

ADOPTED 2025-2029 CITYWIDE BUSINESS PLAN 2025 UPDATE



COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 250853

Adopting the 2025 Update of the Citywide Business Plan with the latest Five-Year Planning Models; directing the City Manager to include assumptions of the 2025 Update in the FY 2026-27 Submitted Budget; and directing the City Manager to align departmental strategic plans and business plans to the Citywide Business Plan.

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

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

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

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

WHEREAS, the City Council adopted Resolution No. 220394 directing the City Manager to implement Priority Based Budgeting to better align resources with community priorities/values, build upon the City's comprehensive framework that ensures financial resiliency, and increases transparency in the budget process; and

WHEREAS, the City Council adopted Resolution No. 230893 on October 26, 2023 adopting the 2025-2029 Citywide Business Plan; and

WHEREAS, the City Council adopted Resolution No. 240857 on October 31, 2024 adopting the 2024 Update of the 2025-29 Citywide Business Plan; and

WHEREAS, the City Council desires to review and update the previously adopted goals and objectives as a mid-term review to ensure continued alignment with City Council priorities as those may have changed with changes in the political and economic landscape; and

WHEREAS, the Submitted 2025 Update to the Citywide Business Plan contains the Five-Year Planning models; and

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

WHEREAS, the Submitted 2025 Update of the Citywide Business Plan contains the Five-Year Planning Model that addresses several objectives in the Financial Strategic Plan; and

WHEREAS, the City Manager shall work with departments to continuously evaluate and monitor the strategies required to achieve the goals and objectives outlined in the Submitted 2025 Update of the Citywide Business Plan; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

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

Finance and Governance

1. Ensure City Government is responsive, representative, engaged, and transparent; particularly when faced with unforeseen challenges.
2. Operate an efficient City Government workforce through effective employee recruitment, development, retention, and engagement.
3. Present a realistic view of financial indicators for improved communications on impact to the City.

Housing and Healthy Communities

1. Utilize planning approaches in neighborhoods to reduce blight, ensure sustainable, affordable housing, and improve resident wellbeing and cultural diversity.
2. Maintain and increase housing supply to meet the demands of a diverse population.
3. Address the various needs of the City's most vulnerable population by working to reduce disparities.
4. Promote healthy residents by ensuring basic sanitation and living needs are met.
5. Ensure all residents have safe, accessible, quality housing by reducing barriers.
6. Protect and promote healthy, active amenities such as parks and trails, play spaces, and green spaces.

Inclusive Growth and Development

1. Develop strategies focusing on areas traditionally underserved by economic development and redevelopment efforts.

2. Ensure quality, lasting development throughout the City; and continuing to grow the economy and the population of Kansas City in all areas.
3. Increase and support local workforce development and small and locally owned businesses.
4. Create a more efficient, solutions-oriented environment, making it easier to operate within the City.
5. Implement an economic development and tourism strategy to attract major commercial investment and visitors.

Infrastructure and Accessibility

1. Engage in thoughtful planning and redesign of existing road networks to ensure safety, access, and mobility of users of all ages and abilities.
2. Develop a multi-modal regional transportation system for all users.
3. Develop environmentally sustainable strategies that improve quality of life and foster economic growth.
4. Ensure adequate resources are provided for continued maintenance of existing infrastructure.
5. Focus on delivery of safe connections to schools.

Public Safety

1. Engage the community and community partners to focus on evidence-based approaches to public safety.
2. Focus on violence prevention among all age groups, placing an emphasis on youth.
3. Increase fairness, justice, and responsiveness of our municipal criminal justice system to support the best possible outcome for offenders and victims of crime.
4. Reduce recidivism through prevention, deterrence, including detention, and re-entry services.

Section 2. That the City Council hereby adopts the Five-Year Planning Model that addresses objectives identified in this resolution and that includes the following general assumptions:

- Annual wage increases in each year at 2.0 percent and estimated salary costs for implementation of the Local 3808 and Local 42 Collective Bargaining Agreements
- Pension required contribution increases at 10.0 percent in Fiscal Year 2027 and 5.0 percent annually thereafter
- Healthcare increases in each year at 5.0 percent
- Contractual services and commodity increases in each year at 2.8 percent, based on consumer price index
- Debt issuance to support fleet replacement
- The General Fund subsidizes anticipated shortfalls in other governmental activities funds (Special Revenue, Debt, Capital)
- Estimated savings resulted from a hiring freeze and citywide travel reductions

Section 3. That the City Council directs the City Manager to include the assumptions of the Five-Year Planning Model, GOKC Bond Plans (2017 and 2022 issuances) and Capital Improvements Sales Tax Plan in the Submitted FY 2026-27 Budget.

Section 4. 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 5. That the City Council may update and enhance the Citywide Business Plan and the Council's adopted priorities through the Council committee process.



Authenticated as Passed



Quinton Lucas, Mayor



Marilyn Sanders, City Clerk

OCT 23 2025
Date Passed

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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 adopted the first annual Financial Strategic Plan, and approved the Five-Year Planning Model as the tool to evaluate financial and operational alternatives through the planning and budgeting process. In April 2014, the residents of Kansas City approved a change in the City Charter requiring the production of the Financial Strategic Plan and the Five-Year Planning Model every year. Most significantly, the Charter change marked an important first step in breaking a pattern of successive single-year fixes, often implemented without a long-term view.

This Citywide Business Plan consists of three components:

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

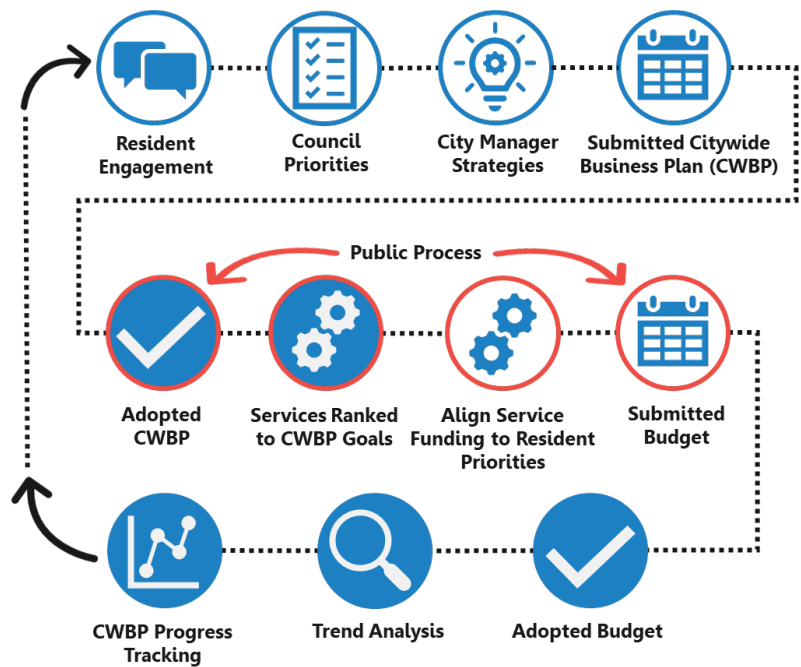
The City's Strategic Plan is a four-year document designed to align with City Council terms. The previous Plan was the City's guiding strategic document from 2020 to 2024 and comprised four City goals, 18 departmental objectives, and 85 strategies. Objectives highlight the City's priorities. They are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



In July 2024, the Mayor and City Council met to launch the new, four-year strategic planning process, during which they discussed changes to the structure of the Plan and their priorities for the current term. This was followed by a series of meetings with residents, department directors, and key staff to evaluate what strategies could be employed to achieve the City's new objectives.

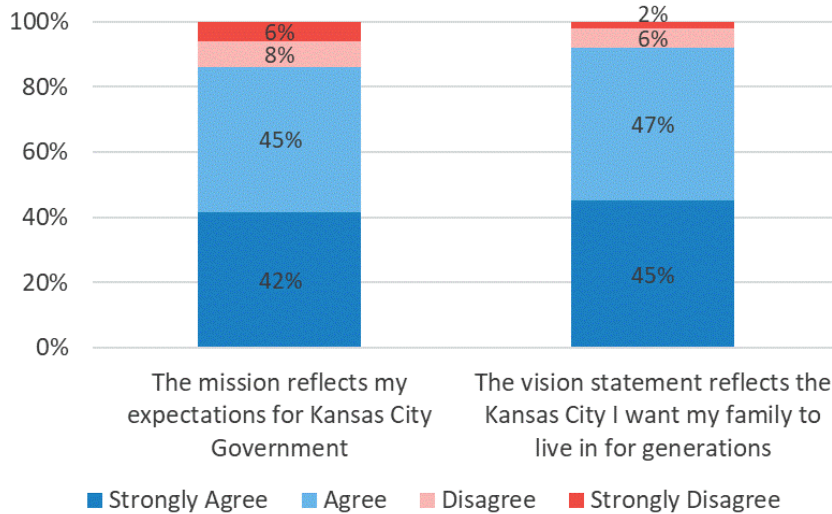
The Adopted 2025-2029 Citywide Business Plan has five goals: Finance and Governance, Housing and Healthy Communities, Inclusive Growth and Development, Infrastructure and Accessibility, and Public Safety.

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



Resident Engagement

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



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

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



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

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

Mission Statement

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

Values

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

We believe in:

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

Vision Statement

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

Goals

Finance and Governance

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

Public Safety

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

Housing and Healthy Communities

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

Inclusive Growth and Development

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

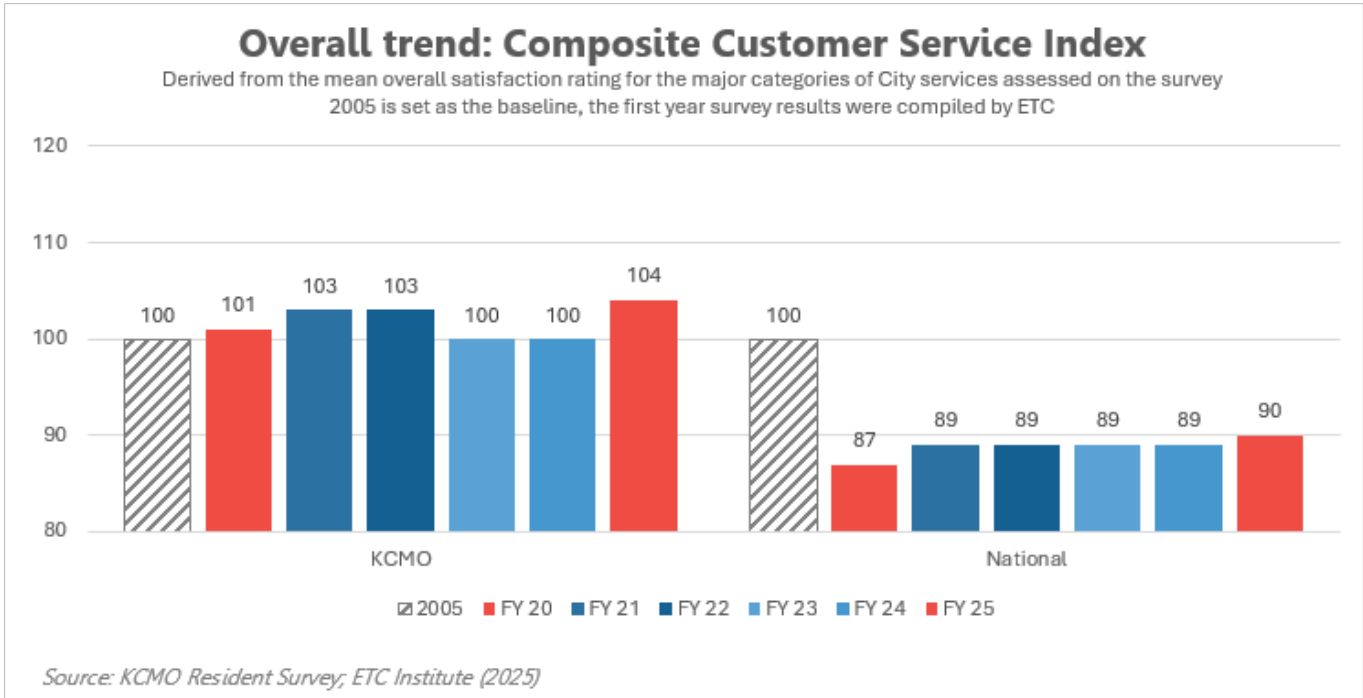
Infrastructure and Accessibility

To equitably, proactively, and adequately invest in infrastructure that connects people with job and business centers, neighborhoods, and cultural/health/recreational destinations.

Resident Priorities: Progress Report

The City of Kansas City, Missouri, conducts an annual Resident Survey to evaluate resident satisfaction with city services objectively. For the 2024-2025 survey, 9,000 households were randomly selected to participate between September 2024 and June 2025. A total of 4,005 households, representing 44.5% of those selected, completed the survey via mail, phone, or online. This yields a citywide precision of at least +/- 1.5% for the reported results.

The findings indicate that overall satisfaction with quality-of-life issues has improved over the past year, except for the rating of the City as "a place to live." Furthermore, low-income residents and individuals from minority racial or ethnic backgrounds reported a lower quality of life compared to the average. Despite these areas of concern, Kansas City residents expressed higher levels of satisfaction than those in similar-sized cities and above the national average.



The responses from the Resident Satisfaction Survey are used to generate Importance-Satisfaction (I-S) ratings, which rank services according to their priority level. The I-S rating is based on the idea that to enhance overall resident satisfaction, the City should focus on improving services that have high importance but low satisfaction levels. By identifying these services, the survey highlights which areas would have the greatest impact on enhancing satisfaction with City services.

The I-S Ratings for FY 2024-25 are included in the following table

Resident Priorities: Importance-Satisfaction Table					
Rank FY 25	Service Area	Importance %	Satisfaction %	Rank FY 23	Rank FY 24
1	Infrastructure – streets and sidewalks	58.4%	18.3%	1	1
2	Police	59.1%	32.8%	2	2
3	Housing services	19.6%	22.5%	-	-
4	Neighborhood services	16.6%	35.2%	3	3
5	Public transportation quality	11.6%	37.2%	5	4
6	Fire & EMS	20.5%	66.6%	12	12
7	Health Department	10.4%	41.9%	14	14
8	Water utilities	10.5%	48.4%	7	6
9	Environmental quality	8.7%	43.9%	4	5
10	Stormwater runoff management	6.7%	30.4%	9	11
11	Parks and Recreation	10.1%	56.4%	11	10
12	Communication with the public	6.9%	36.7%	8	7
13	Solid Waste services	8.9%	62.7%	6	9
14	City Planning and Development	4.3%	28.8%	10	8
15	311	5.5%	54.3%	15	15
16	Municipal Court	2.4%	40.1%	17	16
17	Airport facilities	1.8%	75.5%	16	17
-	Customer service – removed in 2025	-	-	13	13

Source: KCMO Resident Survey; ETC Institute (2025)

Top three existing priorities are unchanged

Infrastructure, police services, and neighborhood services are consistently the highest priorities for residents in the I-S rating. In the last two years, Housing Services and Municipal Court were added as resident priorities. Notably, Housing, which had previously been a combined department with Neighborhoods, entered with a very similar I-S rank. By contrast, the airport, which has opened its new state-of-the-art terminal, has fallen in importance as the desired improvements have begun to be implemented, illustrating the impact of current events on resident satisfaction and perception of importance.

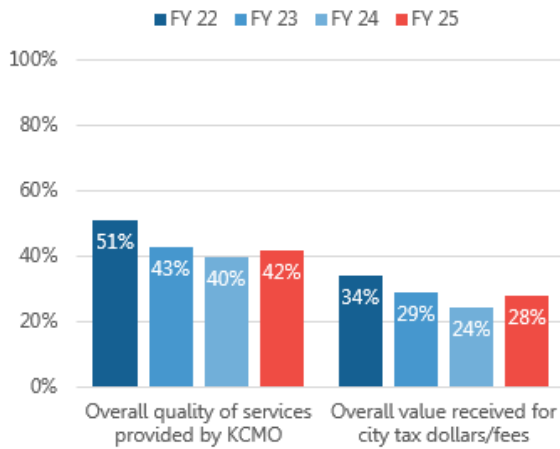
RESIDENT SATISFACTION RESULTS

Finance and Governance

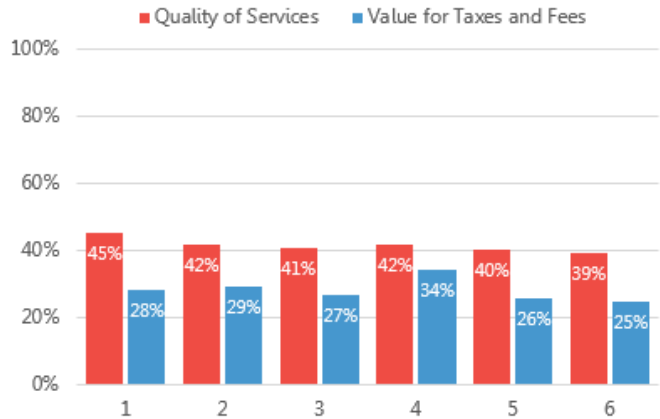
Both satisfaction with overall City services and satisfaction with the value for City tax dollars and fees saw a slight increase after years of previous declines; satisfaction with both metrics varied across council districts.

City Services and Value

Percent "Satisfied" or "Very Satisfied"



Percent "Satisfied" or "Very Satisfied" by Council District

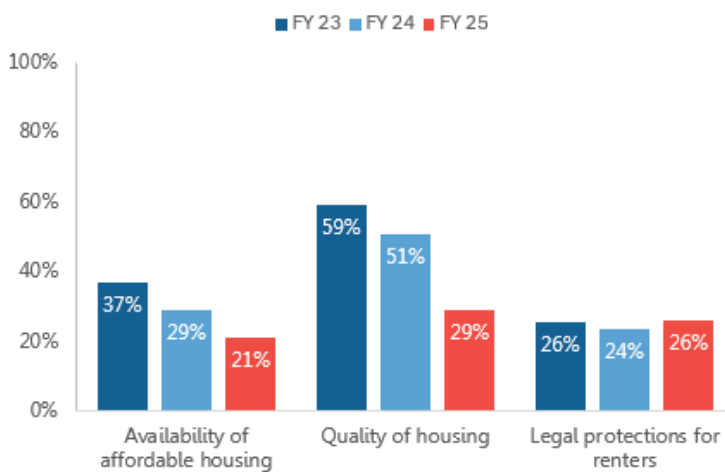


Source: KCMO Resident Survey; ETC Institute (2025)

Housing and Healthy Communities

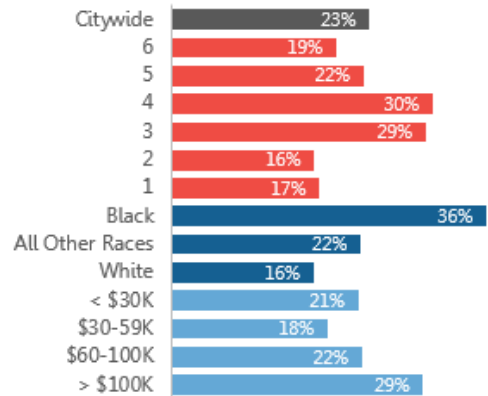
Satisfaction with the availability, affordability, and quality of housing has continued to decline over the last three years. While overall lower, satisfaction was higher among higher-income residents, Black residents, and in the 3rd and 4th Council Districts. 1st and 2nd Districts had very large neutral values, rather than much satisfaction (or dissatisfaction).

Resident satisfaction with housing questions has declined for several years. The overall satisfaction question is new for this year, so there is no trend data.

