

2018 UPDATE

ADOPTED

Citywide Business Plan



CITY OF
KANSAS CITY,
MISSOURI

FINANCE DEPARTMENT



FY 2018-19 Councilmembers

Quinton Lucas
3rd District At Large

Jolie Justus
4th District

Dan Fowler
2nd District

Kevin McManus
6th District

Scott Taylor
6th District At Large

Jermaine Reed
3rd District

Katheryn Shields
4th District At Large

Teresa Loar
2nd District At Large

Scott Wagner
1st District At Large
Mayor Pro Tem

Mayor Sly James

Alissia Canady
5th District

Heather Hall
1st District

Lee Barnes, Jr.
5th District At Large



**City Manager
Troy Schulte**

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



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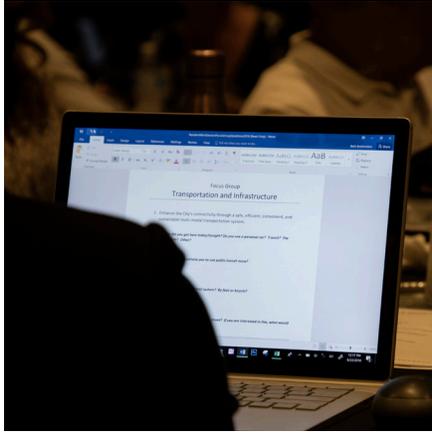
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INTRODUCTION

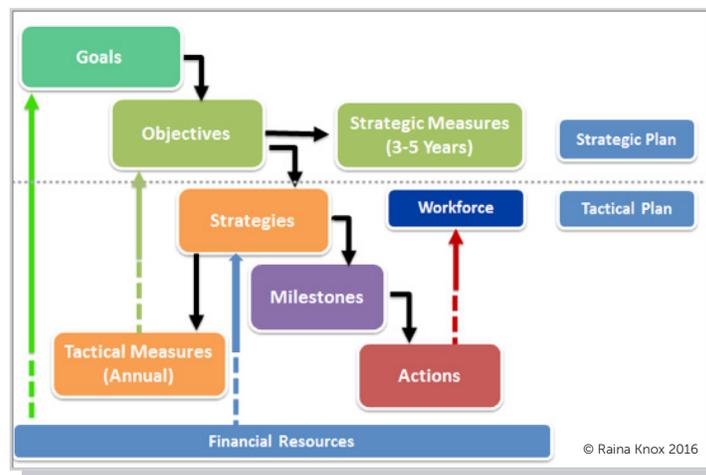
The first Citywide Business Plan was launched on November 26, 2013 with the City Council's passage of Resolution No. 130890. Through this resolution, the Council not only adopted the first annual Financial Strategic Plan, but also approved the Five-Year Planning Model as the tool to evaluate financial and operational alternatives through the planning and budget 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 Adopted Citywide Business Plan marks the sixth plan since the new process began in 2013. This plan will serve as the 2018 update and align with the current City Council term, expiring in 2019. The Citywide Business Plan will also serve as the driver for the FY 2019-20 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 budget process

The City's Strategic Plan includes seven City goals, with 30 departmental objectives and 131 strategies. The 2018 Update includes 10 completed strategies and **24 new strategies**. Through the development of strategies, city departments can define what steps that they will need to take to achieve the objectives. Two **new** components to this year's plan will be the addition of milestones and actions. The first new component, **milestones**, will serve as collection of actions that will work together to complete objectives within the timeframe of the Citywide Business Plan. The second new component, **actions**, are individual tasks to be completed within a milestone. Each goal's objective will have several strategies that will serve as "stepping stones" between the objectives and measures of success, which will be used to track the progress of each strategy.

Another new feature of this year's Citywide Business Plan Update, is the official launch of Stratex Solutions, which is strategic planning software that will assist in the execution of this plan. This software will be monitored and maintained by the Office of Management and Budget, and progress will be reported through the KCStat program by the Office of Performance Management (OPM). The software will also assist in ensuring that the City goals, objectives, strategies, milestones, and actions are accomplished with the allocated resources approved by the City Council.



TRANSMITTAL LETTER



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, 2018

TO: Honorable Mayor Sylvester "Sly" James, Jr.
Members of City Council

SUBJECT: Adopted Citywide Business Plan: 2018 Update

I am pleased to present to you the Adopted Citywide Business Plan: 2018 Update 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 sixth year the City has presented and adopted a 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 Customer Service; Finance and Governance; Housing; Neighborhoods and Healthy Communities; Planning, Zoning, and Economic Development; Public Safety; and Transportation and Infrastructure with a total of 30 Departmental Objectives and 131 Departmental Strategies. The Financial Strategic Plan consists of 15 financial objectives to ensure fiscal sustainability and resiliency. This document also includes the FY 2019-2024 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 addition of milestones which will serve as a collection of actions to assist in completing objectives within the timeframe of the Citywide Business Plan.
- The addition of actions, which are individual tasks to be completed within a milestone.
- The addition of one new strategy in Planning, Zoning, and Economic Development and the revision of one strategy in Finance and Governance from the submitted plan.
- The official launch of Stratex Solutions, strategic planning software that will assist in the execution of this plan.

The Adopted Citywide Business Plan: 2018 Update will serve as the driver for the Submitted FY 2019-20 Budget. We will continue to engage residents through direct participation, resident surveys, online tools including Balancing Act, and social media.

Respectfully submitted

A handwritten signature in black ink that reads "Troy M. Schulte". The signature is written in a cursive, flowing style.

Troy M. Schulte
City Manager

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:

Customer Service and Communication

To create an internal culture that focuses on the customer across all services provided by the City, supports essential internal and external communication, and fosters public engagement.

Finance and Governance

To be transparent and employ best practices in governance and management, and strengthen, expand, and make judicious use of Kansas City's economic resources to achieve and maintain solvency and build resilience.

Housing

To sustain the City's diverse housing for all income groups through strategic planning and well-designed developments, with an emphasis on revitalizing aging neighborhoods.

Neighborhoods and Healthy Communities

To support the development, maintenance, and revitalization of sustainable, stable, and healthy communities in which neighborhoods are safe and well maintained; people have access to health care services; strategies are in place to prevent injuries and illnesses; and the environment is protected.

Planning, Zoning, and Economic Development

To develop a vibrant economy where there is opportunity for job creation, entrepreneurship, and growth, particularly in historically underdeveloped areas; all citizens have opportunities for creating wealth and prosperity; and visitors continue to consider Kansas City a desirable destination.

Public Safety

To protect Kansas City residents, visitors, and employees by providing comprehensive, high quality public safety and public health services, including strategies to prevent or significantly reduce public safety and public health problems and threats in a timely manner.

Transportation and Infrastructure

To improve the City's physical infrastructure with special attention to streets, curbs, sidewalks, and water/sewer systems, and strengthen the multi-modal transportation system in ways that enhance connectivity among neighborhoods, business centers, and cultural/health/recreational destinations.

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 IN ACTIONS

Accountability

We hold ourselves accountable for our actions, are fiscally responsible, and provide competent and efficient services to meet our community's needs. We meet our community's needs through the achievement of performance-driven goals and objectives.

Customer Service

We maintain the highest standards in providing City services to our internal and external customers. We work with courtesy, respect, and responsiveness to meet our customer's needs.

Teamwork

We believe that collaborative relationships are essential, both internally (among staff and elected officials) and externally (with residents and community partners).

Integrity

We uphold a high standard of ethics, meet our commitments, treat everyone with respect, and continually strive to build and maintain trust through complete transparency in all we do.

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.

New Ideas and Risk = Innovation

We are open to new ideas and effective use of technology as a basis for imaginative and resourceful problem solving. We encourage everyone in City government to initiate responsible risk-taking that transforms new ideas into innovative services.

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.

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

Adopting the 2018 Update of the 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 mandated the inclusion of a Five-Year Financial Plan in the City Charter; and

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

WHEREAS, this Charter provision, Section 804, requires the City Council to adopt a five-year financial plan no later than November 1 of each year; and

WHEREAS, City staff specified Departmental Objectives and Strategies within City Goals on June 22, 2018; 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 Customer Service and Communication; Finance and Governance; Neighborhoods and Healthy Communities; Housing; Planning, Zoning, and Economic Development; Public Safety; and Transportation and Infrastructure; with 30 total Departmental Objectives, 23 new Departmental Strategies, and 10 completed Departmental Strategies for a total of 130 Departmental Strategies; and

WHEREAS, City staff developed 130 strategies which will serve as action plans that will assist to complete objectives within the timeframe of the Citywide Business Plan; and

WHEREAS, the Financial Strategic Plan proposes 15 financial objectives; and

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

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

WHEREAS, the Council will continue its commitment to the citizens to allocate revenues in keeping with ballot language approved by the voters; 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 Departmental Objectives and Strategies:

Customer Service and Communication

1. Continually seek innovative and creative ways to connect with the public and staff while applying an integrated and strategic approach to all communication efforts.
 - a. Implement the City's strategic communication plan and ensure that it includes an integrated, strategic approach for communicating with residents about pressing operational issues. (City Communications Office)
 - b. Expand customer service and communications training for supervisors and managers through multiple channels in order to reinforce learning and further refine skills in these areas. (Human Resources-Education and Development) – COMPLETED: 2017
 - c. Create at least one Public Service Announcement (PSA) per quarter on important City issues. (City Communications Office)
2. Expand resident engagement in activities throughout the City, including the Citywide Business Plan and budget review processes.
 - a. Identify new methods of promoting resident participation at events, such as the Citizen Engagement University, Resident Work Sessions, and other public hearings. (Finance-Organizational Development)
 - b. Identify and utilize interactive technologies to communicate directly with citizens on a remote basis, such as the City's virtual town hall and other social media channels. (City Communications Office)
3. Promote trust and understanding through transparency.
 - a. Determine ways to make information about the City's performance, operations, and financial condition more transparent, user-friendly, and understandable to elected officials and the public. (Office of the City Manager)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- b. Respond to the most frequent public information requests by providing data on the Open Data Portal. (Office of the City Manager)
 - c. Identify ways to impart information more effectively to personnel in the field. (Office of the City Manager)
 - d. Disseminate a manual on best practices to improve intra- and inter-departmental communication. (Finance-Organizational Development)
4. Improve the internal and external customer experience.
- a. Monitor established customer service standards that can be applied across all departments, and report performance. (Office of the City Manager)
 - b. Create a central repository for collecting feedback about customer service citywide. (Office of the City Manager)
 - c. Develop a Coaching to a Culture of Service training for supervisors and managers. (Human Resources-Education and Development)

Finance and Governance

- 1. Identify and take advantage of opportunities for cost-savings and efficiencies.
 - a. Develop recommendations to reduce Fire overtime expenditures. (Finance)
 - b. Conduct a process improvement study on revenue collections. (Finance-Revenue Division)
 - c. Prepare a recommendation to develop a pilot project for a citywide inventory system, beginning with the Kansas City Fire Department (KCFD). (Fire)
 - d. Conduct a review of citywide timekeeping and payroll functions. (Finance)
 - e. Complete the OneIT initiative between the City and the Kansas City Police Department. (Office of the City Manager)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- f. Identify additional opportunities to further OneIT consolidation with Police by focusing on data and system integration. (General Services)
 - g. Develop and implement a comprehensive risk management program. (Risk Management Committee)
 - h. Implement a priority-based budgeting (PBB) system. (Finance)
 - i. Continue to consolidate processes between the City and KCPD, beginning with a review of the procurement process. (General Services) – NEW: 2018
2. Update the City’s charter, ordinances, policies, and procedures, as well as the City’s state and federal priorities, to ensure a responsive and representative City government.
- a. Review the City Charter to identify the need for revisions, including a recommendation on the initiative petition process. (Law)
 - b. Develop and pursue a plan to modify Kansas City Police Department governance to include local control by the City. (Office of the City Manager)
 - c. Develop a plan to ensure continuation of the \$2 million State appropriation to match the City's obligation under the agreement with the Jackson County Sports Complex Authority. (Finance) - NEW: 2018
 - d. Draft state law amendment to allow KCMO and KCPD to provide health insurance to their respective employees through a single entity. (Law) - NEW: 2018
3. Implement policies, procedures, and practices to ensure the resiliency of City government.
- a. Provide training within two years that results in an organizational standard of administrative, governance, and financial core competencies for employees. (Finance)
 - b. Review the City’s revenue structure and identify potential new sources of revenue. (Finance)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- c. Develop a citywide succession plan to maintain institutional knowledge and continuity of City services. (Human Resources) – COMPLETED: 2017
 - d. Develop a plan that renews the Capital Improvement Sales Tax by August 2018. (Finance) – COMPLETED: 2017
 - e. Develop a plan to sustainably fund maintenance and replacement of existing fixed assets starting with Parks and Recreation. (Parks and Recreation) – NEW: 2018
 - f. Leverage community partnerships and identify new sources of revenue through sponsorships, grants, and contributions starting with Parks and Recreation. (Parks and Recreation) – NEW: 2018
4. Maintain and strengthen the City’s General Obligation AA credit rating.
- a. Build the General Fund balance to at least two months of operating expenditures. (Finance)
 - b. Develop a long-range plan in conjunction with collective bargaining groups to fully fund benefit programs including pension, healthcare, and other post-employment benefits. (Finance)
 - c. Propose and adopt annually a Five-Year Financial Plan that is structurally balanced and includes the General Fund, Special Revenue Funds, and General Obligation Bond Funds. (Finance) – COMPLETED: 2017
 - d. Proactively engage Credit Rating Agencies (Standard & Poor’s (S&P) and Moody’s Investor Service) by hosting visits to Kansas City. (Finance) – NEW: 2018
5. Implement policies and procedures to reduce workplace accidents and injuries and associated costs.
- a. Collaborate with collective bargaining groups to implement a Fit-for-Duty program. (General Services)
 - b. Analyze the effectiveness of the Temporary Transitional Duty Program for workers’ compensation claims. (General Services)
 - c. Complete the development of functional job studies for all labor positions and begin implementation. (General Services)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- d. Develop and implement a workers' compensation fraud prevention program. (General Services)
- e. Provide enhanced safety training for employees in positions that traditionally have a high number of work-related injuries. (General Services)

Housing

- 1. Support rehabilitation and construction of housing for the purpose of revitalizing neighborhoods in the City.
 - a. Perform targeted housing condition surveys to define or refine improvement activities. (City Planning and Development)
 - b. Support the establishment of a new local housing financing mechanism that offers single-family rehabilitation and new infill construction to support home ownership opportunities. (Neighborhoods and Housing Services-Housing)
 - c. Utilize the Market Value Analysis (MVA) as the basis for identifying opportunities for housing development and revitalization opportunities in neighborhoods with similar development patterns and characteristics across the City. (City Planning and Development)
- 2. Increase accessibility to socially and physically diverse quality housing throughout the City for all income groups.
 - a. Ensure that implementation of the Annual Action Plans meet Affirmatively Furthering Fair Housing (AFFH) goals. (Neighborhoods and Housing Services-Housing)
 - b. Ensure that City housing policies encourage the creation and retention of housing units at all levels of affordability and emphasize mixed-income housing. (City Planning and Development)
 - c. Undertake data analysis to integrate the understanding of supply and demand into the City's housing policies. (City Planning and Development)
 - d. Identify criteria to define and address the creation of workforce housing units through developing a comprehensive housing strategy. (Neighborhoods and Housing Services-Housing)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- e. Coordinate with continuum of care network to mitigate the impact of homelessness in Kansas City. (Neighborhoods and Housing Services-Housing) – NEW: 2018
3. Improve the conditions and livability of housing throughout the City.
- a. Decrease rates of lead poisoning, particularly among children living in low life expectancy zip codes. (Health)
 - b. Decrease the number of homes with lead paint, mold, indoor air quality problems, and trip/fall hazards and pests, particularly in the city's low life expectancy zip codes, in order to improve health outcomes for occupants. (Health-Environmental Health Services)
 - c. Identify funding sources to improve and maximize energy efficiency in order to reduce costs for residents, particularly on low-income households and multi-family low-income housing. (Office of Environmental Quality)
 - 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. (City Planning and Development)

Neighborhoods and Healthy Communities

1. Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.
- a. Decrease the rate of sexually transmitted diseases particularly among the adolescent population. (Health)
 - b. Develop coordination with implemented health record systems between the state and other health levy providers. (Health)
 - c. Update the Code of Ordinances on communicable diseases. (Health) – COMPLETED: 2017
 - d. Expand the City's surge capacity for major outbreaks. (Health)
 - e. Update the City's food code to better align with the most recent version of Federal regulations for food safety. (Health)
 - f. Expand the integrated Pest Management program to better respond to emerging health threats. (Health)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

4. Promote a clean and healthy community.
 - a. Develop an anti-illegal dumping campaign tied to health, environmental, and economic impacts. (Neighborhoods and Housing Services)
 - b. Develop communication and other strategies to increase compliance with solid waste ordinances, with particular attention to enforcement. (Neighborhoods and Housing Services-Solid Waste)
 - c. Propose and support legislation and other initiatives to provide the City and local neighborhoods better control over the future of vacant properties. (Neighborhoods and Housing Services-Neighborhood Preservation) – COMPLETED: 2017
 - d. Develop a revised recycling policy for all City-owned and other public facilities and spaces. (Neighborhoods and Housing Services-Solid Waste)
 - e. Provide well-cared-for green space for recreation, public events, and public enjoyment. (Parks and Recreation) – NEW: 2018
 - f. Propose and support legislation to address environmental health hazards, including air and noise pollution. (Health) – NEW: 2018

Planning, Zoning, and Economic Development

1. Create and implement aggressive neighborhood revitalization plans with special emphasis on historically disinvested corridors and neighborhoods. (Place-based)
 - a. Develop a strategy to update the City comprehensive plan (FOCUS). (City Planning and Development)
 - b. Evaluate the effectiveness of area plan implementation committees and develop ways to strengthen them. (City Planning and Development)
 - c. Ensure that City housing policies, planning efforts, and incentive programs support efforts to revitalize historically-distressed neighborhoods. (Office of the City Manager)
2. Implement strategies to promote the social and economic well-being, inclusion, and mobility of all City residents. (People-based)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- a. Develop and implement a plan to foster entrepreneurship, small business growth, and development. (Office of the City Manager)
 - b. Identify creative space development needs of the arts, culture, and creative sectors. (Office of Cultural and Creative Services) – COMPLETED: 2017
 - c. Create a “Shop Local” program. (Office of the City Manager)
 - d. Implement a business-to-business mentorship program. (Human Relations)
 - e. Reduce impacts on KCMO residents and small businesses from predatory lending practices and explore opportunities to offer alternative forms of credit. (Office of the City Manager)
 - f. Implement the digital equity strategic plan. (Office of the City Manager)
 - g. Increase understanding of how racial and economic segregation impacts social and economic outcomes in Kansas City. (Office of the City Manager) – NEW:2018
3. Strategically target economic development throughout the City. (Policy-based)
 - a. Ensure that businesses and developer investments supported by city incentives deliver measurable public benefits. (Office of Economic Development)
 - b. Collaborate with the Advisory Committee for the Central City Economic Development Sales Tax to support the effective use and implementation of the 1/8-cent economic development sales tax. (Office of the City Manager)
4. Enhance the operational efficiency of City development activity.
 - a. Implement and monitor the performance of the community development software system, CompassKC, to streamline business processes related to development. (Office of the City Manager)
5. Enhance the City as a destination for leisure and business travel. (Place-based)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- a. Continually invest in annual appropriated capital improvement projects for the City's convention and entertainment facilities, parks, and aviation. (Conventions and Entertainment Facilities)
- b. Aggressively promote our community with VisitKC as a place to visit and live. (Conventions and Entertainment Facilities)
- c. Develop a plan to ensure Kansas City International Airport achieves success in becoming a 21st century airport for business and leisure. (Aviation) – COMPLETED: 2017
- d. Develop a plan to preserve and track economic impact to invest in historic and cultural assets and destinations. (City Planning and Development)
- e. Develop a short-term rental ordinance to regulate residential unit sharing. (City Planning and Development) – COMPLETED: 2017
- f. Continue to pursue nonstop service for top domestic destinations currently unserved from KCI. (Aviation) – NEW: 2018
- g. Continue efforts to enhance transatlantic access from KCI. (Aviation) – NEW: 2018
- h. Continue with the finance, design, and construction of the New Terminal Program. (Aviation) - NEW: 2018
- i. Develop a plan to reconstruct and revitalize Barney Allis Plaza and the Auditorium Parking Garage in accordance with Committee Substitute for Resolution 180768.

Public Safety

1. Reduce crime among all age groups, placing an emphasis on young offenders.
 - a. Expand the City's efforts on building relationships with partner agencies and increase youth intervention and anti-violence programs. (Office of the City Manager)
 - b. Work with area school districts and other organizations to expand access to programming for the City's youth. (Office of the City Manager)
 - c. Using the Public Health approach to reach young audience members in regard to (1) the physical realities of being a gunshot

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- victim; (2) curfew, truancy, and the consequences; and (3) the unintended consequences of a marijuana conviction. (Office of the City Manager)
- d. Develop a Park Ranger program to promote safety and stewardship in parks and facilities. (Parks and Recreation) – NEW: 2018
 - e. Utilizing a Public Health approach, implement messaging campaigns to build resilience and positively change the social norms and behaviors of youth and young adults. (Health) – NEW: 2018
2. Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.
 - a. Measure the impact and effectiveness of the Kansas City Assessment and Triage Center (KC-ATC). (Office of the City Manager)
 - b. Implement the Ground Emergency Medical Transportation (GEMT) program that provides supplemental reimbursement for ambulance services to Missouri HealthNet participants. (Fire)
 - c. Provide an ongoing series of courses on CPR and other life-saving techniques throughout the City in order to improve the cardiac survival rate. (Fire)
 - d. Develop initiatives to reduce the number of chronic users of emergency response services. (Emergency Medical Director)
 3. Improve the diversity of employee recruitment, succession planning, and retention in the Police and Fire Departments.
 - a. Develop a multi-year plan to implement the recommendations of the Kansas City Police Department's staffing study. (Office of the City Manager)
 - b. Develop partnerships with local educational institutions to increase the number of the City's entry-level public safety workforce. (Office of the City Manager)
 4. Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- a. Measure the efficiency and effectiveness of the Municipal Court by utilizing standards, applicable to Municipal Court, established by the National Center for State Courts (NCSC). (Municipal Court)
 - b. Refine the standards and policies of the City's Drug Court to meet the needs of chronic offenders. (Municipal Court) – COMPLETED: 2017
 - c. Develop a long-term funding and housing strategy for incarcerated detainees and sentenced persons with municipal infractions. (Office of the City Manager) – NEW: 2018
5. Prevent animal-related threats to public safety and support animal welfare.
- a. Partner with Spay Neuter of Kansas City (SNKC) to increase the percentage of currently licensed pets in the City from 11 percent to 20 percent through low-cost vaccinations, increasing locations for residents to obtain pet licenses, and increasing the number of participating veterinarian offices. (Neighborhoods and Housing Services-Animal Health and Public Safety)
 - b. Develop a plan to further improve animal response operations. (Neighborhoods and Housing Services)
 - c. Engage pet owners in responsible pet ownership through education and Public Service Announcements (PSAs). (Neighborhoods and Housing Services)

Transportation and Infrastructure

1. Enhance the City's connectivity through a safe, efficient, convenient, and sustainable multi-modal transportation system.
 - a. Seek and implement Smart City opportunities and operationalize technologies. (Office of Innovation)
 - b. Optimize the City's transit investment, through existing and new transit service such as the streetcar, RideKC activities, MAX bus services, and others through routes, north-south and east-west. (Public Works)
 - c. Develop a plan to enhance pedestrian connectivity through sidewalk repair, replacement, and gap removal, in conjunction with GO KC bond funding. (Public Works)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- d. Update and implement the Bike KC Trails Plan. (Office of the City Manager)
2. Develop environmentally sound and sustainable infrastructure strategies.
 - a. Develop a citywide climate and man-made resiliency plan to safeguard and restore critical City buildings and infrastructure and assist neighborhoods that will be impacted by climate change in Kansas City. (Office of Environmental Quality)
 - b. Update and implement the City's Climate Protection Plan to include Envision Sustainable practices, the Envision Sustainable Infrastructure Rating System, and other measures. (Office of Environmental Quality)
 - c. Identify and invest in greenfield areas that capitalize on natural features, promote unique development patterns, build civic space, and promote sustainable design and construction. (City Planning and Development)
 - d. Reduce financial impacts of the City's Smart Sewer Program by proactively working with EPA to adjust the timeline for project completion and proposing additional green infrastructure solutions. (Office of the City Manager)
 - e. Implement the City's Smart Sewer Program to meet the City's federal consent decree requirements. (Office of the City Manager)
 - f. Reduce greenhouse gas emissions in City fleet by reducing existing gas and diesel based fuel vehicles. (General Services) – NEW: 2018
 - g. Establish sector-by-sector targets of 100% clean, renewable energy per Resolution No. 180475. (Office of Environmental Services) - NEW : 2018
3. Engage in efforts to strategically invest in the City's infrastructure.
 - a. Develop an infrastructure asset management plan that maximizes the useful life of all assets and meets federal requirements. (Public Works)
 - b. Implement a plan to expand the public art program to a broader category of assets, with the inclusion of the maintenance of those efforts. (General Services)

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- c. Implement the City's Americans with Disabilities Act (ADA) plan to meet the Department of Justice's settlement agreement and ensure that all projects meet ADA standards. (Office of the City Manager)
 - d. ADA Awareness Training for City Employees (Ongoing). (Office of the City Manager) – NEW: 2018
4. Increase and support local workforce development and minority, women, and locally-owned businesses.
- a. Utilize advertisements, the Annual Capital Improvement Overview, and City-sponsored learning opportunities to increase awareness and response to City-issued Requests for Qualifications/Proposals (RFQ/Ps). (Human Relations)
 - b. Update and implement Workforce Strategic Plans on all City and statutory agencies' projects. (Human Relations)
 - c. Develop and implement Community Benefit Agreements and local preference plans for use in City and statutory agency projects. (Human Relations)

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

1. Achieve within five years a General Fund Unreserved Fund Balance of at least two months operating expenditures.
2. Incorporate special revenue funds into the Five-Year Financial Plan and set guidelines for each fund or fund type's balance and/or reserve levels.
3. Adopt ratios for an optimal mix of infrastructure financing methods that protects the City's investment, minimizes future replacement and maintenance costs, and ensures continued service.
4. Develop a policy to guide the financial actions the City shall take in the event of emergencies, natural disasters, downturns in the economy, or other unexpected events.
5. Adopt a model portfolio of services and adjust the City's expenditure ratios as needed to maintain portfolio balance.
6. Seek legislative relief with regard to the five-year renewal of the earnings tax.

