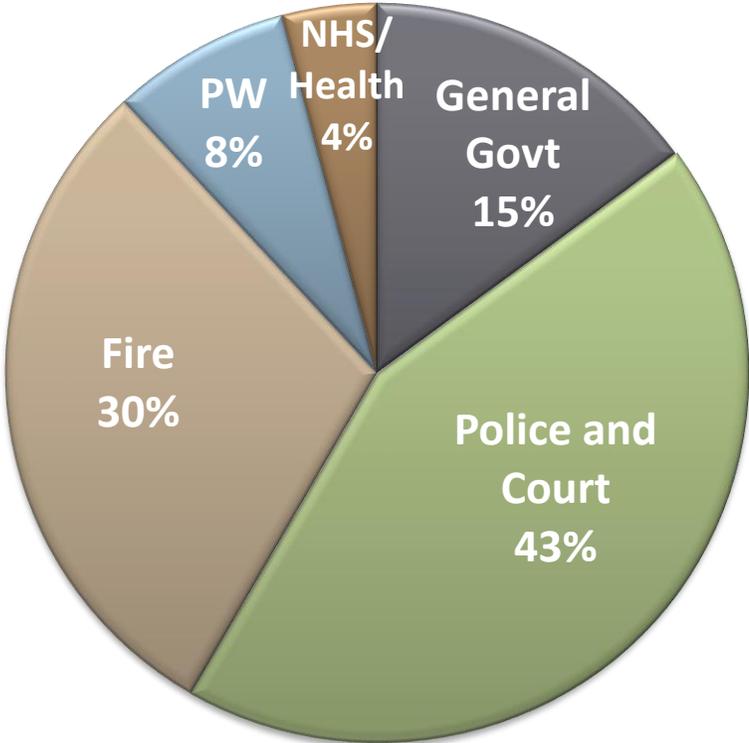
2019:
\$0.6

2020:
\$3.3

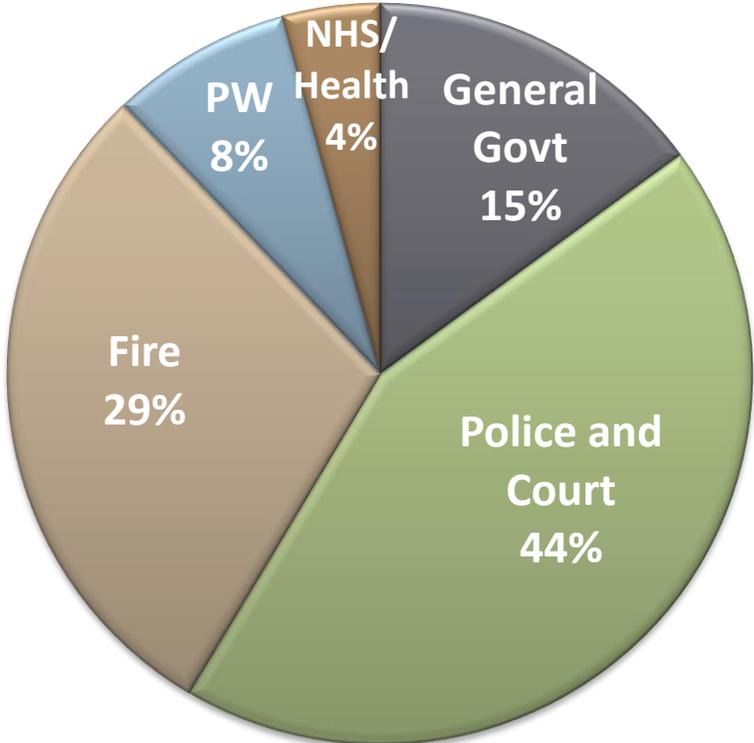
2021:
\$10.9

General Fund Expense Breakdown: 2021

Baseline Scenario (Status Quo)



Balanced Scenario



Calendar for FY2016-17 Budget Adoption

FY2016-17 Budget will be submitted to City Council on February 11, 2016



Public input will be gathered in late February/Early March

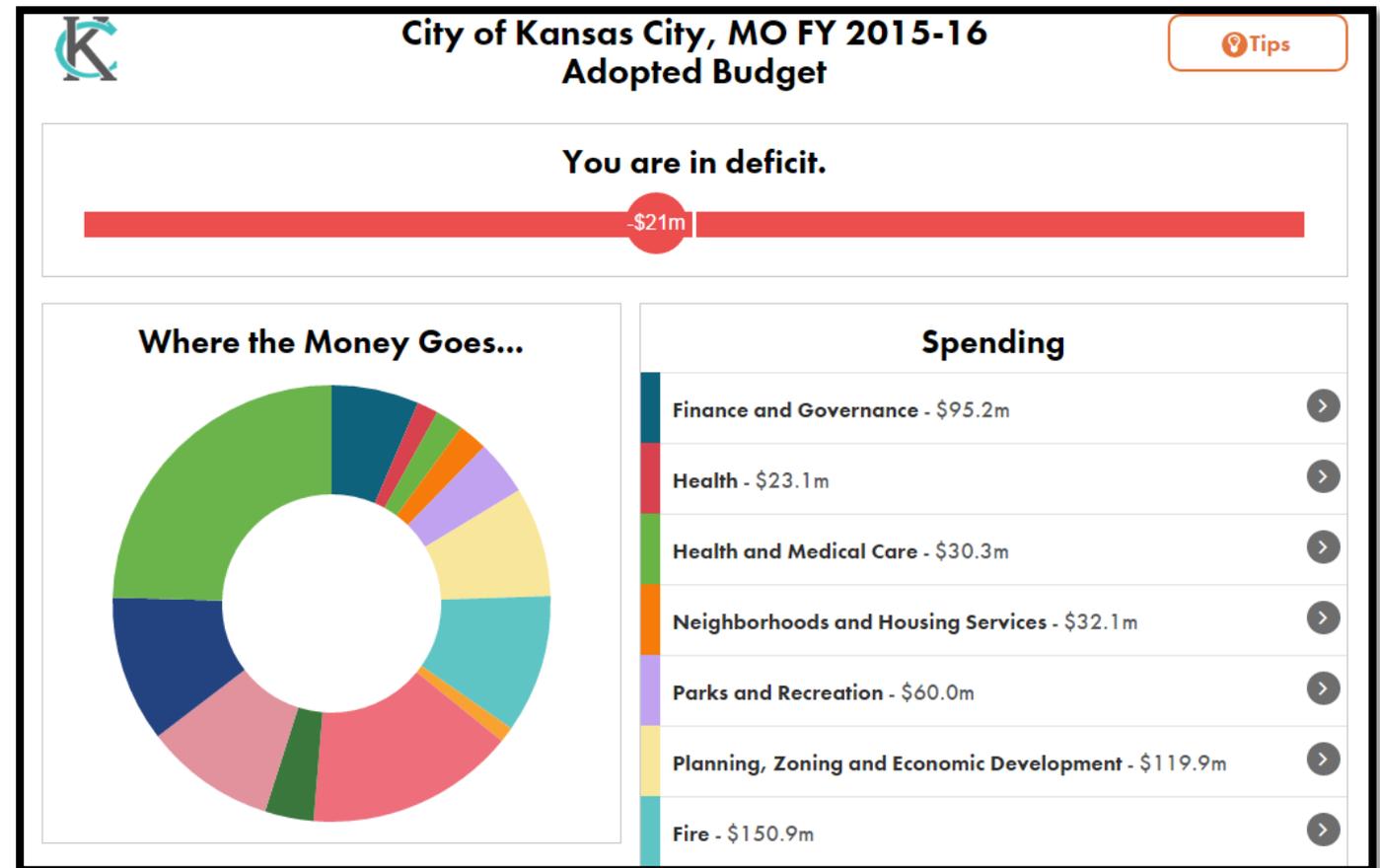


Budget must be adopted by City Council and Mayor on March 24

Initial Feedback Online Citizen Input Tool (Balancing Act)

<http://kansas-city-mo.abalancingact.com>

- Basic scenario: budget is \$21 million in deficit and users can increase or decrease spending and revenue to address this.
- 438 unique users as of 10/29/15 and 58 full submittals
- Average time on the page is 9:33. Per vendor, this is an “amazing” amount of time, higher than other clients.



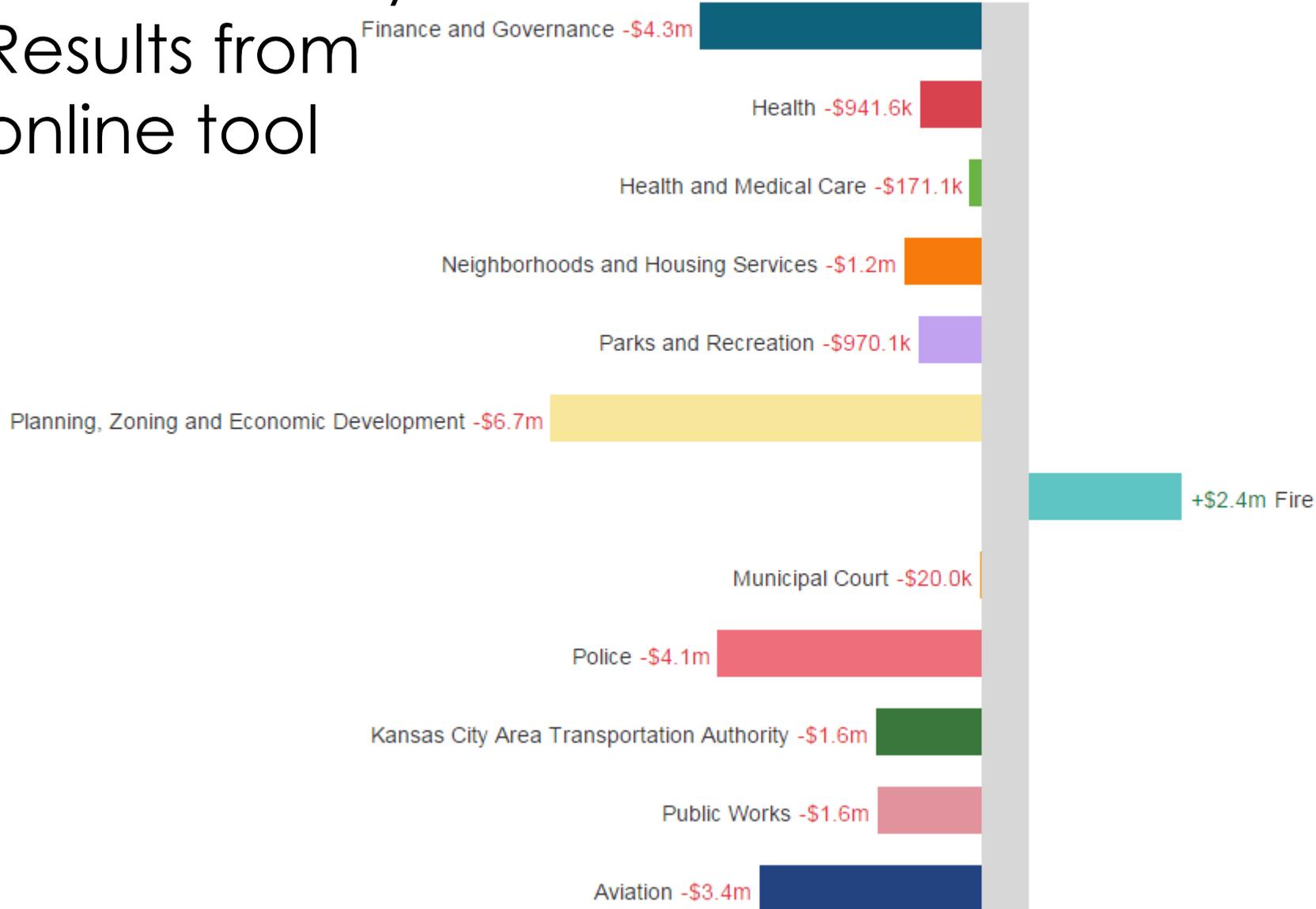
Balancing Act Summary Results from online tool