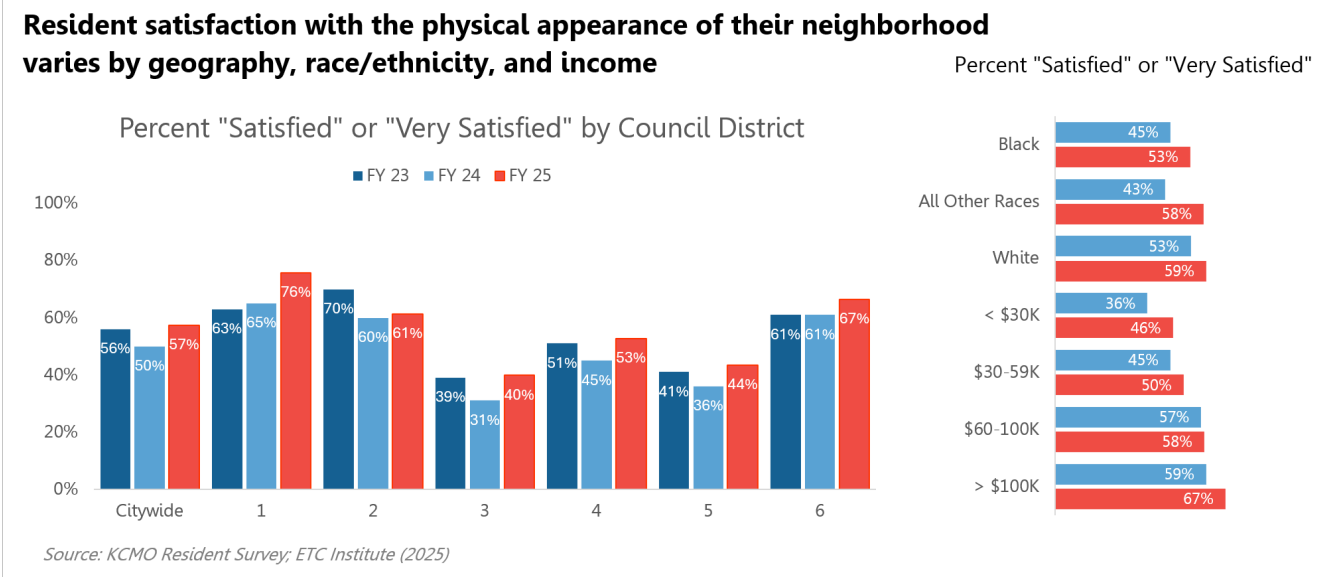


Source: KCMO Resident Survey; ETC Institute (2025)

Satisfaction with housing services overall



Resident satisfaction with the appearance of their neighborhood differs by geography, race/ethnicity, and income. While overall somewhat higher in FY 25, satisfaction was lower for Black residents, lower-income residents, and in the 3rd and 5th Council Districts.



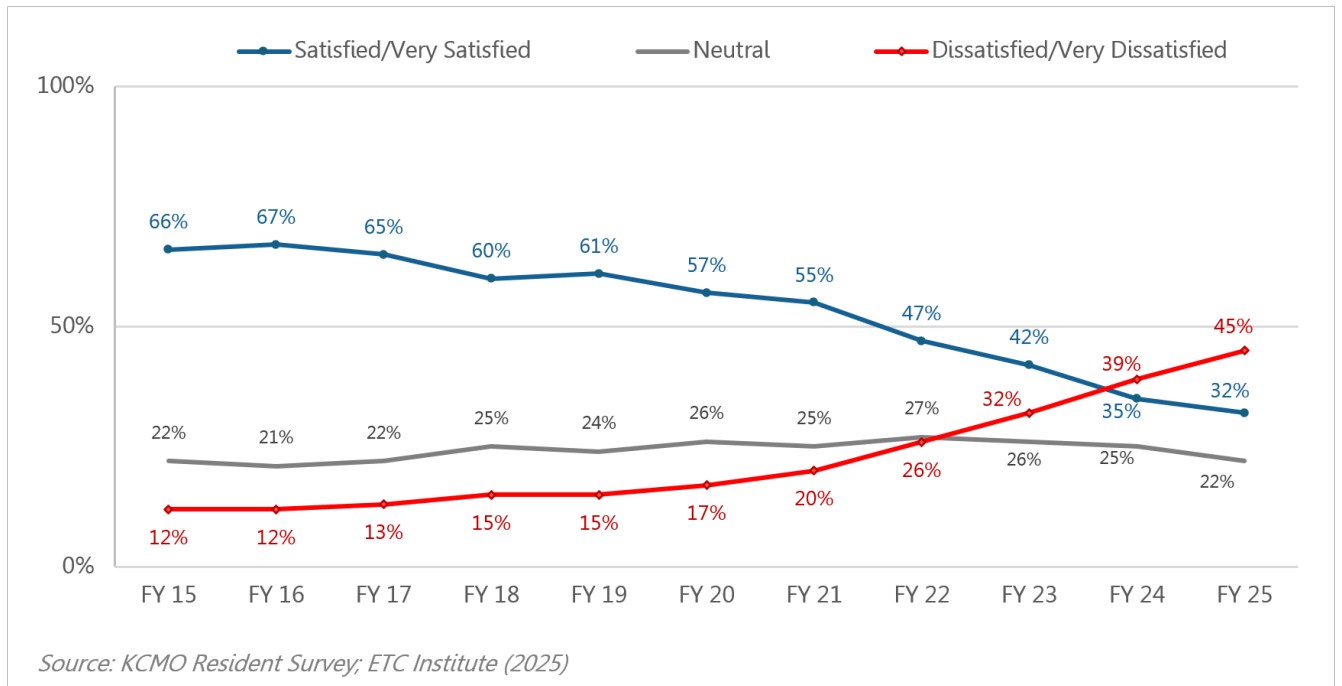
Satisfaction with major solid waste services saw some increase in FY 2025 and generally remained higher than large city and Plains region averages, with the exception of cleanliness of city streets. Note that the I-S rank for everything after the first two is extremely low, indicating a steep five-fold drop in importance.

	I-S Rank	FY25 Satisfaction	Change from previous year	Large Cities Average	Plains Region Average
Cleanliness of city streets and public areas	1	28%	+7%	37%	51%
City efforts to clean up illegal dumping sites	2	21%	+8%	-	-
Availability of composting services	3	32%	<i>new question</i>	-	-
Leaf and brush pick-up services	4	50%	+4%	50%	46%
Trash collection services	5	70%	<i>negligible</i>	56%	62%
Bulky item pick-up services	6	57%	+6%	44%	41%
Quality/accessibility of recycling drop-off centers	7	51%	-3%	38%	40%
Curbside recycling services	8	72%	<i>negligible</i>	48%	49%
Leaf and brush drop-off centers	9	53%	<i>negligible</i>	-	-

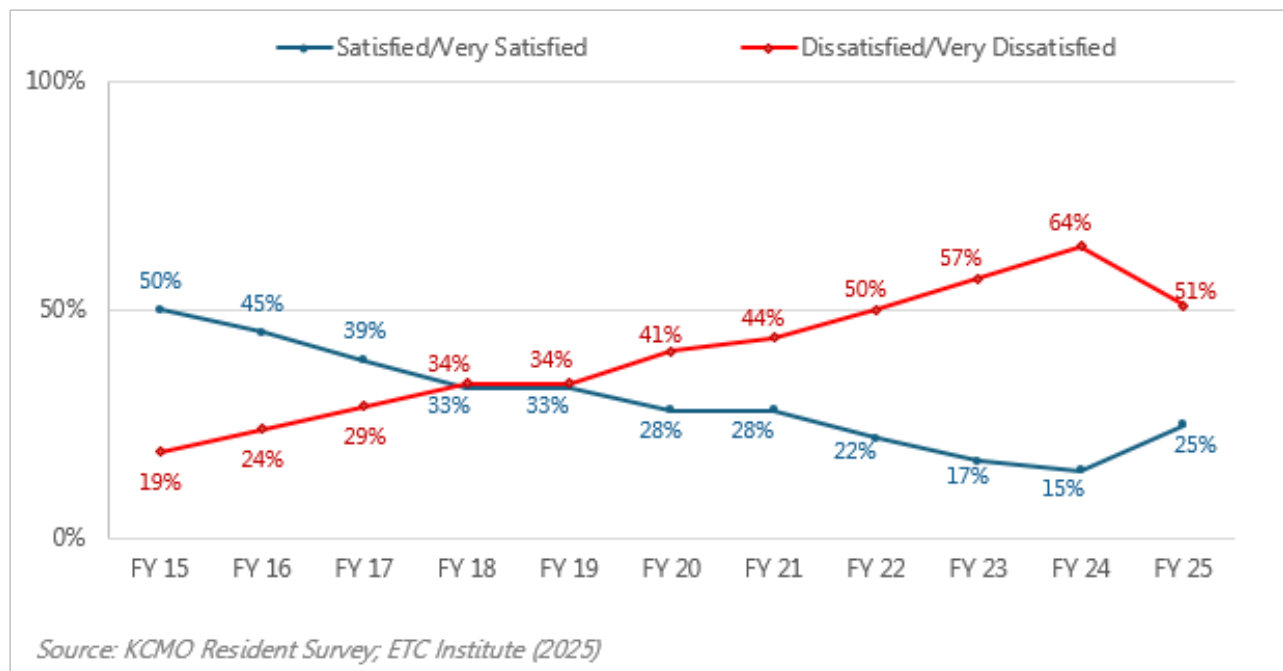
Recommendations from ETC Institute include prioritizing neighborhood services such as property maintenance and addressing vacant structures in the dangerous building inventory. Additional areas of focus include cleanliness of city streets, tree trimming, and illegal dumping abatement.

Public Safety

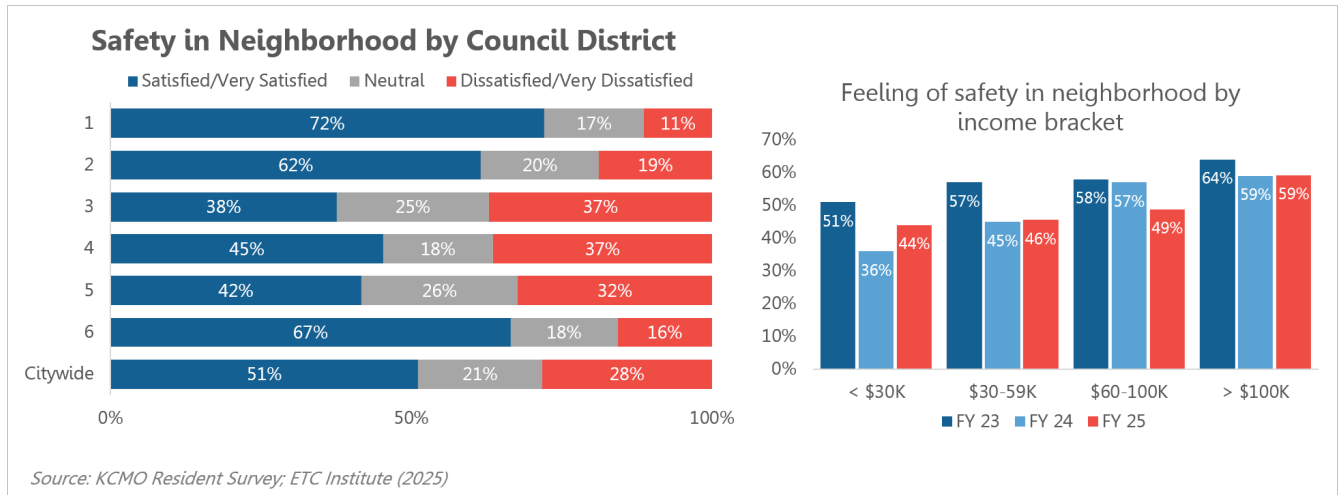
Police services continue to be the second highest priority and saw a continuation of the long-term decline in satisfaction.



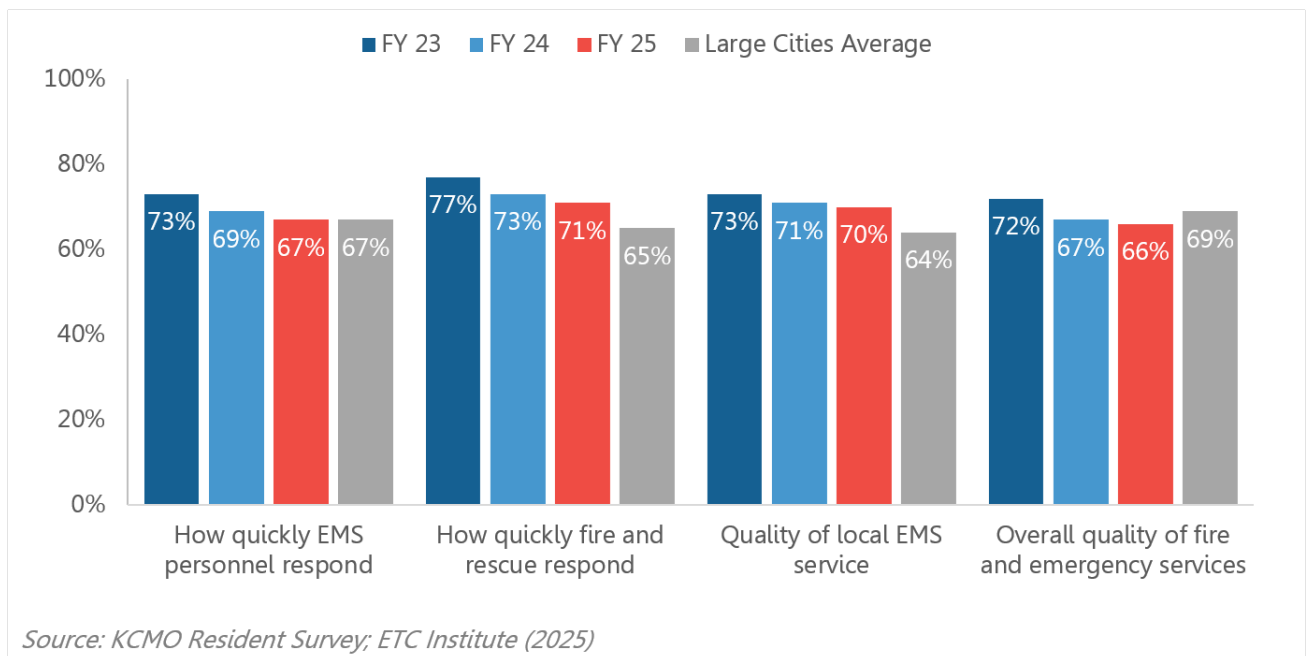
Efforts to prevent crime is the number one priority within police services. Satisfaction increased this year but is still only at 25%, whereas the national average for satisfaction with efforts to prevent crime is 40 percent. Dissatisfaction has also increased greatly, now with 51 percent of residents dissatisfied with this measure.



Satisfaction with feelings of safety in one’s neighborhood differed by geography and income. Residents in the 1st, 2nd, 4th, and 6th districts were more likely to report feeling safe in their neighborhoods. While overall satisfaction was higher among households with incomes of \$60,000 or more, satisfaction among those groups declined from FY 24. Satisfaction increased or remained the same among lower-income households.



Fire and EMS services is the 6th highest priority for residents, up from 12th in prior years, and satisfaction with all Fire and EMS services is high, compares favorably with benchmarks, and is slightly lower than the prior years.

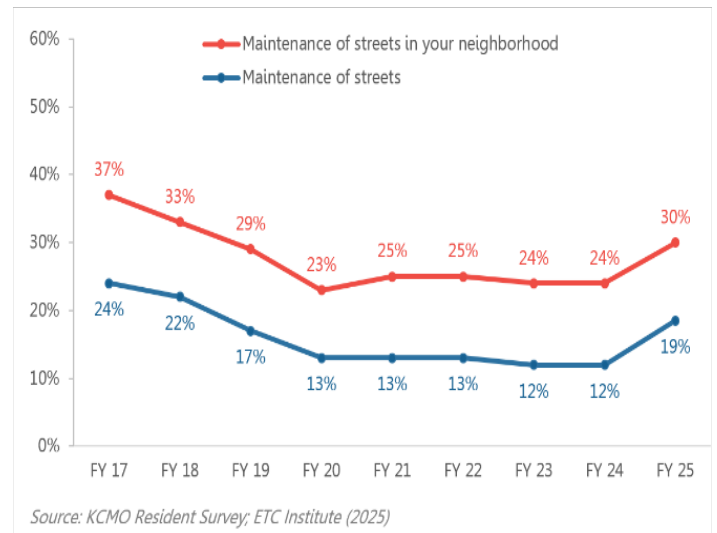


Infrastructure and Accessibility

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

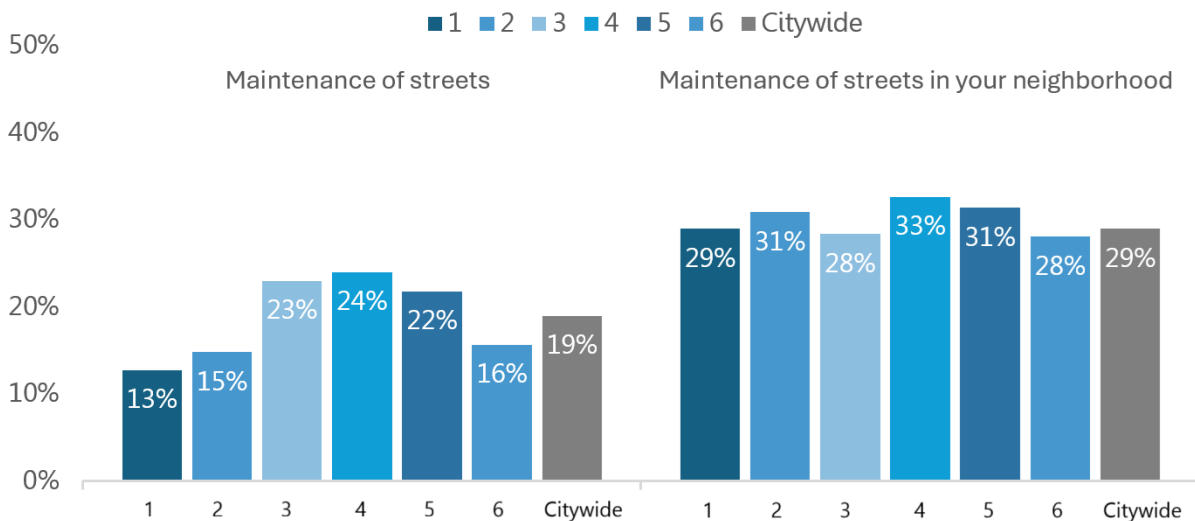
individual Council districts. Satisfaction with street maintenance overall and street maintenance in your own neighborhood has finally increased after years of decline and stagnation.

Questions	Satis.	Imp.	I-S Rank
Maintenance of streets	19%	60%	1
Maint. of streets in neighborhood	29%	25%	2
Condition of sidewalks	19%	20%	3
Safety and walkability of streets	29%	21%	4
Sidewalks in neighborhood	29%	14%	5
Snow removal on major streets	51%	15%	6
Disability access of infrastructure	37%	10%	7
Bicycle infrastructure	34%	6%	8
Maintenance of signs and signals	50%	6%	9
Adequacy of street lighting	58%	6%	10



Street maintenance satisfaction, unlike in prior years, has begun to show more variance in citywide opinion than in local neighborhood opinions. This appears to be because the increased satisfaction is concentrated in Districts south of the River, particularly the 3rd, 4th, and 6th.

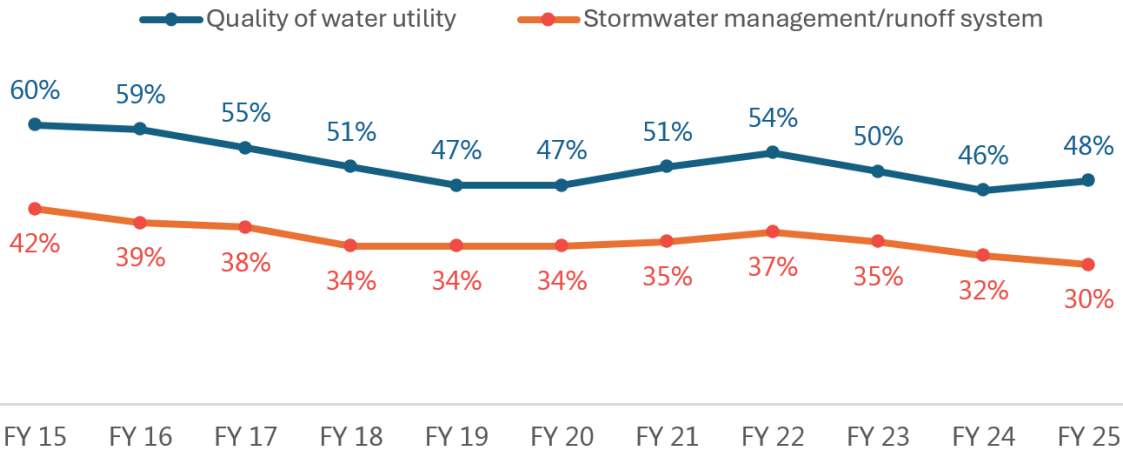
Maintenance of City Streets by Council District



Source: KCMO Resident Survey; ETC Institute (2025)

The water utility (KC Water) is the 6th highest priority for residents; satisfaction increased slightly this year, about equal to the national average. Stormwater runoff/management is the 11th highest priority for residents; satisfaction had a slight further decline from the prior year.

