



SUBMITTED BUDGET  
FY 2020-21



CITY OF  
KANSAS CITY,  
MISSOURI

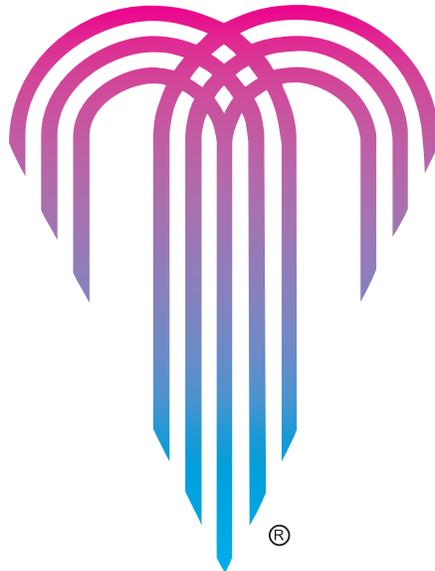
FINANCE DEPARTMENT

CITY OF KANSAS CITY, MISSOURI

**SUBMITTED BUDGET**  
FISCAL YEAR 2020-2021

(MAY 2020 – APRIL 2021)

CITY OF FOUNTAINS  
HEART OF THE NATION



K A N S A S   C I T Y  
M I S S O U R I

PREPARED BY THE FINANCE DEPARTMENT



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Kansas City  
Missouri**

For the Fiscal Year Beginning

**May 1, 2019**

*Christopher P. Morill*

Executive Director

Kevin O'Neill  
1st District At Large

Brandon Ellington  
3rd District At Large

Lee Barnes, Jr.  
5th District At Large

Andrea Bough  
6th District At Large

Teresa Loar  
2nd District At Large

Mayor  
Quinton Lucas

Katheryn Shields  
4th District At Large



Heather Hall  
1st District

Dan Fowler  
2nd District

Melissa Robinson  
3rd District

Eric Bunch  
4th District

Ryana Parks-Shaw  
5th District

Kevin McManus  
6th District  
Mayor Pro Tem

## FY 2020-21 Councilmembers

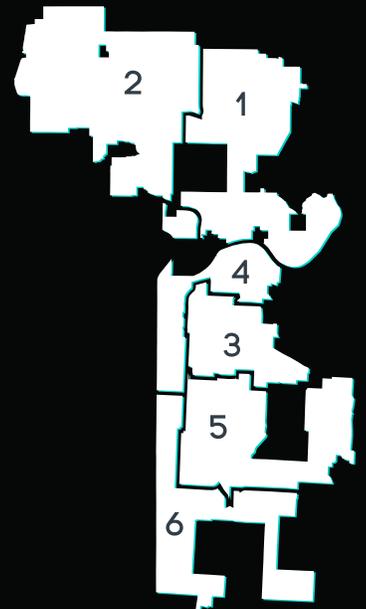


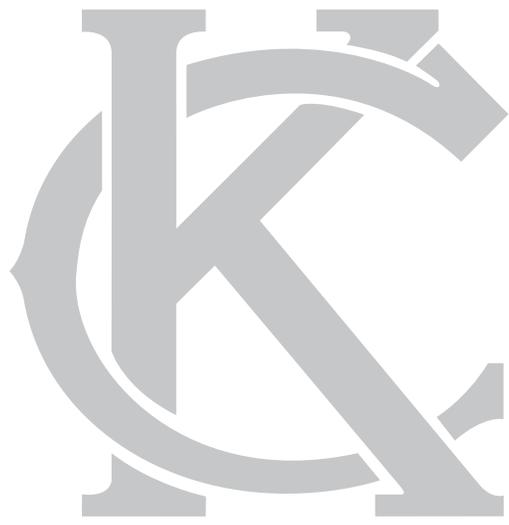
**Earnest Rouse**  
*acting City Manager*

### ABOUT KANSAS CITY

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

### COUNCIL DISTRICTS





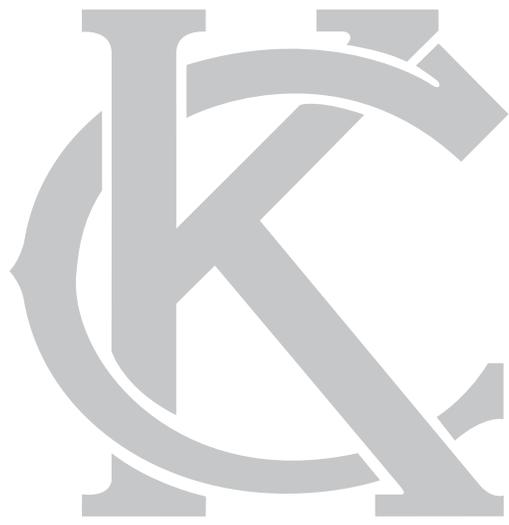
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# DOCUMENT OVERVIEW

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This year's budget contains concise summaries of important priorities, key issues, and choices for the budget period. Additional detail is provided within the document and an electronic version of the underlying line item detail is available on the City's website. Users can filter and summarize this detailed information to answer specific questions. The Budget document has the following major sections:

## TRANSMITTAL LETTER

The Transmittal Letter highlights the principal issues facing the City, proposed actions to address these issues, and the estimated cost of those actions.