Budget Comparison

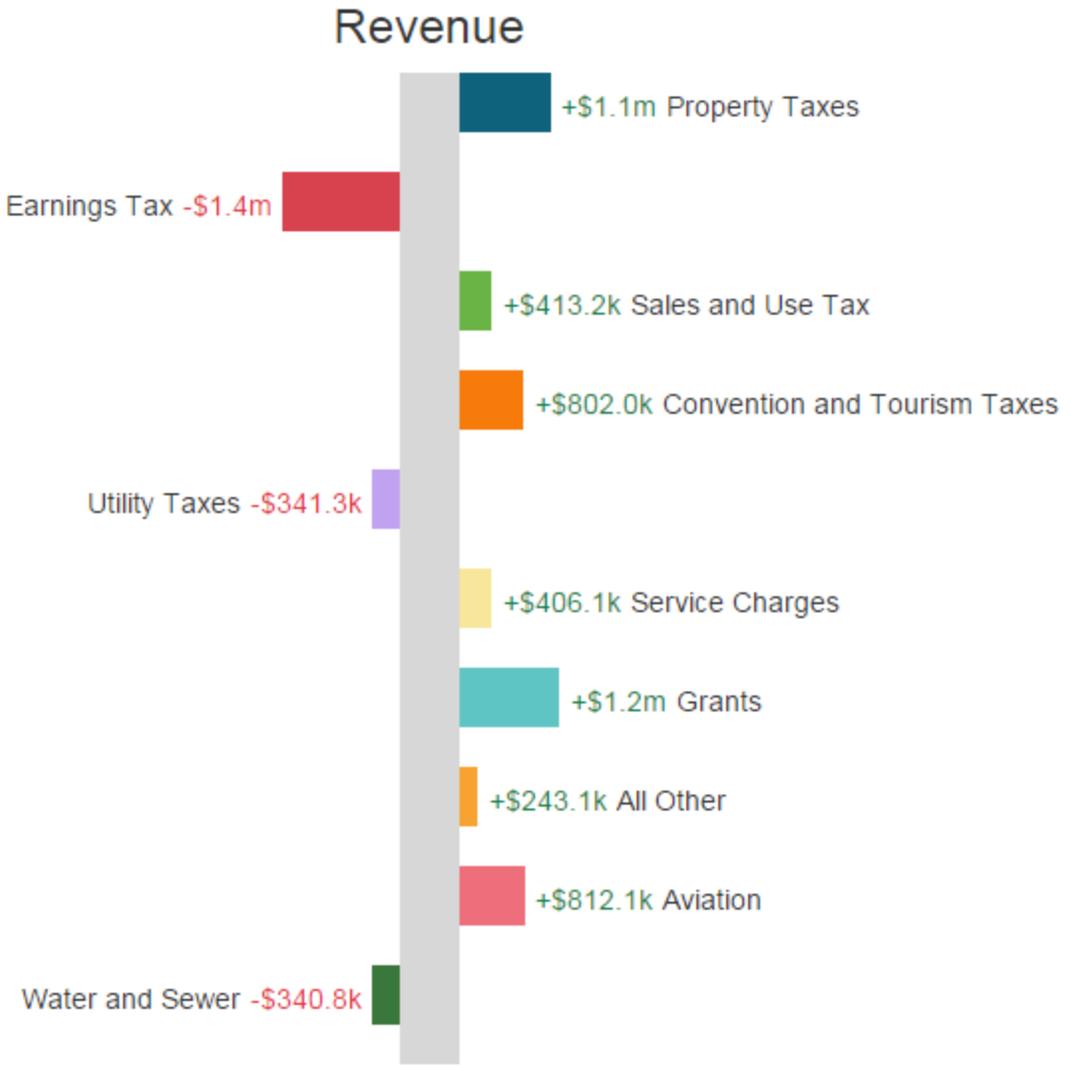
Expenses

Budget Decreases

Budget Increases



Balancing Act Summary Results from online tool



Top Issues Decreased

1. Planning, Zoning and Economic Development

Top Issues Increased

1. Fire +\$2.38m

Objective 5

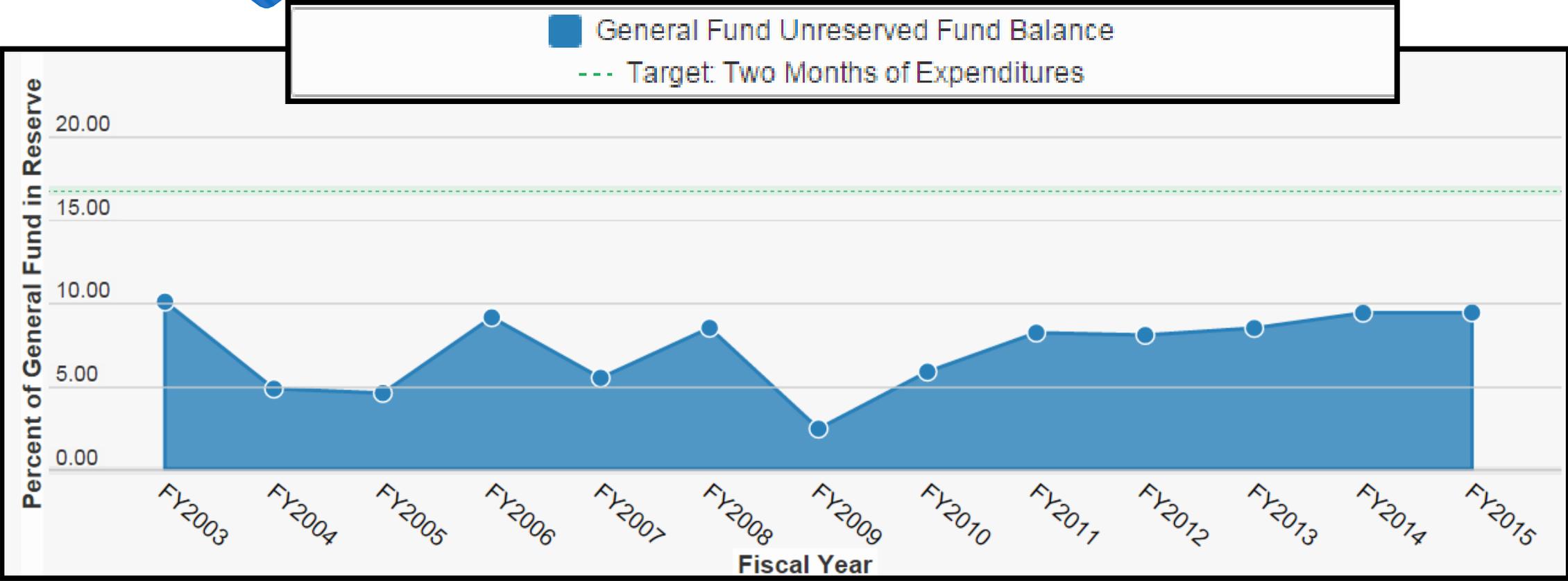
**Maintain and strengthen
the City's General
Obligation AA credit
rating through the Five-
Year Financial Plan.**

Credit Ratings

No change in credit ratings since last affirmed in May 2015 Reports

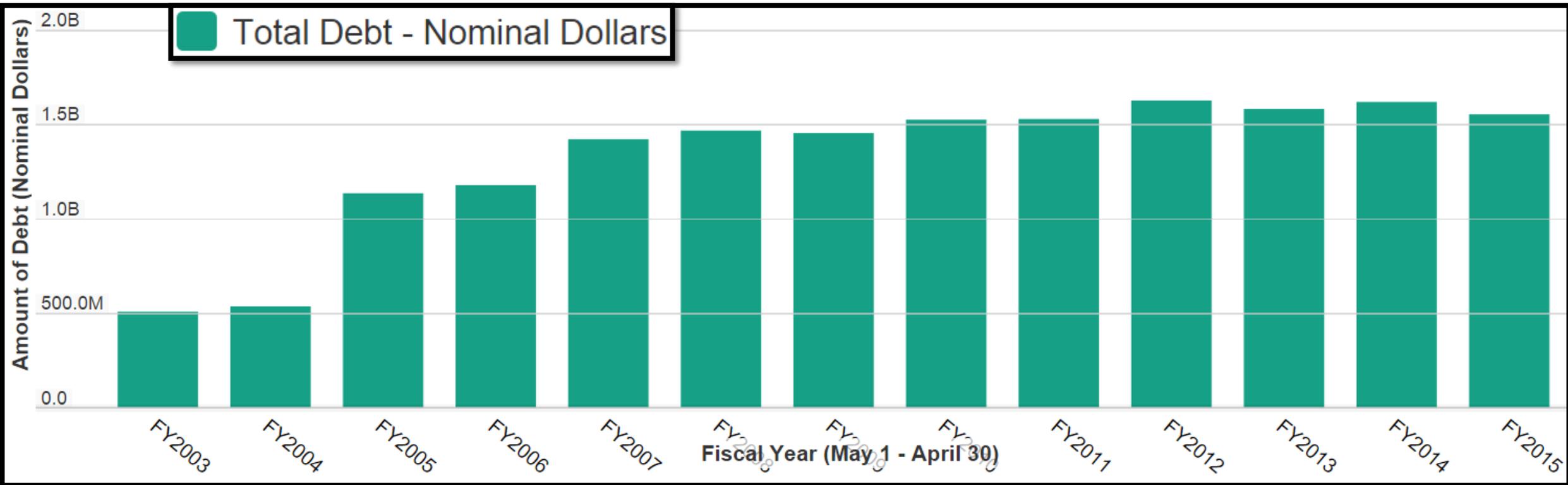
Credit	Moody's	Standard and Poor's
General Obligation Bonds	Aa2	AA
Special Obligation Bonds	A1	AA-
Water Revenue Bonds (senior lien)	Aa2	AA+
Sewer Revenue Bonds (junior lien)	Aa2	AA
Airport Revenue Bonds (senior lien)	A2	A+
Airport Revenue Bonds (junior lien)	A3	A