KC Water: utility and stormwater satisfaction



Source: KCMO Resident Survey; ETC Institute (2025)

Goals and Objectives

Finance and Governance

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1. Ensure City Government is responsive, representative, engaged, and transparent; particularly when faced with unforeseen challenges.
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3. Present a realistic view of financial indicators for improved communications on impact to the City.

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5. Ensure all residents have safe, accessible, quality housing by reducing barriers.
6. Protect and promote healthy, active amenities such as parks and trails, play spaces, and green spaces.

Inclusive Growth and Development

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

1. Develop strategies focusing on areas traditionally underserved by economic development and redevelopment efforts.
2. Ensure quality, lasting development throughout the City; and continuing to grow the economy and the population of Kansas City in all areas.
3. Increase and support local workforce development and small and locally owned businesses.
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2. Develop a multimodal regional transportation system for all users.
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1. Engage the community and community partners to focus on evidence-based approaches to public safety.
2. Focus on violence prevention among all age groups, placing an emphasis on youth.
3. Increase fairness, justice, and responsiveness of our municipal criminal justice system to support the best possible outcome for offenders and victims of crime.
4. Reduce recidivism through prevention, deterrence, including detention, and re-entry services.

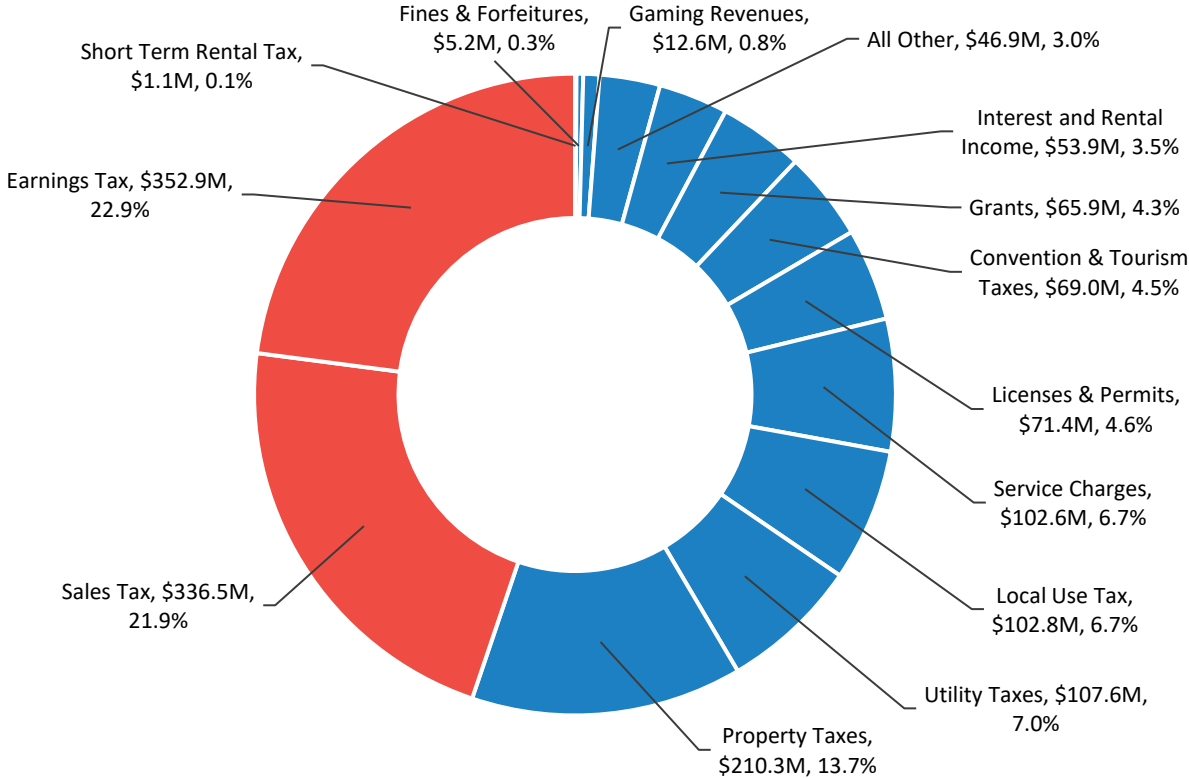
Financial Strategic Plan

FY 2025-26 Financial Highlights

The following information reflects budgeted funds in the Adopted FY 2025-26 Budget

Governmental Activities Revenues: \$1.539 Billion

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



Details on Major Government Activities Revenue Sources

Sales and Use Tax: \$439.3 Million

Some of the individual components of the City’s Sales and Use Tax rate of three and one quarter (3.25) percent have broader statutory authority than others, but all uses are currently limited by City ordinance or dedicated to specific purposes by voter approval.

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: \$352.9 Million

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

Earnings Tax funds 22.9 percent of non-enterprise functions and makes up 44.4 percent of General Fund revenue. A potential threat to this important revenue source is Proposition A, which requires the earnings tax to be renewed every five years. April 2021, Kansas City residents overwhelmingly approved a five-year extension through December 2026; however, the City's long-term financial health is vulnerable to renewal requirements of this critical source of operating funds.

Property Tax: \$210.3 Million

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

Franchise Fees: \$107.6 Million

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

Economic Incentive Redirections: \$49.2 Million

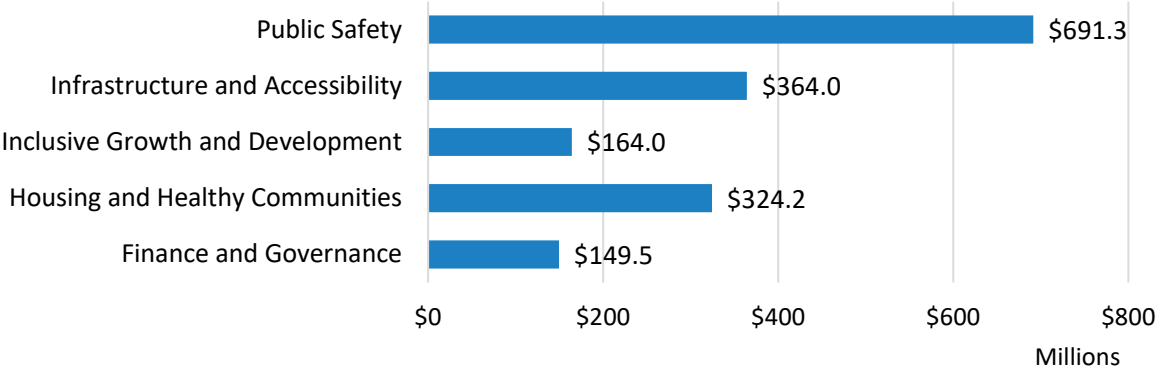
Economic Activity Taxes (EATs) are redirected revenues dedicated to economic development projects. Redirections are generally justified by a "but for" test: the development and resulting tax revenue would not have materialized "but for" the use of tax incentives. Redirections are an important tool used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

Governmental Activities Expenditures: \$1.693 Billion

Governmental Activities Funds provide programs and services paid for by taxes, fees, and service charges. These funds provide services such as Police, Fire, Public Works, Parks and Recreation, Neighborhoods, and Health. Governmental Activities Funds do not include the Aviation and Water Services Departments, which are wholly contained in Business-Type Activities Funds.

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

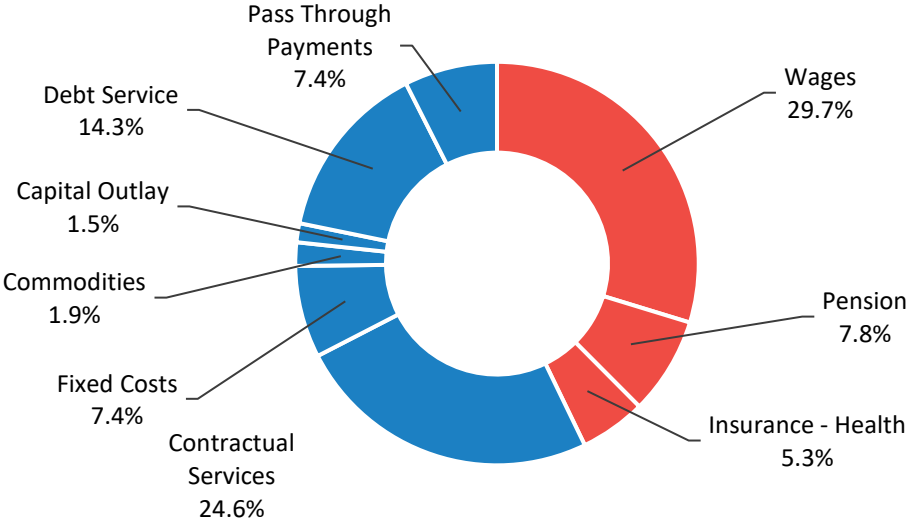
**Fiscal Year 2025-26 Expenditures by Goal
Governmental Activities**



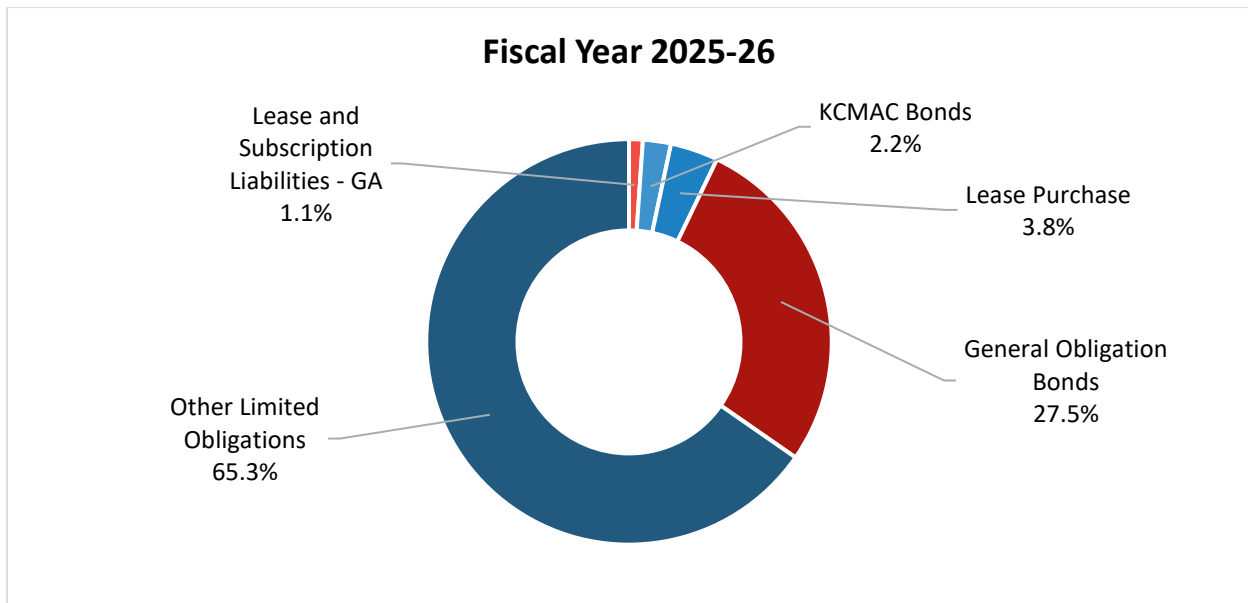
Expenditures by Category

Personnel Services (wages and benefits account for 42.8 percent of total expenditures, funding 3,490 Police and Fire employees and 2,421 non-Police and Fire employees.)

Fiscal Year 2025-26



Governmental Activities Debt Service Overview: \$1.702 Billion



Capital Improvements and Infrastructure Maintenance

The declines of physical assets, such as streets and buildings, have far-reaching effects on business activity, property values, and operating expenditures. Detailed budget data and performance measures can be used to measure expenditures and deferrals by asset type and gauge resident satisfaction with asset condition. The FY 2025-26 Budget includes a total of \$144.7 million for capital improvements in Government Activities.

Legacy Costs

Salaries

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

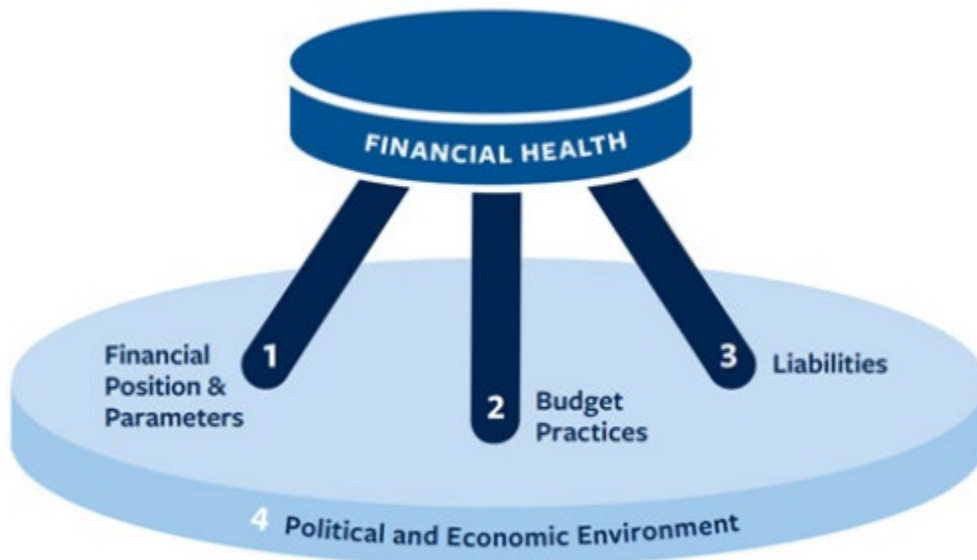
Pension, Healthcare, and Life Insurance

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

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

Financial Strategic Objectives

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



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

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

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

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

² Ibid

- Structurally balanced budget
- Revenue
- Debt
- Investment

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

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

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

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

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

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

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

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

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

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

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

Strategic Planning Objectives

7. Develop and implement a comprehensive risk management program

Five-Year Planning Model

The purpose of financial planning is to develop multiple scenarios rather than worst-case financial alternatives. The Five-Year Planning Model is used to monitor long-term financial health, illustrate the impacts of policy decisions and potential trends, and create a common set of assumptions and expectations. The baseline scenario begins with goals and objectives based on what we know: the FY 2025-26 Adopted Budget, revenue forecast assumptions, and known changes in expenditures. The baseline scenario is then recast to the balanced scenario to reflect what the City Council wants to achieve:

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

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

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

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

Revenues

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

Expenditures

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

Scenarios

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

many more. Although it is common practice to develop pessimistic, optimistic, and “most likely” scenarios, planning is more valuable when scenarios chosen are all equally plausible. This allows strategic decisions to be tested against likely outcomes, not potential extremes. This approach reinforced the idea of the model as a planning tool that can produce financial strategies that work under any scenario.

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

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

Workforce costs are critical values due to the labor-intensive nature of municipal government (emergency response, street maintenance, and the delivery of municipal services). Personnel costs represent more than two-thirds of overall General Fund spending in the FY 2025-26 Budget and must be addressed thoughtfully as part of long-range financial planning. Growth rates for health and pension costs, representing over 22% 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.

2027-2031 Financial Scenarios

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

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

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

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

Link to the Budget

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

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

Financial Plan Scenario: Baseline

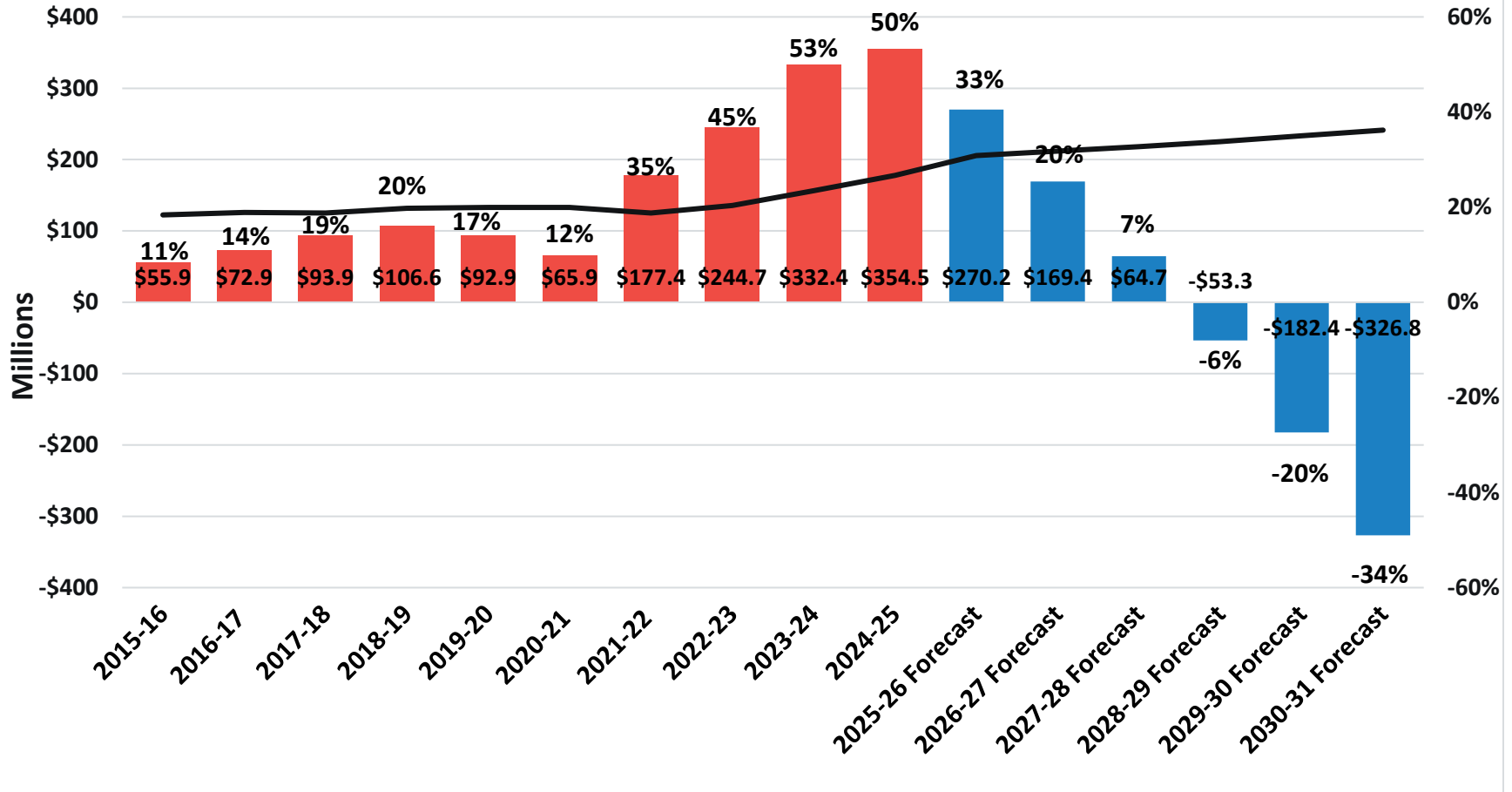
Assume FY2025-26 Adopted Budget plus the following conditions:

- Annual wage increase in each year at 2.0% and the estimated costs for implementation of the Local 3808 and Local 42 Collective Bargaining Agreements
- Pension required contribution increases at 10.0% in Fiscal Year 2027 and 5.0% annually thereafter
- Healthcare increases in each year at 5.0%
- Contractual services and commodity increases in each year at 2.8% based on consumer price index
- Debt issuance to support fleet replacement
- The General Fund subsidizes anticipated shortfalls in other governmental activities funds (Special Revenue, Debt and Capital)
- Estimated savings resulted from a hiring freeze and citywide travel reductions

Revenue:

- Earnings Tax Growth Rate: 5.5% in FY27 then 2.5% – 3.0% annually
- Local Use Tax Growth Rate: 12.0% in FY27 then 5% - 6% annually
- Property Tax Growth Rate: 0% in FY27 then 1.5% annually
- License and Permits Growth Rate: 0.0%

General Fund - Fund Balance



Capital Improvements Plan

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

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

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

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

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

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

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

GO KC Bond Plan

In FY 2022-23, City Council approved a comprehensive capital asset rating system to prioritize projects, as outlined in the introduction of the capital improvements program. This is part of a larger strategy in the Citywide Business Plan to 'Develop and updated sustainable infrastructure plans that include the goal of keeping infrastructure assets at good or better condition.