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

7. Ensure that fee-supported services are self-supporting to the extent practicable.
8. Develop an annual tax burden study.
9. Review the City's revenue structure, identify potential new sources of income, and present findings to the Mayor and City Council for consideration.
10. Update the City's debt policy and adopt debt issuance target ratios.
11. Attain a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs.
12. Develop multi-year business/strategic plans for each department that meet service goals while staying consistent with financial realities.
13. Link budget allocations to measured service levels.
14. Develop a long-range plan in conjunction with collective bargaining groups to fully fund benefit programs including pension, healthcare, and other post-employment benefits.
15. Address other post-employment benefits liability through either plan design changes, direct funding, or both.

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 2018-19 Adopted Budget and the following additional conditions:
 - Ground Emergency Medical Transportation (GEMT) revenue increases to \$6 million per year beginning in FY 2019-20
 - No new employees throughout forecast period
 - Employer contributions to health insurance increase 5.0% per year
 - Pension contributions reflect actuarial assumptions
 - Includes negotiated and projected increases for collective bargaining and non-represented employees

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 180711, AS AMENDED

- Includes a Submitted GO KC Bond program and debt payments
- Assumes no growth in municipal citation volume
- Includes additional animal shelter operations of \$2.5 million beginning in FY 2020-21
- Adds \$3 million in Solid Waste trucks with debt payments beginning in FY 2019-20
- General Fund absorbs projected deficits in the following funds:
 - Fire Sales Tax Fund
 - Health Levy Fund
 - Street Maintenance Fund
- Assumes increased revenues or decreased expenditures to offset anticipated shortfall of \$56.0 million over the forecast period in the General Fund – equivalent to approximately 295 non-public safety positions

Section 4. That the City Council directs the City Manager to include the assumptions of the Financial Strategic Plan and the Five-Year Planning Model in the Submitted FY 2019-20 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.

180711 AS Amended



Authenticated as Passed

A handwritten signature in black ink, appearing to be "Sly James", written over a horizontal line.

Sly James, Mayor

A handwritten signature in black ink, appearing to be "Marilyn Sanders", written over a horizontal line.

Marilyn Sanders, City Clerk

OCT 18 2018

Date Passed

RESIDENT PRIORITIES

The City conducts an annual Resident Survey to objectively assess resident satisfaction with the delivery of City services. From August 2017 through April 2018, 9,000 households were randomly selected to complete an annual Resident Satisfaction Survey. A total of 4,337 households (48.2 percent response rate) completed the survey via mail, over the phone, or online.

The *Importance-Satisfaction (I-S)* rating is based on the concept that, to maximize overall satisfaction among residents, the City should emphasize improvements in those service categories where the level of satisfaction is relatively low and the perceived importance is relatively high. By identifying services of high importance and low satisfaction, the Resident Survey identifies which services would have the most impact on overall satisfaction with City services. The I-S Ratings for 2017-18 are:

FY 2017-18 Resident Survey: Importance-Satisfaction: Overall

Category of Service	Importance	Satisfaction	I-S Rank	I-S Rank FY 17	I-S Rank FY 16
Streets/Sidewalks/Infrastructure	58.0%	22.80%	1	1	1
Police Services	35%	60.00%	2	2	4
Public Transportation	18.60%	40.70%	3	3	3
Neighborhood Services	18.0%	40.60%	4	4	2
Stormwater Management System	14.70%	34.20%	5	5	5
Airport Facilities	18.50%	52.60%	6	9	12
Water Utilities	14.50%	50.90%	7	6	6
City Communication	7.80%	41.50%	8	8	8
Solid Waste Services	10.70%	60.70%	9	7	10
Parks and Recreation	9.10%	62.30%	10	10	7
Fire/Ambulance Services	13.60%	74.90%	11	12	11
Customer Service	4.90%	47.50%	12	11	9
Health Department Services	3.90%	51.70%	13	13	13
311 Services	2.90%	59.0%	14	15	15
Municipal Court	1.80%	39.20%	15	14	14

Residents were generally satisfied with the major categories of services provided by the City. The overall major categories of City services with the highest levels of satisfaction were:

- quality of Fire and Ambulance services
- quality of Parks and Recreation
- quality of Solid Waste services
- quality of Police services

Residents were least satisfied with the overall maintenance of:

- streets, sidewalks, and infrastructure
- quality of the City's stormwater runoff and management system

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

CUSTOMER SERVICE AND COMMUNICATION

As reported in the 2017-18 Resident Survey, residents continue to feel positively about Kansas City as a place to live, raise children, and work. Overall satisfaction with the quality of City services also remains high, with 55.8 percent of residents satisfied. The overall image of the City has declined slightly to 61.0 percent in 2017-18 from 65.9 percent in 2016-17 and 66.8 percent in 2015-16. The two communication services that residents thought were the most important for the City to provide were: (1) the availability of information about City programs/services (46.5 percent satisfied) and (2) opportunity to engage/provide input into decisions (28.8 percent satisfied).

FINANCE AND GOVERNANCE

As reported in the 2017-18 Resident Survey, 39.5 percent of residents said that they were “satisfied” or “very satisfied” with the value received for City tax dollars and fees – which declined slightly from 40.6 percent in 2016-17, but still significantly higher than first reported in 2005, when it was only 24.8 percent. Residents also had a 46.9 percent satisfaction rating with the leadership provided by the City’s elected officials, down from 51.0 percent in 2016-17.

HOUSING

As reported in the 2017-18 Resident Survey, 78.8 percent of residents said that they were “satisfied” or “very satisfied” with Kansas City as a place to live. Additionally, 56.0 percent of residents said that they were “satisfied” or “very satisfied” with the physical appearance of their neighborhood.

NEIGHBORHOODS AND HEALTHY COMMUNITIES

As reported in the 2017-18 Resident Survey, the highest levels of satisfaction with neighborhood services were: (1) animal shelter operations and adoption efforts (50.6 percent); enforcement trash/weeds/exterior maintenance in neighborhoods (38.3 percent); and (3) customer service from animal control officers (37.2 percent). Residents were least satisfied with the demolition of vacant structures in the dangerous building inventory (18.0 percent) and the boarding up of vacant structures open to entry (23.4 percent). Overall, the quality of neighborhood services was the fourth highest priority of residents, and had a 40.6 percent satisfaction rating.

Parks and Recreation services with the highest levels of satisfaction were: (1) maintenance of City parks (69.8 percent) and (2) the availability of outdoor athletic fields (60.1 percent). Residents were least satisfied with: the quality of communication from Parks and Recreation (39.1 percent) and the City swimming pools and program (35.6 percent). Overall, the quality of Parks and Recreation remained at tenth overall in the priority list, with 62.3 percent satisfaction.

New in the 2017-18 Resident Survey were questions on resident health and economic mobility. A significant majority of residents rated their overall state of health as either excellent or good (70.0 percent). The majority of residents also rated their personal financial condition as either excellent or good (53.1 percent). Additionally, the majority of residents reported their standard of living as either much better or somewhat better compared to their parents (56.5 percent).

Solid Waste services with the highest levels of satisfaction were: (1) the quality of trash collection services (71.6 percent) and (2) the quality of curbside recycling services (66.7 percent). Residents were least satisfied with: the City’s efforts to clean

up illegal dumping sites (23.8 percent) and the cleanliness of City streets and other public areas (37.8 percent). Overall, the quality of Solid Waste services was ranked ninth on the priority list, with 60.7 percent of residents satisfied.

Neighborhood services recommended as top priorities were:

- cleaning up of trash/debris on private property
- demolishing vacant structures in dangerous building inventory
- mowing & cutting of weeds on private property
- exterior maintenance of residential property
- boarding up vacant structures open to entry
- enforcing trash/weeds/exterior maintenance in neighborhood
- animal shelter operations & adoption efforts

PLANNING, ZONING, AND ECONOMIC DEVELOPMENT

As reported in the 2017 Kansas City, Missouri Business Survey, the top six City services that businesses have been most satisfied with over the past two years are:

- (1) fire inspections (81 percent)
- (2) ambulance/medical emergency response (80 percent)
- (3) fire incident response (79 percent)
- (4) health inspections (72 percent)
- (5) 311 Call Center (68 percent)
- (6) airport services (68 percent)

Businesses indicated that they were least satisfied with sidewalk maintenance (31 percent). The City services that are most important to businesses in Kansas City are (1) police – crime/safety response, (2) business licensing, and (3) street maintenance.

According to the 2017-18 Resident Survey, 69.6 percent were satisfied with the ease of moving through airport security and 59.1 percent were satisfied with the cleanliness of facilities. The two airport services that residents considered most important to improve were: (1) food, beverage, and other concessions (40.2 percent) and (2) ease of moving through airport security (31.5 percent).

PUBLIC SAFETY

According to the 2016-17 Resident Survey, 58.2 percent of respondents indicated that they were satisfied with the feeling of safety in their neighborhood, slightly down from 60.7 percent in 2017-18; 80.4 percent were satisfied with the overall quality of local fire protection and rescue; and 77.1 percent were satisfied with how quickly Fire and Rescue personnel respond to emergencies.

Police services remained second on the importance-satisfaction ranking. Fire/Ambulance services moved up to eleventh from twelfth on the priority ranking this year.

The two Police services that residents thought were the most important for the City to improve were: (1) the City's overall

efforts to prevent crime (32.6 percent satisfied) and (2) the visibility of police in neighborhoods (39.6 percent satisfied). The two Fire and Emergency Medical services that residents thought were the most important for the City to improve were: (1) how quickly Emergency Medical personnel respond to emergencies (74.1 percent satisfied) and (2) how quickly Fire and Rescue personnel respond to emergencies (77.1 percent satisfied).

TRANSPORTATION AND INFRASTRUCTURE

A combination of low satisfaction and high importance means residents continue to rank maintenance of streets, sidewalks, and infrastructure as the City's highest priority in the 2017-18 Resident Survey. Public transportation was the third highest priority, unchanged from 2016-17.

Residents were most satisfied with: (1) snow removal on major City streets in the past 12 months (58.2 percent) and (2) maintenance of street signs and traffic signals (57.1 percent). Residents were least satisfied with: (1) condition of sidewalks in the City (20.0 percent) and (2) the maintenance of city streets (21.6 percent). Residents were also 57.1 percent satisfied with the adequacy of City streetlighting.

Water services that residents were most satisfied with were: (1) quality of Water Services customer service (46.6 percent) and (2) the condition of catch basins in neighborhoods (45.4 percent).

GOAL

CUSTOMER SERVICE AND COMMUNICATION

To create an internal culture that focuses on the customer across all services provided by the City, supports essential internal and external communication, and fosters public engagement.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Continually seek innovative and creative ways to connect with the public and staff while applying an integrated and strategic approach to all communication efforts.

- a. Implement the City's strategic communication plan and ensure that it includes an integrated, strategic approach for communicating with residents about pressing operational issues. (City Communications Office)
- b. *Expand customer service and communications training for supervisors and managers through multiple channels in order to reinforce learning and further refine skills in these areas. (Human Resources-Education and Development) – COMPLETED: 2017*
- c. Create at least one Public Service Announcement (PSA) per quarter on important City issues. (City Communications Office)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with effectiveness of communication from the city	45%	44%	47%	42%	47%	47%

2. Expand resident engagement in activities throughout the City, including the Citywide Business Plan and budget review processes.

- a. Identify new methods of promoting resident participation at events, such as the Citizen Engagement University, Resident Work sessions, and other public hearings. (Finance-Organizational Development)
- b. Identify and utilize interactive technologies to communicate directly with citizens on a remote basis, such as the City's virtual town hall and other social media channels. (City Communications Office)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with opportunity to engage/ provide input into decisions made by the city	30%	30%	33%	29%	36%	36%

3. Promote trust and understanding through transparency.

- a. Determine ways to make information about the City’s performance, operations, and financial condition more transparent, user-friendly, and understandable to elected officials and the public. (Office of the City Manager)
- b. Respond to the most frequent public information requests by providing data on the Open Data Portal. (Office of the City Manager)
- c. Identify ways to impart information more effectively to personnel in the field. (Office of the City Manager)¹
- d. Disseminate a manual on best practices to improve intra- and inter-departmental communication. (Finance-Organizational Development)²

	FY16	FY17	FY18	FY18	FY9	FY20
Measures of Success	Actual	Actual	Target	Actual	Target	Target
Number of open data sessions	202,256	200,527	206,301	201,829	206,301	163,301

4. Improve the internal and external customer experience.

- a. Monitor established customer service standards that can be applied across all departments, and report performance. (Office of the City Manager)³
- b. Create a central repository for collecting feedback about customer service citywide. (Office of the City Manager)
- c. Develop a Coaching to a Culture of Service training for supervisors and managers. (Human Resources-Education and Development)

	FY16	FY17	FY18	FY18	FY19	FY20
Measures of Success	Actual	Actual	Target	Actual	Target	Target
Percent of residents satisfied with customer service from city employees	47%	48%	54%	48%	54%	54%

¹ The Office of the City Manager will delegate this to the Internal Communications Committee, which will be reconvened, along with the addition of Public Information Officers (PIOs) from departments that have them.

² The Finance Department’s Organizational Development team will coordinate with the Human Resources’ Education and Development Division, with consultation from the City Communications Office.

³ The Office of the City Manager will assign this to the Internal Customer Service Committee, which is composed of one member from each department.

GOAL

FINANCE AND GOVERNANCE

To be transparent and employ best practices in governance and management, and strengthen, expand, and make judicious use of Kansas City’s economic resources to maintain solvency and build resilience.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Identify and take advantage of opportunities for cost-savings and efficiencies.

- a. Develop recommendations to reduce Fire overtime expenditures. (Finance)
- b. Conduct a process improvement study on revenue collections. (Finance-Revenue Division)
- c. Prepare a recommendation to develop a pilot project for a citywide inventory system, beginning with the Kansas City Fire Department (KCFD). (Fire)
- d. Conduct a review of citywide timekeeping and payroll functions. (Finance)
- e. Complete the OneIT initiative between the City and the Kansas City Police Department. (Office of the City Manager)
- f. Identify additional opportunities to further OneIT consolidation with Police by focusing on data and system integration. (General Services)
- g. Develop and implement a comprehensive risk management program. (Risk Management Committee)
- h. Implement a priority-based budgeting (PBB) system. (Finance)
- i. **Continue to consolidate processes between the City and KCPD, beginning with a review of the procurement process. (General Services) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with the value received for tax dollars	41%	41%	46%	40%	46%	46%

2. Update the City’s charter, ordinances, policies, and procedures, as well as the City’s state and federal priorities, to ensure a responsive and representative City government.

- a. Review the City Charter to identify the need for revisions, including a recommendation on the initiative petition process. (Law)
- b. Develop and pursue a plan to modify Kansas City Police Department governance to include local control by the City. (Office of the City Manager)
- c. **Develop a plan to ensure continuation of the \$2 million State appropriation to match the City’s obligation under the agreement with the Jackson County Sports Complex Authority. (Finance) - NEW: 2018**
- d. **Draft State law amendment to allow KCMO and KCPD to provide health insurance to their respective employees through a single entity. (Law) - NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with City Manager and appointed staff	52%	48%	55%	44%	55%	55%

3. Implement policies, procedures, and practices to ensure the resiliency of City government.

- a. Provide training within two years that results in an organizational standard of administrative, governance, and financial core competencies for employees. (Finance)
- b. Review the City’s revenue structure and identify potential new sources of revenue. (Finance)
- c. *Develop a citywide succession plan to maintain institutional knowledge and continuity of City services. (Human Resources) – COMPLETED: 2017*
- d. *Develop a plan that renews the Capital Improvement Sales Tax by August 2018. (Finance) – COMPLETED: 2017*
- e. **Develop a plan to sustainably fund maintenance and replacement of existing fixed assets starting with Parks and Recreation. (Parks and Recreation) – NEW: 2018**
- f. **Leverage community partnerships and identify new sources of revenue through sponsorships, grants, and contributions starting with Parks and Recreation. (Parks and Recreation) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of employees who agree that their department is prepared for future retirements	-	26%	-	-	40%	TBD

4. Maintain and strengthen the City’s General Obligation AA credit rating.

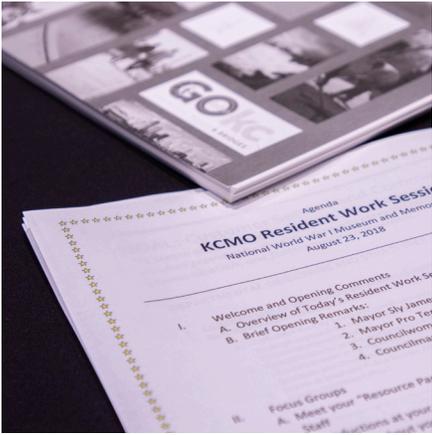
- a. Build the General Fund balance to at least two months of operating expenditures. (Finance)
- b. Develop a long-range plan in conjunction with collective bargaining groups to fully fund benefit programs including pension, healthcare, and other post-employment benefits. (Finance)
- c. *Propose and adopt annually a Five-Year Financial Plan that is structurally balanced and includes the General Fund, Special Revenue Funds, and General Obligation Bond Funds. (Finance) – COMPLETED: 2017*
- d. **Proactively engage Credit Rating Agencies (Standard & Poor’s (S&P) and Moody’s Investor Service) by hosting visits to Kansas City. (Finance) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
General Fund unreserved fund balance as a percent of annual operating expenditures	11.4%	14.5%	16%	TBD	16%	16%
Pension system funding ratio for employee pension system	86.5%	83.3%	100%	TBD	100%	100%

5. Implement policies and procedures to reduce workplace accidents and injuries and associated costs.

- a. Collaborate with collective bargaining groups to implement a Fit-for-Duty program. (General Services)
- b. Analyze the effectiveness of the Temporary Transitional Duty Program for workers' compensation claims. (General Services)
- c. Complete the development of functional job studies for all labor positions and begin implementation. (General Services)
- d. Develop and implement a workers' compensation fraud prevention program. (General Services)
- e. Provide enhanced safety training for employees in positions that traditionally have a high number of work-related injuries. (General Services)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Workers' compensation claim frequency rate	15	17	15	TBD	15	TBD



To sustain the City’s diverse housing for all income groups through strategic planning and well-designed developments, with an emphasis on revitalizing aging neighborhoods.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Support rehabilitation and construction of housing for the purpose of revitalizing neighborhoods in the City.

- a. Perform targeted housing condition surveys to define or refine improvement activities. (City Planning and Development)
- b. Support the establishment of a new local housing financing mechanism that offers single-family rehabilitation and new infill construction to support home ownership opportunities. (Neighborhoods and Housing Services-Housing)
- c. Utilize the Market Value Analysis (MVA) as the basis for identifying opportunities for housing development and revitalization opportunities in neighborhoods with similar development patterns and characteristics across the City. (City Planning and Development)

2. Increase accessibility to socially and physically diverse quality housing throughout the City for all income groups.

- a. Ensure that implementation of the Annual Action Plans meet Affirmatively Furthering Fair Housing (AFFH) goals. (Neighborhoods and Housing Services-Housing)
- b. Ensure that City housing policies encourage the creation and retention of housing units at all levels of affordability and emphasize mixed-income housing. (City Planning and Development)
- c. Undertake data analysis to integrate the understanding of supply and demand into the City’s housing policies. (City Planning and Development)
- d. Identify criteria to define and address the creation of workforce housing units through developing a comprehensive housing strategy. (Neighborhoods and Housing Services-Housing)
- e. **Coordinate with continuum of care network to mitigate the impact of homelessness in Kansas City. (Neighborhoods and Housing Services-Housing) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent residents satisfied with accessibility of affordable housing	-	-	-	57%	59%	59%

3. Improve the conditions and livability of housing throughout the City.

- a. Decrease rates of lead poisoning, particularly among children living in low life expectancy zip codes. (Health)
- b. Decrease the number of homes with lead paint, mold, indoor air quality problems, trip/fall hazards, and pests, particularly in the city’s low life expectancy zip codes, in order to improve health outcomes for occupants. (Health-Environmental Health Services)
- c. Identify funding sources to improve and maximize energy efficiency in order to reduce costs for residents, particularly on low-income households and multi-family low-income housing. (Office of Environmental Quality)
- 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. (City Planning and Development)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of children with elevated blood lead	4%	6%	5%	5%	5%	5%

GOAL

NEIGHBORHOODS AND HEALTHY COMMUNITIES

To support the development, maintenance, and revitalization of sustainable, stable, and healthy communities in which neighborhoods are safe and well maintained; people have access to health care services; strategies are in place to prevent injuries and illnesses; and the environment is protected.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.¹

- a. Decrease the rate of sexually transmitted diseases particularly among the adolescent population. (Health)
- b. Develop coordination with implemented health record systems between the state and other health levy providers. (Health)
- c. *Update the Code of Ordinances on communicable diseases. (Health) – COMPLETED: 2017*
- d. Expand the City’s surge capacity for major outbreaks. (Health)
- e. Update the City’s food code to better align with the most recent version of Federal regulations for food safety. (Health)
- f. Expand the integrated Pest Management program to better respond to emerging health threats. (Health)
- g. Establish a baseline of protective, risk, and social factors for persons in the zip codes with the lowest life expectancy and the zip codes with no improvement the past 10 years. (Health)
- h. Develop a list of City programs and policies that are most likely to improve life expectancy specific to each zip code level. (Health)
- i. **Decrease infant and maternal mortality and morbidity inequities by race. (Health) – NEW: 2018**
- j. **Decrease preventable hospitalizations for persons in the zip codes with the lowest life expectancy and the zip codes with no improvement the past 10 years. (Health) – NEW: 2018**
- k. **Create interactive, engaging data dashboards and predictive models to communicate the Community Health Improvement Plan (KC-CHIP) performance, policy analysis, and return on investment (ROI) of long term health investments. (Health) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Difference in the total number of expected years of life between highest and lowest zip codes	-	12.4	12	13.8	12	12

¹ Zip codes with the lowest life expectancy: 64109, 64126, 64127, 64128, 64130, and 64132. Zip codes with the least improvement in life expectancy: 64134, 64131, 64117, 64138, 64114, and 64133.