General Fund Balance



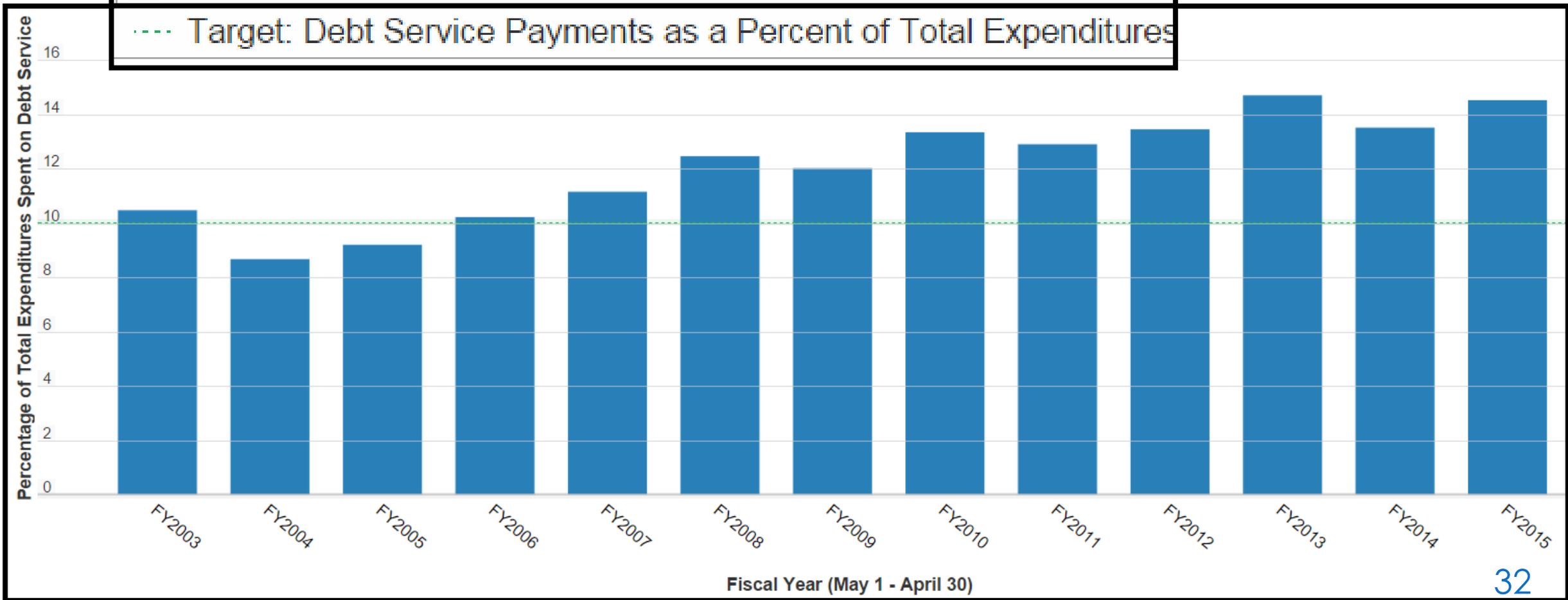
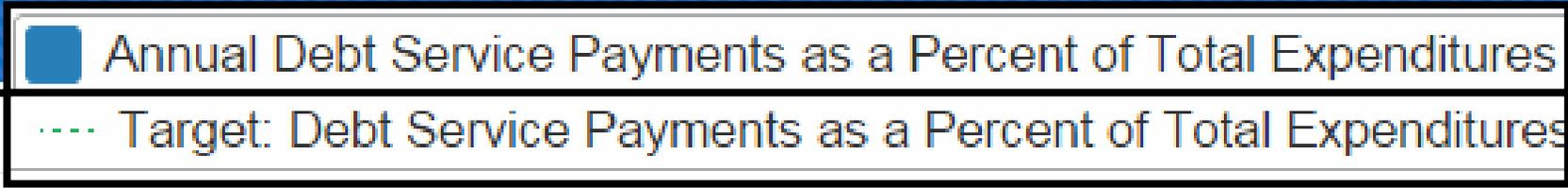
Source: Finance Department (kcstat.kcmo.org)

City Debt: Total Debt (nominal dollars)



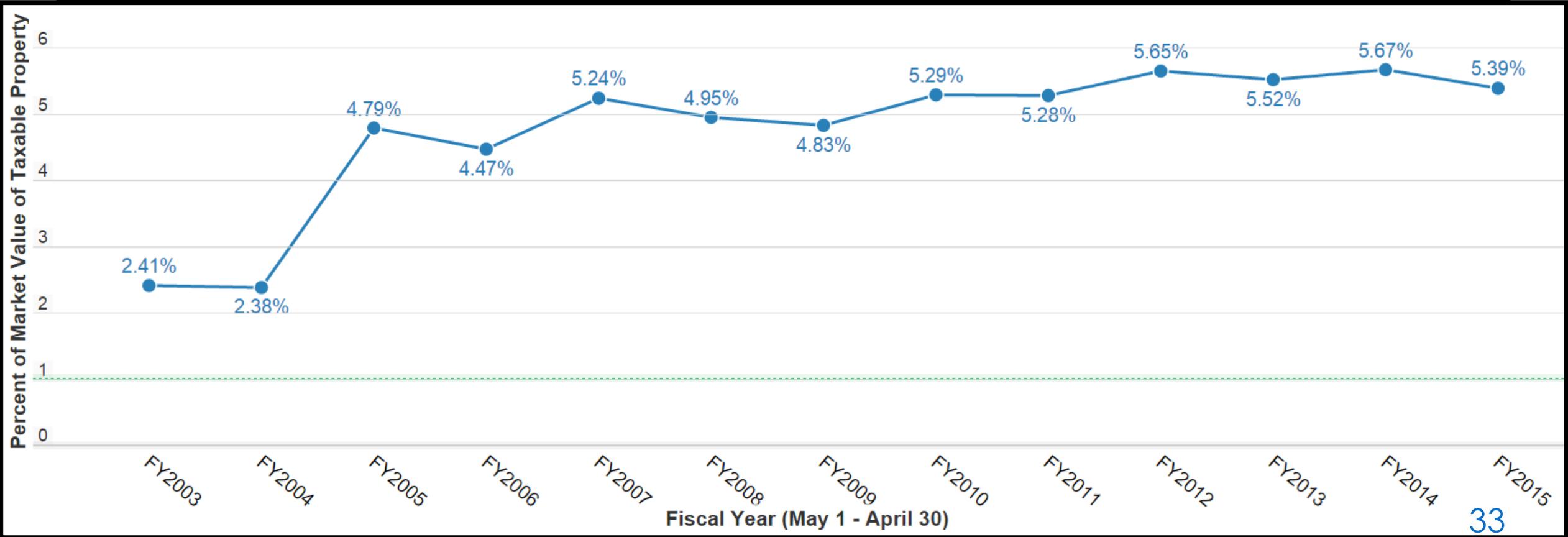
Source: Finance Department (kcstat.kcmo.org)

City Debt: Annual Debt Service as Percent of Total City Expenditures



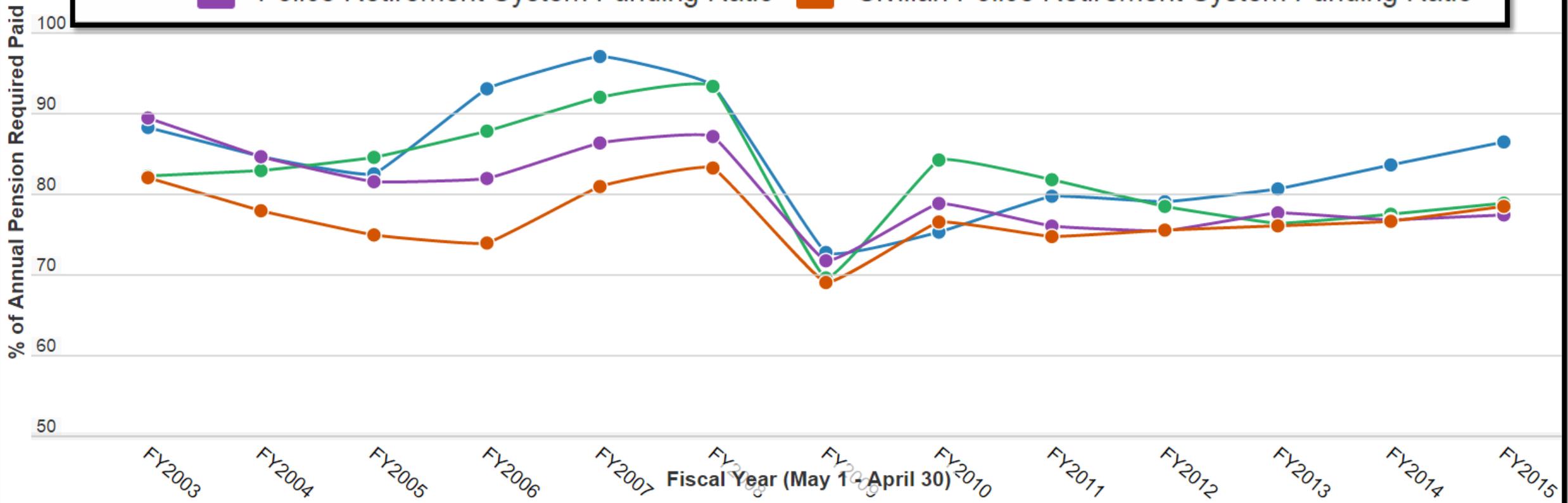
City Debt: Outstanding Debt as % of Market Value Taxable Property

■ Outstanding Direct Debt as a Percent of Market Value of Taxable Property - - - Credit Industry Threshold (1%)



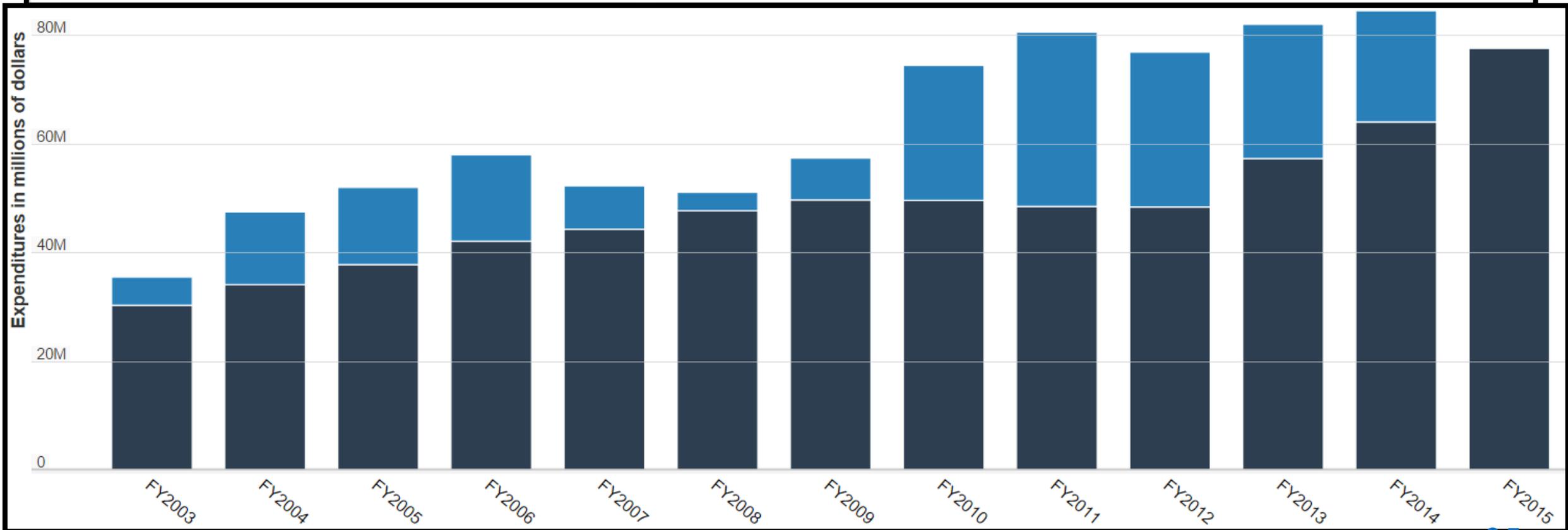
Pension Funding Ratios

- Employee Retirement System Funding Ratio
- Firefighters Retirement System Funding Ratio
- Police Retirement System Funding Ratio
- Civilian Police Retirement System Funding Ratio