With the adoption of this rating system, an updated 5-year plan for General Obligation (GO) Bond funds was approved that will help towards the goal of keeping infrastructure assets at good or better condition.

Kansas City, MO voters approved \$800 million in bonds in April 2017 to fund capital improvements program for streets, sidewalks, flood control, and other infrastructure needs over the next 20 years. The projects are prioritized by residents through resident satisfaction surveys and focus on repairing or expanding existing infrastructure citywide.

Projects are then prioritized based on several factors, including those that are:

- Shovel ready
- Already in the current Five-Year Capital Improvements Plan
- Leverage grants or private resources
- Promote new development
- Improve public safety
- Address state or federal mandates

The capital improvement projects may include new construction or renovation of city buildings, reconstruction of streets, repairing or constructing sidewalks as well as making public areas ADA compliant.

The program will use revenue created by issuing approximately \$40 million in GO bonds each year for 20 years. These long-deferred projects will be easy to recognize because they will carry the GO KC brand.

Each of these projects will be categorized as one of the following: Roads, Bridges, Sidewalks, Trails, Flood Control to prevent floodwaters from damaging homes and businesses, Public Buildings Repair (including the replacement of the animal shelter, in partnership with private fundraising), and renovating public buildings to satisfy federal American with Disabilities Act (ADA) requirements.

In November 2022, Kansas City, MO voters approved another plan for \$175 million in bonds to fund parks and entertainment facilities as well as affordable housing over 5 years. This plan dedicates \$50 million for the purpose of affordable housing through rehabilitation, renovation, and construction, and \$125 million of it is for parks and entertainment facilities. Sixty-four percent of this is to be set aside for parks and the remainder is to go to conventions to repair entertainment facilities.

The parks portion is to be divided into two categories: Citywide and council district. Each council district will receive \$10 million to cover priorities as set by resident input, Parks asset rating data and needs analysis, as well as council input on needs affecting their district. The remainder is to be spent of parks projects citywide.

Project Prioritization

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

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

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

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

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

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

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

AdvanceKC Eligible Area (up to 5 points): this factor incorporates the poverty rate, median household income and unemployment rate of the census tract where the project is located. If project falls within a tract historically underserved, severely distressed or distressed census tract, it will receive points.

Health Prosperity Zone (up to 5 points): the project is in a zone where historic lack of investment has resulted in disproportionate impacts on health, quality of life, and life expectancy.

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

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

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

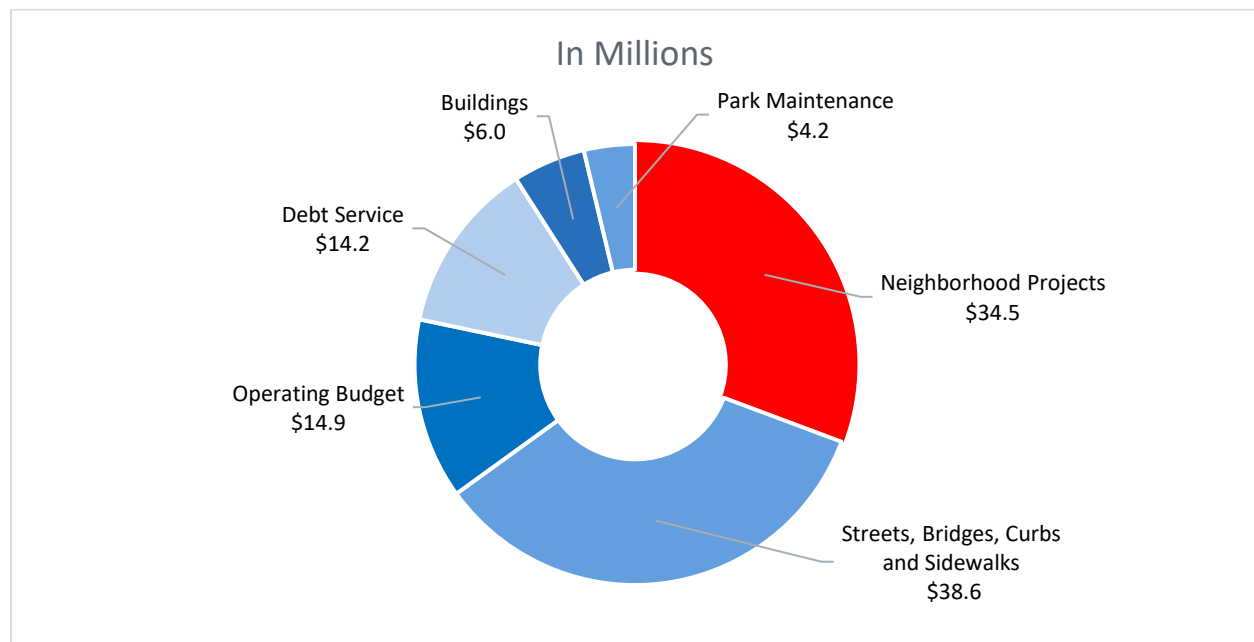
Master or Corridor Planning (up to 5 points): points are awarded up to 5 based on if the project implements a plan or supports goals outlined in an area or neighborhood plan.

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

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

Resources

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



Impact of Capital Spending on the Operating Budget

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

Expenditures The tables included shows the Adopted 2027-2031 Capital Improvements Program as recommended by the Capital Improvements Technical Committee.

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$348,534,988
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	2025	2026	2027	2028	2029	2030	2031
	Actuals	Adopted					
GENERAL FUND							
Revenue							
All Other	\$ 1,244,580	\$ 2,817,453	\$ 1,244,580	\$ 1,244,580	\$ 1,244,580	\$ 1,244,580	\$ 1,244,580
Earnings Tax	\$ 360,863,604	\$ 373,693,480	\$ 380,711,102	\$ 392,132,435	\$ 401,935,746	\$ 411,984,140	\$ 422,283,743
Earnings Tax - Redirections	\$ (19,311,758)	\$ (22,445,700)	\$ (20,373,904)	\$ (20,985,122)	\$ (21,509,750)	\$ (22,047,493)	\$ (22,598,681)
Fines & Forfeitures	\$ 3,197,354	\$ 3,269,908	\$ 3,197,354	\$ 3,197,354	\$ 3,197,354	\$ 3,197,354	\$ 3,197,354
Gaming Revenues	\$ 12,487,581	\$ 12,553,643	\$ 12,487,581	\$ 12,487,581	\$ 12,487,581	\$ 12,487,581	\$ 12,487,581
Grants	\$ 5,616,240	\$ 2,148,505	\$ 5,616,240	\$ 5,616,240	\$ 5,616,240	\$ 5,616,240	\$ 5,616,240
Hotel/Motel Tax	\$ 176,778	\$ 188,105	\$ 183,849	\$ 187,526	\$ 191,276	\$ 195,102	\$ 199,004
Interest and Rental Income	\$ 25,705,597	\$ 28,614,399	\$ 19,921,838	\$ 19,921,838	\$ 19,921,838	\$ 19,921,838	\$ 19,921,838
Licenses & Permits	\$ 42,794,950	\$ 40,568,786	\$ 42,794,950	\$ 42,794,950	\$ 42,794,950	\$ 42,794,950	\$ 42,794,950
Local Use Tax	\$ 95,604,206	\$ 102,885,978	\$ 107,076,711	\$ 113,501,314	\$ 119,176,379	\$ 125,135,198	\$ 131,391,958
Local Use Tax - Redirections	\$ (150,887)	\$ (95,800)	\$ (162,958)	\$ (169,477)	\$ (176,256)	\$ (183,306)	\$ (190,638)
Property Taxes	\$ 80,710,460	\$ 81,269,632	\$ 80,710,460	\$ 81,921,117	\$ 83,149,934	\$ 84,397,183	\$ 85,663,140
Property Taxes - PILOTs	\$ 921,661	\$ 325,079	\$ 921,661	\$ 921,661	\$ 921,661	\$ 921,661	\$ 921,661
Restaurant Tax	\$ 370,212	\$ 330,556	\$ 385,021	\$ 392,721	\$ 400,576	\$ 408,587	\$ 416,759
Service Charges	\$ 69,687,663	\$ 57,673,376	\$ 73,590,172	\$ 75,650,697	\$ 77,768,916	\$ 79,946,446	\$ 82,184,946
Utility Taxes	\$ 108,187,551	\$ 110,240,000	\$ 108,187,551	\$ 108,187,551	\$ 108,187,551	\$ 108,187,551	\$ 108,187,551
Utility Taxes - Redirections	\$ (2,597,012)	\$ (3,112,000)	\$ (2,597,012)	\$ (2,597,012)	\$ (2,597,012)	\$ (2,597,012)	\$ (2,597,012)
Transfers In	\$ 23,922,509	\$ 34,775,988	\$ 23,922,509	\$ 23,922,509	\$ 23,922,509	\$ 23,922,509	\$ 23,922,509
Total Revenue	\$ 809,431,289	\$ 825,701,388	\$ 837,817,703	\$ 858,328,463	\$ 876,634,073	\$ 895,533,108	\$ 915,047,484
Expenditures by Category							
Wages	\$ 366,062,066	\$ 410,208,022	\$ 415,353,261	\$ 423,720,828	\$ 437,581,486	\$ 451,972,614	\$ 466,918,273
Fire	\$ 147,189,251	\$ 168,780,620	\$ 172,156,232	\$ 175,599,357	\$ 184,379,325	\$ 193,598,291	\$ 203,278,206
Mandate: Ord 250280 L3808 CBA	\$ -	\$ 2,000,000					
All Other	\$ 218,872,815	\$ 240,490,446	\$ 245,300,255	\$ 250,206,260	\$ 255,210,385	\$ 260,314,593	\$ 265,520,885
Scenario: Hiring Freeze (Non-Union)	\$ -	\$ (1,063,044)	\$ (2,103,226)	\$ (2,084,789)	\$ (2,008,224)	\$ (1,940,270)	\$ (1,880,818)
Insurance - Health	\$ 63,546,390	\$ 70,263,957	\$ 73,777,155	\$ 77,466,013	\$ 81,339,313	\$ 85,406,279	\$ 89,676,593
Pension	\$ 113,101,031	\$ 116,114,748	\$ 127,726,223	\$ 134,112,534	\$ 140,818,161	\$ 147,859,069	\$ 155,252,022
Contractual Services	\$ 94,389,347	\$ 136,693,450	\$ 140,520,867	\$ 144,455,451	\$ 148,500,203	\$ 152,658,209	\$ 156,932,639
Scenario: Travel Reductions	\$ -	\$ -	\$ (534,192)	\$ (549,149)	\$ (564,526)	\$ (580,332)	\$ (596,582)
Fixed Costs	\$ 50,959,564	\$ 61,448,699	\$ 64,206,800	\$ 66,405,145	\$ 68,720,707	\$ 71,105,717	\$ 73,562,165
Commodities	\$ 6,487,329	\$ 9,325,618	\$ 9,586,735	\$ 9,855,164	\$ 10,131,108	\$ 10,414,780	\$ 10,706,393
Capital Outlay	\$ 4,432,316	\$ 4,176,215	\$ 4,293,149	\$ 4,413,357	\$ 4,536,931	\$ 4,663,965	\$ 4,794,556
Debt Service	\$ 12,602,741	\$ 16,213,564	\$ 12,839,359	\$ 12,824,842	\$ 9,999,277	\$ 9,999,594	\$ 7,797,248
Scenario: Fleet Replacement	\$ -	\$ -	\$ 144,273	\$ 144,313	\$ 144,374	\$ 144,432	\$ 144,375
Transfer Out	\$ 70,861,172	\$ 79,609,536	\$ 78,571,133	\$ 77,633,648	\$ 77,987,867	\$ 71,319,019	\$ 73,382,399
Scenario: Transfer to Health Fund	\$ -	\$ -	\$ -	\$ 2,701,294	\$ 2,246,299	\$ 1,927,340	\$ 1,615,608
Scenario: Transfer to Parks Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ 4,353,407	\$ 5,334,299	\$ 6,365,290
Scenario: Transfer to Public Mass Transportation	\$ -	\$ -	\$ 12,159,000	\$ 9,825,963	\$ 9,845,211	\$ 9,873,971	\$ 9,912,637
Scenario: Transfer to Street Maintenance Fund	\$ -	\$ -	\$ -	\$ -	\$ 318,951	\$ 2,318,733	\$ 2,648,390
Total Expenditures	\$ 782,441,955	\$ 904,053,809	\$ 938,643,762	\$ 963,009,403	\$ 995,958,771	\$ 1,024,417,688	\$ 1,059,112,007
Reserves - General Fund Projected Ending Balance		\$ 270,182,567	\$ 169,356,508	\$ 64,675,568	\$ (54,649,130)	\$ (183,533,711)	\$ (327,598,234)
<i>percent of operating expenditures</i>		32.8%	20.0%	7.4%	-6.1%	-19.7%	-33.9%
<i>Total Operating Surplus/(Loss)</i>		\$ (78,352,421)	\$ (100,826,059)	\$ (104,680,940)	\$ (119,324,698)	\$ (128,884,581)	\$ (144,064,523)
<i>Fund Balance Target of 25% of Expenditures</i>		\$ 206,111,068	\$ 211,978,407	\$ 218,212,124	\$ 225,301,759	\$ 233,411,082	\$ 241,296,921
<i>Fund Balance Floor of 17% of Expenditures</i>		\$ 140,155,526	\$ 144,145,317	\$ 148,384,245	\$ 153,205,196	\$ 158,719,535	\$ 164,081,906

Fiscal Years 2027-2031 Financial Plan Scenario Description: Baseline

**Beginning Fund Balance:
\$15,940,450**

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
HEALTH FUND							
Revenue							
All Other	\$ 34,965	\$ 133,656	\$ 34,965	\$ 34,965	\$ 34,965	\$ 34,965	\$ 34,965
Grants	\$ 35,100	\$ 10,280	\$ 35,100	\$ 35,100	\$ 35,100	\$ 35,100	\$ 35,100
Property Taxes	\$ 70,419,420	\$ 71,217,475	\$ 70,419,420	\$ 71,475,712	\$ 72,547,847	\$ 73,636,065	\$ 74,740,606
Property Taxes - PILOTs	\$ 921,998	\$ 325,199	\$ 921,998	\$ 921,998	\$ 921,998	\$ 921,998	\$ 921,998
Service Charges	\$ 6,007,510	\$ 6,906,588	\$ 6,343,930	\$ 6,521,560	\$ 6,704,164	\$ 6,891,881	\$ 7,084,853
Transfers In	\$ 247,345	\$ 214,600	\$ 247,345	\$ 247,345	\$ 247,345	\$ 247,345	\$ 247,345
Total Revenue	\$ 77,666,339	\$ 78,807,798	\$ 78,002,759	\$ 79,236,681	\$ 80,491,420	\$ 81,767,354	\$ 83,064,868
Expenditures by Category							
Wages	\$ 11,779,305	\$ 14,252,667	\$ 14,537,720	\$ 14,828,475	\$ 15,125,044	\$ 15,427,545	\$ 15,736,096
Scenario: Hiring Freeze (Non-Union)	\$ -	\$ (96,329)	\$ (185,412)	\$ (180,089)	\$ (166,582)	\$ (154,222)	\$ (142,992)
Pension	\$ 1,679,813	\$ 2,120,884	\$ 2,332,972	\$ 2,449,621	\$ 2,572,102	\$ 2,700,707	\$ 2,835,743
Insurance-Health	\$ 2,124,197	\$ 2,502,298	\$ 2,627,413	\$ 2,758,784	\$ 2,896,723	\$ 3,041,559	\$ 3,193,637
Contractual Services	\$ 6,747,118	\$ 7,620,822	\$ 7,834,205	\$ 8,053,563	\$ 8,279,063	\$ 8,510,876	\$ 8,749,181
Mandate: Ord 240455 Swope Health Village	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mandate: 2026 Adopted Amendment Swope Health Village	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Costs	\$ 3,225,889	\$ 3,326,477	\$ 3,419,618	\$ 3,515,368	\$ 3,613,798	\$ 3,714,984	\$ 3,819,004
Commodities	\$ 857,133	\$ 735,676	\$ 756,275	\$ 777,451	\$ 799,219	\$ 821,597	\$ 844,602
Capital Outlay	\$ 1,167,271	\$ 433,099	\$ 445,226	\$ 457,692	\$ 470,507	\$ 483,682	\$ 497,225
Debt Service	\$ 203,273	\$ 351,385	\$ 203,172	\$ 205,843	\$ 50,078	\$ 50,123	\$ 50,213
Scenario: Fleet Replacement	\$ -	\$ -	\$ 186,088	\$ 186,139	\$ 186,217	\$ 186,292	\$ 186,218
Pass Through Payments	\$ 31,756,891	\$ 32,991,868	\$ 32,991,868	\$ 32,991,868	\$ 32,991,868	\$ 32,991,868	\$ 32,991,868
Scenario: Adjust Pass Through Payments	\$ -	\$ -	\$ (2,497,230)	\$ (2,497,230)	\$ (2,497,230)	\$ (2,497,230)	\$ (2,497,230)
Transfers Out	\$ 17,098,564	\$ 18,416,912	\$ 18,416,912	\$ 18,416,912	\$ 18,416,912	\$ 18,416,912	\$ 18,416,912
Total Expenditures	\$ 76,639,455	\$ 91,655,759	\$ 81,068,827	\$ 81,964,395	\$ 82,737,719	\$ 83,694,694	\$ 84,680,476
Reserves - Health Fund Projected Ending Balance		\$ 3,092,489	\$ 26,421	\$ (2,701,294)	\$ (4,947,593)	\$ (6,874,933)	\$ (8,490,540)
<i>percent of operating expenditures</i>		4.2%	0.0%	-4.1%	-7.4%	-10.1%	-12.3%
<i>Total Operating Surplus/(Loss)</i>		\$ (12,847,961)	\$ (3,066,068)	\$ (2,727,715)	\$ (2,246,299)	\$ (1,927,340)	\$ (1,615,608)
<i>Fund Balance Target of 8% of Expenditures</i>		\$ 5,859,108	\$ 5,012,153	\$ 5,083,799	\$ 5,145,665	\$ 5,222,223	\$ 5,301,085