2. Bolster community development, cultural activities, and resident engagement.

- a. Implement services, programs, and activities outlined in community centers’ business plans that have been targeted to the specific needs of each community. (Parks and Recreation)
- b. **Focus partnerships with neighborhoods, community groups, and agencies to support existing programs, events, and initiatives for resident engagement and social equity. (Parks and Recreation) – NEW: 2018**

Measures of Success	FY16	FY17	FY18	FY18	FY19	FY20
	Actual	Actual	Target	Actual	Target	Target
Percent of residents satisfied with programs and activities at City community centers	46%	43%	50%	45%	50%	50%
Percent of residents who attended an arts or cultural event at least once in the past 12 months	-	-	-	73%	80%	80%
Attendance at community centers	482,850	523,330	540,000	498,441	600,000	525,000

3. Reduce blight.

- a. Create and implement a holistic plan, including the identification of resources, to further the City’s efforts to significantly reduce blight in targeted areas. (Neighborhoods and Housing Services)
- b. Utilize the 2016 Dangerous Building Initiative to demolish, salvage, or rehabilitate the City’s baseline dangerous buildings inventory by 90 percent within three years. (Neighborhoods and Housing Services-Neighborhood Preservation)
- c. Identify, review, and update all existing ordinances related to blight reduction. (Neighborhoods and Housing Services)

Measures of Success	FY16	FY17	FY18	FY18	FY19	FY20
	Actual	Actual	Target	Actual	Target	Target
Percent decrease of dangerous building inventory	2.8%	32%	45%	37%	50%	50%

4. Promote a clean community.

- a. Develop an anti-illegal dumping campaign tied to health, environmental, and economic impacts. (Neighborhoods and Housing Services)
- b. Develop communication and other strategies to increase compliance with solid waste ordinances, with particular attention to enforcement. (Neighborhoods and Housing Services-Solid Waste)
- c. *Propose and support legislation and other initiatives to provide the City and local neighborhoods better control over the future of vacant properties. (Neighborhoods and Housing Services-Neighborhood Preservation) – COMPLETED: 2017*
- d. Develop a revised recycling policy for all City-owned and other public facilities and spaces. (Neighborhoods and Housing Services-Solid Waste)
- e. **Provide well-cared-for green space for recreation, public events, and public enjoyment. (Parks and Recreation) – NEW: 2018**

- f. **Propose and support legislation to address environmental health hazards, including air and noise pollution. (Health) – NEW: 2018**

	FY16	FY17	FY18	FY18	FY19	FY20
Measures of Success	Actual	Actual	Target	Actual	Target	Target
Tons of illegal dumping collected	3,245	2,591	4,250	3,100	3,400	3,400
Percent of residents satisfied with efforts to clean up illegal dumping sites	28%	23%	26%	24%	29%	29%



GOAL

PLANNING, ZONING AND ECONOMIC DEVELOPMENT

To develop a vibrant economy where there is opportunity for job creation, entrepreneurship, and growth, particularly in historically underdeveloped areas; all citizens have opportunities for creating wealth and prosperity; and visitors continue to consider Kansas City a desirable destination.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Create and implement aggressive neighborhood revitalization plans with special emphasis on historically disinvested corridors and neighborhoods. (Place-based)

- a. Develop a strategy to update the City comprehensive plan (FOCUS). (City Planning and Development)
- b. Evaluate the effectiveness of area plan implementation committees and develop ways to strengthen them. (City Planning and Development)
- c. Ensure that City housing policies, planning efforts, and incentive programs support efforts to revitalize historically-distressed neighborhoods. (Office of the City Manager)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with physical appearance of neighborhoods	56%	56%	58%	56%	60%	60%

2. Implement strategies to promote the social and economic well-being, inclusion, and mobility of City residents. (People-based)

- a. Develop and implement a plan to foster entrepreneurship, small business growth, and development. (Office of the City Manager)
- b. *Identify creative space development needs of the arts, culture, and creative sectors. (Office of Cultural and Creative Services) – COMPLETED: 2017*
- c. Create a “Shop Local” program. (Office of the City Manager)
- d. Implement a business-to-business mentorship program. (Human Relations)
- e. Reduce impacts on KCMO residents and small businesses from predatory lending practices and explore opportunities to offer alternative forms of credit. (Office of the City Manager)
- f. Implement the Digital Equity Strategic Plan. (Office of the City Manager)
- g. **Increase understanding of how racial and economic segregation impacts social and economic outcomes in Kansas City. (Office of the City Manager) – NEW:2018**

3. Strategically target economic development throughout the City. (Policy-based)

- a. Ensure that businesses and developer investments supported by city incentives deliver measurable public benefits. (Office of Economic Development)
- b. Collaborate with the Advisory Committee for the Central City Economic Development Sales Tax to support the effective use and implementation of the 1/8 cent economic development sales tax. (Office of the City Manager)

4. Enhance the operational efficiency of City development activity.

- a. Implement and monitor the performance of the community development software system, CompassKC, to streamline business processes related to development. (Office of the City Manager)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of businesses rating the City as an excellent or good place to do business	70%	70%	71%	69%	73%	73%
Percent of businesses satisfied with overall quality of services provided by the City	60%	59%	64%	60%	64%	64%

5. Enhance the City as a destination for leisure and business travel. (Place-based)

- a. Continually invest in annual appropriated capital improvement projects for the City’s convention and entertainment facilities, parks, and aviation. (Conventions and Entertainment Facilities)
- b. Aggressively promote our community with VisitKC as a place to visit and live. (Conventions and Entertainment Facilities)
- c. *Develop a plan to ensure Kansas City International Airport achieves success in becoming a 21st century airport for business and leisure. (Aviation) – COMPLETED: 2017*
- d. Develop a plan to preserve and track economic impact to invest in historic and cultural assets and destinations. (City Planning and Development)
- e. *Develop a short-term rental ordinance to regulate residential unit sharing. (City Planning and Development) – COMPLETED: 2017*
- f. **Continue to pursue nonstop service for top domestic destinations currently unserved from KCI. (Aviation) – NEW: 2018**
- g. **Continue efforts to enhance transatlantic access from KCI. (Aviation) – NEW: 2018**
- h. **Continue with the finance, design, and construction of the New Terminal Program. (Aviation) – NEW: 2018**
- i. **Develop a plan to reconstruct and revitalize Barney Allis Plaza and the Auditorium Parking Garage in accordance with Committee Substitute for Resolution 180768. (City Planning and Development) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Dollars of economic impact from tourism (for first calendar year in FY)	-	\$5.5 Billion	-	TBD	TBD	TBD
Number of hotel nights booked due to convention center activity per calendar year (for first calendar year in FY)	284,278	362,305	289,964	TBD	205,000	TBD

GOAL

PUBLIC SAFETY

To protect Kansas City residents, visitors, and employees by providing comprehensive, high-quality public safety and public health services, including strategies to prevent or significantly reduce public safety and public health problems and threats in a timely manner.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Reduce crime among all age groups, placing an emphasis on young offenders.

- a. Expand the City's efforts on building relationships with partner agencies and increase youth intervention and anti-violence programs. (Office of the City Manager)
- b. Work with area school districts and other organizations to expand access to programming for the City's youth. (Office of the City Manager)
- c. Using the Public Health approach to reach young audience members in regard to (1) the physical realities of being a gunshot victim; (2) curfew, truancy, and the consequences; and (3) the unintended consequences of a marijuana conviction. (Office of the City Manager)
- d. **Develop a Park Ranger program to promote safety and stewardship in parks and facilities. (Parks and Recreation) – NEW: 2018**
- e. **Utilizing a Public Health approach, implement messaging campaigns to build resilience and positively change the social norms and behaviors of youth and young adults. (Health) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Total crimes against persons	11,700	14,431	11,115	14,049	13,709	12,494
Percent of residents satisfied with the City's overall efforts to prevent crime	45%	39%	54%	33%	54%	54%

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

- a. Measure the impact and effectiveness of the Kansas City Assessment and Triage Center (KC-ATC). (Office of the City Manager)
- b. Implement the Ground Emergency Medical Transportation (GEMT) program that provides supplemental reimbursement for ambulance services to Missouri HealthNet participants. (Fire)
- c. Provide an ongoing series of courses on CPR and other life-saving techniques throughout the City in order to improve the cardiac survival rate. (Fire)
- d. Develop initiatives to reduce the number of chronic users of emergency response services. (Emergency Medical Director)

	FY16	FY17	FY18	FY18	FY19	FY20
Measures of Success	Actual	Actual	Target	Actual	Target	Target
Percent of cardiac arrests (vfib/vtac rhythm) with return of spontaneous circulation (ROSC)	36%	47%	32%	40%	40%	40%

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

- a. Develop a multi-year plan to implement the recommendations of the Kansas City Police Department’s staffing study. (Office of the City Manager)
- b. Develop partnerships with local educational institutions to increase the number of the City’s entry-level public safety workforce. (Office of the City Manager)

	FY16	FY17	FY18	FY18	FY19	FY20
Measures of Success	Actual	Actual	Target	Actual	Target	Target
Percent of KCFD uniform personnel who are minorities	-	29%	-	29%	TBD	TBD
Percent of KCPD sworn personnel who are minorities	-	34%	-	34%	TBD	TBD

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

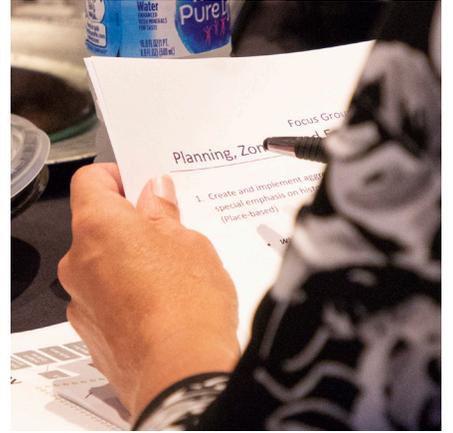
- a. Measure the efficiency and effectiveness of the Municipal Court by utilizing standards, applicable to Municipal Court, established by the National Center for State Courts (NCSC). (Municipal Court)
- b. *Refine the standards and policies of the City’s Drug Court to meet the needs of chronic offenders. (Municipal Court) – COMPLETED: 2017*
- c. **Develop a long-term funding and housing strategy for incarcerated detainees and sentenced persons with municipal infractions. (Office of the City Manager) – NEW: 2018**

	FY16	FY17	FY18	FY18	FY19	FY20
Measures of Success	Actual	Actual	Target	Actual	Target	Target
Municipal Court Case Clearance Rate	81%	84%	86%	86%	86%	100%
Percent of traffic cases disposed within 90 days	96%	100%	105%	87%	90%	90%

5. Prevent animal-related threats to public safety and support animal welfare.

- a. Partner with Spay Neuter of Kansas City (SNKC) to increase the percentage of currently licensed pets in the City from 11 percent to 20 percent through low-cost vaccinations, increasing locations for residents to obtain pet licenses, and increasing the number of participating veterinarian offices. (Neighborhoods and Housing Services-Animal Health and Public Safety)
- b. Develop a plan to further improve animal response operations. (Neighborhoods and Housing Services)
- c. Engage pet owners in responsible pet ownership through education and Public Service Announcements (PSAs). (Neighborhoods and Housing Services)

Measures of Success	FY16	FY17	FY18	FY18	FY19	FY20
Percent of pets licensed	Actual	Actual	Target	Actual	Target	Target
Percent of pets licensed	11%	11%	13%	11%	12%	12%



GOAL

TRANSPORTATION AND INFRASTRUCTURE

To improve the City's physical infrastructure with special attention to streets, curbs, sidewalks, and water/sewer systems, and strengthen the multi-modal transportation system in ways that enhance connectivity among neighborhoods, business centers, and cultural/health/recreational destinations.

DEPARTMENTAL OBJECTIVES AND STRATEGIES

1. Enhance the City's connectivity through a safe, efficient, convenient, and sustainable multi-modal transportation system.

- a. Seek and implement Smart City opportunities and operationalize technologies. (Office of Innovation)
- b. Optimize the City's transit investment, through existing and new transit service such as the streetcar, RideKC activities, MAX bus services, and others through routes, north-south and east-west. (Public Works)
- c. Develop a plan to enhance pedestrian connectivity through sidewalk repair, replacement, and gap removal, in conjunction with GO KC bond funding. (Public Works)
- d. Update and implement the Bike KC Trails Plan. (Office of the City Manager)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with condition of sidewalks in YOUR neighborhood	33%	33%	35%	31%	35%	35%
Percent of residents satisfied with overall quality of public transportation	39%	44%	43%	41%	43%	43%
Percent of residents satisfied with on-street bicycle infrastructure	28%	28%	30%	26%	30%	30%

2. Develop environmentally sound and sustainable infrastructure strategies.

- a. Develop a citywide climate and man-made resiliency plan to safeguard and restore critical City buildings and infrastructure and assist neighborhoods that will be impacted by climate change in Kansas City. (Office of Environmental Quality)
- b. Update and implement the City's Climate Protection Plan to include Envision Sustainable practices, the Envision Sustainable Infrastructure Rating System, and other measures. (Office of Environmental Quality)
- c. Identify and invest in greenfield areas that capitalize on natural features, promote unique development patterns, build civic space, and promote sustainable design and construction. (City Planning and Development)
- d. Reduce financial impacts of the City's Smart Sewer Program by proactively working with EPA to adjust the timeline for project completion and proposing additional green infrastructure solutions. (Office of the City Manager)

- e. Implement the City’s Smart Sewer Program to meet the City’s federal consent decree requirements. (Office of the City Manager)
- f. **Reduce greenhouse gas emissions in City fleet by reducing existing gas and diesel based fuel vehicles. (General Services) – NEW: 2018**
- g. **Establish sector-by-sector targets of 100% clean, renewable energy per Resolution No. 180475. (Office of Environmental Services) - NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Greenhouse gas emissions from municipal operations (Thousand MT CO ₂ e) per calendar year	287	-	286	TBD	280	275
Percent of residents satisfied with the City’s stormwater runoff/stormwater management system	39%	39%	41%	34%	41%	41%

3. Engage in efforts to strategically invest in the City’s infrastructure.

- a. Develop an infrastructure asset management plan that maximizes the useful life of all assets and meets federal requirements. (Public Works)
- b. Implement a plan to expand the public art program to a broader category of assets, with the inclusion of the maintenance of those efforts. (General Services)
- c. Implement the City’s Americans with Disabilities Act (ADA) plan to meet the Department of Justice’s settlement agreement and ensure that all projects meet ADA standards. (Office of the City Manager)
- d. **ADA Awareness Training for City Employees (Ongoing). (Office of the City Manager) – NEW: 2018**

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of residents satisfied with the maintenance of city streets, sidewalks, and infrastructure	26%	25%	32%	23%	32%	32%
Percent of curbs ramped to street surface	-	90%	92%	91%	93%	95%
Percent of bridges rated good or excellent (Bridge Condition Rating)	80%	80%	80%	TBD	80%	80%

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

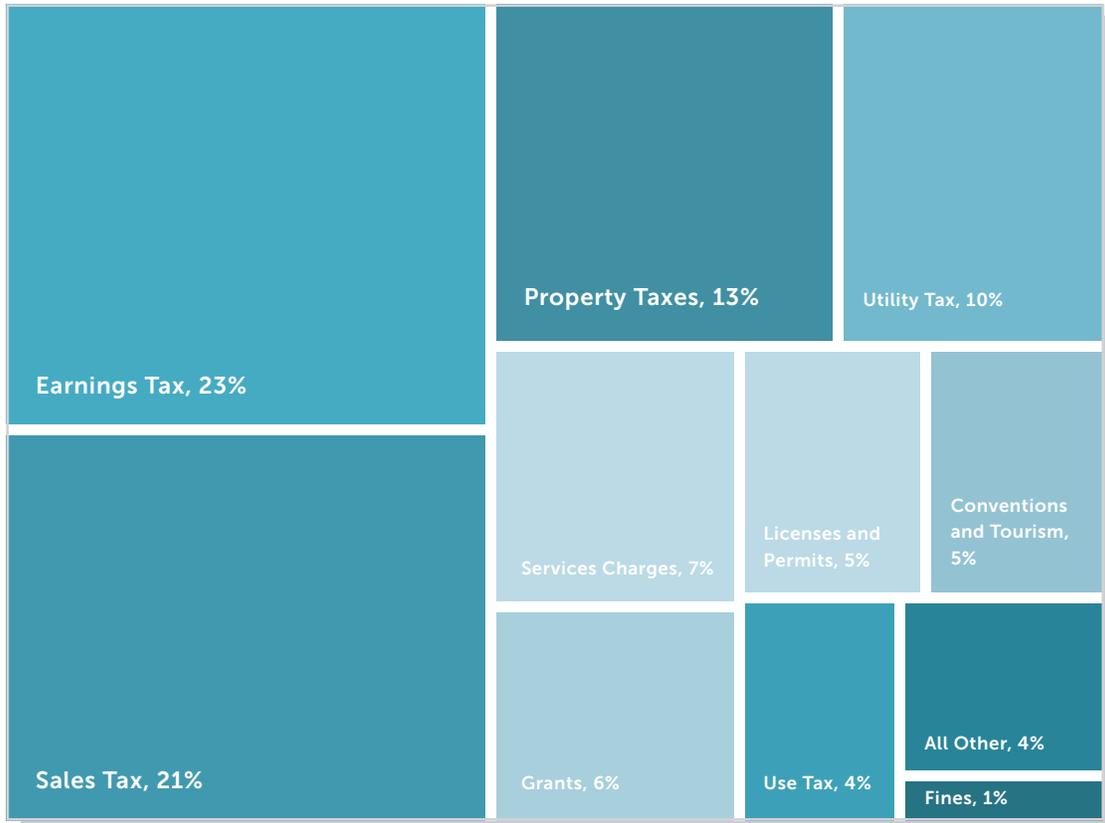
- a. Utilize advertisements, the Annual Capital Improvement Overview, and City-sponsored learning opportunities to increase awareness and response to City-issued Requests for Qualifications/Proposals (RFQ/Ps). (Human Relations)
- b. Update and implement Workforce Strategic Plans on all City and statutory agencies’ projects. (Human Relations)
- c. Develop and implement Community Benefit Agreements and local preference plans for use in City and statutory agency projects. (Human Relations)

Measures of Success	FY16 Actual	FY17 Actual	FY18 Target	FY18 Actual	FY19 Target	FY20 Target
Percent of payments for construction contracts that the City awards annually to minority and/or women-owned (MWBE) businesses	25%	30%	22%	41%	29%	29%
Percent of payments for professional services contracts that the City awards annually to minority and/or women-owned (MWBE) businesses	26%	28%	21%	37%	31%	31%



GOVERNMENTAL ACTIVITIES REVENUES: \$1.061 billion

The City's current revenue structure is diversified and generally sound, drawing upon 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, easing the overall burden on Kansas City's taxpayers.



SALES AND USE TAX: \$266.5 million

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

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 administers the City's sales taxes. The State of Missouri has not issued any statements or guidance on past Wayfair filing, economic nexus policy, notices on reporting requirements, or marketplace facilitators policy. Until such time as the State of Missouri provides definitive guidance, there is uncertainty as to the future of tax collections 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: \$240.3 million

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

Earnings Taxes fund 23 percent of non-enterprise functions, and 42.1 percent of General Fund programs. A potential threat to this important revenue source is Proposition A, which requires earnings tax renewals every five years. Although Kansas City residents overwhelmingly approved in April 2016 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: \$143.2 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 \$30.3 billion.

FRANCHISE FEES: \$105.1 million

Franchise fees are assessments, based upon gross receipts, for electricity, natural gas, water and sewer services, land-line telephone, wireless telephone, cable, and steam utility companies. The City's franchise fees collections are dependent 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 telephone and cable industry), and statutory exemptions.

ECONOMIC INCENTIVE REDIRECTIONS: \$61.2 million

Kansas City has benefitted from revitalization efforts that have been spurred by Tax Increment Financing (TIF) and Super TIF (STIF) agreements. Under these development agreements, the City transfers (redirects) some combination of Economic Activity Taxes (EATS) and Payments in Lieu of Taxes (PILOTS) to reimburse qualified development expenditures. Redirections of revenue are justified by a "but for" test: the development and resulting tax revenue would not have materialized "but for" the use of TIF/STIF. Redirections have nearly tripled in the last 10 years; and in fiscal year 2018-19 they represent 8.6 percent of gross tax revenues.

Revenue Growth Rates for Five-Year Model

Staff recommend the following growth rates for the five-year planning model, based on historical trends and expert opinion:

Earnings: 2.5%	Sales: 2.0%	Property: 2.0%
Franchise Fees: 3.5%	Convention and Tourism: 3.0%	

TAX BURDEN

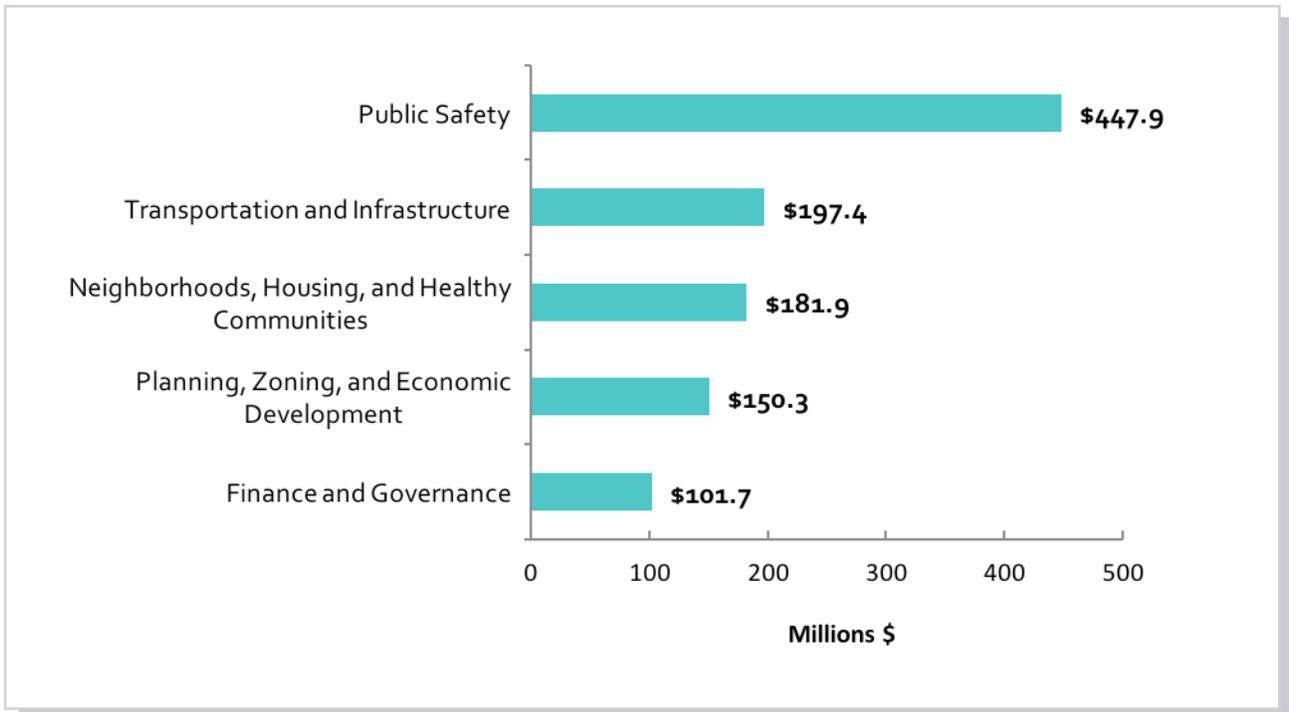
The City's diverse revenue structure spreads the tax burden across businesses, residents, non-residents working in Kansas City, and visitors, each of whom benefit from and consume public services (horizontal equity). Generally, business taxes are low compared to national averages. Kansas City ranks high nationally with regard to state and local combined individual tax burden for most income groups (vertical equity).

After many failed attempts to find equitable and affordable remediation to the high tax burden on the City's most vulnerable population, the Citizens' Commission on Municipal Revenue recommended that policymakers focus investments on improving the quality of life for those at the lowest income levels.

GOVERNMENTAL ACTIVITIES EXPENDITURES: \$1.079 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 Funds.*

Departments are organized by goals within the budget document. The largest category in Governmental Activities is Public Safety, representing more than 42 percent of the total.