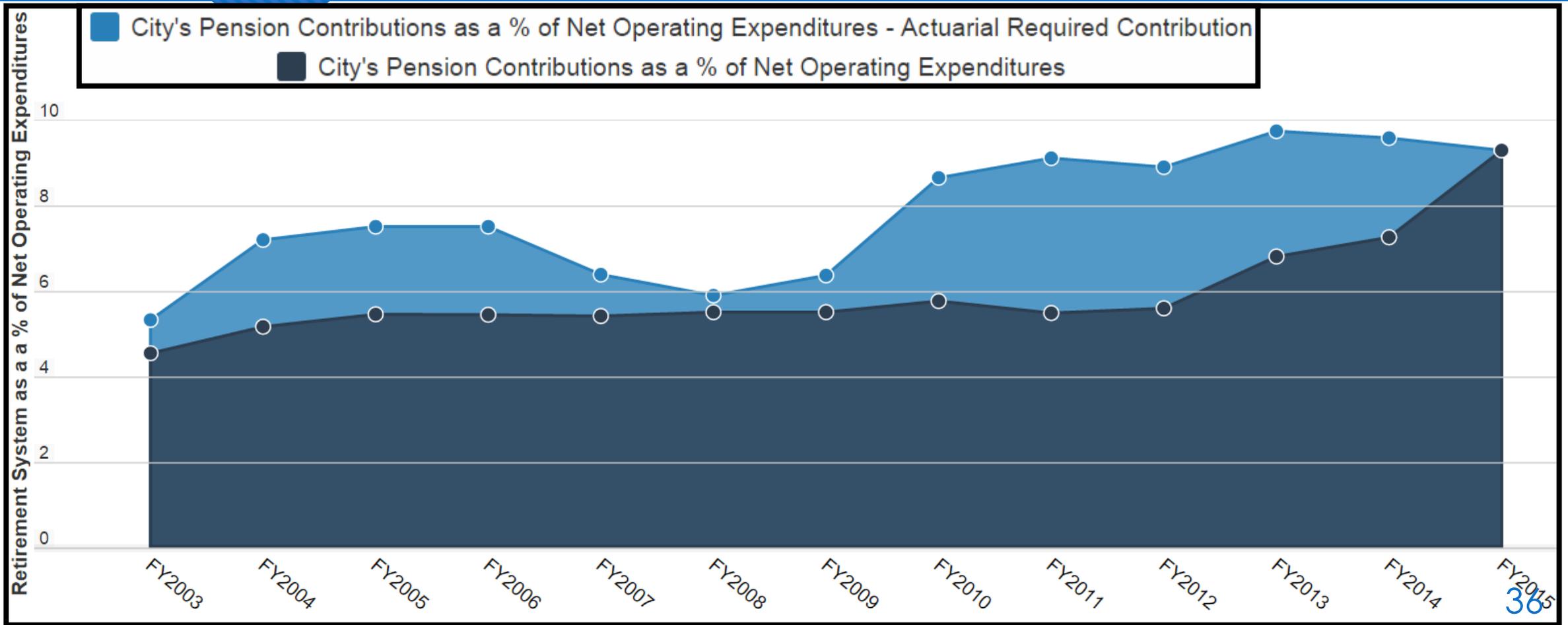
Pension Funding Levels

■ Annual Retirement System Payment Contribution ■ Annual Retirement System Payment - Unfunded Annual Required Contribution



Source: Finance Department (kcstat.kcmo.org)

Retirement System Costs as % of Net Operating Expenditures



Source: Finance Department (kcstat.kcmo.org)

Action Items to Maintain/Improve Credit Rating

- Revise codified Debt Policy to include debt capacity targets – and work toward them
 - Issue only when a new and reliable revenue source is available to pay new debt service
- Build reserves according to the five year financial plan
 - Reach the two month reserve goal in five years
 - Continue addressing pension funding while keeping the budget in balance
- Launch a successful earnings tax renewal campaign for 2016 election

Special Obligation Bonds – FY2016

Project	Estimated Amount
Convention Center Hotel	\$35,000,000
ADA Improvements	\$25,000,000
PIAC Shovel Ready Projects	\$25,000,000
Downtown Residential (Two Light)	\$17,500,000
Police Dispatching System	\$9,300,000
Sprint Center Improvements	\$5,500,000
North Patrol Police Station	\$4,500,000
Linwood Shopping Center	\$1,200,000
Total	\$123,000,000

Objective 10

**Develop a plan of
finance for potential
improvements at the
Kansas City International
Airport.**

KCI Financing Update

- A plan for financing KCI improvements is contingent on the specific improvements that are recommended.
- These recommendations will be presented to the City Council in January 2016

Objective 11

Develop a comprehensive funding strategy for maintenance and capital improvements in conjunction with the renewal of the Capital Improvement Sales Tax in 2018 and a \$500 million General Obligation Bond authorization in 2016.

Funding Strategy for Maintenance and Capital Improvements: Update

The City currently has no voted authority for general obligation bonds

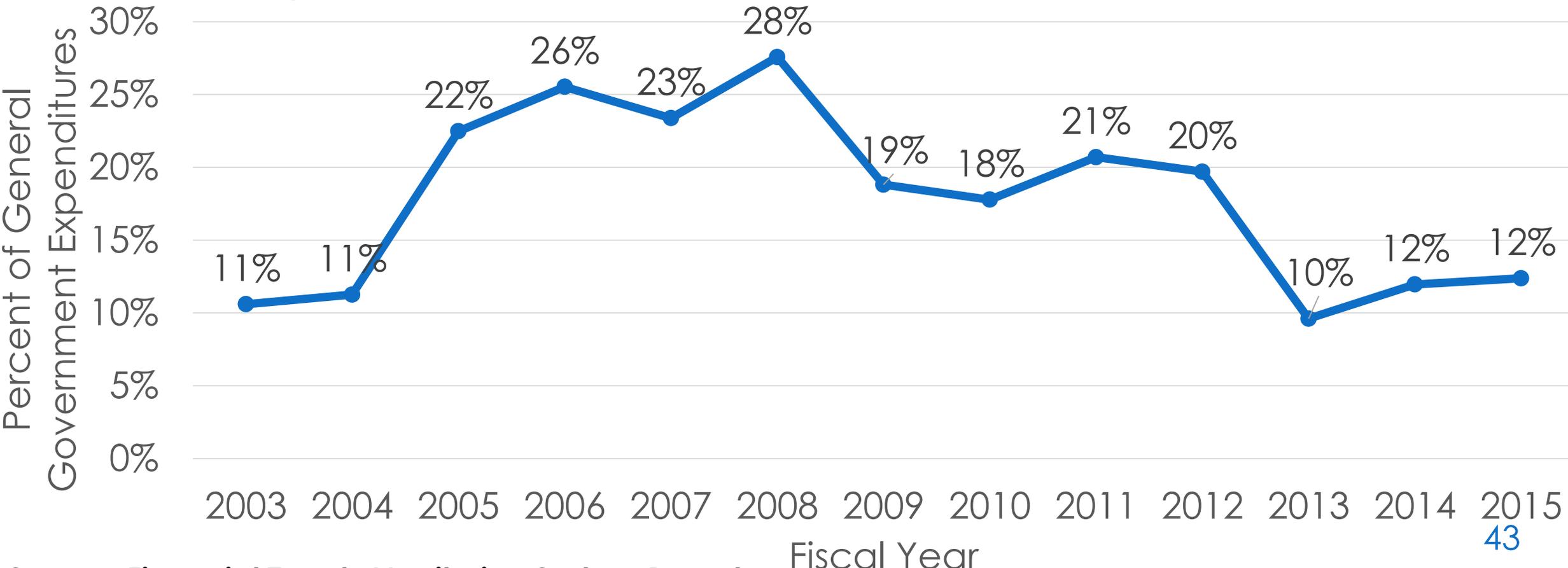
The City is also anticipating the need to renew the capital improvements one-cent sales tax, which sunsets at the end of 2018

The City will consider these two items together in advance of an election

In consideration of these items, the City will take in account best practices for municipal assets

These best practices suggest that pay-as-you-go funding, such as the sales tax, is best used for maintenance and repair, while bond proceeds are best suited to fund new capital improvements or replacements

Capital Expenditures Over Time



Source: Financial Trends Monitoring System Report



Operational Efficiency

Objective 3

Develop an organizational standard of administrative, governance, and financial core competencies for employees by employing a combination of classroom and online training.

Finance Training Academy (FTA)

FINANCE TRAINING ACADEMY ("FTA")

- Is a financially-based certification program open to all city employees that work with any aspect of the city's financial operations
- Curriculum will consist of general and elective financial courses from beginner to advanced levels
- Participants will receive a certification after successfully completing the required courses and hours for their selected certification program
- Is tentatively scheduled to begin in the Spring of 2016

ThinkZoom Training Platform

THINKZOOM AS PLATFORM FOR TRAINING ON CORE COMPETENCIES

- 10% of the employee population has logged in to the Thinkzoom platform since roll out. The bulk of these logins are from office/ administrative staff who have regular access to computers as part of their job.
- Over the next couple of months, the division will be working with departments to get employees without regular access to computers logged in to Outlook to verify their Thinkzoom account
- Plans for a mandatory citywide roll-out of ethics refresher training is in the works. Tentative roll-out will be after the first of the year
- Corporate Safety has created a training on the new process for supervisors regarding reporting on the job injuries

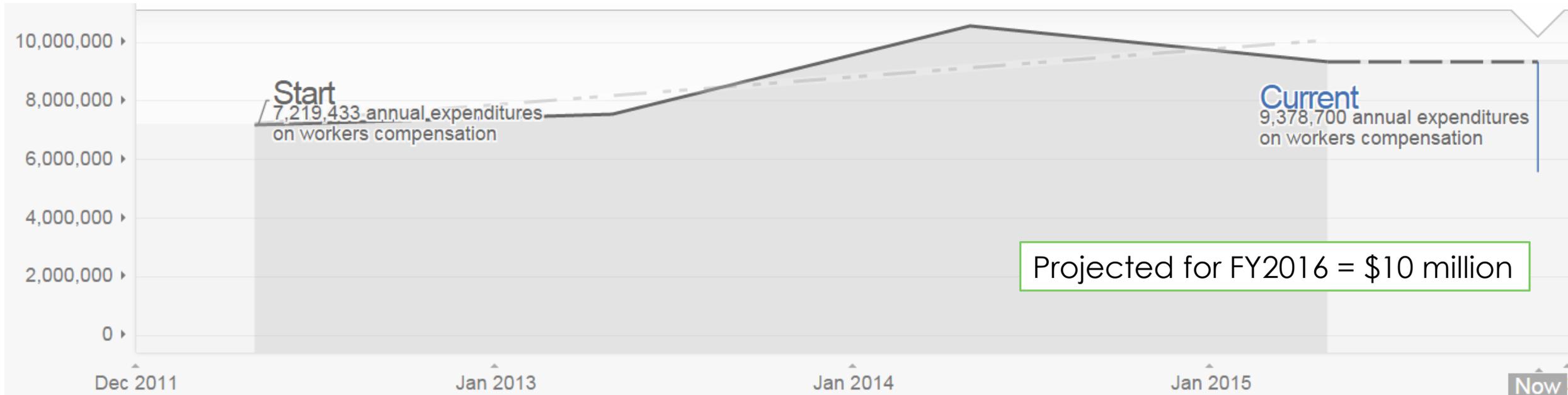
FY17, Education and Development will begin coordinating user group meetings for trainers utilizing the system to create content