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$7,165,946
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
PUBLIC MASS TRANSPORTATION FUND							
Revenue							
All Other	\$ 1,370	\$ -	\$ 1,370	\$ 1,370	\$ 1,370	\$ 1,370	\$ 1,370
Grants	\$ 11,845	\$ 24,500	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845	\$ 11,845
Licenses & Permits	\$ 33,408	\$ -	\$ 33,408	\$ 33,408	\$ 33,408	\$ 33,408	\$ 33,408
Sales Tax	\$ 49,897,594	\$ 50,393,926	\$ 50,895,546	\$ 51,404,502	\$ 51,918,547	\$ 52,437,732	\$ 52,962,109
Sales Tax - Redirections	\$ (2,538,882)	\$ (2,482,100)	\$ (2,589,660)	\$ (2,615,556)	\$ (2,641,712)	\$ (2,668,129)	\$ (2,694,810)
Total Revenue	\$ 47,405,335	\$ 47,936,326	\$ 48,352,509	\$ 48,835,568	\$ 49,323,458	\$ 49,816,226	\$ 50,313,922
Expenditures by Category							
Wages	\$ 558,139	\$ 1,813,455	\$ 1,849,724	\$ 1,886,719	\$ 1,924,453	\$ 1,962,942	\$ 2,002,201
Scenario: Hiring Freeze (Non-Union)	\$ -	\$ (26,009)	\$ (51,497)	\$ (51,110)	\$ (49,250)	\$ (47,621)	\$ (46,219)
Pension	\$ 154,990	\$ 300,240	\$ 330,264	\$ 346,777	\$ 364,116	\$ 382,322	\$ 401,438
Insurance-Health	\$ 151,945	\$ 324,285	\$ 340,499	\$ 357,524	\$ 375,400	\$ 394,170	\$ 413,879
Contractual Services	\$ 10,325,236	\$ 12,647,815	\$ 13,001,954	\$ 13,366,009	\$ 13,740,257	\$ 14,124,984	\$ 14,520,484
Fixed Costs	\$ 196,757	\$ 459,727	\$ 472,599	\$ 485,832	\$ 499,435	\$ 513,420	\$ 527,795
Commodities	\$ 924,831	\$ 1,503,095	\$ 1,545,182	\$ 1,588,447	\$ 1,632,923	\$ 1,678,645	\$ 1,725,647
Pass Through Payments	\$ 30,672,512	\$ 30,412,292	\$ 30,672,512	\$ 30,672,512	\$ 30,672,512	\$ 30,672,512	\$ 30,672,512
Scenario: Budget Amendment KCATA Pass Through	\$ -	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000
Transfers Out	\$ 2,999,813	\$ 3,208,822	\$ 3,208,822	\$ 3,208,822	\$ 3,208,822	\$ 3,208,822	\$ 3,208,822
Total Expenditures	\$ 45,984,224	\$ 57,443,722	\$ 58,170,060	\$ 58,661,532	\$ 59,168,669	\$ 59,690,197	\$ 60,226,559
Reserves - Public Mass Transportation Fund Projected Ending Balance		\$ (2,341,450)	\$ (12,159,000)	\$ (21,984,964)	\$ (31,830,175)	\$ (41,704,146)	\$ (51,616,783)
<i>percent of operating expenditures</i>		-4.9%	-25.2%	-45.2%	-64.7%	-83.9%	-102.8%
<i>Total Operating Surplus/(Loss)</i>		\$ (9,507,396)	\$ (9,817,550)	\$ (9,825,963)	\$ (9,845,211)	\$ (9,873,971)	\$ (9,912,637)
<i>Fund Balance Target of 8% of Expenditures</i>		\$ 4,338,792	\$ 4,396,899	\$ 4,436,217	\$ 4,476,788	\$ 4,518,510	\$ 4,561,419

Fiscal Years 2027-2031 Financial Plan Scenario Description: Baseline

Beginning Fund Balance:
\$1,440,503

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
KCATA FUND							
Revenue							
All Other	\$ 1,111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ 9,604	\$ 19,860	\$ 9,604	\$ 9,604	\$ 9,604	\$ 9,604	\$ 9,604
Sales Tax	\$ 40,205,856	\$ 40,635,591	\$ 41,009,973	\$ 41,420,072	\$ 41,834,273	\$ 42,252,616	\$ 42,675,142
Sales Tax - Redirections	\$ (1,411,924)	\$ (1,369,900)	\$ (1,440,162)	\$ (1,454,564)	\$ (1,469,110)	\$ (1,483,801)	\$ (1,498,639)
Total Revenue	\$ 38,804,646	\$ 39,285,551	\$ 39,579,414	\$ 39,975,112	\$ 40,374,767	\$ 40,778,419	\$ 41,186,107
Expenditures by Category							
Pass Through Payments	\$ 41,304,038	\$ 40,680,227	\$ 39,512,011	\$ 39,907,709	\$ 40,307,364	\$ 40,711,016	\$ 41,118,704
Transfers Out	\$ 62,822	\$ 67,403	\$ 67,403	\$ 67,403	\$ 67,403	\$ 67,403	\$ 67,403
Total Expenditures	\$ 41,366,860	\$ 40,747,630	\$ 39,579,414	\$ 39,975,112	\$ 40,374,767	\$ 40,778,419	\$ 41,186,107
Reserves - KCATA Fund Projected Ending Balance	\$ (21,576)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)
<i>percent of operating expenditures</i>	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>	\$ (1,462,079)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

Fiscal Years 2027-2031 Financial Plan
Scenario Description: World Cup Impact

Beginning Fund Balance: \$0
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
DOWNTOWN ARENA FUND							
Revenue							
Interest and Rental Income	\$ 201,874		\$ 156,453	\$ 156,453	\$ 156,453	\$ 156,453	\$ 156,453
Licenses & Permits	\$ 11,076,992	\$ 10,079,661	\$ 11,524,502	\$ 11,076,992	\$ 11,076,992	\$ 11,076,992	\$ 11,076,992
Hotel/Motel License Fee	\$ 5,161,959	\$ 5,300,000	\$ 5,370,502	\$ 5,161,959	\$ 5,161,959	\$ 5,161,959	\$ 5,161,959
Scenario: Hotel/Motel License Fee - World Cup Increase	\$ -	\$ -	\$ 421,216	\$ -	\$ -	\$ -	\$ -
Transfers In	\$ 3,130,215	\$ 4,135,758	\$ 1,087,739	\$ 2,214,066	\$ 2,324,545	\$ 2,439,472	\$ 2,552,794
Total Revenue	\$ 19,571,040	\$ 19,515,419	\$ 18,560,412	\$ 18,609,470	\$ 18,719,949	\$ 18,834,875	\$ 18,948,197
Expenditures by Category							
Contractual Services	\$ 5,238,135	\$ 3,594,265	\$ 3,694,904	\$ 3,798,362	\$ 3,904,716	\$ 4,014,048	\$ 4,126,441
Capital Outlay	\$ 263,133	\$ 125,000	\$ 128,500	\$ 132,098	\$ 135,797	\$ 139,599	\$ 143,508
Debt Service	\$ 14,393,972	\$ 14,536,196	\$ 13,296,445	\$ 13,294,386	\$ 13,294,812	\$ 13,296,604	\$ 13,293,624
Pass Through Payments	\$ 1,256,925	\$ 1,259,958	\$ 1,440,563	\$ 1,384,624	\$ 1,384,624	\$ 1,384,624	\$ 1,384,624
Total Expenditures	\$ 21,152,165	\$ 19,515,419	\$ 18,560,412	\$ 18,609,470	\$ 18,719,949	\$ 18,834,875	\$ 18,948,197
Reserves - Downtown Arena Fund Projected Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>percent of operating expenditures</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
<i>Total Operating Surplus/(Loss)</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$8,270,476
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
PUBLIC SAFETY SALES TAX							
Revenue							
All Other	\$ 741	\$ -	\$ 741	\$ 741	\$ 741	\$ 741	\$ 741
Grants	\$ 616,751	\$ 507,217	\$ 616,751	\$ 616,751	\$ 616,751	\$ 616,751	\$ 616,751
Sales Tax	\$ 26,803,885	\$ 27,213,024	\$ 27,339,963	\$ 27,613,362	\$ 27,889,496	\$ 28,168,391	\$ 28,450,075
Sales Tax - Redirections	\$ (2,453,454)	\$ (2,469,900)	\$ (2,502,523)	\$ (2,527,548)	\$ (2,552,823)	\$ (2,578,352)	\$ (2,604,135)
Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 24,967,923	\$ 25,250,341	\$ 25,454,931	\$ 25,703,306	\$ 25,954,164	\$ 26,207,531	\$ 26,463,431
Expenditures by Category							
Wages	\$ -	\$ 250,000	\$ 255,000	\$ 260,100	\$ 265,302	\$ 270,608	\$ 276,020
Scenario: Modular Facility Operations	\$ -	\$ -	\$ 1,200,000	\$ 1,200,000	\$ -	\$ -	\$ -
Scenario: Detention Facility Operations	\$ -	\$ -	\$ -	\$ -	\$ 2,400,000	\$ 3,800,000	\$ 4,800,000
Contractual Services	\$ 4,207,362	\$ 6,121,618	\$ 6,293,023	\$ 6,469,228	\$ 6,650,366	\$ 6,836,577	\$ 7,028,001
Mandate: Ord. 250890 Modular Facility Construction	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Scenario: Ord. 240884 Detention Facility Land Purchase payback	\$ -	\$ -	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -
Mandate: Ord. 250855 Tri-Share Childcare*	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -
Mandate: Ord. 250472 Steady Blue Lights	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Costs	\$ 253,679	\$ 200,000	\$ 205,600	\$ 211,357	\$ 217,275	\$ 223,358	\$ 229,613
Capital Outlay	\$ 4,869,707	\$ 1,875,529	\$ 1,928,044	\$ 1,982,029	\$ 2,037,526	\$ 2,094,577	\$ 2,153,225
Debt Service	\$ 4,360,547	\$ 2,976,364	\$ 969,256	\$ 969,256	\$ 969,256	\$ 969,256	\$ 989,256
Scenario: Detention and Rehabilitation Facility	\$ -	\$ -	\$ -	\$ 16,017,675	\$ 16,016,675	\$ 16,015,175	\$ 16,017,425
Transfers Out	\$ 588,219	\$ 12,797,306	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 14,279,514	\$ 32,720,817	\$ 13,150,923	\$ 27,109,645	\$ 28,556,400	\$ 30,209,551	\$ 31,493,539
Reserves - Public Safety Sales Tax Fund Projected Ending Balance		\$ 800,000	\$ 13,104,008	\$ 11,697,669	\$ 9,095,433	\$ 5,093,413	\$ 63,305
<i>percent of operating expenditures</i>		4.0%	99.6%	43.1%	31.9%	16.9%	0.2%
<i>Total Operating Surplus/(Loss)</i>		\$ (7,470,476)	\$ 12,304,008	\$ (1,406,339)	\$ (2,602,236)	\$ (4,002,020)	\$ (5,030,108)

*Expenses relate to fleet repair and maintenance to offset childcare costs in the General Fund.

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
FIRE SALES TAX FUND							
Revenue							
All Other	\$ 12,428	\$ 3,000	\$ 12,428	\$ 12,428	\$ 12,428	\$ 12,428	\$ 12,428
Grants	\$ 29,872	\$ 48,499	\$ 29,872	\$ 29,872	\$ 29,872	\$ 29,872	\$ 29,872
Sales Tax	\$ 26,776,925	\$ 27,090,757	\$ 27,312,463	\$ 27,585,588	\$ 27,861,444	\$ 28,140,058	\$ 28,421,459
Sales Tax - Redirections	\$ (1,908,467)	\$ (1,839,100)	\$ (1,946,636)	\$ (1,966,102)	\$ (1,985,763)	\$ (2,005,621)	\$ (2,025,677)
Service Charges	\$ 1,789,541	\$ 2,168,373	\$ 1,889,755	\$ 1,942,668	\$ 1,997,063	\$ 2,052,981	\$ 2,110,464
Total Revenue	\$ 26,700,298	\$ 27,471,529	\$ 27,297,882	\$ 27,604,453	\$ 27,915,043	\$ 28,229,717	\$ 28,548,545
Expenditures by Category							
Contractual Services	\$ 3,959,798	\$ 3,916,056	\$ 4,025,706	\$ 4,138,425	\$ 4,254,301	\$ 4,373,422	\$ 4,495,877
Fixed Costs	\$ 13,766,090	\$ 15,788,226	\$ 15,192,759	\$ 15,217,602	\$ 15,187,476	\$ 15,151,895	\$ 15,110,661
Commodities	\$ 8,127,469	\$ 7,597,149	\$ 7,809,869	\$ 8,028,546	\$ 8,253,345	\$ 8,484,438	\$ 8,722,003
Capital Outlay	\$ 50,702	\$ 1,350	\$ 1,388	\$ 1,427	\$ 1,467	\$ 1,508	\$ 1,550
Transfers Out	\$ 160,434	\$ 218,454	\$ 218,454	\$ 218,454	\$ 218,454	\$ 218,454	\$ 218,454
Total Expenditures	\$ 26,064,492	\$ 27,521,235	\$ 27,248,176	\$ 27,604,453	\$ 27,915,043	\$ 28,229,717	\$ 28,548,545
Reserves - Fire Sales Tax Fund Projected Ending Balance		\$ (49,706)	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ 0
<i>percent of operating expenditures</i>		-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>		\$ (49,706)	\$ 49,706	\$ 0	\$ (0)	\$ 0	\$ 0

Fiscal Years 2027-2031 Financial Plan Scenario Description: Baseline

**Beginning Fund Balance:
\$25,180,090**

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
FIRE SALES TAX - CAPITAL							
Revenue							
All Other	\$ 14,506	\$ -	\$ 14,506	\$ 14,506	\$ 14,506	\$ 14,506	\$ 14,506
Sales Tax	\$ 26,776,925	\$ 27,043,179	\$ 27,312,463	\$ 27,585,588	\$ 27,861,444	\$ 28,140,058	\$ 28,421,459
Service Charges	\$ 8,251,717	\$ -	\$ 8,713,814	\$ 8,957,800	\$ 9,208,619	\$ 9,466,460	\$ 9,731,521
Transfers In	\$ 496,329	\$ -	\$ 496,329	\$ 496,329	\$ 496,329	\$ 496,329	\$ 496,329
Total Revenue	\$ 35,539,478	\$ 27,043,179	\$ 36,537,112	\$ 37,054,224	\$ 37,580,898	\$ 38,117,354	\$ 38,663,815
Expenditures by Category							
Contractual Services	\$ 1,329,530	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mandate: Ord. 250855 Tri-Share Childcare*	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 7,293,962	\$ 15,142,000	\$ 15,565,976	\$ 16,001,823	\$ 16,449,874	\$ 16,910,471	\$ 17,383,964
Debt Service	\$ 11,805,578	\$ 16,100,761	\$ 13,649,767	\$ 13,222,726	\$ 12,250,070	\$ 11,818,800	\$ 11,348,438
Transfers Out	\$ 96,054	\$ 107,848	\$ 107,848	\$ 107,848	\$ 107,848	\$ 107,848	\$ 107,848
Total Expenditures	\$ 20,525,123	\$ 32,100,609	\$ 29,323,591	\$ 29,332,397	\$ 28,807,792	\$ 28,837,119	\$ 28,840,250
Reserves - Fire Sales Tax - Capital Projected Ending Balance		\$ 20,122,660	\$ 27,336,181	\$ 35,058,008	\$ 43,831,113	\$ 53,111,348	\$ 62,934,914
<i>percent of operating expenditures</i>		62.9%	93.6%	120.0%	152.7%	184.9%	219.0%
<i>Total Operating Surplus/(Loss)</i>		\$ (5,057,430)	\$ 7,213,521	\$ 7,721,826	\$ 8,773,106	\$ 9,280,235	\$ 9,823,565

*Expenses relate to fleet repair and maintenance to offset childcare costs in the General Fund.

Fiscal Years 2027-2031 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$17,938,266

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
PARKS AND RECREATION FUND							
Revenue			2.0%		1.0%	1.0%	1.0%
All Other	\$ 51,982	\$ 157,488	\$ 51,982	\$ 51,982	\$ 51,982	\$ 51,982	\$ 51,982
Fines & Forfeitures	\$ 2,092	\$ 50,000	\$ 2,092	\$ 2,092	\$ 2,092	\$ 2,092	\$ 2,092
Grants	\$ 12,805	\$ 26,370	\$ 12,805	\$ 12,805	\$ 12,805	\$ 12,805	\$ 12,805
Interest and Rental Income	\$ 37,479	\$ 76,900	\$ 29,046	\$ 29,046	\$ 29,046	\$ 29,046	\$ 29,046
Licenses & Permits	\$ 225,200	\$ 330,000	\$ 225,200	\$ 225,200	\$ 225,200	\$ 225,200	\$ 225,200
Sales Tax	\$ 53,605,457	\$ 54,148,148	\$ 54,677,566	\$ 55,224,342	\$ 55,776,585	\$ 56,334,351	\$ 56,897,695
Sales Tax - Redirections	\$ (3,479,663)	\$ (3,322,400)	\$ (3,549,256)	\$ (3,584,748)	\$ (3,620,596)	\$ (3,656,802)	\$ (3,693,370)
Service Charges	\$ 2,977,381	\$ 3,143,865	\$ 3,144,114	\$ 3,232,149	\$ 3,322,650	\$ 3,415,684	\$ 3,511,323
Transfers In	\$ 3,124,672	\$ 6,725,602	\$ 6,913,920	\$ 7,107,510	\$ 7,306,520	\$ 7,511,102	\$ 7,721,413
Total Revenue	\$ 56,557,404	\$ 61,335,973	\$ 61,507,469	\$ 62,300,377	\$ 63,106,283	\$ 63,925,460	\$ 64,758,185
Expenditures by Category							
Wages	\$ 17,138,268	\$ 18,900,458	\$ 19,278,467	\$ 19,664,037	\$ 20,057,317	\$ 20,458,464	\$ 20,867,633
Scenario: Hiring Freeze (Non-Union)	\$ -	\$ (69,567)	\$ (124,146)	\$ (112,540)	\$ (90,253)	\$ (69,209)	\$ (49,376)
Pension	\$ 2,286,066	\$ 2,845,332	\$ 3,129,865	\$ 3,286,358	\$ 3,450,676	\$ 3,623,210	\$ 3,804,371
Insurance-Health	\$ 3,779,080	\$ 4,804,781	\$ 5,045,020	\$ 5,297,271	\$ 5,562,135	\$ 5,840,241	\$ 6,132,253
Contractual Services	\$ 13,449,350	\$ 22,089,201	\$ 14,202,514	\$ 14,600,184	\$ 15,008,989	\$ 15,429,241	\$ 15,861,260
Mandate: Ord. 250854 Starlight Theater Contribution	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Costs	\$ 14,415,970	\$ 15,235,328	\$ 15,661,917	\$ 16,100,451	\$ 16,551,263	\$ 17,014,699	\$ 17,491,110
Commodities	\$ 1,431,140	\$ 1,679,526	\$ 1,726,553	\$ 1,774,896	\$ 1,824,593	\$ 1,875,682	\$ 1,928,201
Capital Outlay	\$ 489,470	\$ 84,805	\$ 87,180	\$ 89,621	\$ 92,130	\$ 94,710	\$ 97,361
Debt Service	\$ 1,117,995	\$ 1,120,425	\$ 1,538,143	\$ 1,537,396	\$ 781,741	\$ 785,294	\$ 783,235
Scenario: Fleet Replacement	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Transfers Out	\$ 1,865,413	\$ 3,707,427	\$ 3,707,427	\$ 3,707,427	\$ 3,707,427	\$ 3,707,427	\$ 3,707,427
Total Expenditures	\$ 55,972,752	\$ 71,897,716	\$ 64,752,940	\$ 66,445,101	\$ 67,446,019	\$ 69,259,759	\$ 71,123,475
Reserves - Parks and Recreation Fund Projected Ending Balance		\$ 7,376,523	\$ 4,131,052	\$ (13,671)	\$ (4,353,407)	\$ (9,687,706)	\$ (16,052,996)
<i>percent of operating expenditures</i>		10.8%	6.8%	0.0%	-6.9%	-14.9%	-24.0%
<i>Total Operating Surplus/(Loss)</i>		\$ (10,561,743)	\$ (3,245,471)	\$ (4,144,723)	\$ (4,339,736)	\$ (5,334,299)	\$ (6,365,290)
<i>Fund Balance Target of 8% of Expenditures</i>		\$ 10,910,446	\$ 9,767,282	\$ 10,038,028	\$ 10,198,175	\$ 10,488,373	\$ 10,786,568