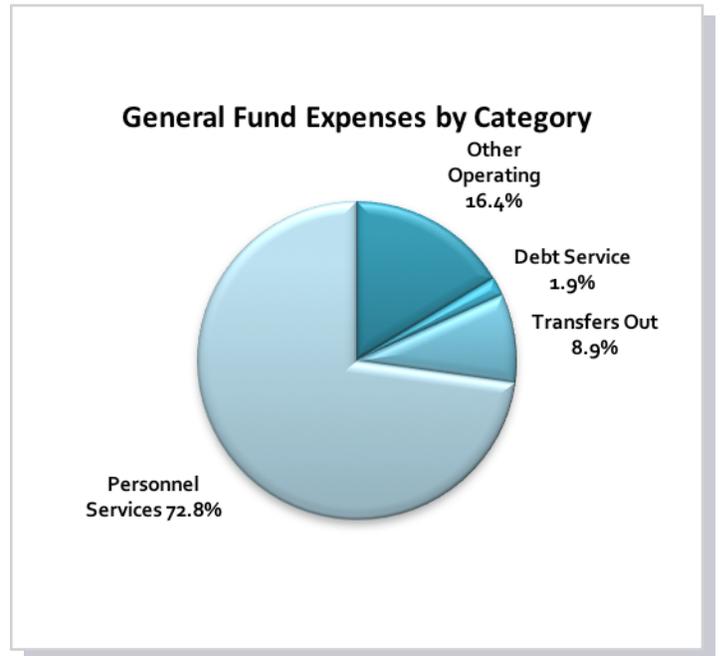
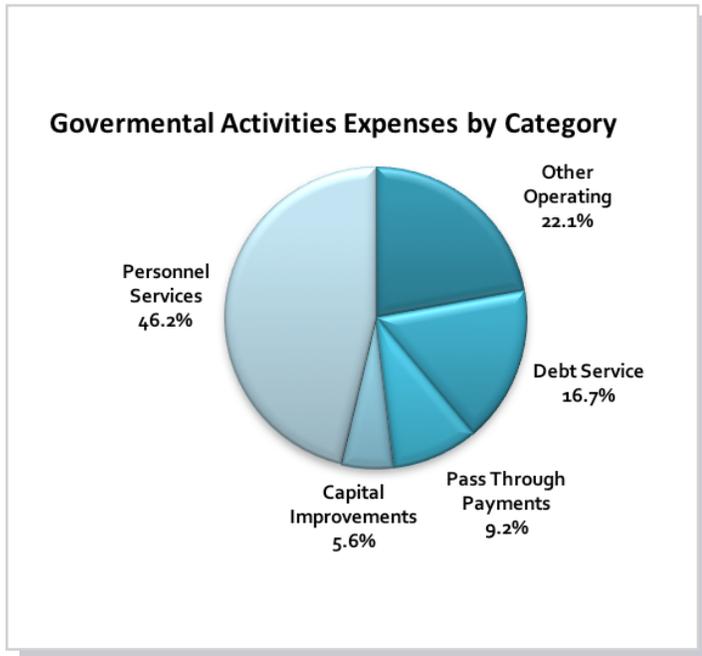
EXPENDITURES BY APPROPRIATION UNIT

Personal Services (wages and benefits) account for 33.4 percent of total expenditures, funding 3,281.5 public safety employees and 1,901.5 non-public safety positions.

GENERAL FUND EXPENDITURES: \$515.8 million plus \$50.4 million in transfers out

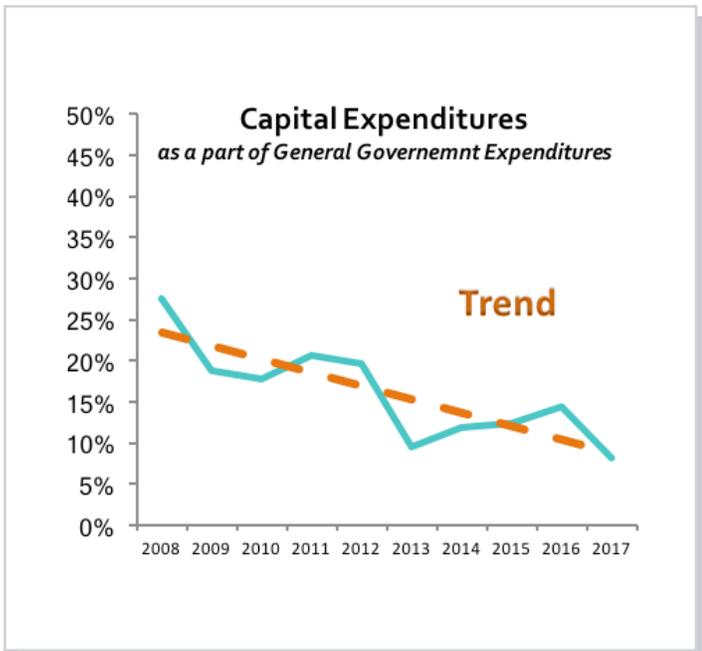
The majority of Public Safety expenditures are budgeted in the City's main operating fund, the General Fund, and where Public Safety comprises more than 76 percent of the total.

In the General Fund, salaries and benefits comprise 72.8 percent of total expenditures. Changes in any of these categories have a significant impact on the City's bottom line.



GOVERNMENTAL ACTIVITIES DEBT SERVICE OVERVIEW: \$180.5 million

Debt Service increased by \$12.5 million in the Adopted FY 2018-19 Budget. Economic Development debt comprises nearly half of the total debt service for Governmental Activities. New budgeted debt in FY 2018-19 includes: \$3.2 million in 2019 GO KC Bond, \$800,000 for the One-IT Project, \$579,000 for new street car vehicles, \$212,000 for Salt Dome improvements, and \$200,000 for 18th and Vine Phase 1.



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.

Kansas City has had too many years of deferred maintenance. Decisions to underfund basic services and

infrastructure mean the City now faces an exponentially growing gap between sources and needs. The FY 2018-19 Budget includes a total of \$60.8 million for capital improvements in Governmental Activities. The trend for capital investment slopes down since 2007. Capital investment as a percentage of total expenditures fell sharply in 2009 and 2013 and has failed to return to the previous levels of 2008, a strong indicator that physical asset deferrals are accruing. The last three years capital expenditures as a percentage of general governmental expenditures have averaged 11.7 percent.

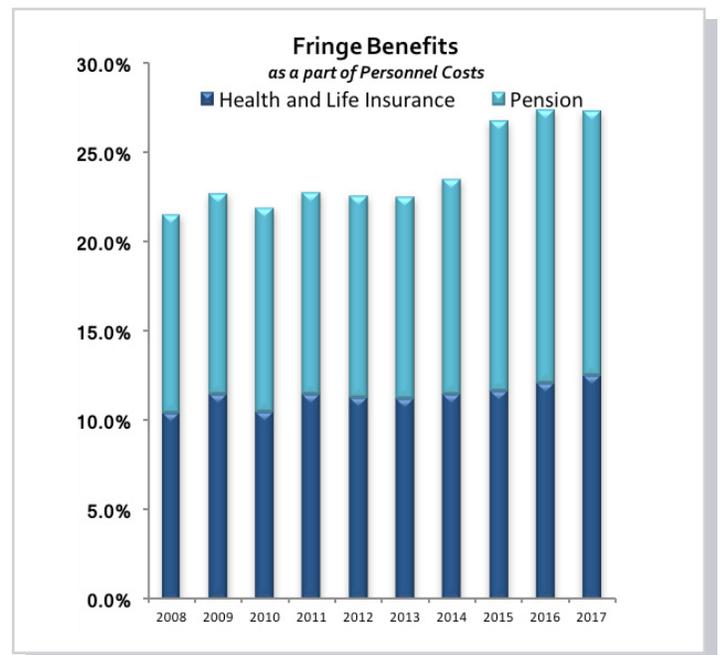
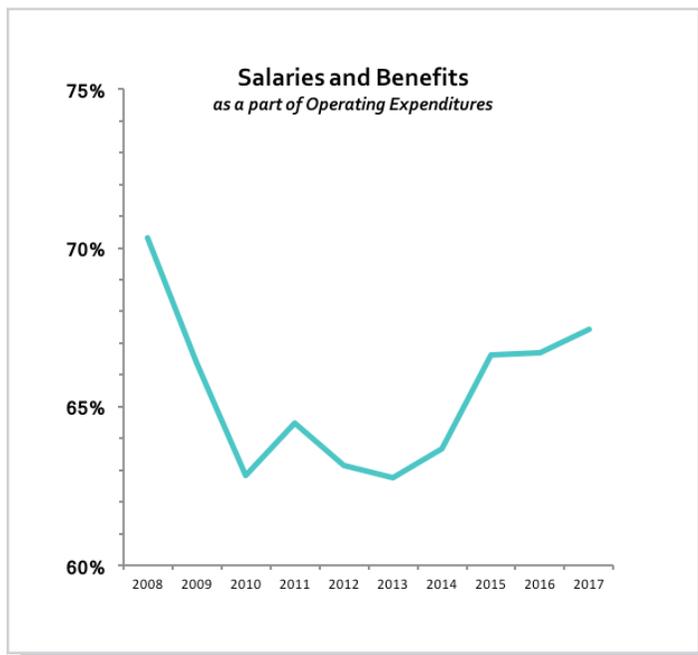
LEGACY COSTS

Salaries

Salaries that grow faster than other expenditures may lead to 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, 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 27.9 percent of salaries and wages. 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.

Expenditure Growth Rates for Five-Year Model

Based on historical trends and negotiated increases, the model uses the following:

Wages increase by projected collective bargaining agreement rates

Operations grow 2% per year

Employer health contributions: 5% per year

Pension costs reflect full funding of Actuarial Determined Contribution (ADC)

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 fiscal sustainability.

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.

Planning: Sustainable organizations first “adopt financial policies that promote long-term stability and link financial considerations to operational decisions” through *planning*¹, with linked goals and objectives. Planning also includes a long-range forecast, such as the five-year forecast model.

Reform: Sustainable organizations “need to reform the budget, moving from an incremental budget to policy-based perspectives such as zero-based budgeting or priority-based budgeting.”² Reform efforts include community input such as Resident Work Sessions. True financial reform efforts also acknowledge and model long-term liabilities, promoting accountability in management.

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

Resiliency: The Government Finance Officers Association (GFOA) defines a financially resilient government as one that “has recovered its financial stability and gone on to implement strategies, control mechanisms, budgeting techniques and early warning systems to make sure it can withstand future financial shocks.”

Finally, “true resiliency balances service levels with available resources; funds reserves, capital and liabilities, and creates a culture that promotes flexibility and responsiveness.”³

Financial Objectives: The 2018-2023 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. Achieve within five years a General Fund Unreserved Fund Balance of at least two months operating expenditures.

2. Incorporate special revenue funds into the Five-Year Financial Plan and set guidelines for each fund or fund type's balance and/or reserve levels.

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

3. Adopt ratios for an optimal mix of infrastructure financing methods that protects the City's investment, minimizes future replacement and maintenance costs, and ensures continued service.
4. Develop a policy to guide the financial actions the City shall take in the event of emergencies, natural disasters, downturns in the economy, or other unexpected events.
5. 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)

6. Seek legislative relief with regard to the five-year renewal of the earnings tax.
7. Ensure that fee-supported services are self-supporting to the extent practicable.
8. Develop an annual tax burden study.
9. Review the City's revenue structure, identify potential new sources of income, and present findings to the Mayor and City Council for consideration.

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

10. Update the City's debt policy and adopt debt issuance target ratios.

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

11. 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

12. Develop multi-year business/strategic plans for each department that meet service goals while staying consistent with financial realities.
13. Link budget allocations to measured service levels.
14. Develop a long-range plan in conjunction with collective bargaining groups to fully fund benefit programs including pension, healthcare, and other post-employment benefits.
15. Address other post-employment benefits liability through either plan design changes, direct funding, or both.

¹ Kevin Knutson, "Getting past the quick fix: on the road to financial resiliency," Government Finance Review, October 2012

² Ibid

³ Ibid

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 2018-19 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 are 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). Wage and benefit costs represent more than two-thirds of overall General Fund spending in the FY 2018-19 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.

2019-2024 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 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary | Scenario Description:

BASELINE

SCENARIO DESCRIPTION: BASELINE

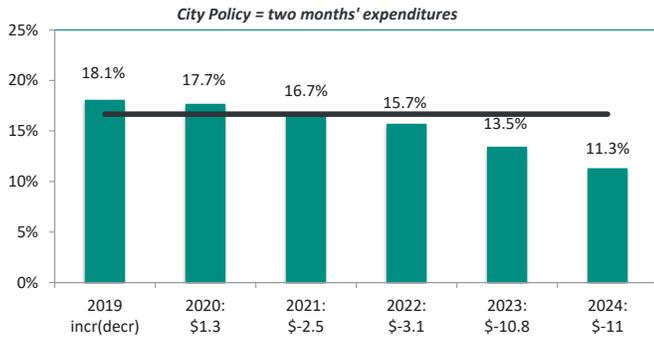
- Assumes FY 2018-19 Adopted Budget plus the following conditions:
- Ground Emergency Medical Transportation (GEMT) revenue increases to \$6 million per year beginning in FY 2019-20
- No new employees throughout forecast period
- Employer contributions to health insurance increase 5.0% per year
- Pension contributions reflect actuarial assumptions
- Includes negotiated and projected increases for collective bargaining and non-represented employees
- Includes Submitted GO KC Bond program and debt payments
- No growth in municipal citation volume
- Includes additional animal shelter operations of \$2.5 million beginning in FY 2020-21
- Does not address deficits in Special Revenue Funds

HIGHLIGHTED SERVICE LEVEL STATISTICS

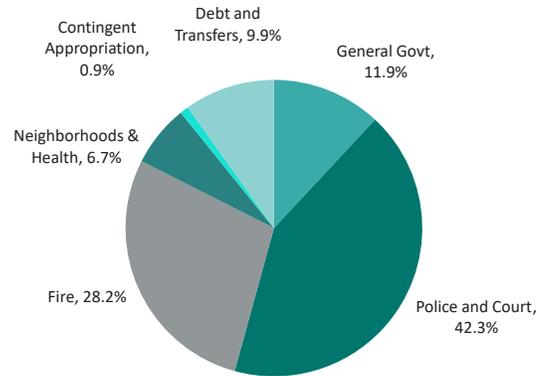
	2019	2020	2021	2022	2023	2024
General Fund structural balance	1.00	1.00	1.00	1.00	.98	.98
target:	1.00	1.00	1.00	1.00	1.00	1.00
Annual Revenue Growth		3.1%	2.0%	2.4%	2.4%	2.3%
Annual Expenditure Growth		2.9%	2.6%	2.5%	3.7%	2.3%
General Fund fund balance	18.1%	17.7%	16.7%	15.7%	13.5%	11.3%
(budget basis) target:	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Public Safety as a percent of General Fund operating	74.8%	75.0%	75.1%	75.2%	75.3%	75.3%
Street Maintenance and Capital						
PAYGO Capital	\$61.4	\$60.7	\$58.4	\$70.6	\$71.7	\$72.3
GOKC Capital	<u>\$60.7</u>	<u>\$41.5</u>	<u>\$39.8</u>	<u>\$34.7</u>	<u>\$30.2</u>	<u>\$30.0</u>
Total	\$122.0	\$102.2	\$98.3	\$105.3	\$101.9	\$102.3

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

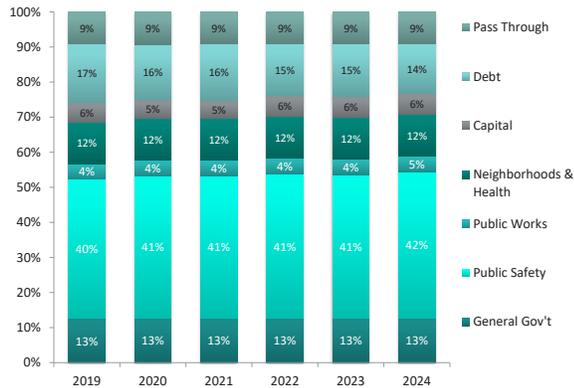
General Fund: Reserves
as a percent of operating expenditures



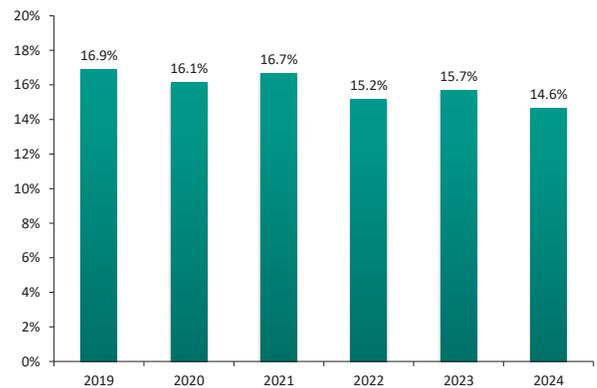
General Fund Operating Expenses: 2024



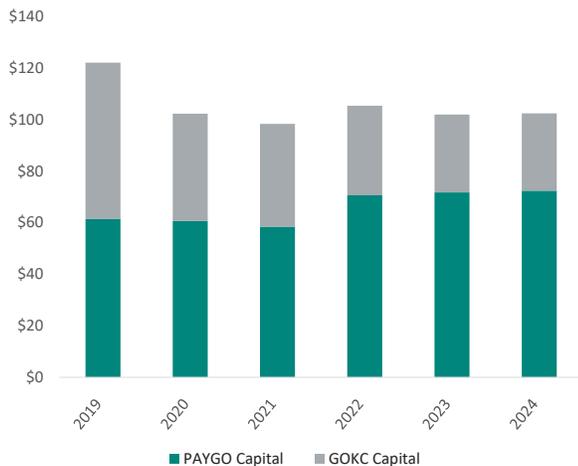
Governmental Activities Funds:
Allocation by Program



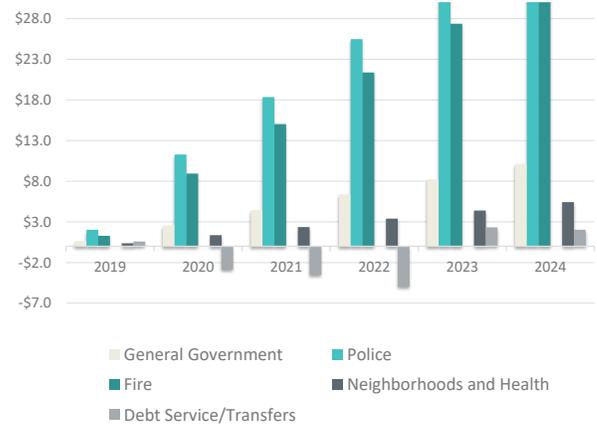
Debt Service
as a percent of Governmental Activities Revenue



Projected Capital and Maintenance Expenditures



General Fund Change from FY 2018-19
Adopted Budget



FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Assumptions

	2019 estimated	<i>Annual</i>				
		2020	2021	2022	2023	2024
Revenue Assumptions						
Budget variance	1.0%					
Earnings Tax						
Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Annual Increase		2.5%	2.5%	2.5%	2.5%	2.5%
Sales Tax						
Rate	2.875%	2.875%	2.875%	2.875%	2.875%	2.875%
Annual Increase		2.0%	2.0%	2.0%	2.0%	2.0%
Property Tax						
Mill Levy	1.6568	1.6568	1.6568	1.6568	1.6568	1.6568
Annual Increase		2.0%	2.0%	2.0%	2.0%	2.0%
Utility Franchise Increase		3.5%	3.5%	3.5%	3.5%	3.5%
Employee Assumptions						
Annual employee additions (deletions)	-	-	-	-	-	-
Total Employees (FTE's) per 1,000 Population						
General Government	10.2	10.1	10.1	10.0	10.0	9.9
Police Uniform	1.4	1.4	1.4	1.4	1.4	1.4
Police Civilian	2.9	2.9	2.9	2.9	2.9	2.8
Municipal Court	1.2	1.2	1.2	1.2	1.2	1.2
Fire Uniform	0.2	0.2	0.2	0.2	0.2	0.2
Fire Civilian	2.4	2.4	2.4	2.4	2.4	2.4
Public Infrastructure	0.3	0.3	0.3	0.3	0.3	0.3
Neighborhoods and Health	0.0	0.0	0.0	0.0	0.0	0.0
	1.7	1.7	1.7	1.6	1.6	1.6

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Assumptions

	2019 estimated	<i>Annual</i>				
		2020	2021	2022	2023	2024
Expenditure Assumptions						
Budget variance	1.0%					
Marginal Cost as a percent of Average Cost		70%	70%	70%	70%	70%
General Government						
Salaries		2.5%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Police						
Salaries		3.7%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Fire						
Salaries		3.7%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Public Works						
Salaries		2.5%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Neighborhoods and Health						
Salaries		2.5%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
New Debt Issues						
General Fund	60,659,128	41,508,712	39,848,296	34,720,000	30,200,000	30,000,000
All Other Governmental Activities Funds	60,659,128	41,508,712	39,848,296	34,720,000	30,200,000	30,000,000
PAYGO Capital Projects						
In-District	24,720,000	25,671,310	26,315,681	26,692,509	27,074,947	27,481,070
Roadways	17,977,552	20,663,433	17,865,633	28,064,488	28,261,488	28,333,988
Buildings	7,076,913	6,400,000	5,900,000	7,400,000	7,900,000	7,900,000
Parks and Recreation	7,050,000	5,500,000	5,500,000	5,500,000	5,500,000	6,000,000
Walkways	563,129	574,392	585,879	597,597	609,549	621,740
Flood Control	-	320,000	320,000	320,000	320,000	320,000
Bridges	3,660,799	1,534,895	1,565,593	1,596,905	1,628,843	1,661,420
Equipment	320,000	-	-	-	-	-

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary

	2019 adopted	2019 estimate	2020	2021	2022	2023	2024
GENERAL FUND							
Revenue							
Earnings Tax	\$258,900,000	\$261,489,000	\$268,026,225	\$274,726,881	\$281,595,053	\$288,634,929	\$295,850,802
Sales Tax	-	-	-	-	-	-	-
Local Use Tax	37,000,000	37,370,000	38,117,400	38,879,748	39,657,343	40,450,490	41,259,500
Property	62,673,183	62,561,004	63,812,224	65,088,469	66,390,238	67,718,043	69,072,403
Utility Franchise	107,164,000	108,235,640	112,023,887	115,944,723	120,002,789	124,202,886	128,549,987
All Other	102,583,852	103,577,151	104,127,213	105,164,513	106,105,494	107,048,289	107,775,602
Redirections	(23,640,606)	(23,640,900)	(22,588,000)	(25,270,700)	(25,309,200)	(25,222,400)	(25,600,900)
Transfers In	21,600,916	21,600,916	21,467,296	22,125,638	22,810,603	23,466,791	24,062,432
Op Scenario: GEMT	-	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Total Revenue	\$566,281,345	\$571,192,810	\$588,986,245	\$600,659,272	\$615,252,319	\$630,299,028	\$644,969,827
Expenditures by Program							
General Government	68,336,313	68,980,416	70,897,065	72,761,857	74,703,673	76,557,454	78,475,082
Police	239,363,319	241,390,328	250,652,835	257,707,104	264,832,451	271,359,884	278,077,121
Fire	153,333,174	154,617,453	162,282,358	168,356,732	174,701,273	180,703,348	186,011,420
Neighborhoods and Health	38,873,145	39,247,627	40,250,859	41,241,557	42,267,664	43,269,478	44,302,341
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Contingent Appropriation	5,360,000	5,360,000	5,635,189	5,745,336	5,884,417	6,028,322	6,169,074
Debt Service	10,503,509	10,503,509	9,163,539	8,860,485	8,450,254	8,362,919	7,132,542
Capital Improvements	-	-	-	-	-	-	-
Transfers Out	50,381,655	50,966,111	48,848,780	48,513,757	47,465,613	54,853,269	55,778,323
Total Expenditures	\$566,151,115	\$571,065,444	\$587,730,625	\$603,186,829	\$618,305,345	\$641,134,674	\$655,945,905
Expenditures by Category							
Salaries	293,761,483	296,699,098	307,191,714	313,335,548	319,602,259	325,994,304	332,514,190
Insurance-Health	51,436,517	51,950,882	54,548,426	57,275,848	60,139,640	63,146,622	66,303,953
Pension	66,918,613	66,918,613	71,902,400	77,206,467	82,668,786	86,772,975	90,152,034
Operating	79,686,570	80,483,436	82,093,104	83,734,967	85,409,666	87,117,859	88,860,216
Other Operating	8,102,768	8,183,796	8,347,472	8,514,421	8,684,709	8,858,404	9,035,572
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Contingent Appropriation	5,360,000	5,360,000	5,635,189	5,745,336	5,884,417	6,028,322	6,169,074
Debt Service	10,503,509	10,503,509	9,163,539	8,860,485	8,450,254	8,362,919	7,132,542
Capital Improvements	-	-	-	-	-	-	-
Transfers Out	50,381,655	50,966,111	48,848,780	48,513,757	47,465,613	54,853,269	55,778,323
Total Expenditures	\$566,151,115	\$571,065,444	\$587,730,625	\$603,186,829	\$618,305,345	\$641,134,674	\$655,945,905
Reserves - General Fund	\$94,043,240	\$94,040,376	\$95,295,996	\$92,768,440	\$89,715,414	\$78,879,768	\$67,903,690
<i>percent of operating expenditures</i>	18.2%	18.1%	17.7%	16.7%	15.7%	13.5%	11.3%