Objective 6

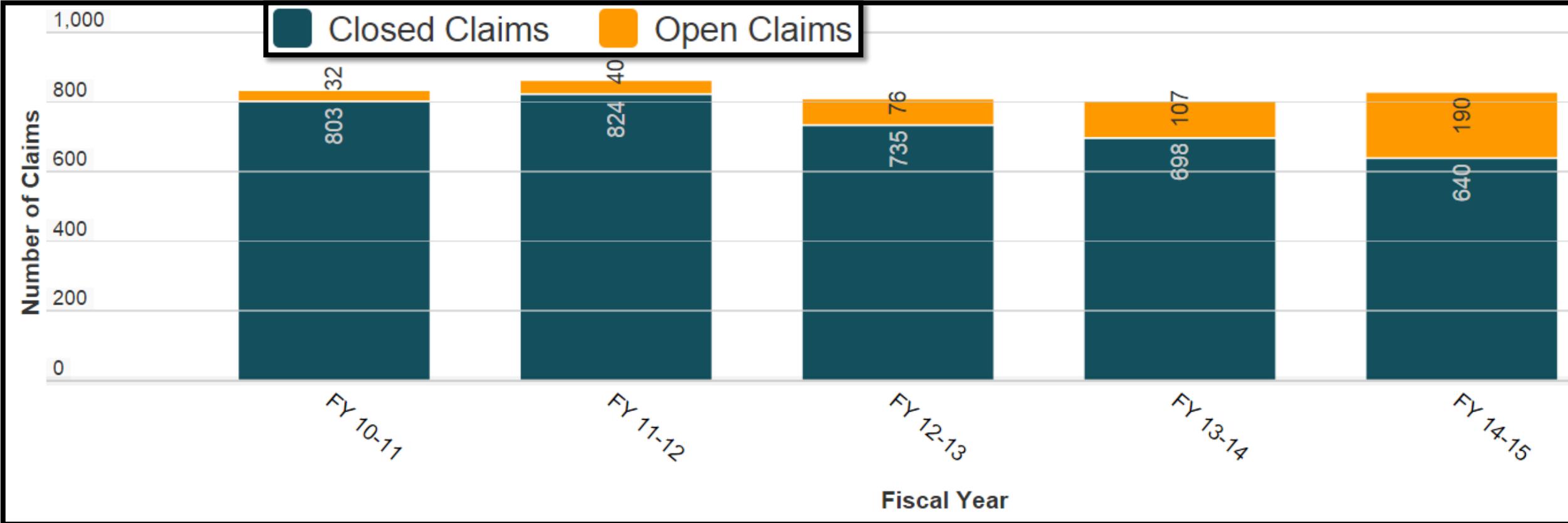
Improve safety, reduce risks, and reduce exposure to claims for residents, employees, and visitors by establishing citywide policies and processes to identify hazards; develop recommendations for abatement by level of risk; and track completion dates.

Total Spending on Workers Compensation program

9,378,700 annual expenditures on workers compensation
Current as of Apr 2015

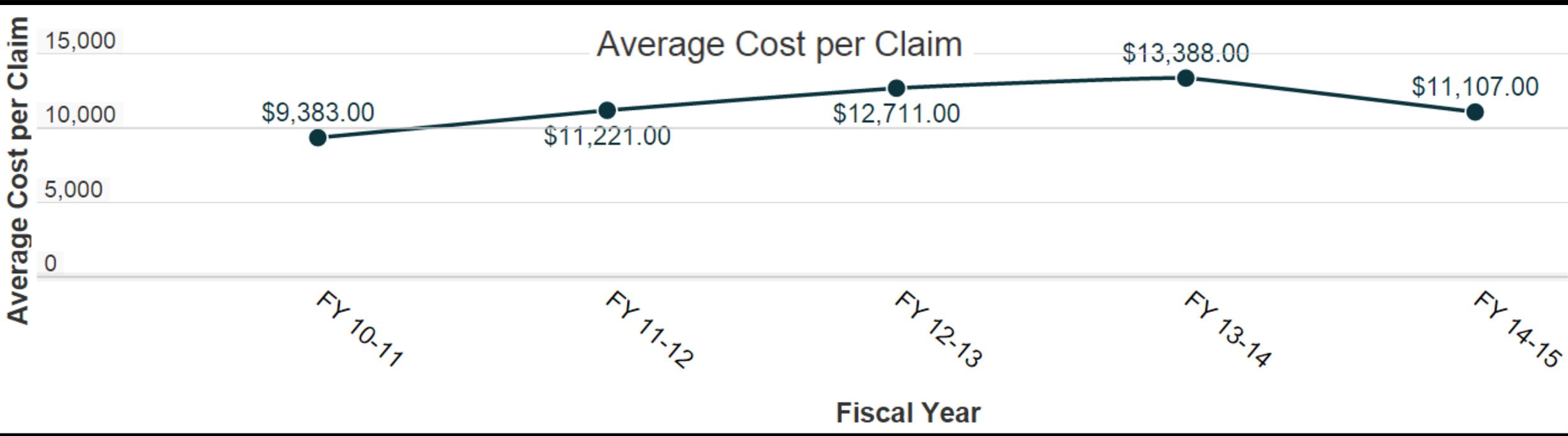


Workers Compensation: Number of Claims



Benchmarking effort: A group of ten cities have been identified, including some of KC's comparison cities, to participate in a blind benchmarking study of workers' compensation and occupational safety metrics. Lockton has agreed to provide staff support to this effort. We hope to have data by the end of the FY at latest.

Workers Compensation: Cost per Claim



Average Cost per Claim Benchmark for local governments: \$4,800.00

Implementation of Industry Standard Best Practice Programs for Worker Safety

3rd Party Administrator

• Initiated May 2013

Transitional Duty Program

• Initiated January 2014

Drive Cam Program

• Initiated February 2014

**Coordination Sessions – Law Dept
and Thomas McGee**

• Initiated Fall 2014

Fraud Prevention

• Initiated May 2015

Nurse Care Line

• Initiated May 2015

Functional Job Descriptions

• Initiated June 2015

Enterprise Safety Program

• Proposed 2015-2016

Fit-For-Duty Program

• Proposed 2015-2016

Nurse Care Line

May 1, 2015 – October 31, 2015

Reported by	Number of Reports	Cost of claims	% of Claims	% of Costs	Average per claim
Nurse Care Line	149	\$566,481	25%	15%	\$3,802
City Reported	436	\$3,205,065	75%	85%	\$7,351
Grand Total	585	\$3,771,546	100%	100%	\$6,447

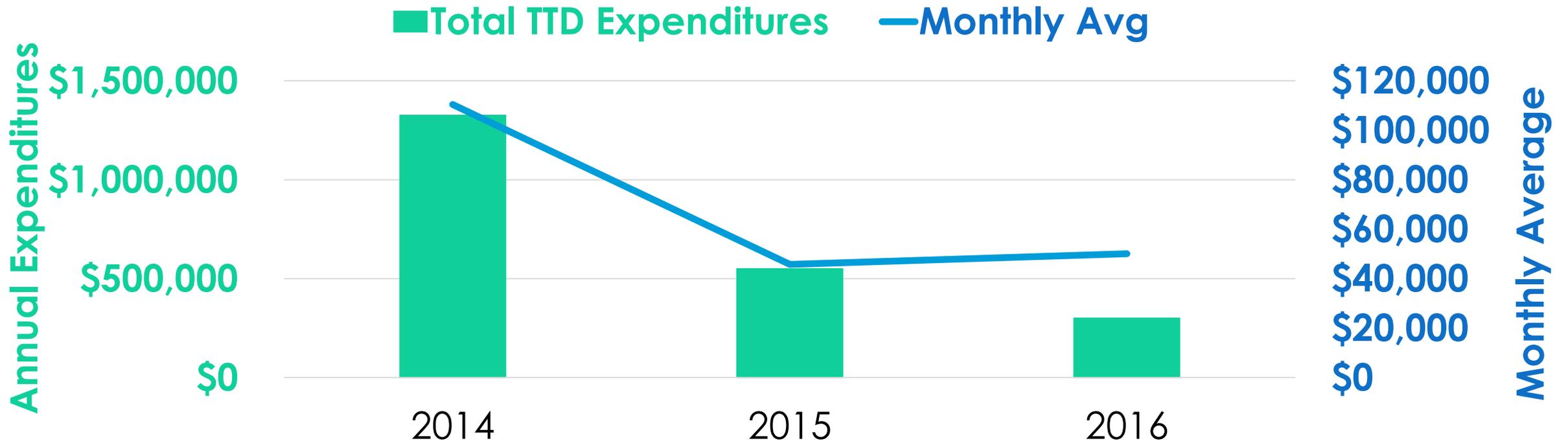
May 1, 2014 – October 31, 2014

Reported by	Number of Reports	Cost of claims	% of Claims	% of Costs	Average per claim
City Reported	761	\$5,440,041	100%	100%	\$7,143

Takeways: Nurse Line Average Cost Per Claim 41% lower than City Reported.
Total Reports down 23%.