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$9,392,843
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
STREET MAINTENANCE FUND							
Revenue			5.3%	2.0%	2.0%	2.0%	2.0%
All Other	\$ 15,957		\$ 15,957	\$ 15,957	\$ 15,957	\$ 15,957	\$ 15,957
Grants	\$ 28,101,397	\$ 28,548,894	\$ 29,584,213	\$ 30,175,897	\$ 30,779,415	\$ 31,395,004	\$ 32,022,904
Interest and Rental Income	\$ 1,471		\$ 1,140	\$ 1,140	\$ 1,140	\$ 1,140	\$ 1,140
Licenses & Permits	\$ 5,979,295	\$ 5,028,398	\$ 6,314,136	\$ 6,490,931	\$ 6,672,677	\$ 6,859,512	\$ 7,051,579
Service Charges	\$ 80,189	\$ 560,909	\$ 84,680	\$ 87,051	\$ 89,488	\$ 91,994	\$ 94,569
Transfers In	\$ 25,626,201	\$ 26,343,584	\$ 26,897,208	\$ 27,569,638	\$ 28,258,879	\$ 28,965,351	\$ 29,689,485
Total Revenue	\$ 59,804,510	\$ 60,481,785	\$ 62,897,333	\$ 64,340,614	\$ 65,817,557	\$ 67,328,958	\$ 68,875,634
Expenditures by Category							
Wages	\$ 17,757,507	\$ 15,758,753	\$ 16,073,928	\$ 16,395,407	\$ 16,723,315	\$ 17,057,781	\$ 17,398,937
Pension	\$ 2,355,613	\$ 2,778,548	\$ 3,056,403	\$ 3,209,223	\$ 3,369,684	\$ 3,538,168	\$ 3,715,077
Insurance-Health	\$ 3,372,782	\$ 3,517,875	\$ 3,693,769	\$ 3,878,457	\$ 4,072,380	\$ 4,275,999	\$ 4,489,799
Contractual Services	\$ 20,948,584	\$ 19,916,726	\$ 20,474,394	\$ 21,047,677	\$ 21,637,012	\$ 22,242,849	\$ 22,865,648
Scenario: Move Street Sweeping to Stormwater	\$ -	\$ -	\$ (1,105,384)	\$ (1,119,724)	\$ (1,134,466)	\$ (1,149,621)	\$ (1,165,200)
Fixed Costs	\$ 11,016,068	\$ 11,480,800	\$ 11,802,262	\$ 12,132,726	\$ 12,472,442	\$ 12,821,670	\$ 13,180,677
Commodities	\$ 3,973,242	\$ 4,797,512	\$ 4,931,842	\$ 5,069,934	\$ 5,211,892	\$ 5,357,825	\$ 5,507,844
Capital Outlay	\$ 597,936	\$ 902,534	\$ 927,805	\$ 953,783	\$ 980,489	\$ 1,007,943	\$ 1,036,166
Debt Service	\$ 2,281,714	\$ 2,277,466	\$ 1,340,688	\$ 1,340,563	\$ 1,311,879	\$ 977,454	\$ 977,454
Scenario: Fleet Replacement	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Transfers Out	\$ 1,982,830	\$ 2,517,622	\$ 2,517,622	\$ 2,517,622	\$ 2,517,622	\$ 2,517,622	\$ 2,517,622
Total Expenditures	\$ 64,286,276	\$ 63,947,836	\$ 64,713,330	\$ 66,425,668	\$ 68,162,250	\$ 69,647,691	\$ 71,524,024
Reserves - Street Maintenance Fund Projected Ending Balance		\$ 5,926,792	\$ 4,110,795	\$ 2,025,742	\$ (318,951)	\$ (2,637,684)	\$ (5,286,075)
<i>percent of operating expenditures</i>		9.6%	6.6%	3.2%	-0.5%	-3.9%	-7.7%
<i>Total Operating Surplus/(Loss)</i>		\$ (3,466,051)	\$ (1,815,997)	\$ (2,085,054)	\$ (2,344,693)	\$ (2,318,733)	\$ (2,648,390)
<i>Fund Balance Target of 8% of Expenditures</i>		\$ 4,914,417	\$ 4,975,657	\$ 5,112,644	\$ 5,251,570	\$ 5,370,406	\$ 5,520,512

Fiscal Years 2027-2031 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$0

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
PARKING GARAGE							
Revenue							
All Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fines & Forfeitures	\$ 1,876,919	\$ 1,470,570	\$ 2,064,611	\$ 2,122,420	\$ 2,181,848	\$ 2,242,940	\$ 2,305,742
Grants	\$ 198,093	\$ 180,000	\$ 198,093	\$ 198,093	\$ 198,093	\$ 198,093	\$ 198,093
Interest and Rental Income	\$ 4,004,445	\$ 2,713,603	\$ 4,228,694	\$ 4,347,097	\$ 4,468,816	\$ 4,593,943	\$ 4,722,573
Scenario: Barney Allis Plaza Re-Opens	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 1,644,800	\$ 1,690,854	\$ 1,738,198
Licenses & Permits	\$ 853,397	\$ 3,649,743	\$ 1,024,077	\$ 1,126,485	\$ 1,239,133	\$ 1,363,046	\$ 1,499,351
Transfers In	\$ 1,338,218	\$ 2,428,858	\$ 2,236,733	\$ 598,658	\$ 511,017	\$ 406,208	\$ -
Total Revenue	\$ 8,271,073	\$ 10,442,774	\$ 9,752,208	\$ 9,992,753	\$ 10,243,707	\$ 10,495,084	\$ 10,463,958
Expenditures by Category							
Wages	\$ 324,843	\$ 665,003	\$ 678,303	\$ 691,869	\$ 705,707	\$ 719,821	\$ 734,217
Pension	\$ 57,936	\$ 42,569	\$ 46,826	\$ 51,508	\$ 56,659	\$ 62,325	\$ 68,558
Insurance-Health	\$ 50,607	\$ 44,237	\$ 46,449	\$ 48,771	\$ 51,210	\$ 53,770	\$ 56,459
Contractual Services	\$ 4,721,565	\$ 6,561,711	\$ 6,745,439	\$ 6,934,311	\$ 7,128,472	\$ 7,328,069	\$ 7,533,255
Fixed Costs	\$ 937,450	\$ 887,223	\$ 912,065	\$ 937,603	\$ 963,856	\$ 990,844	\$ 1,018,588
Commodities	\$ 40,671	\$ 204,780	\$ 210,514	\$ 216,408	\$ 222,468	\$ 228,697	\$ 235,100
Debt Service	\$ 1,940,212	\$ 1,945,420	\$ 996,156	\$ 995,819	\$ 998,863	\$ 995,075	\$ 193,465
Scenario: Fleet Replacement	\$ -	\$ -	\$ 24,625	\$ 24,632	\$ 24,642	\$ 24,652	\$ 24,642
Transfers Out	\$ 96,702	\$ 91,831	\$ 91,831	\$ 91,831	\$ 91,831	\$ 91,831	\$ 91,831
Total Expenditures	\$ 8,169,985	\$ 10,442,774	\$ 9,752,208	\$ 9,992,753	\$ 10,243,707	\$ 10,495,084	\$ 9,956,115
Reserves - Parking Garage Projected Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 507,843
<i>percent of operating expenditures</i>		0.0%	0.0%	0.0%	0.0%	0.0%	5.2%
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 507,843
<i>Fund Balance Target of 8% of Expenditures</i>		\$ 828,075	\$ 772,830	\$ 792,074	\$ 812,150	\$ 832,260	\$ 789,143

Fiscal Years 2027-2031 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$0

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
PERFORMING ARTS CENTER GARAGE							
Revenue							
All Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Rental Income	\$ 1,963,820	\$ 1,750,859	\$ 2,160,202	\$ 2,268,212	\$ 2,381,622	\$ 2,500,703	\$ 2,625,739
Transfers In	\$ 8,034,801	\$ 8,843,766	\$ 8,808,790	\$ 8,391,087	\$ 13,636,408	\$ -	\$ -
Total Revenue	\$ 9,998,621	\$ 10,594,625	\$ 10,968,992	\$ 10,659,299	\$ 16,018,030	\$ 2,500,703	\$ 2,625,739
Expenditures by Category							
Contractual Services	\$ 756,677	\$ 1,033,602	\$ 1,062,543	\$ 1,092,294	\$ 1,122,878	\$ 1,154,319	\$ 1,186,640
Fixed Costs	\$ 86,869	\$ 105,323	\$ 108,272	\$ 111,304	\$ 114,420	\$ 117,624	\$ 120,917
Debt Service	\$ 9,455,075	\$ 9,455,700	\$ 9,798,177	\$ 9,455,701	\$ 14,780,701	\$ -	\$ -
Total Expenditures	\$ 10,298,621	\$ 10,594,625	\$ 10,968,992	\$ 10,659,299	\$ 16,017,999	\$ 1,271,943	\$ 1,307,557
Reserves - Performing Arts Center Garage Projected Ending Balance	\$ -	\$ (0)	\$ (0)	\$ 30	\$ 1,228,791	\$ 2,546,972	
<i>percent of operating expenditures</i>		<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>96.6%</i>	<i>194.8%</i>
<i>Total Operating Surplus/(Loss)</i>	\$ -	\$ (0)	\$ 0	\$ 30	\$ 1,228,761	\$ 1,318,181	
<i>Fund Balance Target of 8% of Expenditures</i>		\$ 847,570	\$ 877,519	\$ 852,744	\$ 1,281,440	\$ 101,755	\$ 104,605

Fiscal Years 2027-2031 Financial Plan Scenario Description: World Cup Impact

**Beginning Fund Balance:
\$1,171,583**

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
CONVENTION AND TOURISM FUND							
Revenue							
Interest and Rental Income	\$ 10,489,759	\$ 10,756,947	\$ 10,489,759	\$ 10,594,656	\$ 10,700,603	\$ 10,807,609	\$ 10,915,685
All Other	\$ 167,680	\$ 121,540	\$ 167,680	\$ 167,680	\$ 167,680	\$ 167,680	\$ 167,680
Grants	\$ 8,103	\$ 12,700	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103	\$ 8,103
Hotel/Motel Tax	\$ 35,155,613	\$ 35,823,215	\$ 36,575,900	\$ 37,293,074	\$ 38,038,936	\$ 38,799,714	\$ 39,575,709
Scenario: Hotel/Motel Tax - World Cup Increase	\$ -	\$ -	\$ 3,765,166	\$ -	\$ -	\$ -	\$ -
Hotel/Motel Tax - Redirections	\$ (6,352,378)	\$ (4,693,300)	\$ (7,435,141)	\$ (6,738,603)	\$ (6,873,375)	\$ (7,010,842)	\$ (7,151,059)
Licenses & Permits (STR and Hotel Unit Fees)	\$ 5,138,726	\$ 5,420,974	\$ 5,430,523	\$ 5,582,578	\$ 5,738,890	\$ 5,138,726	\$ 5,138,726
Scenario: Licenses and Permits - World Cup Increase	\$ -	\$ -	\$ 335,127	\$ -	\$ -	\$ -	\$ -
Restaurant Tax	\$ 38,993,299	\$ 39,809,300	\$ 40,568,628	\$ 41,364,091	\$ 42,191,373	\$ 43,035,201	\$ 43,895,905
Scenario: Restaurant Tax - World Cup Increase	\$ -	\$ -	\$ 1,193,195	\$ -	\$ -	\$ -	\$ -
Restaurant Tax - Redirections	\$ (4,024,340)	\$ (3,867,000)	\$ (4,310,068)	\$ (4,269,019)	\$ (4,354,400)	\$ (4,441,488)	\$ (4,530,318)
Service Charges	\$ 100	\$ -	\$ 106	\$ 109	\$ 112	\$ 115	\$ 118
Short-Term Rentals Tax	\$ 1,336,467	\$ 1,138,224	\$ 1,390,460	\$ 1,417,724	\$ 1,446,079	\$ 1,475,000	\$ 1,504,500
Scenario: Short-Term Rental - World Cup Increase	\$ -	\$ -	\$ 109,056	\$ -	\$ -	\$ -	\$ -
Transfers In	\$ 637,477	\$ 1,130,075	\$ 637,477	\$ 643,851	\$ 650,290	\$ 656,793	\$ 663,361
Total Revenue	\$ 81,550,504	\$ 85,652,675	\$ 88,925,970	\$ 86,064,244	\$ 87,714,290	\$ 88,636,610	\$ 90,188,409
Expenditures by Category							
Wages	\$ 5,484,044	\$ 5,615,555	\$ 5,727,866	\$ 5,842,423	\$ 5,959,272	\$ 6,078,457	\$ 6,200,026
Pension	\$ 708,129	\$ 925,482	\$ 1,018,030	\$ 1,068,932	\$ 1,122,378	\$ 1,178,497	\$ 1,237,422
Insurance - Health	\$ 1,003,403	\$ 1,239,932	\$ 1,301,929	\$ 1,367,025	\$ 1,435,376	\$ 1,507,145	\$ 1,582,502
Contractual Services	\$ 18,545,011	\$ 9,844,365	\$ 10,120,007	\$ 10,403,367	\$ 10,694,662	\$ 10,994,112	\$ 11,301,947
Scenario: Ord. 250862 KC2026, ArtsKC, IlluminateKC	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Costs	\$ 9,500,875	\$ 9,715,808	\$ 9,987,851	\$ 10,267,510	\$ 10,555,001	\$ 10,850,541	\$ 11,154,356
Commodities	\$ 526,550	\$ 726,066	\$ 746,396	\$ 767,295	\$ 788,779	\$ 810,865	\$ 833,569
Capital Outlay	\$ 106,375	\$ 100,000	\$ 102,800	\$ 105,678	\$ 108,637	\$ 111,679	\$ 114,806
Debt Service	\$ -	\$ 62,615	\$ 62,615	\$ 62,615	\$ 62,615	\$ 62,615	\$ 62,615
Pass Through Payments	\$ 12,862,210	\$ 13,979,107	\$ 16,136,426	\$ 14,917,230	\$ 15,215,574	\$ 15,519,886	\$ 15,830,283
Transfers Out	\$ 37,969,283	\$ 39,175,292	\$ 40,742,348	\$ 40,150,519	\$ 40,953,529	\$ 41,772,600	\$ 42,608,052
Total Expenditures	\$ 86,705,880	\$ 86,384,222	\$ 85,946,268	\$ 84,952,595	\$ 86,895,824	\$ 88,886,398	\$ 90,925,580
Reserves - Convention and Tourism Fund Projected Ending Balance							
		\$ 440,036	\$ 3,419,738	\$ 4,531,387	\$ 5,349,852	\$ 5,100,064	\$ 4,362,892
<i>percent of operating expenditures</i>		0.9%	7.6%	10.1%	11.6%	10.8%	9.0%
<i>Total Operating Surplus/(Loss)</i>		\$ (731,547)	\$ 2,979,702	\$ 1,111,649	\$ 818,465	\$ (249,788)	\$ (737,172)
<i>Fund Balance Target of 16% of Expenditures</i>		\$ 7,553,429	\$ 7,232,627	\$ 7,168,332	\$ 7,350,767	\$ 7,538,208	\$ 7,730,805

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
CONVENTION HOTEL CATERING FUND							
Revenue							
Interest and Rental Income	\$ 4,553,405	\$ 3,828,069	\$ 4,553,405	\$ 4,598,939	\$ 4,644,928	\$ 4,691,378	\$ 4,738,291
Transfers In	\$ 5,102,130	\$ 5,337,262	\$ 5,426,545	\$ 5,404,524	\$ 5,397,247	\$ 5,388,359	\$ 5,378,231
Total Revenue	\$ 9,655,535	\$ 9,165,331	\$ 9,979,949	\$ 10,003,463	\$ 10,042,175	\$ 10,079,736	\$ 10,116,522
Expenditures by Category							
Contractual Services	\$ 2,462,775	\$ 1,829,809	\$ 2,462,775	\$ 2,487,403	\$ 2,512,277	\$ 2,537,400	\$ 2,562,774
Capital Outlay	\$ -	\$ 153,123	\$ 157,410	\$ 161,818	\$ 166,349	\$ 171,007	\$ 175,795
Debt Service	\$ 6,515,008	\$ 6,646,469	\$ 6,722,287	\$ 6,710,391	\$ 6,713,259	\$ 6,714,537	\$ 6,714,593
Transfers Out	\$ 637,477	\$ 535,930	\$ 637,477	\$ 643,851	\$ 650,290	\$ 656,793	\$ 663,361
Total Expenditures	\$ 9,615,260	\$ 9,165,331	\$ 9,979,949	\$ 10,003,463	\$ 10,042,175	\$ 10,079,736	\$ 10,116,522
Reserves - Convention Hotel Catering Fund Projected Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>percent of operating expenditures</i>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: World Cup Impact

Beginning Fund Balance: \$21,679,371

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
CONVENTION AND SPORTS COMPLEX FUND							
Revenue							
All Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ 1,666,667	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -
Interest and Rental Income	\$ 704,132	\$ 449,762	\$ 545,703	\$ 545,703	\$ 545,703	\$ 545,703	\$ 545,703
Transfers In	\$ 34,968,959	\$ 35,942,300	\$ 37,451,755	\$ 37,095,072	\$ 37,836,973	\$ 38,593,713	\$ 39,365,587
Total Revenue	\$ 37,339,758	\$ 38,392,062	\$ 39,997,458	\$ 39,640,775	\$ 40,382,676	\$ 41,139,415	\$ 39,911,290
Expenditures by Category							
Contractual Services	\$ 9,546,838	\$ 3,000,000	\$ 3,084,000	\$ 3,170,352	\$ 3,259,122	\$ 3,350,377	\$ 1,444,188
Mandate: Ord. 250863 Bartle Hall Repair	\$ -	\$ 1,647,980	\$ -	\$ -	\$ -	\$ -	\$ -
Scenario: Maintenance Reserve 2% Gross Revenue	\$ -	\$ -	\$ 799,949	\$ 792,815	\$ 807,654	\$ 822,788	\$ 798,226
Mandate: Ord. 250854 Starlight Theater Contribution	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 25,707,062	\$ 34,578,697	\$ 34,390,462	\$ 35,222,659	\$ 36,100,487	\$ 36,972,407	\$ 37,906,909
Scenario: Southloop Debt Service	\$ -	\$ -	\$ -	\$ 4,652,291	\$ 4,652,291	\$ 4,652,291	\$ 4,652,291
Total Expenditures	\$ 35,253,901	\$ 40,726,677	\$ 38,274,412	\$ 43,838,117	\$ 44,819,553	\$ 45,797,864	\$ 44,801,613
Reserves - Convention and Sports Complex Fund Projected Ending Balance		\$ 19,344,756	\$ 21,067,802	\$ 16,870,460	\$ 12,433,582	\$ 7,775,134	\$ 2,884,810
<i>percent of operating expenditures</i>		47.5%	55.0%	43.1%	31.0%	18.9%	7.2%
<i>Total Operating Surplus/(Loss)</i>		\$ (2,334,615)	\$ 1,723,046	\$ (4,197,343)	\$ (4,436,877)	\$ (4,658,448)	\$ (4,890,324)

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
MARIJUANA SALES TAX							
Revenue							
Interest and Rental Income	\$ 103,255	\$ 13,803	\$ 80,023	\$ 80,023	\$ 80,023	\$ 80,023	\$ 80,023
Sales Tax	\$ 5,601,223	\$ 6,000,000	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000
Total Revenue	\$ 5,704,478	\$ 6,013,803	\$ 6,580,023	\$ 6,580,023	\$ 6,580,023	\$ 6,580,023	\$ 6,580,023
Expenditures by Category							
Wages	\$ 326,244	\$ 826,902	\$ 843,440	\$ 860,309	\$ 877,515	\$ 895,065	\$ 912,967
Pension	\$ 37,418	\$ 130,759	\$ 143,835	\$ 151,027	\$ 158,578	\$ 166,507	\$ 174,832
Insurance - Health	\$ 40,398	\$ 125,252	\$ 131,515	\$ 138,090	\$ 144,995	\$ 152,245	\$ 159,857
Contractual Services	\$ 1,792,309	\$ 4,930,045	\$ 5,068,086	\$ 5,209,993	\$ 5,355,872	\$ 5,505,837	\$ 5,660,000
Commodities	\$ 6,848	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Costs	\$ 97	\$ 845	\$ 869	\$ 893	\$ 918	\$ 944	\$ 970
Capital Outlay	\$ 510,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,713,508	\$ 6,013,803	\$ 6,187,744	\$ 6,360,311	\$ 6,537,878	\$ 6,720,597	\$ 6,908,626
Reserves - Marijuana Sales Tax Projected Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>percent of operating expenditures</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: KC Live Debt Service Refinancing