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary

	2019 adopted	2019 estimate	2020	2021	2022	2023	2024
ALL OTHER GOVERNMENTAL ACTIVITIES FUNDS							
Revenue							
Sales and Use Tax	\$167,565,000	\$169,240,650	\$158,900,700	\$162,078,714	\$165,320,288	\$168,626,694	\$171,999,228
Property	80,531,234	80,642,992	82,255,852	83,900,969	85,578,988	87,290,568	89,036,379
Tourism and Leisure	71,000,000	71,710,000	73,861,300	76,077,139	78,359,453	80,710,237	83,131,544
Licenses & Permits	2,353,627	2,377,163	2,389,049	2,400,994	2,412,999	2,425,064	2,437,190
Service Charges	29,544,315	29,839,758	30,138,156	30,439,537	30,743,933	31,051,372	31,361,886
Grants	40,976,347	41,386,110	41,386,110	41,386,110	41,386,110	41,386,110	41,386,110
All Other	39,439,738	39,834,135	39,834,135	39,834,135	39,834,135	39,834,135	39,834,135
Redirections	(11,098,900)	(11,098,900)	(10,867,500)	(11,114,350)	(11,287,800)	(11,561,500)	(11,735,300)
Rental Income	398,452	402,437	402,437	402,437	402,437	402,437	402,437
Transfers In	40,458,990	41,043,446	38,212,820	37,540,098	35,981,766	42,075,031	42,484,170
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Total Revenue	\$461,168,803	\$465,377,791	\$456,513,059	\$462,945,784	\$468,732,310	\$482,240,148	\$490,337,779
Expenditures by Program							
General Government	59,914,395	60,494,070	61,988,736	63,461,162	64,983,291	66,473,529	68,007,458
Police	18,346,205	18,519,781	19,107,516	19,557,733	20,015,749	20,460,937	20,917,326
Fire	16,938,277	17,107,660	17,449,813	17,798,809	18,154,785	18,517,881	18,888,239
Public Works	12,454,688	12,577,909	12,849,579	13,121,745	13,400,701	13,680,954	13,967,720
Neighborhoods and Health	86,304,369	87,133,044	89,404,851	91,628,796	93,934,232	96,177,057	98,490,638
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Debt Service	156,044,677	156,044,677	153,240,478	155,474,463	155,889,581	165,877,037	158,870,845
Capital Improvements	8,246,913	8,246,913	7,070,000	7,070,000	7,070,000	7,070,000	7,570,000
Pass through Programs	99,029,015	100,019,305	102,131,205	104,288,689	106,492,768	108,744,478	111,044,878
Transfers Out	20,222,599	20,222,599	20,061,412	20,691,637	21,347,922	21,974,856	22,540,659
Total Expenditures	\$477,501,138	\$480,365,958	\$483,303,591	\$493,093,035	\$501,289,029	\$518,976,729	\$520,297,762
Expenditures by Category							
Salaries	54,226,682	54,768,949	56,245,773	57,370,688	58,518,102	59,688,464	60,882,233
Insurance-Health	9,537,713	9,633,090	10,114,745	10,620,482	11,151,506	11,709,081	12,294,535
Pension	6,504,906	6,504,906	7,015,948	7,604,565	8,247,190	8,689,413	9,166,745
Operating	55,262,182	55,814,804	56,931,100	58,069,722	59,231,116	60,415,739	61,624,053
Other Operating	68,426,451	69,110,716	70,492,930	71,902,788	73,340,844	74,807,661	76,303,814
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Debt Service	156,044,677	156,044,677	153,240,478	155,474,463	155,889,581	165,877,037	158,870,845
Capital Improvements	8,246,913	8,246,913	7,070,000	7,070,000	7,070,000	7,070,000	7,570,000
Pass through Programs	99,029,015	100,019,305	102,131,205	104,288,689	106,492,768	108,744,478	111,044,878
Transfers Out	20,222,599	20,222,599	20,061,412	20,691,637	21,347,922	21,974,856	22,540,659
Total Expenditures	\$477,501,138	\$480,365,958	\$483,303,591	\$493,093,035	\$501,289,029	\$518,976,729	\$520,297,762

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary

	2019 adopted	2019 estimate	2020	2021	2022	2023	2024
STREETS AND CAPITAL FUNDS							
Revenue							
Sales and Use Tax	\$83,600,000	\$84,436,000	\$82,824,000	\$84,480,480	\$86,170,090	\$87,893,491	\$89,651,361
Property	-	-	-	-	-	-	-
Tourism and Leisure	-	-	-	-	-	-	-
Licenses & Permits	4,504,043	4,549,083	4,571,829	4,594,688	4,617,661	4,640,750	4,663,953
Service Charges	499,135	504,126	509,168	514,259	519,402	524,596	529,842
Grants	18,906,300	19,095,363	19,095,363	19,095,363	19,095,363	19,095,363	19,095,363
All Other	-	-	-	-	-	-	-
Redirections	(11,908,800)	(11,908,800)	(11,507,400)	(10,939,150)	(11,154,400)	(11,373,000)	(11,543,600)
Rental Income	-	-	-	-	-	-	-
Transfers In	17,876,797	17,876,797	18,585,767	18,920,466	19,431,154	19,963,045	20,478,960
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Total Revenue	\$113,477,475	\$114,552,570	\$114,078,726	\$116,666,106	\$118,679,270	\$120,744,245	\$122,875,880
Expenditures by Program							
General Government	2,201,564	2,222,206	2,285,595	2,345,826	2,408,596	2,468,123	2,529,715
Police	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-
Public Works	35,594,164	35,931,571	36,911,876	37,880,824	38,888,895	39,858,268	40,860,756
Neighborhoods and Health	1,814,846	1,831,946	1,882,803	1,934,332	1,988,050	2,039,554	2,092,911
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Pension	-	-	-	-	-	-	-
Debt Service	13,999,105	13,999,105	12,181,904	19,106,572	6,196,209	5,864,302	5,213,498
Capital Improvements	53,121,480	53,121,480	53,594,030	51,359,614	63,483,937	64,630,950	64,748,218
Pass through Programs	-	-	-	-	-	-	-
Transfers Out	8,586,930	8,586,930	8,603,500	8,621,812	8,644,051	7,903,725	7,926,342
Total Expenditures	\$115,318,089	\$115,693,237	\$115,459,707	\$121,248,981	\$121,609,738	\$122,764,922	\$123,371,440
Expenditures by Category							
Salaries	12,986,431	13,116,295	13,444,203	13,713,087	13,987,348	14,267,095	14,552,437
Insurance-Health	3,251,131	3,283,642	3,447,824	3,620,216	3,801,226	3,991,288	4,190,852
Pension	2,095,753	2,095,753	2,268,414	2,469,451	2,691,573	2,846,061	3,013,361
Operating	9,583,163	9,678,995	9,872,575	10,070,026	10,271,427	10,476,855	10,686,392
Other Operating	11,694,096	11,811,037	12,047,258	12,288,203	12,533,967	12,784,646	13,040,339
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Debt Service	13,999,105	13,999,105	12,181,904	19,106,572	6,196,209	5,864,302	5,213,498
Capital Improvements	53,121,480	53,121,480	53,594,030	51,359,614	63,483,937	64,630,950	64,748,218
Pass through Programs	-	-	-	-	-	-	-
Transfers Out	8,586,930	8,586,930	8,603,500	8,621,812	8,644,051	7,903,725	7,926,342
Total Expenditures	\$115,318,089	\$115,693,237	\$115,459,707	\$121,248,981	\$121,609,738	\$122,764,922	\$123,371,440



FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary | Scenario Description:

BALANCED

SCENARIO DESCRIPTION: BALANCED

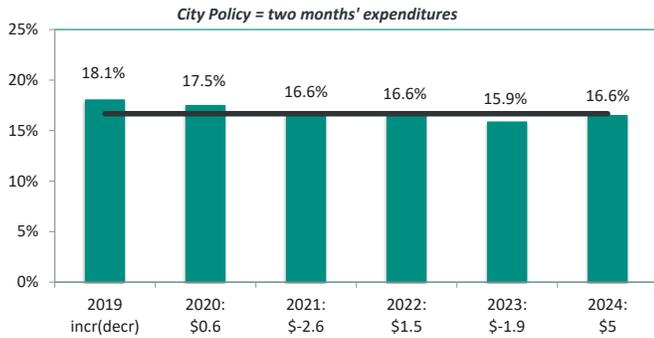
- Includes assumptions of Baseline Scenario plus the following conditions:
- Adds \$3 million in Solid Waste trucks with debt payments beginning in FY 2019-20
- General Fund absorbs projected deficits in the following funds:
 - Fire Sales Tax Fund
 - Health Levy Fund
 - Street Maintenance Fund
- Assumes increased revenues or decreased expenditures to offset anticipated shortfall of \$56.0 million over the forecast period in the General Fund - equivalent to approximately 295 non-public safety positions

HIGHLIGHTED SERVICE LEVEL STATISTICS

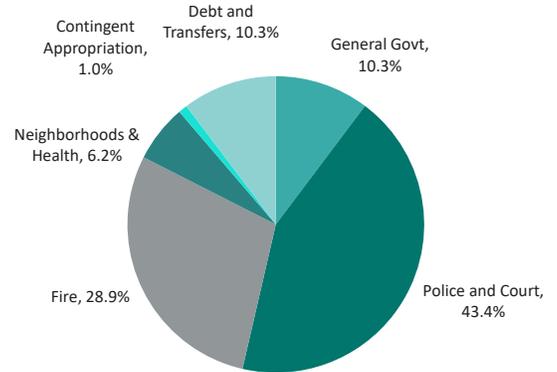
	2019	2020	2021	2022	2023	2024
General Fund structural balance	1.00	1.00	1.00	1.00	1.00	1.01
target:	1.00	1.00	1.00	1.00	1.00	1.00
Annual Revenue Growth		3.1%	1.7%	2.5%	2.5%	2.4%
Annual Expenditure Growth		3.0%	2.2%	1.8%	3.1%	1.3%
General Fund fund balance	18.1%	17.5%	16.6%	16.6%	15.9%	16.6%
(budget basis) target:	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
Public Safety as a percent of General Fund operating	74.8%	75.0%	75.4%	76.1%	76.7%	77.5%
Street Maintenance and Capital						
PAYGO Capital	\$61.4	\$60.7	\$58.4	\$70.6	\$71.7	\$72.3
GOKC Capital	<u>\$60.7</u>	<u>\$41.5</u>	<u>\$39.8</u>	<u>\$34.7</u>	<u>\$30.2</u>	<u>\$30.0</u>
Total	\$122.0	\$102.2	\$98.3	\$105.3	\$101.9	\$102.3

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

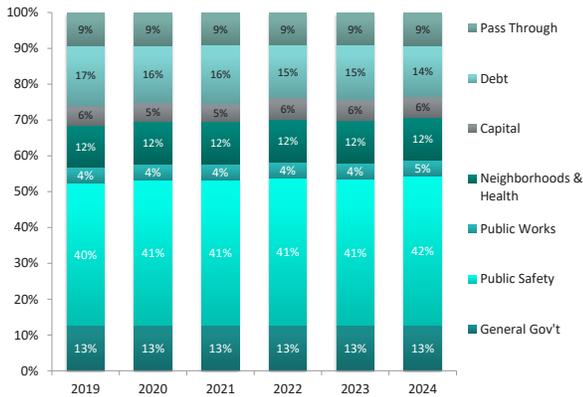
General Fund: Reserves
as a percent of operating expenditures



General Fund Operating Expenses: 2024

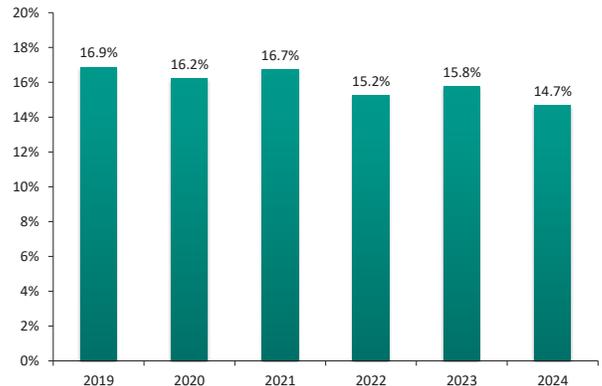


Governmental Activities Funds:
Allocation by Program



Debt Service

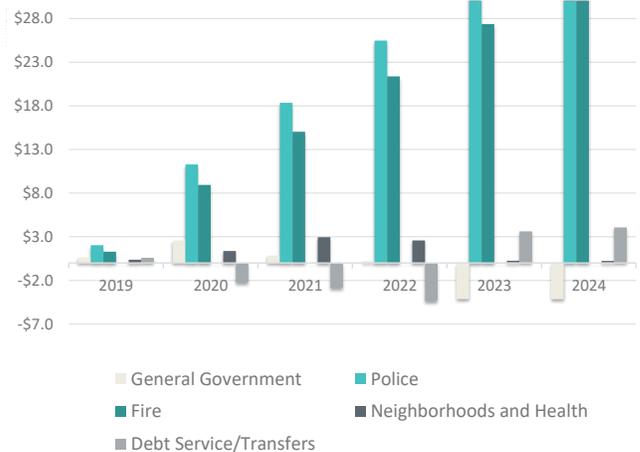
as a percent of Governmental Activities Revenue



Projected Capital and Maintenance Expenditures



General Fund Change from FY 2018-19



FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Assumptions

	2019 estimated	<i>Annual</i>				
		2020	2021	2022	2023	2024
Revenue Assumptions						
Budget variance	1.0%					
Earnings Tax						
Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Annual Increase		2.5%	2.5%	2.5%	2.5%	2.5%
Sales Tax						
Rate	2.875%	2.875%	2.875%	2.875%	2.875%	2.875%
Annual Increase		2.0%	2.0%	2.0%	2.0%	2.0%
Property Tax						
Mill Levy	1.6568	1.6568	1.6568	1.6568	1.6568	1.6568
Annual Increase		2.0%	2.0%	2.0%	2.0%	2.0%
Utility Franchise Increase		3.5%	3.5%	3.5%	3.5%	3.5%
Employee Assumptions						
Annual employee additions (deletions)	-	-	-	-	-	-
Total Employees (FTE's) per 1,000 Population						
General Government	10.2	10.1	10.1	10.0	10.0	9.9
Police Uniform	1.4	1.4	1.4	1.4	1.4	1.4
Police Civilian	2.9	2.9	2.9	2.9	2.9	2.8
Municipal Court	1.2	1.2	1.2	1.2	1.2	1.2
Fire Uniform	0.2	0.2	0.2	0.2	0.2	0.2
Fire Civilian	2.4	2.4	2.4	2.4	2.4	2.4
Public Infrastructure	0.3	0.3	0.3	0.3	0.3	0.3
Neighborhoods and Health	0.0	0.0	0.0	0.0	0.0	0.0
	1.7	1.7	1.7	1.6	1.6	1.6

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Assumptions

	2019 estimated	<i>Annual</i>				
		2020	2021	2022	2023	2024
Expenditure Assumptions						
Budget variance	1.0%					
Marginal Cost as a percent of Average Cost		70%	70%	70%	70%	70%
General Government						
Salaries		2.5%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Police						
Salaries		3.7%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Fire						
Salaries		3.7%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Public Works						
Salaries		2.5%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Neighborhoods and Health						
Salaries		2.5%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
New Debt Issues						
General Fund	60,659,128	44,508,712	39,848,296	34,720,000	30,200,000	30,000,000
All Other Governmental Activities Funds		3,000,000	-	-	-	-
	60,659,128	41,508,712	39,848,296	34,720,000	30,200,000	30,000,000
PAYGO Capital Projects						
In-District	61,048,393	60,664,030	58,052,786	70,171,499	71,294,827	72,318,218
Roadways	24,720,000	25,671,310	26,315,681	26,692,509	27,074,947	27,481,070
Buildings	17,977,552	20,663,433	17,865,633	28,064,488	28,261,488	28,333,988
Parks and Recreation	7,076,913	6,400,000	5,900,000	7,400,000	7,900,000	7,900,000
Walkways	7,050,000	5,500,000	5,500,000	5,500,000	5,500,000	6,000,000
Flood Control	563,129	574,392	585,879	597,597	609,549	621,740
Bridges	-	320,000	320,000	320,000	320,000	320,000
Equipment	3,660,799	1,534,895	1,565,593	1,596,905	1,628,843	1,661,420
	320,000	-	-	-	-	-

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary

	2019 adopted	2019 estimate	2020	2021	2022	2023	2024
GENERAL FUND							
Revenue							
Earnings Tax	\$258,900,000	\$261,489,000	\$268,026,225	\$274,726,881	\$281,595,053	\$288,634,929	\$295,850,802
Sales Tax	-	-	-	-	-	-	-
Local Use Tax	37,000,000	37,370,000	38,117,400	38,879,748	39,657,343	40,450,490	41,259,500
Property	62,673,183	62,561,004	63,812,224	65,088,469	66,390,238	67,718,043	69,072,403
Utility Franchise	107,164,000	108,235,640	112,023,887	115,944,723	120,002,789	124,202,886	128,549,987
All Other	102,583,852	103,577,151	104,127,213	105,144,861	106,083,506	107,162,137	108,158,932
Redirections	(23,640,606)	(23,640,900)	(22,588,000)	(25,270,700)	(25,309,200)	(25,222,400)	(25,600,900)
Transfers In	21,600,916	21,600,916	21,467,296	22,125,638	22,810,603	23,466,791	24,062,432
Op Scenario: GEMT	-	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Op Scenario: Trf fr Health Levy	-	-	-	(1,662,880)	(1,344,960)	(1,165,665)	(920,980)
Total Revenue	\$566,281,345	\$571,192,810	\$588,986,245	\$598,976,741	\$613,885,371	\$629,247,210	\$644,432,176
Expenditures by Program							
General Government	68,336,313	68,980,416	70,897,065	72,761,857	74,703,673	76,557,454	78,475,082
Police	239,363,319	241,390,328	250,652,835	257,707,104	264,832,451	271,359,884	278,077,121
Fire	153,333,174	154,617,453	162,282,358	168,356,732	174,701,273	180,703,348	186,011,420
Neighborhoods and Health	38,873,145	39,247,627	40,250,859	41,241,557	42,267,664	43,269,478	44,302,341
Op Scenario: Street Maint.	-	-	-	-	-	622,629	1,375,707
Op Scenario: Animal Shelter	-	-	-	2,500,000	2,500,000	2,500,000	2,500,000
Op Scenario: Fire Sales Tax	-	-	-	740,466	450,372	5,186,620	997,887
Op Scenario: To Balance	-	-	-	(5,500,000)	(9,500,000)	(19,000,000)	(22,000,000)
Contingent Appropriation	5,360,000	5,360,000	5,635,189	5,745,140	5,884,197	6,029,461	6,172,907
Debt Service	10,503,509	10,503,509	9,818,603	9,515,549	9,105,318	9,017,983	7,787,606
Capital Improvements	-	-	-	-	-	-	-
Transfers Out	50,381,655	50,966,111	48,848,780	48,513,757	47,465,613	54,853,269	55,778,323
Total Expenditures	\$566,151,115	\$571,065,444	\$588,385,688	\$601,582,162	\$612,410,560	\$631,100,125	\$639,478,396
Expenditures by Category							
Salaries	293,761,483	296,699,098	307,191,714	313,335,548	319,602,259	325,994,304	332,514,190
Insurance-Health	51,436,517	51,950,882	54,548,426	57,275,848	60,139,640	63,146,622	66,303,953
Pension	66,918,613	66,918,613	71,902,400	77,206,467	82,668,786	86,772,975	90,152,034
Operating	79,686,570	80,483,436	82,093,104	83,734,967	85,409,666	87,117,859	88,860,216
Other Operating	8,102,768	8,183,796	8,347,472	8,514,421	8,684,709	8,858,404	9,035,572
Op Scenario: Street Maint.	-	-	-	-	-	622,629	1,375,707
Op Scenario: Animal Shelter	-	-	-	2,500,000	2,500,000	2,500,000	2,500,000
Op Scenario: Fire Sales Tax	-	-	-	740,466	450,372	5,186,620	997,887
Op Scenario: To Balance	-	-	-	(5,500,000)	(9,500,000)	(19,000,000)	(22,000,000)
Contingent Appropriation	5,360,000	5,360,000	5,635,189	5,745,140	5,884,197	6,029,461	6,172,907
Debt Service	10,503,509	10,503,509	9,818,603	9,515,549	9,105,318	9,017,983	7,787,606
Capital Improvements	-	-	-	-	-	-	-
Transfers Out	50,381,655	50,966,111	48,848,780	48,513,757	47,465,613	54,853,269	55,778,323
Total Expenditures	\$566,151,115	\$571,065,444	\$588,385,688	\$601,582,162	\$612,410,560	\$631,100,125	\$639,478,396
Reserves - General Fund	\$94,043,240	\$94,040,376	\$94,640,932	\$92,035,511	\$93,510,322	\$91,657,406	\$96,611,187
<i>percent of operating expenditures</i>	<i>18.2%</i>	<i>18.1%</i>	<i>17.5%</i>	<i>16.6%</i>	<i>16.6%</i>	<i>15.9%</i>	<i>16.6%</i>

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary

	2019 adopted	2019 estimate	2020	2021	2022	2023	2024
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ALL OTHER GOVERNMENTAL ACTIVITIES FUNDS

Revenue

Sales and Use Tax	\$167,565,000	\$169,240,650	\$158,900,700	\$162,078,714	\$165,320,288	\$168,626,694	\$171,999,228
Property	80,531,234	80,642,992	82,255,852	83,900,969	85,578,988	87,290,568	89,036,379
Tourism and Leisure	71,000,000	71,710,000	73,861,300	76,077,139	78,359,453	80,710,237	83,131,544
Licenses & Permits	2,353,627	2,377,163	2,389,049	2,400,994	2,412,999	2,425,064	2,437,190
Service Charges	29,544,315	29,839,758	30,138,156	30,439,537	30,743,933	31,051,372	31,361,886
Grants	40,976,347	41,386,110	41,386,110	41,386,110	41,386,110	41,386,110	41,386,110
All Other	39,439,738	39,834,135	39,834,135	39,834,135	39,834,135	39,834,135	39,834,135
Redirections	(11,098,900)	(11,098,900)	(10,867,500)	(11,114,350)	(11,287,800)	(11,561,500)	(11,735,300)
Rental Income	398,452	402,437	402,437	402,437	402,437	402,437	402,437
Transfers In	40,458,990	41,043,446	38,212,820	37,540,098	35,981,766	42,075,031	42,484,170
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-

Total Revenue	\$461,168,803	\$465,377,791	\$456,513,059	\$462,945,784	\$468,732,310	\$482,240,148	\$490,337,779
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Expenditures by Program

General Government	59,914,395	60,494,070	61,988,736	63,461,162	64,983,291	66,473,529	68,007,458
Police	18,346,205	18,519,781	19,107,516	19,557,733	20,015,749	20,460,937	20,917,326
Fire	16,938,277	17,107,660	17,449,813	17,798,809	18,154,785	18,517,881	18,888,239
Public Works	12,454,688	12,577,909	12,849,579	13,121,745	13,400,701	13,680,954	13,967,720
Neighborhoods and Health	86,304,369	87,133,044	89,404,851	91,628,796	93,934,232	96,177,057	98,490,638
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Debt Service	156,044,677	156,044,677	153,240,478	155,474,463	155,889,581	165,877,037	158,870,845
Capital Improvements	8,246,913	8,246,913	7,070,000	7,070,000	7,070,000	7,070,000	7,570,000
Pass through Programs	99,029,015	100,019,305	102,131,205	104,288,689	106,492,768	108,744,478	111,044,878
Transfers Out	20,222,599	20,222,599	20,061,412	20,691,637	21,347,922	21,974,856	22,540,659

Total Expenditures	\$477,501,138	\$480,365,958	\$483,303,591	\$493,093,035	\$501,289,029	\$518,976,729	\$520,297,762
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Expenditures by Category