Transitional Duty

Temporary Total Disability (TTD) Expenditures

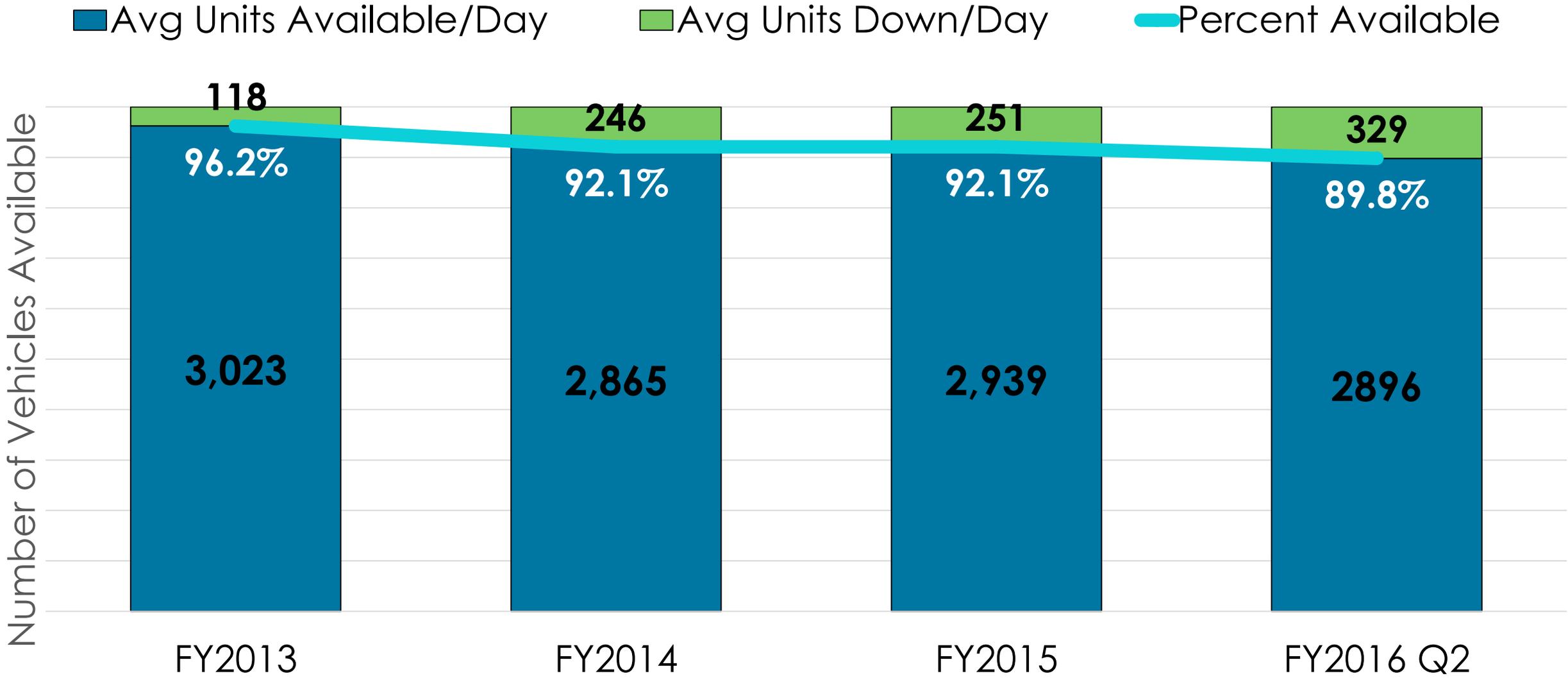


AR requiring departments to create transitional duty assignments was put in place mid FY (Jan 2014) in order to decrease Temporary Total Disability expenditures.

Objective 8

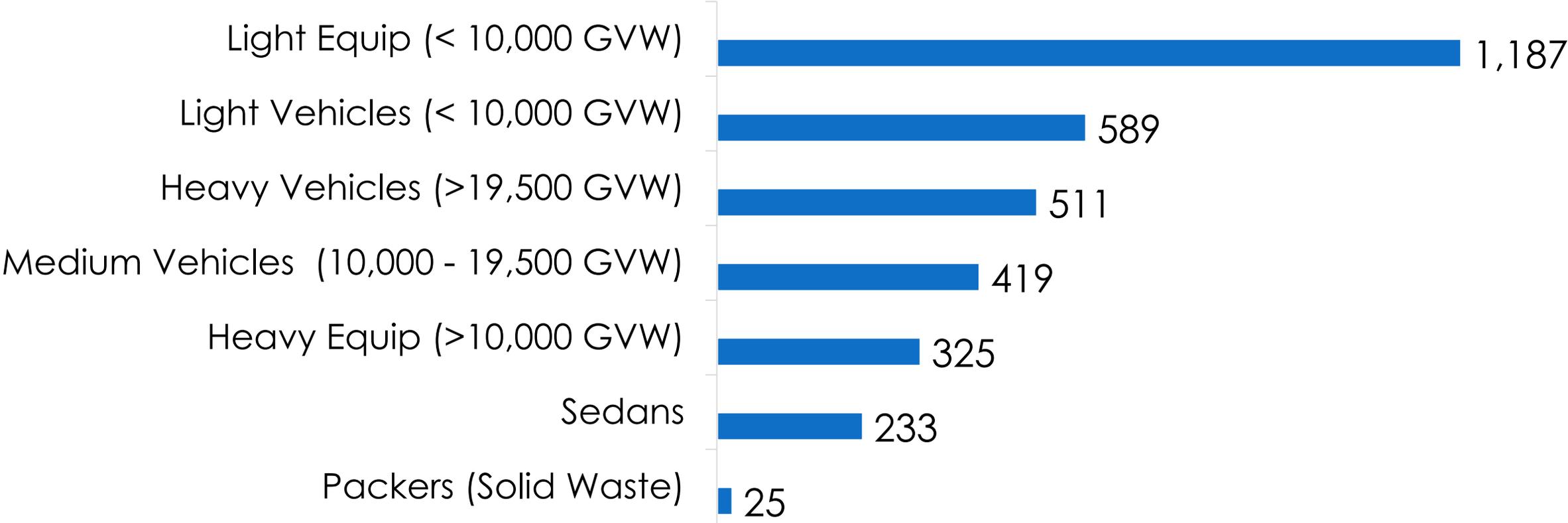
1. Continue to implement a vehicle and equipment replacement program.

Fleet Availability Over Time Citywide



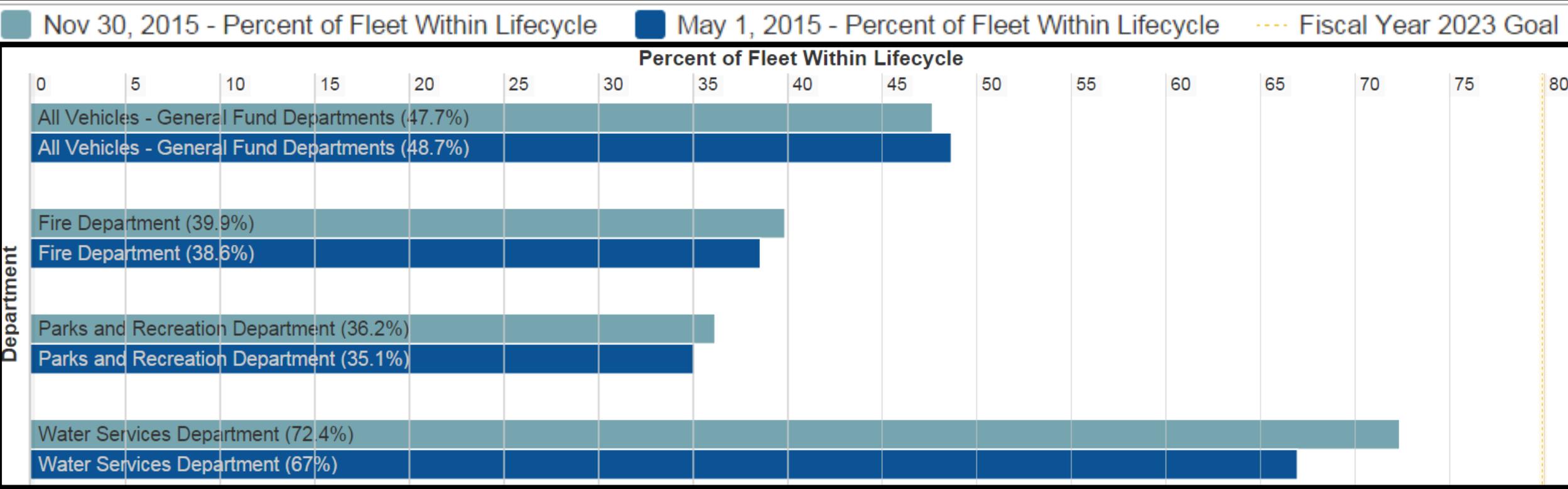
Profile of Fleet as of November 2015

Number of Vehicles by Vehicle Type
(GVW = Gross Vehicle Weight)