Beginning Fund Balance:
\$0

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
DOWNTOWN REDEVELOPMENT FUND							
Revenue							
Interest and Rental Income	\$ 340,072		\$ 263,556	\$ 263,556	\$ 263,556	\$ 263,556	\$ 263,556
All Other	\$ 3,268,096	\$ 2,677,600	\$ 3,268,096	\$ 3,268,096	\$ 3,268,096	\$ 3,268,096	\$ 3,268,096
Grants	\$ 1,173,690	\$ 775,900	\$ 1,173,690	\$ 1,173,690	\$ 1,173,690	\$ 1,173,690	\$ 1,173,690
Earnings Tax - Redirections	\$ 288,366	\$ 303,200	\$ 302,784	\$ 310,354	\$ 318,113	\$ 326,065	\$ 334,217
Local Use Tax - Redirections	\$ 6,414	\$ 5,500	\$ 6,927	\$ 7,204	\$ 7,492	\$ 7,792	\$ 8,104
Property Taxes - PILOTs	\$ 723,201	\$ 704,254	\$ 723,201	\$ 723,201	\$ 723,201	\$ 723,201	\$ 723,201
Restaurant Tax - Redirections	\$ 1,112,547	\$ 842,200	\$ 1,157,049	\$ 1,180,190	\$ 1,203,794	\$ 1,227,869	\$ 1,252,427
Sales Tax - Redirections	\$ 2,256,541	\$ 2,333,300	\$ 2,301,672	\$ 2,324,689	\$ 2,347,936	\$ 2,371,415	\$ 2,395,129
Utility Taxes - Redirections	\$ 279,337	\$ 230,000	\$ 279,337	\$ 279,337	\$ 279,337	\$ 279,337	\$ 279,337
Transfers In	\$ 12,525,752	\$ 14,351,856	\$ 14,046,364	\$ 14,333,109	\$ 14,634,760	\$ 14,922,472	\$ 15,209,655
Total Revenue	\$ 21,974,016	\$ 22,223,810	\$ 23,522,676	\$ 23,863,426	\$ 24,219,974	\$ 24,563,494	\$ 24,907,412
Expenditures by Category							
Debt Service	\$ 21,974,016	\$ 22,223,810	\$ 33,522,676	\$ 33,863,426	\$ 34,219,974	\$ 34,563,494	\$ 34,907,412
Scenario: KC Live Debt Service Refinance	\$ -	\$ -	\$ (10,000,000)	\$ (10,000,000)	\$ (10,000,000)	\$ (10,000,000)	\$ (10,000,000)
Total Expenditures	\$ 21,974,016	\$ 22,223,810	\$ 23,522,676	\$ 23,863,426	\$ 24,219,974	\$ 24,563,494	\$ 24,907,412
Reserves - General Fund Projected Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
percent of operating expenditures		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Operating Surplus/(Loss)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$5,064,055
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
HOUSING TRUST FUND							
Revenue							
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Rental Income	\$ 897,020	\$ 831,846	\$ 2,695,191	\$ 2,486,634	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Transfers In	\$ 13,313,846	\$ 13,069,700	\$ 13,313,846	\$ 813,846	\$ 813,846	\$ 813,846	\$ 813,846
Total Revenue	\$ 14,210,866	\$ 13,901,546	\$ 16,009,036	\$ 3,300,479	\$ 2,813,846	\$ 2,813,846	\$ 2,813,846
Expenditures by Category							
Wages	\$ 155,017	\$ 194,378	\$ 198,266	\$ 202,231	\$ 206,275	\$ 210,401	\$ 214,609
Pension	\$ 25,754	\$ 36,297	\$ 39,927	\$ 41,923	\$ 44,019	\$ 46,220	\$ 48,531
Insurance-Health	\$ 39,134	\$ 47,650	\$ 50,033	\$ 52,534	\$ 55,161	\$ 57,919	\$ 60,815
Contractual Services	\$ 9,424,120	\$ 13,618,186	\$ 15,999,495	\$ 6,278,665	\$ 2,502,921	\$ 2,493,683	\$ 2,484,110
Mandate: Ord. 250402 Promise Place	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Costs	\$ 3,698	\$ 5,035	\$ 5,176	\$ 5,321	\$ 5,470	\$ 5,623	\$ 5,780
Commodities	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 9,647,773	\$ 15,401,546	\$ 16,292,896	\$ 6,580,674	\$ 2,813,846	\$ 2,813,846	\$ 2,813,846
Reserves - Housing Trust Fund Projected Ending Balance		\$ 3,564,055	\$ 3,280,195	\$ 0	\$ 0	\$ (0)	\$ (0)
<i>percent of operating expenditures</i>		23.1%	20.1%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>		\$ (1,500,000)	\$ (283,860)	\$ (3,280,195)	\$ (0)	\$ (0)	\$ (0)

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
LAND BANK							
Revenue							
All Other	\$ 585,874	\$ 183,678	\$ 585,874	\$ 585,874	\$ 585,874	\$ 585,874	\$ 585,874
Licenses & Permits	\$ 2,710	\$ 5,090	\$ 2,710	\$ 2,710	\$ 2,710	\$ 2,710	\$ 2,710
Property Taxes	\$ 106,114	\$ 89,615	\$ 106,114	\$ 107,706	\$ 109,321	\$ 110,961	\$ 112,625
Service Charges	\$ 17,873	\$ 31,168	\$ 18,874	\$ 19,402	\$ 19,946	\$ 20,504	\$ 21,078
Transfers In	\$ 2,416,305	\$ 3,119,380	\$ 2,826,998	\$ 2,938,581	\$ 3,053,863	\$ 3,172,972	\$ 3,296,041
Total Revenue	\$ 3,128,876	\$ 3,428,931	\$ 3,540,570	\$ 3,654,274	\$ 3,771,714	\$ 3,893,022	\$ 4,018,329
Expenditures by Category							
Wages	\$ 666,688	\$ 678,311	\$ 691,877	\$ 705,715	\$ 719,829	\$ 734,226	\$ 748,910
Pension	\$ 62,944	\$ 71,890	\$ 79,079	\$ 83,033	\$ 87,185	\$ 91,544	\$ 96,121
Insurance-Health	\$ 114,747	\$ 129,627	\$ 136,108	\$ 142,914	\$ 150,059	\$ 157,562	\$ 165,441
Contractual Services	\$ 2,290,682	\$ 2,438,673	\$ 2,506,956	\$ 2,577,151	\$ 2,649,311	\$ 2,723,492	\$ 2,799,749
Fixed Costs	\$ 47,056	\$ 91,150	\$ 93,702	\$ 96,326	\$ 99,023	\$ 101,796	\$ 104,646
Commodities	\$ 2,611	\$ 13,500	\$ 13,878	\$ 14,267	\$ 14,666	\$ 15,077	\$ 15,499
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 5,780	\$ 5,780	\$ 5,780	\$ 5,780	\$ 5,780	\$ 5,780
Total Expenditures	\$ 3,184,728	\$ 3,428,931	\$ 3,527,381	\$ 3,625,185	\$ 3,725,853	\$ 3,829,476	\$ 3,936,146
Reserves - Land Bank Projected Ending Balance		\$ -	\$ 13,190	\$ 42,279	\$ 88,140	\$ 151,686	\$ 233,869
<i>percent of operating expenditures</i>		0.0%	0.4%	1.2%	2.4%	4.0%	5.9%
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ 13,190	\$ 29,089	\$ 45,861	\$ 63,546	\$ 82,183

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
--

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
NORTHLAND WORKFORCE DEVELOPMENT CENTER							
Revenue							
Earnings Tax - Redirections	\$ -	\$ -	\$ 18,824	\$ 31,100	\$ 39,000	\$ 52,144	\$ 60,675
Utility Taxes - Redirections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer In	\$ -	\$ -	\$ 1,257,064	\$ 1,244,788	\$ 1,236,888	\$ 1,442,479	\$ 2,255,213
Total Revenue	\$ -	\$ -	\$ 1,275,888	\$ 1,275,888	\$ 1,275,888	\$ 1,494,623	\$ 2,315,888
Expenditures by Category							
Debt Service	\$ -	\$ -	\$ 1,275,888	\$ 1,275,888	\$ 1,275,888	\$ 1,275,888	\$ 2,315,888
Total Expenditures	\$ -	\$ -	\$ 1,275,888	\$ 1,275,888	\$ 1,275,888	\$ 1,275,888	\$ 2,315,888
Reserves - East Village STIF Projected Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ 218,735	\$ 218,735
<i>percent of operating expenditures</i>		#DIV/0!	0.0%	0.0%	0.0%	17.1%	9.4%
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ -	\$ -	\$ -	\$ 218,735	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$5,117,123
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
CENTRAL CITY SALES TAX FUND							
Revenue							
Interest and Rental Income	\$ 144,857	\$ 4,905	\$ 112,264	\$ 112,264	\$ -	\$ -	\$ -
Sales Tax	\$ 13,411,970	\$ 13,533,507	\$ 13,680,209	\$ 5,700,087	\$ -	\$ -	\$ -
All Other	\$ 45,000	\$ 47,975	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 13,601,827	\$ 13,586,387	\$ 13,792,473	\$ 5,812,351	\$ -	\$ -	\$ -
Expenditures by Category							
Wages	\$ 63,361	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance - Health	\$ 8,287	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pension	\$ 11,511	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services	\$ 11,797,539	\$ 13,548,223	\$ 13,927,573	\$ 10,716,757	\$ -	\$ -	\$ -
Fixed Costs	\$ 9,233	\$ 13,206	\$ 13,576	\$ 13,956	\$ -	\$ -	\$ -
Commodities	\$ -	\$ 2,000	\$ 2,056	\$ 2,114	\$ -	\$ -	\$ -
Transfer Out	\$ 59,877	\$ 22,958	\$ 22,958	\$ 22,958	\$ -	\$ -	\$ -
Total Expenditures	\$ 11,949,807	\$ 13,586,387	\$ 13,966,163	\$ 10,755,784	\$ -	\$ -	\$ -
Reserves - Central City Sales Tax Fund Projected Ending Balance		\$ 5,117,123	\$ 4,943,433	\$ (0)	\$ (0)	\$ (0)	\$ (0)
<i>percent of operating expenditures</i>		37.7%	35.5%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ (173,690)	\$ (4,943,433)	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: World Cup Impact

Beginning Fund Balance: \$61,378

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
NEIGHBORHOOD TOURIST AND DEVELOPMENT FUND							
Revenue							
Transfers In	\$ 2,880,323	\$ 3,112,992	\$ 3,290,592	\$ 3,055,447	\$ 3,116,556	\$ 3,178,887	\$ 3,242,465
Total Revenue	\$ 2,880,323	\$ 3,112,992	\$ 3,290,592	\$ 3,055,447	\$ 3,116,556	\$ 3,178,887	\$ 3,242,465
Expenditures by Category							
Wages	\$ 48,066	\$ 138,620	\$ 141,392	\$ 144,220	\$ 147,105	\$ 150,047	\$ 153,048
Pension	\$ 11,661	\$ 25,885	\$ 28,474	\$ 29,897	\$ 31,392	\$ 32,962	\$ 34,610
Insurance-Health	\$ 10,435	\$ 21,665	\$ 22,748	\$ 23,886	\$ 25,080	\$ 26,334	\$ 27,651
Contractual Services	\$ 4,508,583	\$ 2,902,204	\$ 3,073,453	\$ 2,827,332	\$ 2,879,612	\$ 2,932,736	\$ 2,986,713
Fixed Costs	\$ 3,499	\$ 5,249	\$ 5,396	\$ 5,547	\$ 5,702	\$ 5,862	\$ 6,026
Commodities	\$ -	\$ 500	\$ 514	\$ 528	\$ 543	\$ 558	\$ 574
Transfers Out	\$ 10,723	\$ 18,869	\$ 18,869	\$ 18,869	\$ 18,869	\$ 18,869	\$ 18,869
Total Expenditures	\$ 4,592,966	\$ 3,112,992	\$ 3,290,846	\$ 3,050,280	\$ 3,108,303	\$ 3,167,368	\$ 3,227,490
Reserves - Neighborhood Tourist and Development Fund Fund Projected Ending Bala	\$ 61,378	\$ 61,124	\$ 66,292	\$ 74,545	\$ 86,064	\$ 101,039	
<i>percent of operating expenditures</i>		2.0%	1.9%	2.2%	2.4%	2.7%	3.1%
<i>Total Operating Surplus/(Loss)</i>	\$ -	\$ (254)	\$ 5,168	\$ 8,253	\$ 11,519	\$ 14,975	
<i>Fund Balance Target of 16% of Expenditures</i>	\$ 498,079	\$ 526,535	\$ 488,045	\$ 497,329	\$ 506,779	\$ 516,398	

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
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	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
ECONOMIC DEVELOPMENT FUND							
Revenue							
All Other	\$ 2,546,611	\$ 2,920,032	\$ 2,546,611	\$ 2,546,611	\$ 2,546,611	\$ 2,546,611	\$ 2,546,611
Transfer In	\$ 5,218,886	\$ 5,529,208	\$ 6,174,763	\$ 6,447,991	\$ 6,730,151	\$ 7,021,550	\$ 7,322,508
Total Revenue	\$ 7,765,497	\$ 8,449,240	\$ 8,721,374	\$ 8,994,602	\$ 9,276,762	\$ 9,568,161	\$ 9,869,119
Expenditures by Category							
Wages	\$ 1,151,639	\$ 1,357,291	\$ 1,384,437	\$ 1,412,126	\$ 1,440,368	\$ 1,469,175	\$ 1,498,559
Pension	\$ 214,105	\$ 264,031	\$ 290,434	\$ 304,956	\$ 320,204	\$ 336,214	\$ 353,024
Insurance-Health	\$ 224,057	\$ 251,785	\$ 264,374	\$ 277,593	\$ 291,473	\$ 306,046	\$ 321,349
Contractual Services	\$ 6,666,771	\$ 6,452,078	\$ 6,632,736	\$ 6,818,453	\$ 7,009,369	\$ 7,205,632	\$ 7,407,390
Fixed Costs	\$ 87,548	\$ 105,855	\$ 108,819	\$ 111,866	\$ 114,998	\$ 118,218	\$ 121,528
Commodities	\$ 630	\$ 18,200	\$ 18,710	\$ 19,233	\$ 19,772	\$ 20,326	\$ 20,895
Total Expenditures	\$ 8,344,750	\$ 8,449,240	\$ 8,699,510	\$ 8,944,226	\$ 9,196,184	\$ 9,455,611	\$ 9,722,744
Reserves - Economic Development Fund Projected Ending Balance		\$ -	\$ 21,864	\$ 72,240	\$ 152,818	\$ 265,368	\$ 411,743
<i>percent of operating expenditures</i>		<i>0.0%</i>	<i>0.3%</i>	<i>0.8%</i>	<i>1.7%</i>	<i>2.8%</i>	<i>4.2%</i>
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ 21,864	\$ 50,376	\$ 80,578	\$ 112,550	\$ 146,375

Fiscal Years 2027-2031 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$3,918,084

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
GOLF OPERATIONS FUND							
Revenue							
Service Charges	\$ 10,845,919	\$ 11,371,968	\$ 11,453,291	\$ 11,773,983	\$ 12,103,654	\$ 12,442,557	\$ 12,790,948
Transfers In	\$ 21,461	\$ -	\$ 21,461	\$ 21,461	\$ 21,461	\$ 21,461	\$ 21,461
Total Revenue	\$ 10,867,380	\$ 11,371,968	\$ 11,474,751	\$ 11,795,444	\$ 12,125,115	\$ 12,464,017	\$ 12,812,409
Expenditures by Category							
Wages	\$ 74,018	\$ 68,432	\$ 69,801	\$ 71,197	\$ 72,621	\$ 74,073	\$ 75,554
Pension	\$ 12,291	\$ 12,778	\$ 14,056	\$ 14,759	\$ 15,497	\$ 16,271	\$ 17,085
Insurance-Health	\$ 10,377	\$ 10,711	\$ 11,247	\$ 11,809	\$ 12,399	\$ 13,019	\$ 13,670
Contractual Services	\$ 5,214,237	\$ 5,594,670	\$ 5,751,321	\$ 5,912,358	\$ 6,077,904	\$ 6,248,085	\$ 6,423,031
Fixed Costs	\$ 815,293	\$ 1,134,391	\$ 1,166,154	\$ 1,198,806	\$ 1,232,373	\$ 1,266,879	\$ 1,302,352
Commodities	\$ 3,542,570	\$ 3,891,600	\$ 4,000,565	\$ 4,112,581	\$ 4,227,733	\$ 4,346,109	\$ 4,467,800
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 577,159	\$ 1,227,775	\$ 1,292,306	\$ 1,297,497	\$ 1,053,220	\$ 1,050,970	\$ 872,304
Scenario: Fleet Replacement	\$ -	\$ -	\$ 6,277	\$ 6,279	\$ 6,281	\$ 6,284	\$ 6,281
Total Expenditures	\$ 10,245,946	\$ 11,940,357	\$ 12,305,448	\$ 12,619,006	\$ 12,691,746	\$ 13,015,407	\$ 13,171,797
Reserves - Golf Operations Projected Ending Balance		\$ 3,349,695	\$ 2,518,998	\$ 1,695,436	\$ 1,128,805	\$ 577,415	\$ 218,027
<i>percent of operating expenditures</i>		28.1%	20.5%	13.4%	8.9%	4.4%	1.7%
<i>Total Operating Surplus/(Loss)</i>		\$ (568,389)	\$ (830,697)	\$ (823,562)	\$ (566,631)	\$ (551,390)	\$ (359,388)

Fiscal Years 2027-2031 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$0

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
BRUSH CREEK STIF							
Revenue							
All Other	\$ 357,824	\$ 406,300	\$ 357,824	\$ 357,824	\$ -	\$ -	\$ -
Hotel/Motel Tax - Redirections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restaurant Tax - Redirections	\$ 124,330	\$ 126,200	\$ 129,303	\$ 131,889	\$ -	\$ -	\$ -
Earnings Tax - Redirections	\$ 52,272	\$ 73,400	\$ 54,885	\$ 56,257	\$ -	\$ -	\$ -
Interest and Rental Income	\$ 41,495	\$ -	\$ 32,159	\$ 32,159	\$ -	\$ -	\$ -
Local Use Tax - Redirections	\$ 1	\$ 400	\$ 1	\$ 1	\$ -	\$ -	\$ -
Property Taxes - PILOTs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax - Redirections	\$ 329,479	\$ 375,900	\$ 336,069	\$ 339,429	\$ -	\$ -	\$ -
Utility Taxes - Redirections	\$ 57,287	\$ 66,200	\$ 57,287	\$ 57,287	\$ -	\$ -	\$ -
Transfer In	\$ 261,117	\$ 224,478	\$ 334,126	\$ 330,974	\$ -	\$ -	\$ -
Total Revenue	\$ 1,223,804	\$ 1,272,878	\$ 1,301,653	\$ 1,305,820	\$ -	\$ -	\$ -
Expenditures by Category							
Contractual Services	\$ -	\$ 36,900	\$ 37,933	\$ 38,995	\$ -	\$ -	\$ -
Debt Service	\$ 1,223,804	\$ 1,235,978	\$ 1,263,720	\$ 1,266,825	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,223,804	\$ 1,272,878	\$ 1,301,653	\$ 1,305,820	\$ -	\$ -	\$ -
Reserves - Brush Creek STIF Projected Ending Balance		\$ -	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ (0)
<i>percent of operating expenditures</i>		<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ 0	\$ (0)	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan Scenario Description: Baseline

Beginning Fund Balance:
\$0

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
EAST VILLAGE STIF							
Revenue							
All Other	\$ 364,638	\$ 368,900	\$ 364,638	\$ 364,638	\$ 364,638	\$ 364,638	\$ 364,638
Earnings Tax - Redirections	\$ 1,257,546	\$ 1,230,000	\$ 1,320,424	\$ 1,353,434	\$ 1,387,270	\$ 1,421,952	\$ 1,457,501
Grants	\$ 1,642,418	\$ 1,515,500	\$ 1,642,418	\$ 1,642,418	\$ 1,642,418	\$ 1,642,418	\$ 1,642,418
Interest and Rental Income	\$ 91,807	\$ -	\$ 71,151	\$ 71,151	\$ 71,151	\$ 71,151	\$ 71,151
Sales Tax - Redirections	\$ 9,974	\$ 10,000	\$ 10,173	\$ 10,275	\$ 10,378	\$ 10,482	\$ 10,586
Utility Taxes - Redirections	\$ 45,334	\$ 48,400	\$ 45,334	\$ 45,334	\$ 45,334	\$ 45,334	\$ 45,334
Transfer In	\$ 364,982	\$ 714,488	\$ 564,316	\$ 551,768	\$ -	\$ -	\$ -
Total Revenue	\$ 3,776,700	\$ 3,887,288	\$ 4,018,454	\$ 4,039,018	\$ 3,521,189	\$ 3,555,974	\$ 3,591,628
Expenditures by Category							
Debt Service	\$ 3,776,700	\$ 3,887,420	\$ 4,018,322	\$ 4,039,018	\$ 3,397,636	\$ 3,531,360	\$ 3,674,434
Total Expenditures	\$ 3,776,700	\$ 3,887,420	\$ 4,018,322	\$ 4,039,018	\$ 3,397,636	\$ 3,531,360	\$ 3,674,434
Reserves - East Village STIF Projected Ending Balance		\$ (132)	\$ (0)	\$ (0)	\$ 123,553	\$ 148,167	\$ 65,361
<i>percent of operating expenditures</i>		<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>1.8%</i>	<i>2.1%</i>	<i>0.9%</i>
<i>Total Operating Surplus/(Loss)</i>		\$ (132)	\$ 132	\$ 0	\$ 123,553	\$ 24,614	\$ (82,806)