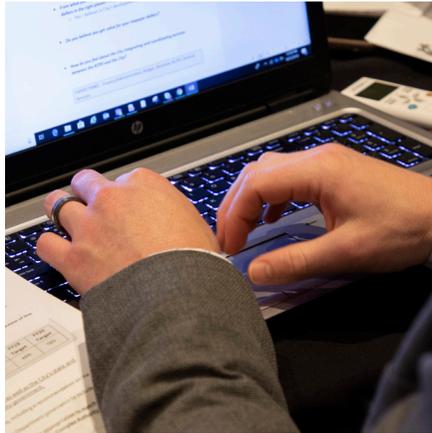
Salaries	54,226,682	54,768,949	56,245,773	57,370,688	58,518,102	59,688,464	60,882,233
Insurance-Health	9,537,713	9,633,090	10,114,745	10,620,482	11,151,506	11,709,081	12,294,535
Pension	6,504,906	6,504,906	7,015,948	7,604,565	8,247,190	8,689,413	9,166,745
Operating	55,262,182	55,814,804	56,931,100	58,069,722	59,231,116	60,415,739	61,624,053
Other Operating	68,426,451	69,110,716	70,492,930	71,902,788	73,340,844	74,807,661	76,303,814
Op Scenario:	-	-	-	-	-	-	-
Op Scenario:	-	-	-	-	-	-	-
Debt Service	156,044,677	156,044,677	153,240,478	155,474,463	155,889,581	165,877,037	158,870,845
Capital Improvements	8,246,913	8,246,913	7,070,000	7,070,000	7,070,000	7,070,000	7,570,000
Pass through Programs	99,029,015	100,019,305	102,131,205	104,288,689	106,492,768	108,744,478	111,044,878
Transfers Out	20,222,599	20,222,599	20,061,412	20,691,637	21,347,922	21,974,856	22,540,659

Total Expenditures	\$477,501,138	\$480,365,958	\$483,303,591	\$493,093,035	\$501,289,029	\$518,976,729	\$520,297,762
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FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Five-Year Forecast Summary

	2019 adopted	2019 estimate	2020	2021	2022	2023	2024
STREETS AND CAPITAL FUNDS							
Revenue							
Sales and Use Tax	\$83,600,000	\$84,436,000	\$82,824,000	\$84,480,480	\$86,170,090	\$87,893,491	\$89,651,361
Property	-	-	-	-	-	-	-
Tourism and Leisure	-	-	-	-	-	-	-
Licenses & Permits	4,504,043	4,549,083	4,571,829	4,594,688	4,617,661	4,640,750	4,663,953
Service Charges	499,135	504,126	509,168	514,259	519,402	524,596	529,842
Grants	18,906,300	19,095,363	19,095,363	19,095,363	19,095,363	19,095,363	19,095,363
All Other	-	-	-	-	-	-	-
Redirections	(11,908,800)	(11,908,800)	(11,507,400)	(10,939,150)	(11,154,400)	(11,373,000)	(11,543,600)
Rental Income	-	-	-	-	-	-	-
Transfers In	17,876,797	17,876,797	18,585,767	18,920,466	19,431,154	19,963,045	20,478,960
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Total Revenue	\$113,477,475	\$114,552,570	\$114,078,726	\$116,666,106	\$118,679,270	\$120,744,245	\$122,875,880
Expenditures by Program							
General Government	2,201,564	2,222,206	2,285,595	2,345,826	2,408,596	2,468,123	2,529,715
Police	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-
Public Works	35,594,164	35,931,571	36,911,876	37,880,824	38,888,895	39,858,268	40,860,756
Neighborhoods and Health	1,814,846	1,831,946	1,882,803	1,934,332	1,988,050	2,039,554	2,092,911
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Pension	-	-	-	-	-	-	-
Debt Service	13,999,105	13,999,105	12,181,904	19,106,572	6,196,209	5,864,302	5,213,498
Capital Improvements	53,121,480	53,121,480	53,594,030	51,359,614	63,483,937	64,630,950	64,748,218
Pass through Programs	-	-	-	-	-	-	-
Transfers Out	8,586,930	8,586,930	8,603,500	8,621,812	8,644,051	7,903,725	7,926,342
Total Expenditures	\$115,318,089	\$115,693,237	\$115,459,707	\$121,248,981	\$121,609,738	\$122,764,922	\$123,371,440
Expenditures by Category							
Salaries	12,986,431	13,116,295	13,444,203	13,713,087	13,987,348	14,267,095	14,552,437
Insurance-Health	3,251,131	3,283,642	3,447,824	3,620,216	3,801,226	3,991,288	4,190,852
Pension	2,095,753	2,095,753	2,268,414	2,469,451	2,691,573	2,846,061	3,013,361
Operating	9,583,163	9,678,995	9,872,575	10,070,026	10,271,427	10,476,855	10,686,392
Other Operating	11,694,096	11,811,037	12,047,258	12,288,203	12,533,967	12,784,646	13,040,339
Op Scenario: Initiative 1	-	-	-	-	-	-	-
Op Scenario: Initiative 2	-	-	-	-	-	-	-
Debt Service	13,999,105	13,999,105	12,181,904	19,106,572	6,196,209	5,864,302	5,213,498
Capital Improvements	53,121,480	53,121,480	53,594,030	51,359,614	63,483,937	64,630,950	64,748,218
Pass through Programs	-	-	-	-	-	-	-
Transfers Out	8,586,930	8,586,930	8,603,500	8,621,812	8,644,051	7,903,725	7,926,342
Total Expenditures	\$115,318,089	\$115,693,237	\$115,459,707	\$121,248,981	\$121,609,738	\$122,764,922	\$123,371,440



SPECIAL REVENUE FUNDS

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Convention and Tourism Funds*: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Includes Municipal Auditorium roof repair of \$1.1 million per Ordinance No. 180465
- Includes a new Bartle Hall Kitchen of \$2 million in FY 2019-20

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Convention & Tourism Taxes (C&T)						
Hotel/Motel Tax	\$ 28,000,000	\$ 28,840,000	\$ 29,705,200	\$ 30,596,356	\$ 31,514,247	\$ 32,459,674
Restaurant Tax	27,500,000	28,325,000	29,174,750	30,049,993	30,951,492	31,880,037
C&T Redirections						
Hotel/Motel - Contra	(3,807,800)	(3,693,600)	(5,620,850)	(5,874,200)	(6,097,400)	(6,188,900)
Restaurant - Contra	(3,395,300)	(3,747,100)	(4,130,100)	(4,090,900)	(4,218,000)	(4,281,300)
Service Charges						
All Other	300,000	300,000	300,000	300,000	300,000	300,000
Grants	2,047,730	2,047,730	2,047,730	2,047,730	2,047,730	2,047,730
Interest & Rental Income	8,680,155	8,807,497	8,939,610	9,073,704	9,209,809	9,347,956
Total Revenue	\$59,324,785	\$60,879,527	\$60,416,340	\$62,102,682	\$63,707,878	\$65,565,197
Transfers In	24,204,700	24,677,900	25,144,650	26,059,093	26,833,492	27,698,737
Expenses						
Expenditures by Category						
Wages	\$ 4,643,257	\$ 4,736,122	\$ 4,830,845	\$ 4,927,461	\$ 5,026,011	\$ 5,126,531
Insurance - Health	946,913	994,259	1,043,972	1,096,170	1,150,979	1,208,528
Pension	604,337	654,126	712,098	776,149	820,698	868,941
Contractual Services	16,006,837	16,270,942	16,540,330	16,815,105	17,095,376	17,381,252
Commodities	537,642	548,395	559,363	570,550	581,961	593,600
Capital Outlay	504,000	2,504,000	504,000	504,000	504,000	504,000
Pass Through Payments	9,716,000	10,007,480	10,307,704	10,616,936	10,935,444	11,263,507
Debt Service						
16 DS-ADA Compliance	719,015	717,790	719,757	718,240	718,295	717,382
16 DS-PS Upgrade	9,615	9,616	9,616	9,616	9,616	9,616
Municipal Auditorium	369,632	370,382	366,032	366,133	365,633	366,601
Bartle Hall Expansion	21,890,698	20,832,078	21,196,430	21,863,316	22,549,035	23,243,365
DS-Convention Center Hotel	2,734,965	2,634,975	2,634,504	2,635,060	2,636,900	2,635,210
Total Expenditures	\$ 58,682,911	\$ 60,280,165	\$ 59,424,650	\$ 60,898,737	\$ 62,393,947	\$ 63,918,533
Transfers Out	26,629,837	27,153,540	27,671,803	28,638,788	29,466,782	30,386,692
Reserves - Conv. and Tour. Funds	\$ 3,694,277	\$ 1,818,000	\$ 282,537	\$ (1,093,213)	\$ (2,412,571)	\$ (3,453,862)

* includes Convention and Tourism Fund (2360) and Convention and Sports Complex Fund (5370)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Convention and Tourism Funds*: **BALANCED**

- Includes assumptions of Baseline Scenario plus the following conditions:
- Restricts growth of Convention Center operations to two percent per year from FY 2017-18 Actuals

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Convention & Tourism Taxes (C&T)						
Hotel/Motel Tax	\$ 28,000,000	\$ 28,840,000	\$ 29,705,200	\$ 30,596,356	\$ 31,514,247	\$ 32,459,674
Restaurant Tax	27,500,000	28,325,000	29,174,750	30,049,993	30,951,492	31,880,037
C&T Redirections						
Hotel/Motel - Contra	(3,807,800)	(3,693,600)	(5,620,850)	(5,874,200)	(6,097,400)	(6,188,900)
Restaurant - Contra	(3,395,300)	(3,747,100)	(4,130,100)	(4,090,900)	(4,218,000)	(4,281,300)
Service Charges						
All Other	300,000	300,000	300,000	300,000	300,000	300,000
Grants	2,047,730	2,047,730	2,047,730	2,047,730	2,047,730	2,047,730
Interest & Rental Income	8,680,155	8,807,497	8,939,610	9,073,704	9,209,809	9,347,956
Total Revenue	\$59,324,785	\$60,879,527	\$60,416,340	\$62,102,682	\$63,707,878	\$65,565,197
Transfers In	24,204,700	24,677,900	25,144,650	26,059,093	26,833,492	27,698,737
Expenses						
Expenditures by Category						
Wages	\$ 4,310,166	\$ 4,396,369	\$ 4,484,297	\$ 4,573,983	\$ 4,665,462	\$ 4,758,772
Insurance - Health	790,352	829,869	871,363	914,931	960,678	1,008,711
Pension	513,412	555,710	604,960	659,375	697,221	738,206
Contractual Services	16,006,837	16,270,942	16,540,330	16,815,105	17,095,376	17,381,252
Commodities	537,642	548,395	559,363	570,550	581,961	593,600
Capital Outlay	504,000	2,504,000	504,000	504,000	504,000	504,000
Pass Through Payments	9,716,000	10,007,480	10,307,704	10,616,936	10,935,444	11,263,507
Debt Service						
16 DS-ADA Compliance	719,015	717,790	719,757	718,240	718,295	717,382
16 DS-PS Upgrade	9,615	9,616	9,616	9,616	9,616	9,616
Municipal Auditorium	369,632	370,382	366,032	366,133	365,633	366,601
Bartle Hall Expansion	21,890,698	20,832,078	21,196,430	21,863,316	22,549,035	23,243,365
DS-Convention Center Hotel	2,734,965	2,634,975	2,634,504	2,635,060	2,636,900	2,635,210
Total Expenditures	\$ 58,102,334	\$ 59,677,607	\$ 58,798,356	\$ 60,247,244	\$ 61,719,620	\$ 63,220,222
Transfers Out	26,629,837	27,153,540	27,671,803	28,638,788	29,466,782	30,386,692
Reserves - Conv. and Tour. Funds	\$ 4,274,854	\$ 3,001,135	\$ 2,091,966	\$ 1,367,708	\$ 722,677	\$ 379,697

* includes Convention and Tourism Fund (2360) and Convention and Sports Complex Fund (5370)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Fire Sales Tax Fund: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Does not include additional fleet replacement

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$20,900,000	\$21,318,000	\$21,744,360	\$22,179,247	\$22,622,832	\$23,075,289
Sales Tax - Contra	(2,886,900)	(3,006,600)	(2,871,700)	(2,500,900)	(2,752,200)	(2,793,483)
All Other	-	-	-	-	-	-
Local Use Tax	3,500,000	3,552,500	3,605,788	3,659,874	3,714,772	3,770,494
Grants	51,570	51,570	51,570	51,570	51,570	51,570
Service Charges	186,227	191,814	197,568	203,495	209,600	215,888
Total Revenue	\$21,750,897	\$22,107,284	\$22,727,586	\$23,593,287	\$23,846,575	\$24,319,758
Transfers In	-	-	-	-	-	-
Expenses						
Expenditures by Category						
Wages	\$0	-	-	-	-	-
Insurance-Health	\$0	-	-	-	-	-
Pension	\$0	-	-	-	-	-
Contractual Services	\$12,628,672	12,881,245	13,138,870	13,401,648	13,669,681	13,943,074
Commodities	\$4,774,405	4,869,893	4,967,291	5,066,637	5,167,970	5,271,329
Capital Outlay	\$35,200	35,200	35,200	35,200	35,200	35,200
Debt Service	\$0	-	-	-	-	-
07 Ls Prch Fire Apparatus	\$0	-	-	-	-	-
14 Ls Prch Fire Apparatus	\$260,105	260,105	260,104	-	-	-
16 DS Ambulance Remount	\$579,240	581,740	581,740	-	-	-
16 DS Fire Fleet 10 yr	\$1,437,192	1,797,152	1,797,152	1,797,152	1,797,152	1,797,152
16 DS Fire Fleet 7yr	\$2,036,083	2,743,022	2,743,022	2,743,022	7,363,192	-
Total Expenditures	\$21,750,897	\$23,168,358	\$23,523,379	\$23,043,659	\$28,033,194	\$21,046,755
Transfers Out	-	-	-	-	-	-
Reserves - Fire Sales Tax Fund	\$ 1,120,386	\$ 59,312	\$ (736,482)	\$ (186,853)	\$ (4,373,473)	\$ (1,100,470)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Fire Sales Tax Fund: **BALANCED**

- Includes assumptions of Baseline Scenario plus the following conditions:
- Includes new fleet replacement of \$20 million beginning in FY 2023-24
- Includes Transfer from the General Fund of \$7.4 million over five years due to projected deficits

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$ 20,900,000	\$ 21,318,000	\$ 21,744,360	\$ 22,179,247	\$ 22,622,832	\$ 23,075,289
Sales Tax - Contra	(2,886,900)	(3,006,600)	(2,871,700)	(2,500,900)	(2,752,200)	(2,793,483)
All Other	-	-	-	-	-	-
Local Use Tax	3,500,000	3,552,500	3,605,788	3,659,874	3,714,772	3,770,494
Grants	51,570	51,570	51,570	51,570	51,570	51,570
Service Charges	186,227	191,814	197,568	203,495	209,600	215,888
Total Revenue	\$21,750,897	\$22,107,284	\$22,727,586	\$23,593,287	\$23,846,575	\$24,319,758
Transfers In	-	-	740,466	450,372	5,186,620	997,887
Expenses						
Expenditures by Category						
Wages	\$0	-	-	-	-	-
Insurance-Health	\$0	-	-	-	-	-
Pension	\$0	-	-	-	-	-
Contractual Services	\$12,628,672	12,881,245	13,138,870	13,401,648	13,669,681	13,943,074
Commodities	4,774,405	4,869,893	4,967,291	5,066,637	5,167,970	5,271,329
Capital Outlay	35,200	35,200	35,200	35,200	35,200	35,200
Debt Service	\$0	-	-	-	-	-
07 Ls Prch Fire Apparatus	-	-	-	-	-	-
14 Ls Prch Fire Apparatus	\$260,105	260,105	260,104	-	-	-
16 DS Ambulance Remount	\$579,240	581,740	581,740	-	-	-
16 DS Fire Fleet 10 yr	\$1,437,192	1,797,152	1,797,152	1,797,152	1,797,152	1,797,152
16 DS Fire Fleet 7yr	\$2,036,083	2,743,022	2,743,022	2,743,022	7,363,192	-
New: Fire Fleet 7-yr	\$0	-	-	-	-	3,270,890
New: Ambulance Replacement	\$0	-	-	1,000,000	1,000,000	1,000,000
Total Expenditures	\$21,750,897	\$23,168,358	\$23,523,379	\$24,043,659	\$29,033,194	\$25,317,645
Transfers Out	-	-	-	-	-	-
Reserves - Fire Sales Tax Fund	\$ 1,116,401	\$ 55,328	\$ -	\$ -	\$ -	\$ -

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Health Levy Fund: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Maintains safety net providers at FY 2018-19 funding levels in the Health Levy Fund due to projected increases for ambulance services

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Property Taxes	\$ 54,620,192	\$ 55,712,596	\$ 56,826,848	\$ 57,963,385	\$ 59,122,652	\$ 60,305,105
Property Tax PILOTS	1,281,457	1,307,086	1,333,228	1,359,892	1,387,090	1,414,832
Grants	4,593,689	4,593,689	4,593,689	4,593,689	4,593,689	4,593,689
Service Charges	10,000	10,000	10,000	10,000	10,000	10,000
All Other	553,000	553,000	553,000	553,000	553,000	553,000
Total Revenue	\$ 61,058,338	\$ 62,176,371	\$ 63,316,765	\$ 64,479,966	\$ 65,666,432	\$ 66,876,627
Transfers In	333,717	338,723	343,804	348,961	354,195	359,508
Expenses						
Expenditures by Category						
Wages	\$ 8,710,773	\$ 8,884,988	\$ 9,062,688	\$ 9,243,942	\$ 9,428,821	\$ 9,617,397
Insurance - Health	1,324,489	1,390,713	1,460,249	1,533,262	1,609,925	1,690,421
Pension	991,540	1,073,229	1,168,344	1,273,434	1,346,525	1,425,678
Contractual Services	5,107,319	5,209,465	5,313,655	5,419,928	5,528,326	5,638,893
Commodities	421,762	430,197	438,801	447,577	456,529	465,659
Capital Outlay	630,000	200,000	200,000	200,000	200,000	200,000
Pass Through Payments	30,895,698	30,895,698	30,895,698	30,895,698	30,895,698	30,895,698
Debt Service						
16 DS-PS Upgrade	44,854	44,854	44,854	44,854	44,854	44,854
92 DS-Swope Ridge	153,000	153,125	153,275	157,875	152,175	151,300
14D DS-Crisis Center	518,250	518,625	-	-	-	-
Total Expenditures	\$ 48,797,685	\$ 48,800,896	\$ 48,737,564	\$ 49,216,569	\$ 49,662,852	\$ 50,129,900
Transfers Out	14,957,370	15,788,879	16,360,653	16,957,318	17,523,440	18,027,214
Reserves - Health Levy Fund	\$ 1,849,450	\$ (225,231)	\$ (1,662,880)	\$ (3,007,840)	\$ (4,173,505)	\$ (5,094,485)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Health Levy Fund: **BALANCED**

- Includes assumptions of Baseline Scenario plus the following conditions:
- Reduces transfer to General Fund by \$5.1 million over five years due to projected deficits

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Property Taxes	\$ 54,620,192	\$ 55,712,596	\$ 56,826,848	\$ 57,963,385	\$ 59,122,652	\$ 60,305,105
Property Tax PILOTS	1,281,457	1,307,086	1,333,228	1,359,892	1,387,090	1,414,832
Grants	4,593,689	4,593,689	4,593,689	4,593,689	4,593,689	4,593,689
Service Charges	10,000	10,000	10,000	10,000	10,000	10,000
All Other	553,000	553,000	553,000	553,000	553,000	553,000
Total Revenue	\$ 61,058,338	\$ 62,176,371	\$ 63,316,765	\$ 64,479,966	\$ 65,666,432	\$ 66,876,627
Transfers In	333,717	338,723	343,804	348,961	354,195	359,508
Expenses						
Expenditures by Category						
Wages	\$ 8,710,773	\$ 8,884,988	\$ 9,062,688	\$ 9,243,942	\$ 9,428,821	\$ 9,617,397
Insurance - Health	1,324,489	1,390,713	1,460,249	1,533,262	1,609,925	1,690,421
Pension	991,540	1,073,229	1,168,344	1,273,434	1,346,525	1,425,678
Contractual Services	5,107,319	5,209,465	5,313,655	5,419,928	5,528,326	5,638,893
Commodities	421,762	430,197	438,801	447,577	456,529	465,659
Capital Outlay	630,000	200,000	200,000	200,000	200,000	200,000
Pass Through Payments	30,895,698	30,895,698	30,895,698	30,895,698	30,895,698	30,895,698
Debt Service						
16 DS-PS Upgrade	44,854	44,854	44,854	44,854	44,854	44,854
92 DS-Swope Ridge	153,000	153,125	153,275	157,875	152,175	151,300
14D DS-Crisis Center	518,250	518,625	-	-	-	-
Total Expenditures	\$ 48,797,685	\$ 48,800,896	\$ 48,737,564	\$ 49,216,569	\$ 49,662,852	\$ 50,129,900
Transfers Out	14,957,370	15,788,879	14,697,773	15,612,358	16,357,775	17,106,234
Reserves - Health Levy Fund	\$ 1,849,450	\$ (225,231)	\$ (0)	\$ 0	\$ (0)	\$ (0)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Parking Garages Funds*: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Reduces transfer from the General Fund as debt payments decrease

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Wyandotte Garage Contr.	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Interest & Rental Income	5,309,616	5,374,260	5,439,874	5,506,472	5,574,069	5,642,680
Licenses & Permits	1,035,000	1,040,175	1,045,376	1,050,603	1,055,856	1,061,135
Fines & Forfeitures	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Total Revenue	\$8,364,616	\$8,434,435	\$8,505,250	\$8,577,075	\$8,649,925	\$8,723,815
Transfers In	13,095,921	7,631,675	6,807,537	5,040,222	5,711,439	5,722,885
Expenses						
Expenditures by Category						
Wages	\$ 580,144	\$ 591,747	\$ 603,582	\$ 615,653	\$ 627,967	\$ 640,526
Insurance - Health	28,448	29,870	31,364	32,932	34,579	36,308
Pension	20,010	21,087	22,221	23,444	24,604	25,327
Contractual Services	3,847,230	3,911,345	3,976,742	4,043,447	4,111,487	4,180,887
Commodities	42,707	43,561	44,432	45,321	46,227	47,152
Capital Outlay	56,000	56,000	56,000	56,000	56,000	56,000
Debt Service						
01 PIEA West Bottoms Garage	1,404,534	1,396,568	1,393,912	-	-	-
11th and Oak Garage KCMAC 01	4,256,572	-	-	-	-	-
11th and Oak Garage KCMAC 99	1,219,375	-	-	-	-	-
16 DS-Parking Equipment	387,264	386,792	389,133	-	-	-
Muni Garage Debt LCRA 05	418,250	-	-	-	-	-
Plaza Garage 06	395,840	838,740	-	-	-	-
Performing Arts Debt	8,790,400	8,790,400	8,795,400	8,800,500	9,460,501	9,460,500
Total Expenditures	\$ 21,446,774	\$ 16,066,110	\$ 15,312,787	\$ 13,617,297	\$ 14,361,364	\$ 14,446,700
Transfers Out	-	-	-	-	-	-
Reserves - Parking Garages	\$ 13,764	\$ 13,764	\$ 13,764	\$ 13,763	\$ 13,764	\$ 13,764

* includes Parking Garage Fund (2160) and Performing Arts Center Garage Fund (2170)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Parking Garages Funds*: **BALANCED**

- No change from Baseline Scenario
- Does not include additional garages or capital replacement

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Wyandotte Garage Contr.	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Interest & Rental Income	5,309,616	5,374,260	5,439,874	5,506,472	5,574,069	5,642,680
Licenses & Permits	1,035,000	1,040,175	1,045,376	1,050,603	1,055,856	1,061,135
Fines & Forfeitures	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Total Revenue	\$8,364,616	\$8,434,435	\$8,505,250	\$8,577,075	\$8,649,925	\$8,723,815
Transfers In	13,095,921	7,631,675	6,807,537	5,040,222	5,711,439	5,722,885
Expenses						
Expenditures by Category						
Wages	\$ 580,144	\$ 591,747	\$ 603,582	\$ 615,653	\$ 627,967	\$ 640,526
Insurance - Health	28,448	29,870	31,364	32,932	34,579	36,308
Pension	20,010	21,087	22,221	23,444	24,604	25,327
Contractual Services	3,847,230	3,911,345	3,976,742	4,043,447	4,111,487	4,180,887
Commodities	42,707	43,561	44,432	45,321	46,227	47,152
Capital Outlay	56,000	56,000	56,000	56,000	56,000	56,000
Debt Service						
01 PIEA West Bottoms Garage	1,404,534	1,396,568	1,393,912	-	-	-
11th and Oak Garage KCMAC 01	4,256,572	-	-	-	-	-
11th and Oak Garage KCMAC 99	1,219,375	-	-	-	-	-
16 DS-Parking Equipment	387,264	386,792	389,133	-	-	-
Muni Garage Debt LCRA 05	418,250	-	-	-	-	-
Plaza Garage 06	395,840	838,740	-	-	-	-
Performing Arts Debt	8,790,400	8,790,400	8,795,400	8,800,500	9,460,501	9,460,500
Total Expenditures	\$ 21,446,774	\$ 16,066,110	\$ 15,312,787	\$ 13,617,297	\$ 14,361,364	\$ 14,446,700
Transfers Out	-	-	-	-	-	-
Reserves - Parking Garages	\$ 13,764	\$ 13,764	\$ 13,764	\$ 13,763	\$ 13,764	\$ 13,764