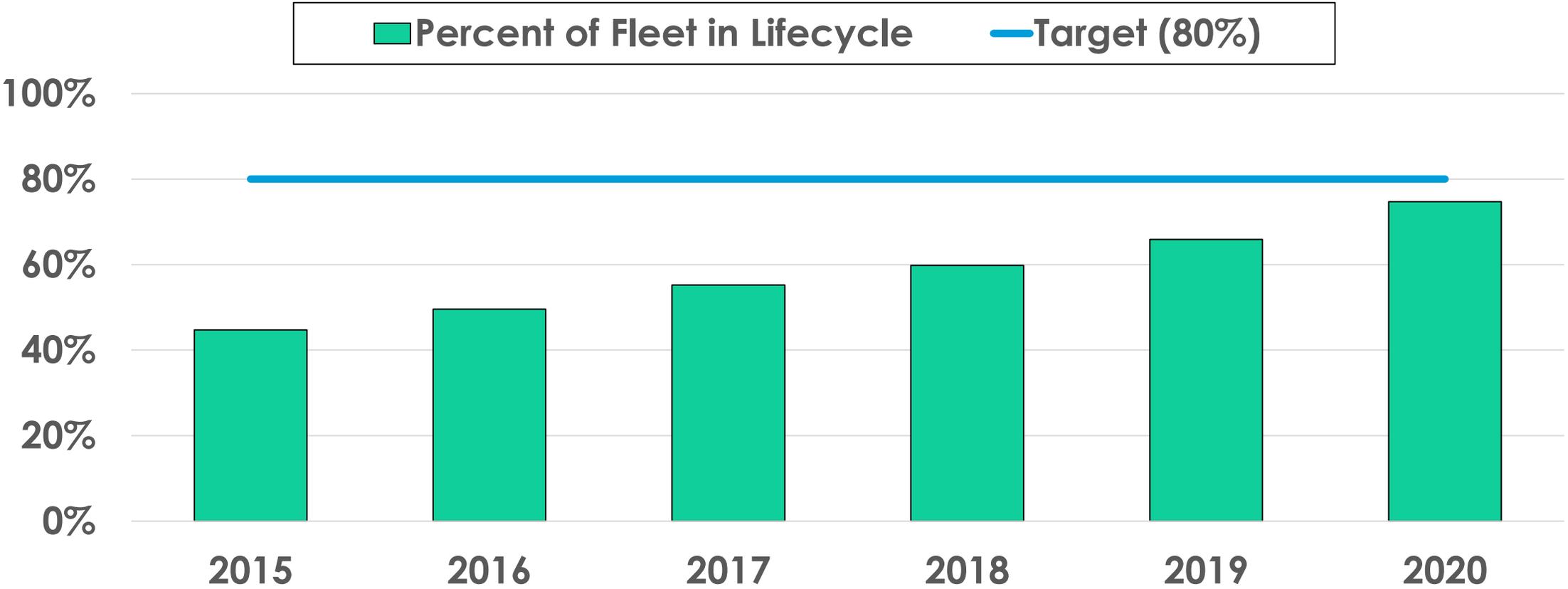


General Fund fleet size has been reduced by 4%

Fleet in Lifecycle



Fleet Replacement plan in Five year Financial plan

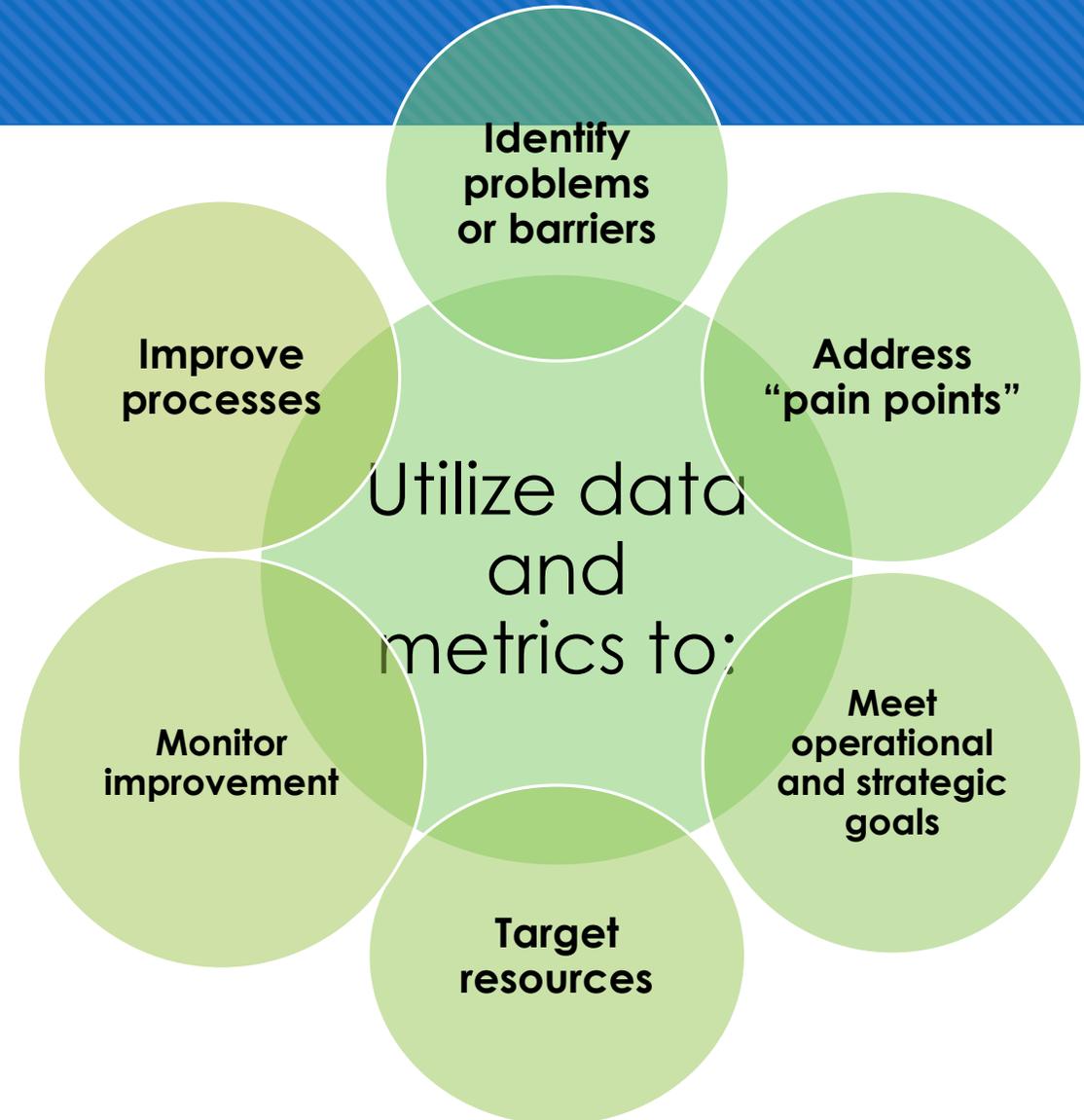


Objective 7

1. Identify the largest opportunities for cost savings and efficiencies through operational analyses, managed competition, and performance indicators.

Goal of <Department>Stat

<Department>Stat is the evolution of the Performance Management program, that began under the City Manager in 2010 as a way to dig deeper into Department data and assist in identifying areas for improvement. This mission will not change, but will become more disciplined and honed in on mutually agreed upon scopes within each department.



Goal of <Department>Stat



What Works Cities | Bloomberg Philanthropies

RESULTS
FOR AMERICA



JOHNS HOPKINS
UNIVERSITY

Office of Performance Management received technical assistance on rebranding and honing <Department>Stat from the GovX team at Johns Hopkins University as part of the What Works Cities initiative, funded by Bloomberg Philanthropies



<Department>Stat Participants

CPDStat

GSDStat

KCFDStat

NeighborhoodsStat

PWStat

WSDStat

ParksStat

<Dept>Stat tools available to any interested department

Applying Lean to KCMO

Project	Goal	Current Phase
Risk Management	Reduce exposure to claims and litigation	Measure/Analyze
Fleet Non-Targeted Repairs	Reduce incidents of non-targeted repairs of vehicles	Measure/Analyze Test
Collections	Optimize collection process	Define

Objective 9

Explore partnerships to expand sharing of public resources across government jurisdictions, such as Core 4.

Core4 Update

A partnership between the City of KCMO, Jackson County, MO, Johnson County, KS, and the Unified Government of Wyandotte County/KCK, recently reported out on the progress of its seven work groups formed in 2014.

Economic Devt/ Economic Resiliency	HR/ Career Devt	Human Services/ Vulnerable Populations	Information Technology	Infrastructure	Parks and Recreation	Public Safety
<ul style="list-style-type: none">• Project underway to create standardized GIS database for incentive projects• Expected completion within 6 months	<ul style="list-style-type: none">• Hosted CORE4 Youth Career Expo Sept. 29 for 2,400 students• Will consider repeating in future	<ul style="list-style-type: none">• Discussion underway about cost and feasibility of using central database for client info• Efforts to support "Raising of America" screenings	<ul style="list-style-type: none">• Web service platform under development to exchange info on tax delinquency• Discussion underway about fiber connectivity	<ul style="list-style-type: none">• Subtask groups formed on Indian Creek, Equipment Rental/Sales, Ash Trees, Equipment Training, and CDL Training/Testing	<ul style="list-style-type: none">• Met with Kansas City Sports Commission and provided info on jurisdiction athletic facilities/fields to assist in attracting events	<ul style="list-style-type: none">• Shared goal of increasing diversity of workforce for public service agencies• Youth Career Expo was a good step forward

Next steps (December 2015): Evaluate Core4 to date and determine next steps

Government
Transparency

156,313

Open Data KC Sessions



Detail >

Government Transparency

Objective 4

Make information about the City's performance, operations, and financial condition more transparent, user-friendly, understandable, and accessible to elected officials and the public.

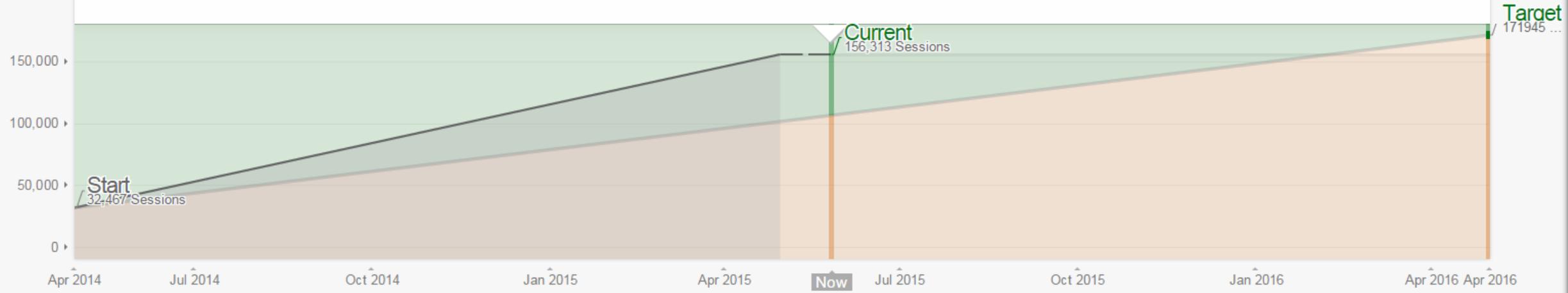
Use of Open Data

The key measurement for this priority is the number of Open Data KC user sessions. The goal is to increase number of user sessions by at least 10% per year, which is 171,945 total sessions in Fiscal Year 2016. [Explore the data](#)

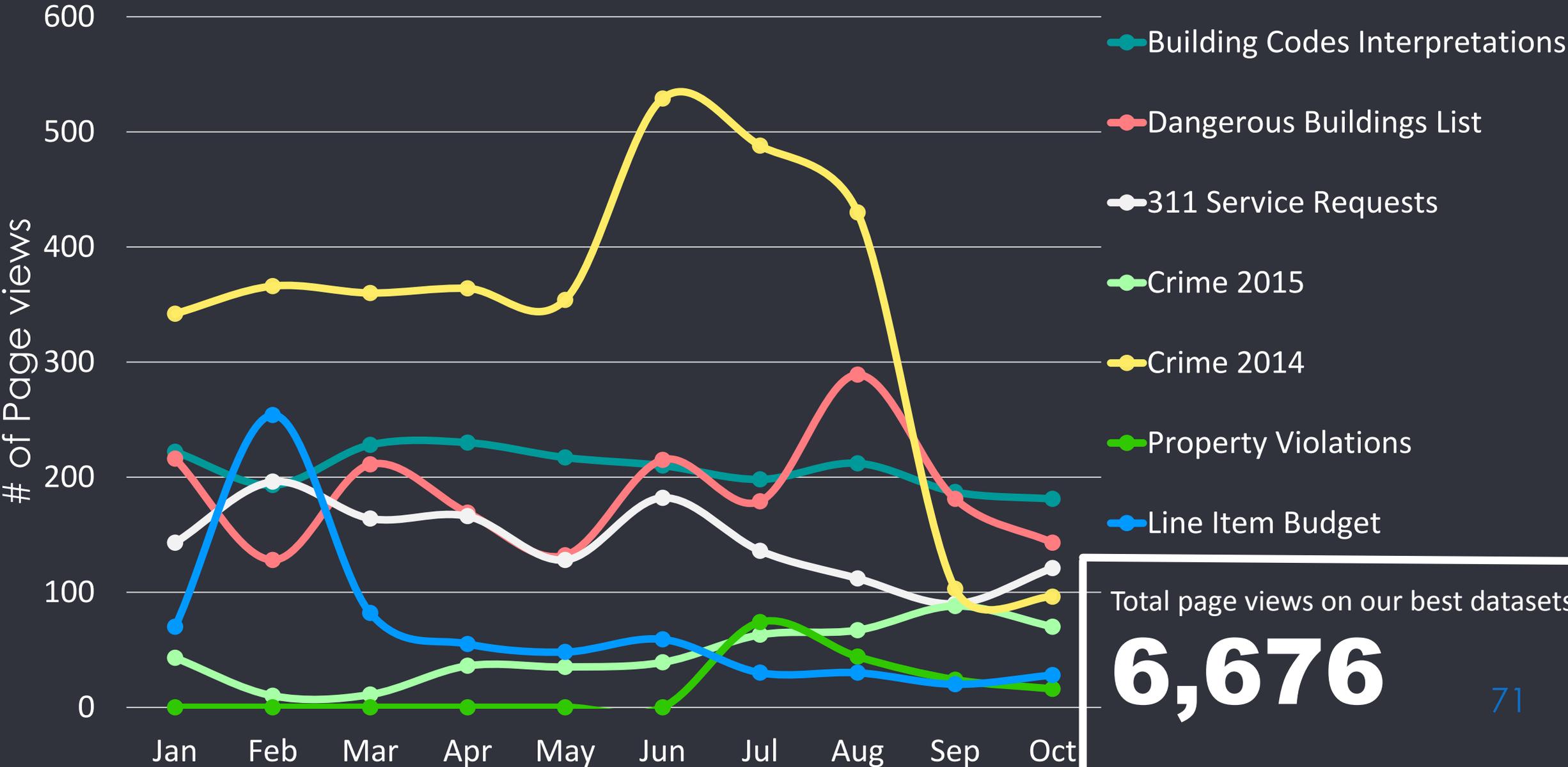
156,313 Sessions
Current as of Apr 2015

171,945 Sessions
Apr 2016 Target

 **On Track**
[Hide chart](#)



Our Favorite Datasets – January 2015 through October 2015



Total page views on our best datasets

6,676

71

KCStat: Open Monitoring of the City's Business Plan Goals and Objectives

In 2016, KCStat will continue to monitor progress on the City's priorities via monthly meetings and the KCStat online dashboard (kcstat.kcmo.org)



The priorities covered are those are laid out in the Citywide Business Plan 2016-2021.