Fiscal Years 2027-2031 Financial Plan

Scenario Description: Baseline

Beginning Fund Balance:
\$0

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
HOTEL PRESIDENT STIF							
Revenue							
All Other	\$ 797,668	\$ 1,049,700	\$ 797,668	\$ 797,668	\$ -	\$ -	\$ -
Hotel/Motel Tax - Redirections	\$ 360,471	\$ 370,200	\$ 374,890	\$ 382,388	\$ -	\$ -	\$ -
Restaurant Tax - Redirections	\$ 52,380	\$ 52,400	\$ 54,476	\$ 55,565	\$ -	\$ -	\$ -
Earnings Tax - Redirections	\$ 7,794	\$ 8,200	\$ 8,184	\$ 8,388	\$ -	\$ -	\$ -
Interest and Rental Income	\$ 16,406	\$ -	\$ 12,715	\$ 12,715	\$ -	\$ -	\$ -
Local Use Tax - Redirections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax - Redirections	\$ 266,720	\$ 264,200	\$ 272,054	\$ 274,775	\$ -	\$ -	\$ -
Utility Taxes - Redirections	\$ 65,736	\$ 61,000	\$ 65,736	\$ 65,736	\$ -	\$ -	\$ -
Transfer In	\$ 145,121	\$ 55,563	\$ 219,222	\$ 110,603	\$ -	\$ -	\$ -
Total Revenue	\$ 1,712,297	\$ 1,861,263	\$ 1,804,945	\$ 1,707,839	\$ -	\$ -	\$ -
Expenditures by Category							
Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,712,297	\$ 1,861,263	\$ 1,804,945	\$ 1,707,839	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,712,297	\$ 1,861,263	\$ 1,804,945	\$ 1,707,839	\$ -	\$ -	\$ -
Reserves - Hotel President STIF Projected Ending Balance		\$ -	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ (0)
<i>percent of operating expenditures</i>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>		\$ -	\$ 0	\$ (0)	\$ -	\$ -	\$ -

Fiscal Years 2027-2031 Financial Plan
Scenario Description: Baseline

Beginning Fund Balance: \$0
--

	2025 Actuals	2026 Adopted	2027	2028	2029	2030	2031
LINWOOD SHOPPING CENTER STIF							
Revenue							
All Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel/Motel Tax - Redirections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restaurant Tax - Redirections	\$ 15,911	\$ 16,100	\$ 16,548	\$ 16,879	\$ 17,216	\$ 17,561	\$ 17,912
Earnings Tax - Redirections	\$ 17,321	\$ 25,800	\$ 18,187	\$ 18,642	\$ 19,108	\$ 19,586	\$ 20,075
Interest and Rental Income	\$ 297,526		\$ 230,583	\$ 230,583	\$ 230,583	\$ 230,583	\$ 230,583
Local Use Tax - Redirections		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax - Redirections	\$ 162,662	\$ 196,500	\$ 165,915	\$ 167,574	\$ 169,250	\$ 170,942	\$ 172,652
Utility Taxes - Redirections	\$ 13,491	\$ 24,400	\$ 13,491	\$ 13,491	\$ 13,491	\$ 13,491	\$ 13,491
Transfer In	\$ 1,106,321	\$ 1,627,491	\$ 1,562,997	\$ 1,460,092	\$ 1,474,132	\$ 1,491,534	\$ 1,512,361
Total Revenue	\$ 1,613,233	\$ 1,890,291	\$ 2,007,721	\$ 1,907,261	\$ 1,923,780	\$ 1,943,697	\$ 1,967,074
Expenditures by Category							
Contractual Services	\$ 250,000	\$ 659,440	\$ 677,904	\$ 696,886	\$ 716,398	\$ 736,458	\$ 757,078
Debt Service	\$ 1,343,862	\$ 1,349,351	\$ 1,211,317	\$ 1,210,375	\$ 1,207,382	\$ 1,207,239	\$ 1,209,995
Total Expenditures	\$ 1,593,862	\$ 2,008,791	\$ 1,889,221	\$ 1,907,261	\$ 1,923,780	\$ 1,943,697	\$ 1,967,073
Reserves - Linwood Shopping Center STIF Projected Ending Balance		\$ (118,500)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ 0
<i>percent of operating expenditures</i>		-3.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Operating Surplus/(Loss)</i>		\$ (118,500)	\$ 118,500	\$ 0	\$ (0)	\$ 0	\$ 1

Capital Improvements Sales Tax Plan Fiscal Year 2027-2031
Total Planned Expenditure by Type

Project Title	<u>Projected</u> <u>FY 2027</u>	<u>Projected</u> <u>FY 2028</u>	<u>Projected</u> <u>FY 2029</u>	<u>Projected</u> <u>FY 2030</u>	<u>Projected</u> <u>FY 2031</u>
In-District Neighborhood Allocation	\$ 34,873,049	\$ 35,221,779	\$ 35,573,997	\$ 35,929,737	\$ 36,289,034
Sub- Total Neighborhood	\$ 34,873,049	\$ 35,221,779	\$ 35,573,997	\$ 35,929,737	\$ 36,289,034

CITYWIDE

Debt, Mandated & Obligated

Buck O'Neil Bridge	\$ 4,387,500	\$ 4,387,250	\$ 4,386,500	\$ 4,385,250	\$ 4,388,250
Vineyard Improvements	175,545	172,842	170,840	172,326	173,538
ADA Debt	449,125	448,875	447,625	-	-
2016B Special Obligation Bond - ADA	563,900	563,015	562,847	563,344	564,355
Northland Soccer Park	2,218,278	2,258,629	2,262,034	2,275,765	2,278,476
Soccer Complex Maintenance Reserve	556,605	566,657	567,105	573,136	573,136
18th & Vine Historic District	616,508	616,508	615,933	618,784	619,944
City Hall Parking Garage	211,094	211,794	211,994	211,994	212,094
City Hall and Basement Garage	3,585,250	3,586,000	3,586,250	3,586,250	3,585,750
Citywide Facility Improvements	663,342	662,762	666,697	665,376	667,666
Sub-Total Debt, Mandated & Obligated	\$ 13,427,147	\$ 13,474,332	\$ 13,477,825	\$ 13,052,225	\$ 13,063,209

Other

						Council District	Asset Rating
Capital Program Management	\$ 13,453,821	\$ 14,059,243	\$ 14,691,909	\$ 15,353,044	\$ 16,043,931		
Contingent Appropriation	1,992,746	2,012,673	2,032,800	2,053,128	2,073,659		
Park Hill School Pedestrian Safety	5,500,000	-	-	-	-	1/2	76
Westridge Elementary	875,000	-	-	-	-	5	68
Blue River Road Project	400,000	-	-	-	-	6	68
School Zone Signs	700,000	-	-	-	-	CW	78
Wornall Rd Loose Park to Plaza Mobility	3,366,000	-	-	-	-	6	75
Blue Ridge Blvd- Bannister to 87th	3,000,000	-	-	-	-	5	80
Sub-Total Other	\$ 29,287,566	\$ 16,071,916	\$ 16,724,708	\$ 17,406,172	\$ 18,117,590		

Capital Improvements Sales Tax Plan Fiscal Year 2027-2031
Total Planned Expenditure by Type

	<u>Projected</u> <u>FY 2027</u>	<u>Projected</u> <u>FY 2028</u>	<u>Projected</u> <u>FY 2029</u>	<u>Projected</u> <u>FY 2030</u>	<u>Projected</u> <u>FY 2031</u>
MAINTENANCE PROGRAM					
Public Works Department					
Street Preservation & Marking	17,170,000	17,341,700	17,515,117	17,690,268	17,867,171
Vision Zero	505,000	510,050	515,151	520,302	525,505
Bridge Rehabilitation	505,000	510,050	515,151	520,302	525,505
Streetlight Maintenance	6,000,450	6,060,455	6,121,059	6,182,270	6,244,093
Traffic Signal Safety Improvements	1,071,509	1,082,224	1,093,046	1,103,977	1,115,017
Sub-Total Public Works Department	\$ 25,251,959	\$ 25,504,479	\$ 25,759,524	\$ 26,017,119	\$ 26,277,290
General Services Department					
Municipal Building Inventory Assessment	214,302	220,731	227,353	234,173	241,199
Municipal Building Rehabilitation	5,862,545	6,038,421	6,219,574	6,406,161	6,598,346
Sub-Total General Services Department	\$ 6,076,847	\$ 6,259,152	\$ 6,446,927	\$ 6,640,335	\$ 6,839,545
Parks and Recreation Department					
Tree Trimming	3,719,527	3,756,722	3,794,289	3,832,232	3,870,555
Street Preservation & Marking - Parks	535,755	541,112	546,523	551,988	557,508
Sub-Total Parks and Recreation Department	\$ 4,255,282	\$ 4,297,834	\$ 4,340,813	\$ 4,384,221	\$ 4,428,063
TOTAL GOVERNMENTAL ACTIVITIES	\$ 113,171,850	\$ 100,829,492	\$ 102,323,794	\$ 103,429,809	\$ 105,014,732
BEGINNING FUND BALANCE	\$ 21,669,373	\$ 8,134,805	\$ 7,938,968	\$ 7,255,166	\$ 6,481,748
REVENUE ESTIMATE	\$ 99,637,282	\$ 100,633,655	\$ 101,639,991	\$ 102,656,391	\$ 103,682,955
FUND BALANCE DRAW DOWN	\$ (13,534,568)	\$ (195,838)	\$ 106,569	\$ (773,417)	\$ (1,331,776)
ENDING FUND BALANCE	\$ 8,134,805	\$ 7,938,968	\$ 7,255,166	\$ 6,481,748	\$ 5,149,972

2022 GO Bond FY 2027

Project Name	Council District	FY26 Score	Proposed 2026-27	1 Year Total
Parks				
Council District 1				
Platte Purchase Park- gravel parking lot, restrooms by t-ball fields and shelter at south ballfields and pickleball courts to pay PIAC back \$200,000 for funding in FY 25	1	53	\$ 50,000	\$ 50,000
Platte Purchase Trail through Platte Purchase Park- pay back CD1 PIAC for funding in FY 25	1	40	\$ 250,000	\$ 250,000
Construct 8 pickle ball courts at Hodge Park with lighting- pay back CD1 PIAC for funding in FY 25	1	33	\$ 1,300,000	\$ 1,300,000
Essex Park - Playground and Trail	1	35	\$ 800,000	\$ 800,000
Garney Park- Trail Replacement	1	50	\$ 1,550,000	\$ 1,550,000
Tiffany Hills- Sports lighting and trail	1	35	\$ 2,700,000	\$ 2,700,000
Hodge Park field house concept plan	1	33	\$ 700,000	\$ 700,000
Fox Hill Park- Trail and Playground	1	30	\$ 550,000	\$ 550,000
Council District 2				
Frank Viadik Park concession and restrooms at ballfields	2	73	\$ 500,000	\$ 500,000
Park Forest Park- Play equipment and walking trail	2	60	\$ 1,250,000	\$ 1,250,000
Line Creek Community Center- Ice system, HVAC and roof	2	53	\$ 3,000,000	\$ 3,000,000
Line Creek Trail- Trailhead	2	30	\$ 1,500,000	\$ 1,500,000
Dog park- CD2 location	2	50	\$ 1,000,000	\$ 1,000,000
Chouteau Greenway Park- Playground	2	73	\$ 650,000	\$ 650,000
Council District 3				
Blue Valley Park- Master Plan Improvements and CFN List	3	75	\$ 1,500,000	\$ 1,500,000
Chelsea Park- CFN List	3	73	\$ 700,000	\$ 700,000
Indiana Park- CFN List	3	60	\$ 425,000	\$ 425,000
The Grove- CFN list and playground	3	73	\$ 600,000	\$ 600,000
Kessler Park Lake	3	75	\$ 1,025,000	\$ 1,025,000
Brush Creek Improvements- Concrete walks, lights and drainage	3	68	\$ 2,248,750	\$ 2,248,750
Green district infrastructure projects (7 Oak, Cleveland and Vineyard)	3	72	\$ 1,000,000	\$ 1,000,000
Oak Park Lighting- pay back CD3 for PIAC funding	3		\$ 250,000	\$ 250,000
Prospect Plaza Park Playground Repair- pay back CD3 for PIAC funding	3		\$ 110,000	\$ 110,000
Dunbar Park Shelter repairs- pay back CD3 for PIAC funding	3		\$ 41,250	\$ 41,250

2022 GO Bond FY 2027

Project Name	Council District	FY26 Score	Proposed 2026-27	1 Year Total
Council District 4				
Garrison Community Center- Parking and Sprayground	4	73	\$ 1,500,000	\$ 1,500,000
Kessler Park-Park improvements per Master plan	4	75	\$ 1,500,000	\$ 1,500,000
Penn Valley Park- Trail Improvements	4	70	\$ 1,000,000	\$ 1,000,000
Sheffield Park- Futsol and loop trail	4	68	\$ 1,000,000	\$ 1,000,000
Dietrich Park- Park Improvements	4	58	\$ 1,500,000	\$ 1,500,000
Brush Creek Improvements- Concrete walks, lights and drainage	4	68	\$ 1,500,000	\$ 1,500,000
Council District 5				
James A Reed- Playground and trail	5	60	\$ 700,000	\$ 700,000
Swope Park Trail- 63rd to Pool	5	58	\$ 350,000	\$ 350,000
Swope Park Trail- 63rd to Gregory and Lakeside Center	5	58	\$ 350,000	\$ 350,000
Swope Park Pool and other park improvements grant match	5	88	\$ 5,000,000	\$ 5,000,000
Brush Creek (MLK Park) Tennis courts, pavement, lighting and drainage	5	75	\$ 1,500,000	\$ 1,500,000
Council District 6				
Blue River Athletic Area- Dog park, trail and pavement reduction	6	43	\$ 1,000,000	\$ 1,000,000
Loose Park- Playground replacement	6	53	\$ 1,000,000	\$ 1,000,000
Minor Park- Playground, pavement, and shelter	6	53	\$ 1,400,000	\$ 1,400,000
South Oak Park- Playground	6	63	\$ 650,000	\$ 650,000
Warford Park- Playground and trail	6	43	\$ 800,000	\$ 800,000
Brush Creek Improvements- Concrete walks, lights and drainage	6	80	\$ 1,500,000	\$ 1,500,000
Arbor Villa Pool	6	70	\$ 1,550,000	\$ 1,550,000
Parks Total			\$ 47,500,000	\$ 47,500,000
Housing				
Housing Allocation		CW	\$ 12,500,000	\$ 12,500,000
Housing Total			\$ 12,500,000	\$ 12,500,000
TOTAL			\$ 60,000,000	\$ 60,000,000

5-Year GO Bond Plan FY27-31

Project Title	FY2026 Scoring	Proposed 2026-2027	Proposed 2027-2028	Proposed 2028-2029	Proposed 2029-2030	Proposed 2030-2031	Council District	FY 2027-2031 TOTAL 5 YEAR INVESTMENT
General Obligation Bond								
QUESTION 1 - ROADS, BRIDGES, SIDEWALKS								
Sidewalk Repair		\$ 5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	Citywide	25,000,000
ADA Curb Ramps		2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	Citywide	12,500,000
31st Street/Linwood/Van Brunt	71	4,000,000	8,900,000	--	--	--	District 3	12,900,000
Benton Bridge over Brush Creek	61	--	4,000,000	--	--	--	District 3	4,000,000
Pleasant Valley Rd- N Brighton to Searcy Creek	62	--	2,000,000	--	3,000,000	--	District 2	5,000,000
N Brighton Ave - NE Pleasant Valley Rd to NE 72nd	66	--	15,000,000	--	--	--	District 2	15,000,000
63rd Street Reconstruction- Troost to Woodland	71	8,000,000	--	--	--	--	District 5	8,000,000
Lee's Summit Road Projects- Gregory Blvd to Lakewood Blvd	65	6,500,000	--	--	--	--	District 5	6,500,000
MLK- Elmwood to Prospect Ave	84	--	2,000,000	--	3,000,000	10,000,000	District 3	15,000,000
Front Street Improvements Universal to Topping	69	--	--	8,000,000	--	--	District 4	8,000,000
Holmes Rd Blue Ridge to 137th	65	5,000,000	--	--	--	--	District 6	5,000,000
112th Street- Stark to City Limits	58	6,000,000	--	--	--	--	District 1	6,000,000
39th St Complete Streets Plan	78	--	--	--	4,000,000	--	District 4	4,000,000
Westside reconnecting neighborhoods	77	--	--	--	5,000,000	--	District 4	5,000,000
MLK- Prospect to Troost	81	--	--	--	2,000,000	4,000,000	District 5	6,000,000
US 71 Reconnecting Communities	92	--	--	--	4,000,000	--	District 5	4,000,000
Chaumiere Neighborhood Transportation Improvements	79	--	--	--	--	5,680,000	District 4	5,680,000
Gregory Blvd from Oldham to I435	82	--	--	--	--	2,000,000	District 5	2,000,000
Public Art - Streets		370,000	329,000	155,000	285,000	291,800	Citywide	1,430,800
Sub-Total	AVG 73	\$ 37,370,000	39,729,000	15,655,000	28,785,000	29,471,800		151,010,800
QUESTION 2 - FLOOD CONTROL								
Jeremiah Cameron Park/Westport	76	\$ --	--	--	2,000,000	--	District 4	2,000,000
Milrey Stoddard	57	1,906,538	--	--	--	--	District 2	1,906,538
Brush Creek- Hampton Rd	67	400,000	--	6,140,752	--	--	District 1	6,540,752
Lower Brush Creek CAP	79	--	--	3,250,000	--	--	District 3	3,250,000
Upper Brush Creek CAP	71	--	--	6,885,000	--	--	District 6	6,885,000
Blue River CAP	67	--	--	4,130,000	--	--	District 3/5	4,130,000
Buckeye Creek CAP	74	--	--	661,850	--	--	District 2	661,850
North Main/Water Plant Flood Mitigation	57	--	--	2,037,451	--	--	District 4	2,037,451
Turkey Creek Flood Control	66	--	--	--	8,000,000	--	District 4	8,000,000
82nd Terr and Paseo Stormwater Improvements	81	--	--	--	--	1,500,000	District 5	1,500,000
Brush Creek GI Study	66	--	--	--	--	1,500,000	Dist 3,4,5,6	1,500,000
9930 Harrison Stormwater Improvements	62	--	--	--	--	1,250,000	District 6	1,250,000
Little Blue River Flood Risk Management Project	67	--	--	--	--	5,000,000	District 5	5,000,000
Indian Creek- State Line to Locust		--	--	--	--	--	District 6	--
Public Art - Flood Control		23,065	--	231,050	100,000	99,884	Citywide	453,999
Sub-Total	AVG 69	\$ 2,329,603	--	23,336,103	10,100,000	9,349,884		45,115,590
QUESTION 3 - PUBLIC BUILDINGS								
City Hall	75	\$ 1,000,000	1,000,000	1,000,000	--	--	Citywide	3,000,000
Jazz District Building Improvements	61	--	--	--	1,400,000	500,000	District 3	1,900,000
Public Art		10,000	10,000	10,000	14,000	5,000	Citywide	49,000
Sub-Total	AVG 68	\$ 1,010,000	1,010,000	1,010,000	1,414,000	505,000		4,949,000
Total GO Bond	AVG 70	\$ 40,709,603	40,739,000	40,001,103	40,299,000	39,326,684		201,075,390