* includes Parking Garage Fund (2160) and Performing Arts Center Garage Fund (2170)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Parks and Recreation Fund: **BASELINE**

- Assumes FY 2018-19 Adopted Budget

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$40,301,670	\$ 42,636,000	\$ 43,488,720	\$ 44,358,494	\$ 45,245,664	\$ 46,150,578
Sales Tax - Contra	(5,259,053)	(5,373,600)	(4,934,050)	(5,013,700)	(5,098,600)	(5,175,100)
Service Charges	2,997,669	3,523,752	3,558,989	3,594,579	3,630,525	3,666,830
Grants	305,388	434,140	434,140	434,140	434,140	434,140
Interest & Rental Income	245,874	245,664	245,664	245,664	245,664	245,664
Licenses & Permits	112,735	130,650	131,303	131,960	132,620	133,283
All Other	20,919	203,200	203,200	203,200	203,200	203,200
Fines & Forfeitures	408,681	360,000	360,000	360,000	360,000	360,000
Total Revenue	\$39,133,883	\$42,159,806	\$43,487,966	\$44,314,337	\$45,153,213	\$46,018,594
Transfers In	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Expenses						
Expenditures by Category						
Salaries	\$13,448,531	\$13,717,501	\$13,991,851	\$14,271,688	\$14,557,122	\$14,848,265
Insurance-Health	3,211,137	3,371,694	3,540,279	3,717,292	3,903,157	4,098,315
Pension	1,760,873	1,905,945	2,074,858	2,261,487	2,391,289	2,531,857
Contractual Services	19,573,631	19,965,104	20,364,406	20,771,694	21,187,128	21,610,870
Commodities	1,544,429	1,575,318	1,606,824	1,638,960	1,671,740	1,705,174
Capital Outlay	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service						
16 DS-ADA Compliance	195,653	195,319	195,855	195,444	195,459	195,210
16-DS PS Upgrade	21,994	21,994	21,994	21,994	21,994	21,994
16 DS Park Bldg Improv	517,625	519,250	519,625	-	-	-
DS - Swope Security	454,000	453,500	452,000	-	-	-
Soccer Village	966,335	965,216	970,039	965,278	966,227	968,686
Total Expenditures	\$43,194,208	\$44,190,840	\$45,237,731	\$45,343,838	\$46,394,116	\$47,480,371
Transfers Out	\$1,617,741	\$1,639,096	\$1,660,878	\$1,683,095	\$1,705,757	\$1,728,872
Reserves - Parks and Rec Fund	\$3,992,180	\$2,822,050	\$1,911,408	\$1,698,812	\$1,252,152	\$561,502

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Parks and Recreation Fund: **BALANCED**

- No change from Baseline Scenario
- Uses \$3.4 million of fund reserves through FY 2023-24

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$40,301,670	\$ 42,636,000	\$ 43,488,720	\$ 44,358,494	\$ 45,245,664	\$ 46,150,578
Sales Tax - Contra	(5,259,053)	(5,373,600)	(4,934,050)	(5,013,700)	(5,098,600)	(5,175,100)
Service Charges	2,997,669	3,523,752	3,558,989	3,594,579	3,630,525	3,666,830
Grants	305,388	434,140	434,140	434,140	434,140	434,140
Interest & Rental Income	245,874	245,664	245,664	245,664	245,664	245,664
Licenses & Permits	112,735	130,650	131,303	131,960	132,620	133,283
All Other	20,919	203,200	203,200	203,200	203,200	203,200
Fines & Forfeitures	408,681	360,000	360,000	360,000	360,000	360,000
Total Revenue	\$39,133,883	\$42,159,806	\$43,487,966	\$44,314,337	\$45,153,213	\$46,018,594
Transfers In	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Expenses						
Expenditures by Category						
Salaries	\$13,448,531	\$13,717,501	\$13,991,851	\$14,271,688	\$14,557,122	\$14,848,265
Insurance-Health	3,211,137	3,371,694	3,540,279	3,717,292	3,903,157	4,098,315
Pension	1,760,873	1,905,945	2,074,858	2,261,487	2,391,289	2,531,857
Contractual Services	19,573,631	19,965,104	20,364,406	20,771,694	21,187,128	21,610,870
Commodities	1,544,429	1,575,318	1,606,824	1,638,960	1,671,740	1,705,174
Capital Outlay	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service						
16 DS-ADA Compliance	195,653	195,319	195,855	195,444	195,459	195,210
16-DS PS Upgrade	21,994	21,994	21,994	21,994	21,994	21,994
16 DS Park Bldg Improv	517,625	519,250	519,625	-	-	-
DS - Swope Security	454,000	453,500	452,000	-	-	-
Soccer Village	966,335	965,216	970,039	965,278	966,227	968,686
Total Expenditures	\$43,194,208	\$44,190,840	\$45,237,731	\$45,343,838	\$46,394,116	\$47,480,371
Transfers Out	\$1,617,741	\$1,639,096	\$1,660,878	\$1,683,095	\$1,705,757	\$1,728,872
Reserves - Parks and Rec Fund	\$3,992,180	\$2,822,050	\$1,911,408	\$1,698,812	\$1,252,152	\$561,502

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Public Mass Transportation Fund: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Restricts growth of bus funding and operations to two percent per year from FY 2018-19 Adopted

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$ 38,665,000	\$ 39,438,300	\$ 40,227,066	\$ 41,031,607	\$ 41,852,239	\$ 42,689,284
Sales Tax - Contra	(3,971,400)	(3,966,900)	(3,545,300)	(3,618,200)	(3,681,600)	(3,736,800)
Grants	95,410	95,410	95,410	95,410	95,410	95,410
Total Revenue	\$34,789,010	\$35,566,810	\$36,777,176	\$37,508,817	\$38,266,049	\$39,047,894
Transfers In	-	-	-	-	-	-
Expenses						
Expenditures by Category						
Wages	\$ 952,283	\$ 971,329	\$ 990,755	\$ 1,010,570	\$ 1,030,782	\$ 1,051,397
Insurance - Health	150,572	158,101	166,006	174,306	183,021	192,172
Pension	107,099	115,922	126,196	137,547	145,442	153,991
Contractual Services	4,325,923	4,412,441	4,500,690	4,590,704	4,682,518	4,776,169
Commodities	24,415	24,903	25,401	25,909	26,428	26,956
Capital Outlay	25,000	25,000	25,000	25,000	25,000	25,000
Pass Through Payments	26,979,118	27,518,700	28,069,074	28,630,456	29,203,065	29,787,126
Debt Service	-	-	-	-	-	-
Charge In Debt Service	1,242	1,242	1,242	1,242	1,242	1,242
Total Expenditures	\$ 32,565,652	\$ 33,227,639	\$ 33,904,365	\$ 34,595,735	\$ 35,297,498	\$ 36,014,054
Transfers Out	2,812,300	2,827,766	2,843,541	2,859,632	2,876,045	2,892,786
Reserves - Public Mass Tran Fund	\$ 548,533	\$ 59,938	\$ 89,208	\$ 142,658	\$ 235,165	\$ 376,220

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Public Mass Transportation Fund: **BALANCED**

- No change from Baseline Scenario

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$ 38,665,000	\$ 39,438,300	\$ 40,227,066	\$ 41,031,607	\$ 41,852,239	\$ 42,689,284
Sales Tax - Contra	(3,971,400)	(3,966,900)	(3,545,300)	(3,618,200)	(3,681,600)	(3,736,800)
Grants	95,410	95,410	95,410	95,410	95,410	95,410
Total Revenue	<u>\$34,789,010</u>	<u>\$35,566,810</u>	<u>\$36,777,176</u>	<u>\$37,508,817</u>	<u>\$38,266,049</u>	<u>\$39,047,894</u>
Transfers In	-	-	-	-	-	-
Expenses						
Expenditures by Category						
Wages	\$ 952,283	\$ 971,329	\$ 990,755	\$ 1,010,570	\$ 1,030,782	\$ 1,051,397
Insurance - Health	150,572	158,101	166,006	174,306	183,021	192,172
Pension	107,099	115,922	126,196	137,547	145,442	153,991
Contractual Services	4,325,923	4,412,441	4,500,690	4,590,704	4,682,518	4,776,169
Commodities	24,415	24,903	25,401	25,909	26,428	26,956
Capital Outlay	25,000	25,000	25,000	25,000	25,000	25,000
Pass Through Payments	26,979,118	27,518,700	28,069,074	28,630,456	29,203,065	29,787,126
Debt Service	-	-	-	-	-	-
Charge In Debt Service	1,242	1,242	1,242	1,242	1,242	1,242
Total Expenditures	<u>\$ 32,565,652</u>	<u>\$ 33,227,639</u>	<u>\$ 33,904,365</u>	<u>\$ 34,595,735</u>	<u>\$ 35,297,498</u>	<u>\$ 36,014,054</u>
Transfers Out	2,812,300	2,827,766	2,843,541	2,859,632	2,876,045	2,892,786
Reserves - Public Mass Tran Fund	\$ 548,533	\$ 59,938	\$ 89,208	\$ 142,658	\$ 235,165	\$ 376,220

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Public Safety Sales Tax Fund: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Assumes purchase of \$375,000 robot with debt payments beginning in FY 2019-20

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$ 20,900,000	\$ 21,318,000	\$ 21,744,360	\$ 22,179,247	\$ 22,622,832	\$ 23,075,289
Sales Tax - Contra	(2,886,900)	(2,733,400)	(2,589,750)	(2,641,400)	(2,692,350)	(2,732,700)
All Other	51,570	51,570	51,570	51,570	51,570	51,570
Grants	-	-	-	-	-	-
Total Revenue	\$18,064,670	\$18,636,170	\$19,206,180	\$19,589,417	\$19,982,052	\$20,394,159
Transfers In	-	-	-	-	-	-
Expenses						
Expenditures by Category						
Wages	-	-	-	-	-	-
Contractual Services	1,020,000	1,020,000	1,040,400	1,061,208	1,082,432	1,104,081
Commodities	-	-	-	-	-	-
Capital Outlay	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Debt Service	-	-	-	-	-	-
16 DS ADA Compliance	34,010	34,010	34,104	34,033	34,035	33,993
16 DS North Patrol Complex	493,625	493,625	495,375	496,625	496,375	495,125
16 DS Police CAD/RMS System	1,025,500	1,025,500	1,023,625	1,022,875	1,026,000	1,027,875
DS - Comm Ctr Generators	66,237	66,237	-	-	-	-
East Patrol/Crime Lab	1,433,988	1,433,988	1,434,388	1,431,764	1,431,264	1,434,220
New: Police Robot	82,500	82,500	82,500	82,500	82,500	82,500
Total Expenditures	\$5,655,860	\$5,655,860	\$5,610,392	\$5,629,005	\$5,652,606	\$5,677,794
Transfers Out	12,651,283	12,809,883	12,967,933	13,134,459	13,249,150	13,363,998
Reserves - Fire Sales Tax Fund	\$ 372,395	\$ 542,822	\$ 1,170,677	\$ 1,996,630	\$ 3,076,926	\$ 4,429,293

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Public Safety Sales Tax Fund: **BALANCED**

- Includes assumptions of Baseline Scenario plus the following conditions:
- Increases equipment purchases by \$4.5 million over five years

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Sales Tax	\$ 20,900,000	\$ 21,318,000	\$ 21,744,360	\$ 22,179,247	\$ 22,622,832	\$ 23,075,289
Sales Tax - Contra	(2,886,900)	(2,733,400)	(2,589,750)	(2,641,400)	(2,692,350)	(2,732,700)
All Other	51,570	51,570	51,570	51,570	51,570	51,570
Grants	-	-	-	-	-	-
Total Revenue	<u>\$18,064,670</u>	<u>\$18,636,170</u>	<u>\$19,206,180</u>	<u>\$19,589,417</u>	<u>\$19,982,052</u>	<u>\$20,394,159</u>
Transfers In	-	-	-	-	-	-
Expenses						
Expenditures by Category						
Wages	-	-	-	-	-	-
Contractual Services	1,020,000	1,020,000	1,040,400	1,061,208	1,082,432	1,104,081
Commodities	-	-	-	-	-	-
Capital Outlay	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	3,000,000
Debt Service	-	-	-	-	-	-
16 DS ADA Compliance	34,010	34,010	34,104	34,033	34,035	33,993
16 DS North Patrol Complex	493,625	493,625	495,375	496,625	496,375	495,125
16 DS Police CAD/RMS System	1,025,500	1,025,500	1,023,625	1,022,875	1,026,000	1,027,875
DS - Comm Ctr Generators	66,237	66,237	-	-	-	-
East Patrol/Crime Lab	1,433,988	1,433,988	1,434,388	1,431,764	1,431,264	1,434,220
New: Police Robot	82,500	82,500	82,500	82,500	82,500	82,500
Total Expenditures	<u>\$6,155,860</u>	<u>\$6,155,860</u>	<u>\$6,110,392</u>	<u>\$6,129,005</u>	<u>\$6,652,606</u>	<u>\$7,177,794</u>
Transfers Out	12,651,283	12,809,883	12,967,933	13,134,459	13,249,150	13,363,998
Reserves - Fire Sales Tax Fund	\$ 372,395	\$ 42,822	\$ 170,677	\$ 496,630	\$ 576,926	\$ 429,293

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Street Maintenance Fund: **BASELINE**

- Assumes FY 2018-19 Adopted Budget
- Does not include additional fleet replacement

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Service Charges	\$ 499,135	\$ 506,622	\$ 514,221	\$ 521,935	\$ 529,764	\$ 537,710
Grants	18,700,000	18,980,500	19,265,208	19,554,186	19,847,498	20,145,211
Interest & Rental Income	-	-	-	-	-	-
Licenses & Permits	4,504,043	4,526,563	4,549,196	4,571,942	4,594,802	4,617,776
All Other	-	-	-	-	-	-
Total Revenue	\$ 23,703,178	\$ 24,013,685	\$ 24,328,625	\$ 24,648,062	\$ 24,972,064	\$ 25,300,697
Transfers In	17,876,797	18,585,767	18,920,466	19,431,154	19,963,045	20,478,960
Expenses						
Expenditures by Category						
Wages	\$ 11,837,141	\$ 12,073,884	\$ 12,315,361	\$ 12,561,669	\$ 12,812,902	\$ 13,069,160
Insurance - Health	2,740,228	2,877,239	3,021,101	3,172,156	3,330,764	3,497,302
Pension	1,598,675	1,730,384	1,883,738	2,053,176	2,171,022	2,298,642
Contractual Services	18,493,718	18,863,592	19,240,864	19,625,681	20,018,195	20,418,559
Commodities	3,438,801	3,507,577	3,577,729	3,649,283	3,722,269	3,796,714
Capital Outlay	111,050	111,050	111,050	111,050	111,050	111,050
Debt Service						
16 DS-PS Upgrade	17,980	17,980	17,980	17,980	17,980	17,980
DS Salt Dome	212,000	210,770	211,770	210,770	209,770	209,770
Fleet Replacement Lease Purcha	2,258,993	2,250,224	2,250,224	2,250,224	2,250,224	2,250,224
Permitting System Debt	-	-	-	-	-	-
Traffic Sig Sfty Imprv	334,333	335,933	337,133	336,988	334,988	332,488
Total Expenditures	\$ 41,042,919	\$ 41,978,634	\$ 42,966,951	\$ 43,988,978	\$ 44,979,164	\$ 46,001,890
Transfers Out	1,044,737	1,065,632	1,086,944	1,108,683	1,130,857	1,153,474
Reserves - Street Maint. Fund	\$ 2,820,346	\$ 2,375,532	\$ 1,570,728	\$ 552,283	\$ (622,629)	\$ (1,998,336)

FISCAL YEARS ENDED 2019-2024 FINANCIAL PLAN

Street Maintenance Fund: **BALANCED**

- Includes assumptions of Baseline Scenario plus the following conditions:
- Increases Transfer from the General Fund by \$2.0 million over five years due to projected deficits

	2019 estimate	2020	2021	2022	2023	2024
Revenues						
Revenue						
Service Charges	\$ 499,135	\$ 506,622	\$ 514,221	\$ 521,935	\$ 529,764	\$ 537,710
Grants	18,700,000	18,980,500	19,265,208	19,554,186	19,847,498	20,145,211
Interest & Rental Income	-	-	-	-	-	-
Licenses & Permits	4,504,043	4,526,563	4,549,196	4,571,942	4,594,802	4,617,776
All Other	-	-	-	-	-	-
Total Revenue	\$ 23,703,178	\$ 24,013,685	\$ 24,328,625	\$ 24,648,062	\$ 24,972,064	\$ 25,300,697
Transfers In	17,876,797	18,585,767	18,920,466	19,431,154	20,585,674	21,854,667
Expenses						
Expenditures by Category						
Wages	\$ 11,837,141	\$ 12,073,884	\$ 12,315,361	\$ 12,561,669	\$ 12,812,902	\$ 13,069,160
Insurance - Health	2,740,228	2,877,239	3,021,101	3,172,156	3,330,764	3,497,302
Pension	1,598,675	1,730,384	1,883,738	2,053,176	2,171,022	2,298,642
Contractual Services	18,493,718	18,863,592	19,240,864	19,625,681	20,018,195	20,418,559
Commodities	3,438,801	3,507,577	3,577,729	3,649,283	3,722,269	3,796,714
Capital Outlay	111,050	111,050	111,050	111,050	111,050	111,050
Debt Service						
16 DS-PS Upgrade	17,980	17,980	17,980	17,980	17,980	17,980
DS Salt Dome	212,000	210,770	211,770	210,770	209,770	209,770
Fleet Replacement Lease Purcha	2,258,993	2,250,224	2,250,224	2,250,224	2,250,224	2,250,224
Permitting System Debt	-	-	-	-	-	-
Traffic Sig Sfty Imprv	334,333	335,933	337,133	336,988	334,988	332,488
Total Expenditures	\$ 41,042,919	\$ 41,978,634	\$ 42,966,951	\$ 43,988,978	\$ 44,979,164	\$ 46,001,890
Transfers Out	1,044,737	1,065,632	1,086,944	1,108,683	1,130,857	1,153,474
Reserves - Street Maint. Fund	\$ 2,820,346	\$ 2,375,532	\$ 1,570,728	\$ 552,283	\$ -	\$ -

CAPITAL IMPROVEMENTS PLAN

FY 2020-2024 CAPITAL IMPROVEMENTS PROGRAM

Traditional

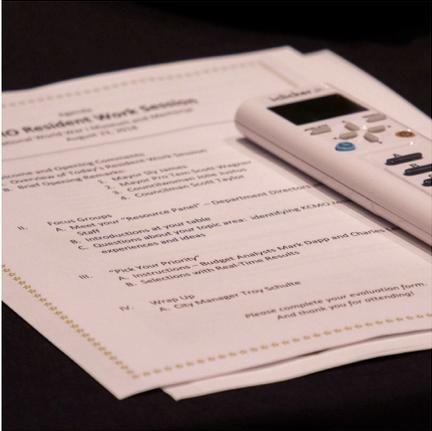
Project Title	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 5-Year Total
In-District	\$ 25,671,310	\$ 26,315,681	\$ 26,692,509	\$ 27,074,947	\$ 27,481,070	\$ 133,235,518
Sub-Total Neighborhood	\$ 25,671,310	\$ 26,315,681	\$ 26,692,509	\$ 27,074,947	\$ 27,481,070	\$ 133,235,518
CITYWIDE						
Debt, Mandated & Obligated						
GO Bond 03-04 Debt Service	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 35,000,000
TIF Allocations	11,507,400	10,939,150	11,154,400	11,373,000	11,543,600	56,517,550
Streetlight Debt	461,550	457,650	457,485	--	--	1,376,685
Zona Rosa/Prospect North/Fairyland Debt	3,219,864	5,289,656	1,632,942	1,306,446	651,848	12,100,756
Vineyard Improvements	174,689	176,264	173,126	173,575	174,650	872,304
ADA Debt	446,220	449,520	445,770	444,895	448,145	2,234,550
2016B Special Obligation Bond - ADA	528,462	529,910	528,794	528,834	528,161	2,644,161
2016B Special Obligation Bond - Accel. Projects	4,246,475	9,243,600	--	--	--	13,490,075
18th & Vine Historic District	411,232	411,663	411,729	411,047	412,807	2,058,478
Dodson/Turkey Creek Debt Service	152,418	--	--	--	--	152,418
Swope Park Industrial District	396,230	125,125	--	--	--	521,355
Sub-Total	\$ 28,544,540	\$ 34,622,538	\$ 21,804,246	\$ 21,237,797	\$ 20,759,211	\$ 126,968,332
MAINTENANCE PROGRAM						
Public Works Department						
Streets	\$ 16,200,000	\$ 13,400,000	\$ 23,600,000	\$ 23,800,000	\$ 24,000,000	\$ 101,000,000
Street Preservation & Marking	10,000,000	7,000,000	17,000,000	17,000,000	17,000,000	68,000,000
Streetlight Maintenance	5,200,000	5,400,000	5,600,000	5,800,000	6,000,000	28,000,000
Traffic Signal Safety Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
General Services Department						
Buildings	\$ 5,500,000	\$ 5,000,000	\$ 6,500,000	\$ 7,000,000	\$ 7,000,000	\$ 31,000,000
Municipal Building Rehabilitation	5,500,000	5,000,000	6,500,000	7,000,000	7,000,000	31,000,000
Parks and Recreation Department						
Parks Maintenance	\$ 4,400,000	\$ 22,000,000				
Tree Trimming	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Parks Facilities Maintenance	750,000	750,000	750,000	750,000	750,000	3,750,000
Park Maintenance	650,000	650,000	650,000	650,000	650,000	3,250,000
Sub-Total Maintenance	\$ 26,100,000	\$ 22,800,000	\$ 34,500,000	\$ 35,200,000	\$ 35,400,000	\$ 154,000,000
Total Capital Improvement Sales Tax	\$ 80,315,850	\$ 83,738,219	\$ 82,996,756	\$ 83,512,744	\$ 83,640,281	\$ 414,203,850

FY 2019-2024 GO BOND FIVE-YEAR PLAN

Project Title	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 5-Year Total
General Obligation Bond						
QUESTION 1 - ROADS, BRIDGES, SIDEWALKS						
Sidewalk Repair	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 7,500,000	\$ 7,500,000	\$ 30,000,000
ADA Curb Ramps	--	2,500,000	2,500,000	2,500,000	--	7,500,000
22nd/23rd Street - Benton to I-70	--	650,000	600,000	3,750,000	--	5,000,000
Raytown Road over Lumpkin	--	650,000	3,300,000	--	--	3,950,000
Noland Road @ M-350 Highway	1,000,000	3,700,000	--	--	--	4,700,000
Green Hills Road (78th St to Barry Rd)	--	6,000,000	--	--	--	6,000,000
Gregory Blvd over Big Blue River (design)	850,000	5,500,000	--	--	--	6,350,000
Marlborough Community Infrastructure	--	--	--	2,250,000	--	2,250,000
Prospect Max	669,600	--	--	--	--	669,600
Wornall Reconstruction - 75th to 79th	4,100,000	--	--	--	--	4,100,000
Wornall Reconstruction - Gregory Blvd. to 75th	--	--	--	--	5,200,000	5,200,000
Red Bridge (Holmes to Wornall)	2,600,000	--	--	--	--	2,600,000
Lee's Summit Road - Lakewood to Anderson	--	500,000	6,010,000	--	--	6,510,000
Byram's Ford Bridge	--	--	--	250,000	1,600,000	1,850,000
Blue River Road Stabilization (Sec 1)	--	--	500,000	--	--	500,000
Front Street - Chouteau to Universal	3,500,000	--	--	--	--	3,500,000
NW Prairie View Road (south of 64th Street)	2,000,000	--	--	--	--	2,000,000
Benton Bridge over Brush Creek	--	750,000	100,000	4,000,000	--	4,850,000
Ward Parkway Signals	--	1,600,000	1,700,000	1,800,000	1,900,000	7,000,000
Arlington Road Link	--	3,000,000	3,000,000	3,000,000	--	9,000,000
Benton Circle Roadway Imprv	600,000	--	--	--	--	600,000
Grand Blvd Complete Streets Improvements	--	--	2,500,000	--	--	2,500,000
Sub-Total	\$ 20,319,600	\$ 29,850,000	\$ 25,210,000	\$ 25,050,000	\$ 16,200,000	\$ 116,629,600
QUESTION 2 - FLOOD CONTROL						
Swope Park Industrial (includes ROW)	\$ 4,550,000	\$ 4,550,000	\$ --	\$ --	\$ --	\$ 9,100,000
Dodson/Turkey Creek Debt Service	7,620,826	--	--	--	--	7,620,826
Brookside Interceptor	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Indian Creek (includes ROW)	3,000,000	--	--	--	--	3,000,000
Lower Brush Creek	--	--	--	3,000,000	--	3,000,000
Swope Park Flyover Bridge	--	--	--	--	10,000,000	10,000,000
Sub-Total	\$ 16,670,826	\$ 6,050,000	\$ 1,500,000	\$ 4,500,000	\$ 11,500,000	\$ 40,220,826
QUESTION 3 - PUBLIC BUILDINGS						
Starlight ADA	\$ --	\$ 3,550,000	\$ --	\$ --	\$ --	\$ 3,550,000
Animal Shelter	11,000,000	--	--	--	--	11,000,000
Public Art	400,000	400,000	400,000	400,000	400,000	2,000,000
Sub-Total	\$ 11,400,000	\$ 3,950,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 16,550,000
Total GO Bond	\$ 48,390,426	\$ 39,850,000	\$ 27,110,000	\$ 29,950,000	\$ 28,100,000	\$ 173,400,426

October 1, 2018





CONCLUSION

This sixth edition of the Citywide Business Plan provides detail on three key components: the City Strategic Plan, the Financial Strategic Plan, and the Five-Year Planning Model. The goals, objectives, and strategies provide important benchmarks for management to monitor and maintain. This edition also introduces **milestones** and **actions**. Milestones are a collection of **actions** that mark a state of completion within a strategy and the actions are individual tasks to be completed within a milestone.