KCStat meetings are organized around Council Goals and cover Departmental Strategic Objectives and Measures of Success.

KCStat Schedule for 2016

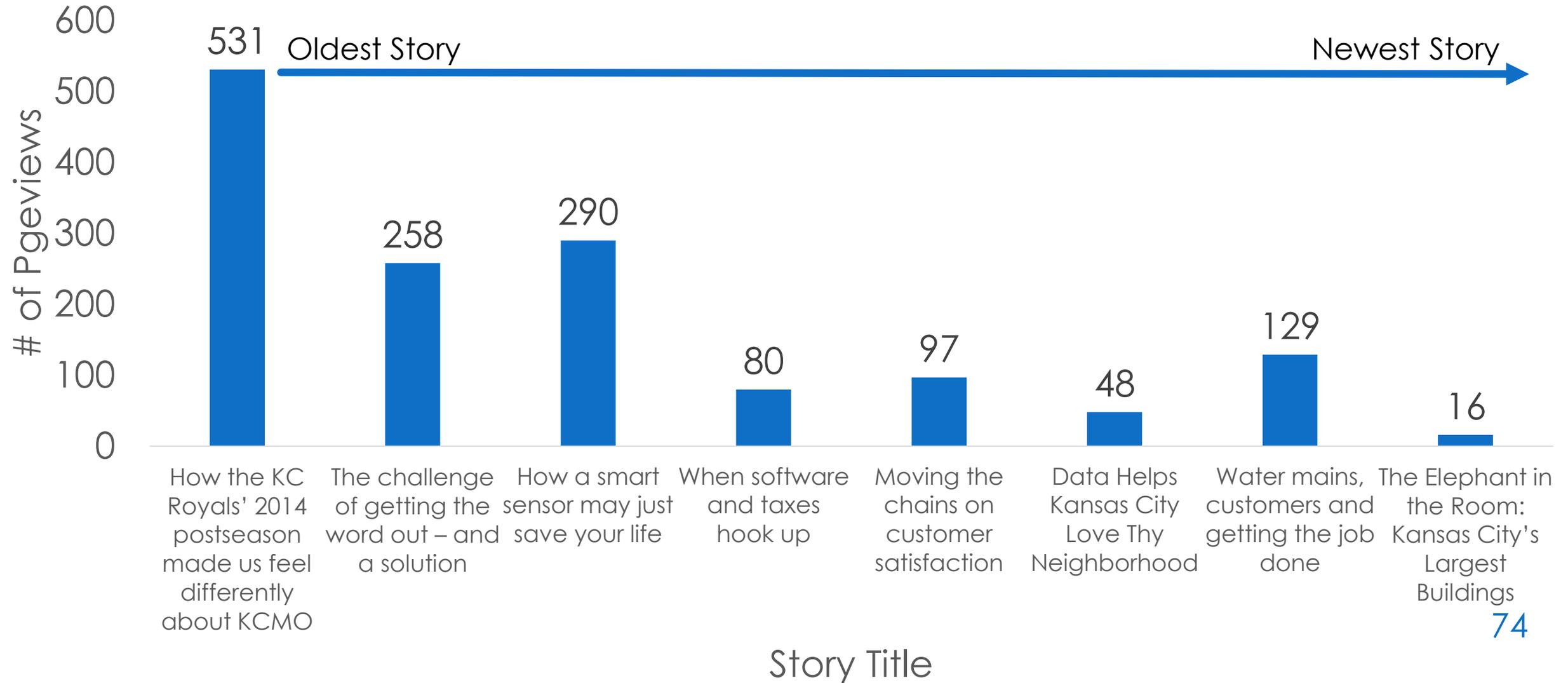
Month	Exact Date/Time	Citywide Business Plan Goal Area to be discussed
January	1/5/2016	Customer Svc/Communication
February	2/2/2016	Neighborhood Livability
March	3/1/2016	Infrastructure & Transportation
April	4/5/2016	Planning, Zoning, and Econ Devt.
May	5/3/2016	Public Safety
June	6/7/2016	Finance & Governance
July	7/5/2016	Customer Svc/Communication
August	8/2/2016*	Neighborhood Livability
September	9/6/2016	Infrastructure & Transportation
October	10/4/2016	Planning, Zoning, and Econ Devt.
November	11/1/2016	Public Safety
December	12/6/2016	Finance & Governance

*All meetings are scheduled from 9 – 11:30 am except the August KCStat, which is from 2 – 4 pm 73

Impact of Data Storytelling



Chartland Story Views



Art of Data

- 3,000 Attendees
- Reached a new data audience
- Art of Data – Coming to a city near you?

What Works Cities & Open Data

Open Data

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graph LR; A[Open Data] --> B[Empowering employees, businesses, academics, and citizens to make better decisions]
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Empowering employees, businesses, academics, and citizens to make better decisions

What Works Cities & Open Data



What Works Cities

Bloomberg
Philanthropies



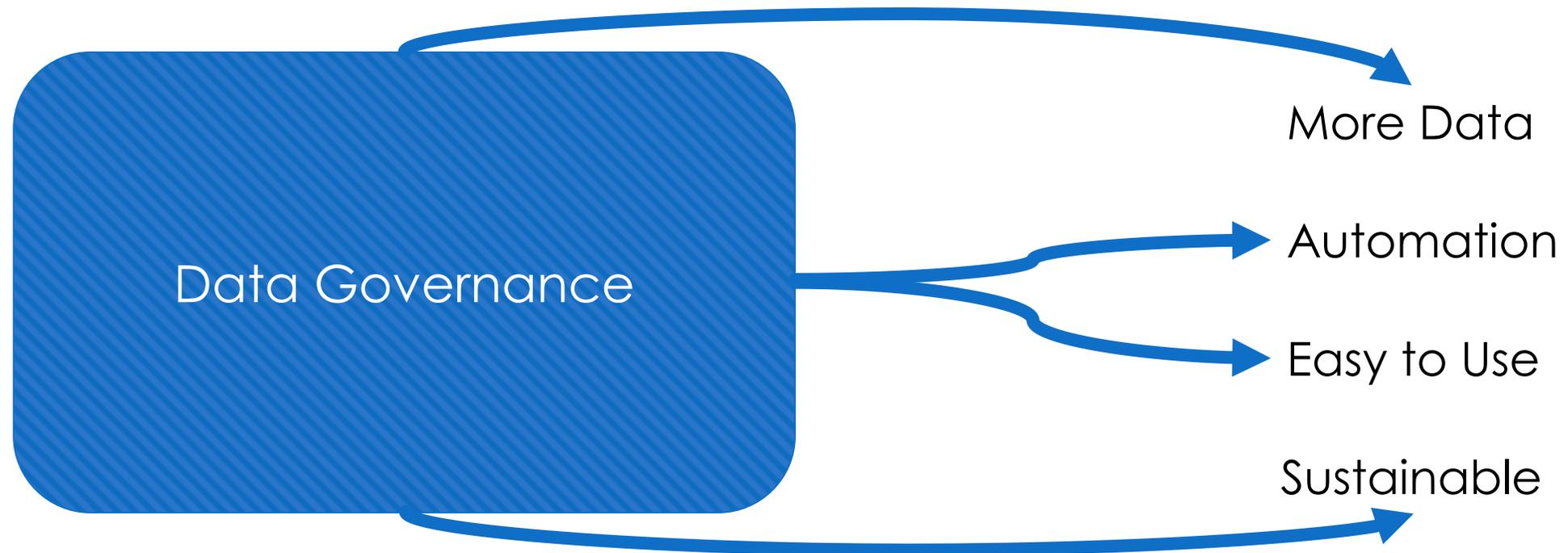
SUNLIGHT
FOUNDATION

Best Practice Open Data Policy

Treat data as a strategic
asset

Data Governance

What Works Cities & Open Data



Recognition of Data Transparency

ICMA Certificate of Excellence

Public Technology Institute - Citizen Engaged Community



Financial Transparency

- Distinguished Budget Award
- Certificate of Achievement in Financial Reporting (CAFR)
- Outstanding Achievement Popular Annual Financial Reporting (PAFR)
- OpenBudget KC
- OpenData KC – Line Item Budget
- Open Expenditures



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Kansas City
Missouri**

For the Fiscal Year Beginning

May 1, 2015

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

Open Budget V2 – budget.kcmo.gov

Open Budget

Adopted Budget
\$1.47 billion - 100.0% of all
Adopted Budget

Fund
KC Airports Fund
\$135 million - 9.1% of all
Adopted Budget

\$135 Million KC Airports Fund 2016

Where's it going? How's it funded?

KC Airports Fund broken down by Program

Share

Select a bar to explore budget details.

Kansas City Airports Fund

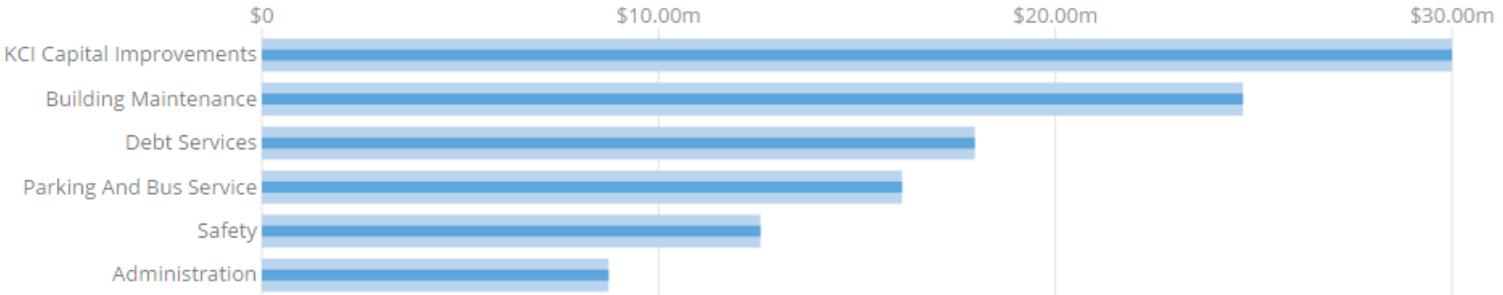
What it's for: Money in this fund pays for operations at KCI and Wheeler airports and their associated transit facilities.

Where it comes from: Airlines pay the City to use our airports. Parking fees also pay into this fund.

Can the money be moved? No, money in this fund can only be used to operate our airport facilities, or to pay off debt that came from airport improvements.

Back

Approved Budget Recommended Bu...



Snapshot

Table

Over Time

81

Show As

\$ %

Coming Soon: Open Expenditures

Spending Summary 2014 ▾

May 1st, 2013 - April 30th, 2014

Total Spending
\$1.11 Billion

Total Transactions
139,580

To the right you will see total spending by Kansas City, Missouri as of today, in blue. Previous years data is displayed in grey. The City's fiscal year runs from May 1st through April 30th.

[Explore All Spending](#)



Questions?

Stay up to date on progress at kcstat.kcmo.org

#KCStat