## CITY OVERVIEW

The City Overview includes statistical and supplemental data that describes the City government, the local economy, the community profile, and the budget process.

## CITYWIDE BUSINESS PLAN

The Citywide Business Plan includes a description of the City's strategic planning process, council and citizen priorities, and five-year planning model results.

## BUDGET OVERVIEW

The Budget Overview is a summary of revenues and expenditures, full-time equivalent employees, debt, and capital.

## DEPARTMENT BUDGET PAGES

There are three department budget sections: Governmental Activities organized by Council priority, Business Type Activities, and Consolidated Fund Activities that summarize internal services. For each Department the following information is provided: expenses by category, by fund, and by program, personnel by program area, pie graphs showing total department expenditures by expense category, and program area and fund type.

For each program area the following information is provided: program description, performance indicators, major accomplishments, allocation by expense category, by program, by fund, and personnel.

## CAPITAL AND DEBT OVERVIEW

The Capital and Debt Overview presents the overall description of the capital funding and capital budgeting processes. Debt overview summarizes the City's outstanding debt issued or backed by the City.

## PERSONNEL SCHEDULES

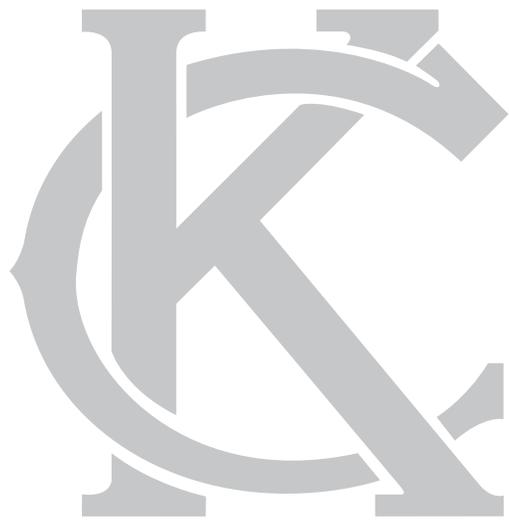
Personnel Schedules provide a roll-up of Full-Time Equivalent (FTE) positions by department within the City.

## GLOSSARY OF TERMS AND FINANCIAL POLICIES

The Glossary gives the definition of the funds and words within the budget document and describes the policies within the budget document based on the Code of Ordinances and the City Charter.

## SCHEDULES

Schedules display detailed comparisons of revenue and expenditures by fund and program.





## Office of the Mayor *and* Office of the City Manager

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

DATE: February 13, 2020  
TO: Members of the City Council of Kansas City  
FROM: Honorable Mayor Quinton Lucas and Earnest Rouse, Acting City Manager  
SUBJECT: Submitted Budget for Fiscal Year 2020-21

We are pleased to submit to you this transmittal letter that details the Submitted Budget for the City's fiscal year beginning May 1, 2020 and ending April 30, 2021.

Kansas City is a championship city with vibrant neighborhoods and strong cultural institutions. With this year's budget, we focus on improving basic services and deferred maintenance while seeking bold solutions to our problems. We propose to use revenue growth to increase spending on public safety, hiring more police officers and firefighters, while also delivering on the plan to provide zero fare transit service to Kansas Citians.

This budget reflects the priorities of our residents. It emphasizes our commitment to improving trash collection and repairing more roads. We have heard your concerns, and this budget shows our commitment to deliver excellent services to all Kansas City neighborhoods.

The FY 2020-21 Submitted Budget reflects total planned expenditures of \$1.73 billion – virtually identical to the FY 2019-20 Adopted Budget. Revenue growth is strong, projected to increase 3.7 percent citywide for non-enterprise funds, while Water Services and Aviation increase 1.5 percent.