This year's process continues a collaborative effort with the Mayor and the City Council to clarify the City's values, vision, mission and goals for this Council term. Department directors refined departmental strategies and created milestones and actions that meet the adopted goals, while the Financial Strategic Plan and Five-Year Planning Model reflect multiple objectives related to structural balance and ongoing service delivery.

Key to the plan's success is the involvement of residents and the business community. Public involvement in strategy development legitimizes the choices made to achieve structural balance and ensures those choices reflect stakeholders' priorities and preferences for service levels. Residents and the business community are customers of public services and owners by virtue of paying taxes and voting. Through the Citywide Business Plan, residents can be partners in working to achieve public goals.

The Five-Year Planning model analyzes in detail the City's General Fund, several Special Revenue Funds, the GOKC Bond Program, and the Five-Year Capital Improvements Plan. The Citywide Business Plan process is built to be flexible and dynamic, requiring annual updates, reviews, and enhancements that can be modified to reflect current priorities. Periodic reports are issued, but the process is never final.

The strategic priorities and issues contained within this plan provide the Mayor and City Council with the information necessary to form long-term strategies to ensure the availability of City services at a level appropriate to meet the needs of the community. The City now has transformed its budget process from an exercise in balancing revenues and expenditures one year at a time to a year-round process that is strategic by encompassing a multi-year financial and operating plan that allocates resources based on the priorities identified by the City Council.

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?

RESIDENT WORK SESSION RESULTS

OVERVIEW

Three Resident Work Sessions were held in Kansas City, Missouri in 2018 to obtain residents' input on citywide goals, objectives, and strategies that will shape the City's future through the Citywide Business Plan and the upcoming FY 2019-20 Budget. This year, the two-hour sessions were designed to simulate the City's budgetary process: seeking general information (focus groups) and narrowing down priorities (prioritization exercise). These sessions were held on Thursday, August 23 (central - Liberty Memorial); Saturday, August 25 (south - Southeast Community Center); and Tuesday, August 28 (north - Briarcliff Church).

The Citywide Business Plan provides a blueprint for the City's programs and activities for a five-year period and is updated annually. The Finance Department's Office of Management and Budget works with the City Council, departments, and staff members to develop the plan, which is then correlated to the Financial Strategic Plan and the Five-Year Financial Planning Model. By connecting goals and objectives and the allocation of resources, the Office of Management and Budget strives to meet the needs of the community while achieving a structural balance so that revenues exceed (or at least match) expenditures. Because it is usually not possible to fully fund all identified needs given the City's limited resources, these choices can be quite difficult.

Elected officials, department leaders, and staff are not the only ones who weigh in on these important decisions. As the ultimate recipients of City programs and services, it is critical for Kansas City, Missouri residents to have a voice in determining which City priorities are most important to them each year. Through their input, the City can determine whether initial drafts of the Citywide Business Plan and the budget truly reflect residents' current priorities and preferences for service levels.

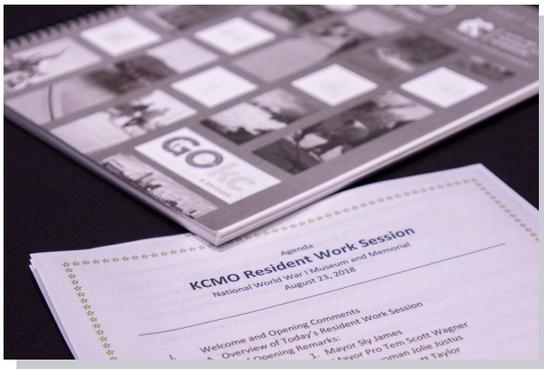
Toward these ends, Resident Work Sessions are conducted each year to discuss the Citywide Business Plan and obtain residents' input on priorities. The process can be described as follows:

1. Focus Groups: Focus groups are guided, small-group discussions to identify participants' beliefs, opinions, and attitudes about specific issues. This year, five to six focus groups were held at each Resident Work Session, with a staff facilitator and recorder at each table, to discuss participants' responses to a series of experiential questions. The goal was to identify residents' experiences in Kansas City, as well as their challenges.

2. Prioritization Exercise: At the 2016 Resident Work Sessions, participants used handheld polling devices called iClickers or personal response clickers to select which of two programs they would consider as a higher priority, e.g., adding 20 miles of new sidewalks or hiring 10 new police officers. Results were then provided to the group in real-time. In 2017, due to popular demand, the iClickers were used again, but for different questions; instead of asking residents to choose one program over another, they were asked to select their highest priority objective for each goal in the Citywide Business Plan. For 2018, we brought back the iClickers and asked the residents to select between two programs. Each program was vetted by the departments and each cost approximately one million dollars. The programs were randomly paired for each of the three resident work sessions. An online version of this activity was also published on KCMomentum.org.

Results of these exercises have been compiled in this report. These include an overview of all three Resident Work Sessions and details from each individual session. This report is also being distributed to the Mayor, members of City Council, department leaders, staff, and to all Kansas City, Missouri residents who attended one of the sessions. It is also available on the KCMO.gov website.

It should be noted, however, that this report is one of many sources of information that is considered when developing and finalizing the Citywide Business Plan and annual budget. Input is also obtained through other public engagement activities throughout the year, including budget forums, Council members' regular meetings with constituents, meetings with neighborhood associations and special interest groups, and other activities. The Resident Work Sessions provide another avenue for residents to have a voice in citywide issues and decision making.



FOCUS GROUPS

Residents were asked questions relating to seven goal areas: Customer Service and Communication; Finance and Governance; Housing; Neighborhoods and Healthy Communities; Planning, Zoning, and Economic Development; Public Safety; and Transportation and Infrastructure. The following is a summary of resident feedback during facilitated discussions and reflects ideas that had a general consensus among participants in the conversations.

CUSTOMER SERVICE AND COMMUNICATION

Objectives:

1. Continually seek innovative and creative ways to connect with the public and staff while applying an integrated and strategic approach to all communication efforts.
2. Expand resident engagement in activities through the City, including the Citywide Business Plan and the budget review process.
3. Improve the internal and external customer experience.

Resident feedback summary:

- Residents generally prefer to get information about the City from a variety of outlets, including social media, Channel 2, KCMO.gov, KCMore magazine, Nixel, etc. Nextdoor appears to be a preferred social media outlet for residents to obtain or share information about the City.
- Residents want to be more involved in participating in the City's public forums, but they are often unaware of where to find the opportunities.
- They would prefer different types of outlets to have their voices heard that are not just in public meetings. Residents are unsure and skeptical about how their feedback from public forums is being used by the City. They expressed their commitment to continued engagement because it is a way to participate and maintain City accountability.
- 311 is one of the primary channels that residents use to contact the City. Participants believed that 311 is valuable and have generally had a positive experience using the service.

FINANCE AND GOVERNANCE

Objectives:

1. Identify and take advantage of opportunities for cost-savings and efficiencies.
2. Update the City's charter, ordinances, policies, and procedures, as well as the City's state and federal priorities, to ensure a responsive and representative City government.
3. Implement policies, procedures, and practices to ensure the resiliency of City government.
4. Maintain and strengthen the City's General Obligation AA credit rating.
5. Implement policies and procedures to reduce workplace accidents and injuries and related costs.

Resident feedback summary:

- Overall, residents feel they are getting value for their tax dollars. However, residents would like more information and clarity from the City about where their tax dollars are being spent.
- Residents do not understand why the police department services are not subject to local control. There is general support for increased coordination of services between KCPD and the City.
- Residents perceive there is more funding being spent by the City on public safety compared to other City services, especially health services and neighborhood services. Many participants suggested that increased spending on health and neighborhood services could reduce the need for public safety services over time.

HOUSING

Objectives:

1. Support rehabilitation and construction of housing for the purpose of revitalizing neighborhoods in the City.
2. Increase accessibility to socially and physically diverse quality housing throughout the City for all income groups.
3. Improve the conditions and livability of housing throughout the City.

Resident feedback summary:

- Residents want to receive more information and clarity from the City about resources offered by the minor home repair program.
- The City should hold negligent property owners that are either an LLC or out-of-state more accountable.
- Residents feel that affordable housing stock appears to be rapidly less available around the City. However, residents do not share a standard understanding of how affordable housing is defined.
- Many residents express the desire to continue living in Kansas City due to jobs and family roots. However, there are multiple concerns about the future livability of the City because of gentrification and the availability of affordable housing stock. Additional support from the City for aging in place was also suggested.
- Residents would like more awareness and information from the City about the resources available and benefits of making their homes more energy efficient. Residents would generally like to see the City provide more resources to low-income residents and seniors to make their homes more energy efficient.

NEIGHBORHOODS AND HEALTHY COMMUNITIES

Objectives:

1. Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.
2. Bolster community development, cultural activities, and resident engagement.
3. Reduce blight.
4. Promote a clean community.

Resident feedback summary:

- Residents express concern about a variety of health inequities in the City, including gun violence, the ability for seniors to age in place in their homes, effective enforcement of code violations, vacant properties, and illegal dumping.
- Residents enjoy walking on trails in parks and sidewalks and would like to see more investment by the City in its assets targeted to accessible pedestrian paths that are indoors and outside.
- People enjoy the variety of affordably priced or free arts and cultural activities.
- Many residents feel that illegal dumping is an issue in their area. Suggested solutions include: trash carts, more camera surveillance in heavy dumping areas, more frequent bulky item pickup services, and more frequent leaf and brush pickup services.

PLANNING, ZONING, AND ECONOMIC DEVELOPMENT

Objectives:

1. Create and implement aggressive neighborhood revitalization plans with special emphasis on historically disinvested corridors and neighborhoods. (Place-based)
2. Implement strategies to promote the social and economic well-being of City residents. (People-based)
3. Strategically target economic development throughout the City. (Policy-based)

Resident feedback summary:

- Many residents express concern about the lack of banking opportunities in the eastside, especially for small and minority businesses. Suggest solutions included a minority accelerator and start-up funding.
- Residents suggest the City maintain existing parks, provide more open green spaces and make creative use of vacant lots (e.g., mini-parks).
- Many residents believe that businesses are in need of neighborhood code enforcement, policing, and other basic services.
- Some residents suggest targeting tax incentives in distressed areas to promote growth and small business support in neighborhoods.

PUBLIC SAFETY

Objectives:

1. Reduce crime among all age groups, placing an emphasis on young offenders.
2. Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.
3. Improve the diversity of employee recruitment, succession planning, and retention in the Police and Fire Departments.
4. Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.
5. Prevent animal-related threats to public safety and support animal welfare.

Resident feedback summary:

- Residents believe that there are multi-factorial ways to support neighborhoods and community ecosystems that are crucial to preventing crime and creating feelings of safety, such as strong housing, walkable communities, connections between neighbors, and inclusive economic development, including access to education, and affordable childcare. They suggest the City create a clearinghouse of information about resources that are available to neighborhoods (i.e. Aim4Peace, etc.).
- Responsiveness of 911 is uneven – excellent responses from police and fire are often cited, but so are long wait times and unequal response times based on your geography.
- Participants would like to see more effort being made to recruit a more diverse public safety workforce that is reflective of our community, in order to build better connections with these communities. They also think KCPD officers should receive diversity training.
- Many have difficulty finding resources and navigating city services related to public safety – residents do not always understand what they are being cited for, and fines do not appear to be effective in compliance. They suggest creating a one-stop shop place for information related to available programs, municipal court, fines, and other relevant public safety programs.

TRANSPORTATION AND INFRASTRUCTURE

Objectives:

1. Enhance the City's connectivity through a safe, efficient, convenient, and sustainable multi-modal transportation system.
2. Develop environmentally sound and sustainable infrastructure strategies.
3. Engage in efforts to strategically invest in the City's infrastructure.
4. Increase and support local workforce development and minority, women, and locally-owned businesses.

Resident feedback summary:

- Residents generally feel that they have good water quality, but high bills are a concern. Some residents feel that they are not being served by flood control projects.

- There is no consensus on how flood mitigation should be paid for, but there is focus on implementing both green and grey infrastructure solutions, litter/trash collection, and better stormwater planning to help to alleviate flooding.
- Sidewalks are important for safety, transportation, and neighborhood strength. The lack of sidewalks around schools is a particular concern for the many students that walk to school.
- Residents cite distracted and bad drivers as a barrier to biking on city streets. Solutions proposed include buffered or protected bike lanes and programs to educate drivers about bike infrastructure.
- Connectivity, routes, and frequency are the biggest barriers to public transportation use. Residents express the desire for more east-west routes, more routes servicing business locations, connectivity among trails, and investments that make multi-modal transportation easier such as bike racks near transit stops.



PRIORITIZATION EXERCISE

Background

The Office of Management and Budget (OMB) staff works with each City department to align department outcomes with City Council priorities and resident feedback to produce the annual city budget and the Citywide Business Plan. Much of the resident feedback used in this process comes from the City's Annual Resident Survey results. The OMB supplements the Resident Survey results with data obtained through various resident engagement platforms and tools. Over the last several years, Resident Work Sessions, online software applications, and social media outlets have helped us track larger amounts of resident feedback.

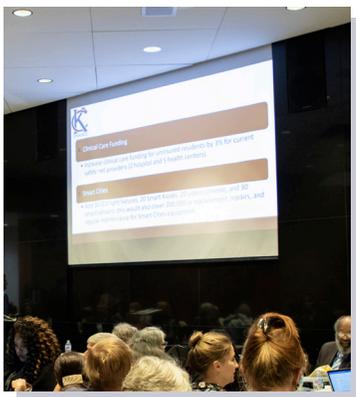
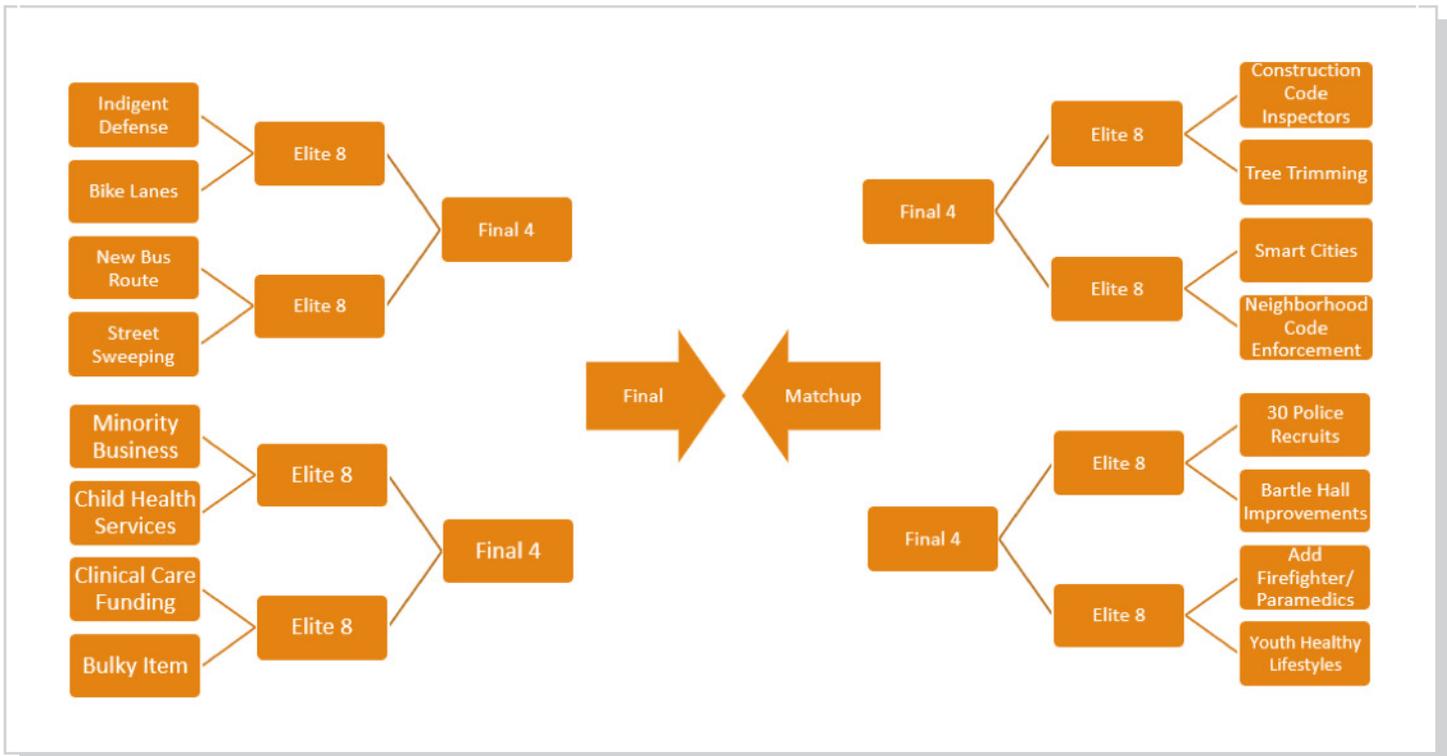
Resident Work Sessions

In addition to creating the opportunity to provide their input through discussions, Resident Work Sessions also typically involve residents simulating the City's decision-making process. Over the past several years, these simulations have taken the form of various budget activities. Most activities have enabled residents to show how they believe the City should balance its budget. All of the information given during the sessions is presented to the Mayor and City Council before the Citywide Business Plan is adopted. Feedback from these sessions is an invaluable part of the budget process as input from residents helps drive budget decisions. As an example, during last year's activities, Residents ranked the objectives of the proposed Citywide Business Plan. As a result, the information gathered from the resident work sessions was used to prioritize the objectives in the 2017 Update of the Citywide Business Plan.

For the 2018 update of the Citywide Business Plan, Resident Work Sessions were held during the summer of 2018, the OMB brought back the popular activity "PICK YOUR PRIORITY."

"PICK YOUR PRIORITY" 2.0 Activity: Summer 2018

"PICK YOUR PRIORITY" is an interactive activity where residents vote on which City program they believe should be a key focus. The activity is in the form of an athletic tournament with four rounds of program-to-program matchups. There was a total of 16 programs or city services that made it into "the field." Each program is an example of how departments might incorporate an additional \$1 million into their budget.



During the "PICK YOUR PRIORITY" activity, two program names and their descriptions appeared on the presentation screen and the resident participants voted on their priorities with iClickers. Throughout the session, the most popular programs advanced through the tournament bracket, until only one remained.

The OMB used iClicker software to record data on each of the three sessions, including number of total votes, total final four appearances, and total highest priority selections. Due to its popularity, the City of Kansas City's City Communication Office launched a web-based version of the game through its online town-hall forum, KCMomentum.org.

"PICK YOUR PRIORITY" RESULTS

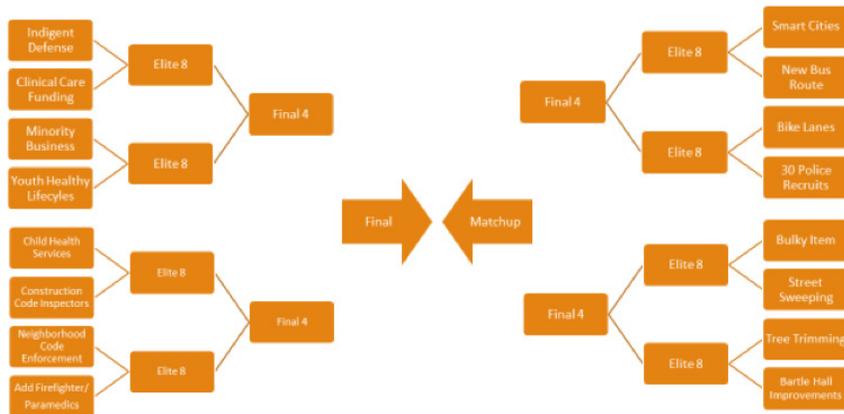


Pick Your Priority

ACTIVITY OVERVIEW AND RESULTS

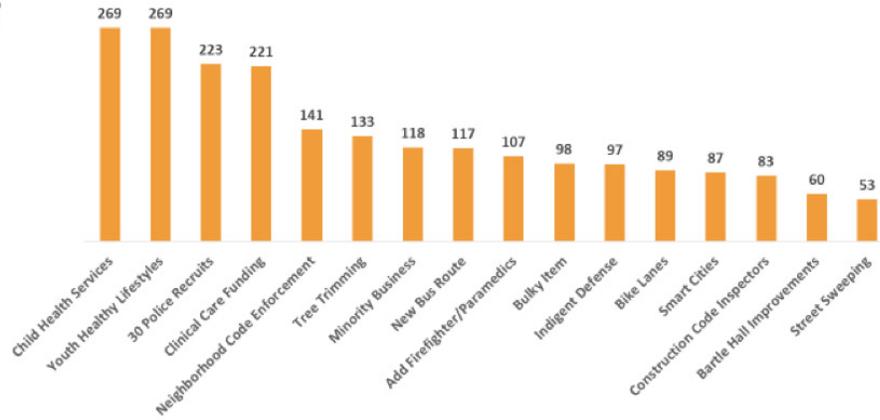


PICK YOUR PRIORITY BRACKET

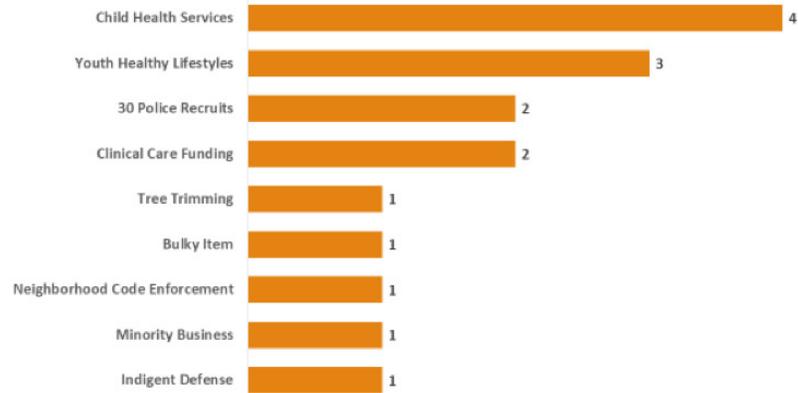




Total Session Voting



Final Four Appearances





FINANCE

KCMO.GOV