### Citywide Business Plan

Kansas City is a recognized national leader in strategic and financial planning, resident engagement, and budgeting and planning processes. Last fall, the City received the prestigious [2019 Local Government Excellence Award in Strategic Leadership and Governance](#)

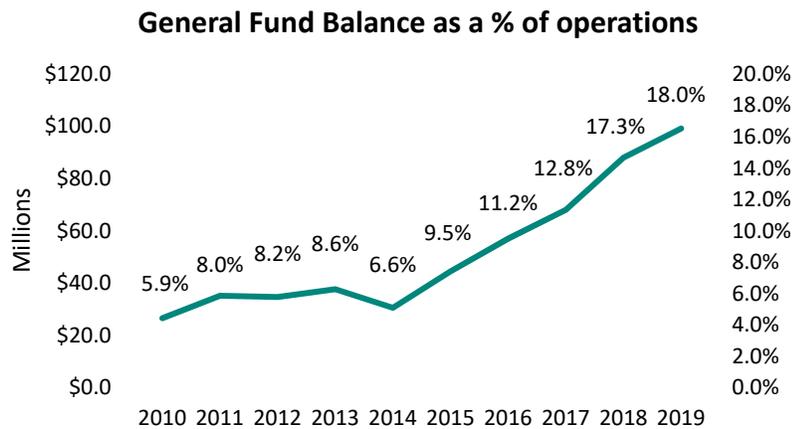
*The City received the 2019 ICMA Local Government Excellence Award for "Connecting the Dots: The Evolution of KCMO's Strategic Planning Process."*

from the [International City/County Management Association \(ICMA\)](#). This is the City's third national award in the last two years for the City's engagement and budgeting process. Kansas City is truly a national leader in establishing and maintaining engagement and budgeting best practices.

The Submitted Budget reflects the 2019 Update to the Citywide Business Plan to maintain public safety spending while increasing targeted resident priorities. This budget makes zero fare transit a reality, provides targeted increases in the number of police officers and social workers to address root causes of violence in our City, and funds mental health initiatives for our most vulnerable residents.

The budget includes mandatory wage and benefit increases for collective bargaining agreements for fire and labor employees. It also proposes pay increases for employees in the Kansas City Police Department. The budget fully funds the required payments for all city pension plans for the seventh consecutive year. All management employees are eligible to receive a two-percent merit increase on their work anniversary date.

A strong local economy and adherence to our financial plan is a true success story leading to a \$62 million increase in the City’s General Fund reserve levels since the first Citywide Business Plan was adopted six years ago.



\*Source: Comprehensive Annual Financial Report (CAFR)

## Capital Improvements Plan

The voters in April 2017 approved \$800 million in new general obligation bond (GO KC) authority. The Submitted Budget includes for council consideration a proposed Year 4 through 9 bond allocation. The bond authority will allow for \$48.2 million in new capital spending in FY 2020-21 and \$200 million over the next five years. The Capital Improvements Plan (CIP) includes an additional \$198.9 million in traditional capital funding across several funding sources, including enterprise funds. The Public Improvements Advisory Committee (PIAC) has reviewed and commented on both the CIP and the GO KC plan pursuant to Resolution No. 160951.

In April 2018, voters also approved renewing the crucial one-percent Capital Improvements Sales Tax. The CIP maintains essential Street Preservation funding of \$17 million, of which \$500,000 will be dedicated to boulevards and \$500,000 to Complete Streets development, including enhanced bike and pedestrian lanes. The CIP also increases funding for building maintenance and traffic signal maintenance, and it provides

*The CIP boosts includes \$17 million for Street Preservation*

part of the City match for critical repairs at Liberty Memorial. Finally, the CIP includes debt financing beginning in FY 2021-22 for the vital Buck O’Neil bridge replacement.

The renewed CIP continues its longstanding allocation of 35 percent of the one-percent Capital Improvements Sales Tax to Neighborhood Conservation projects distributed equally to each council district. Those projects are included in the Submitted Budget.

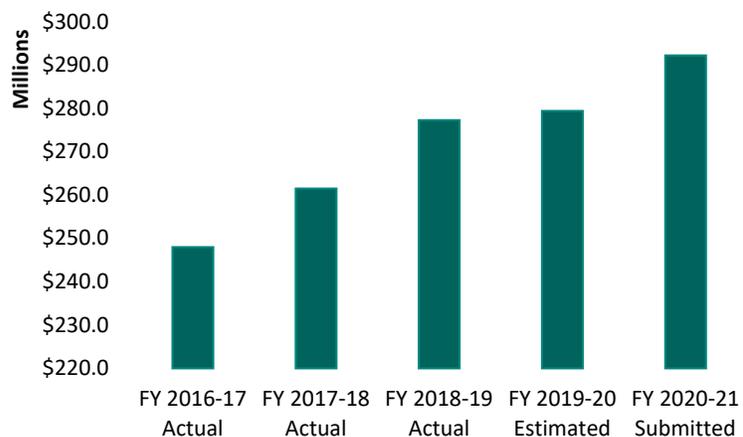
## Changes to the Budget: Governmental Activities

Governmental Activities, which exclude the Aviation and Water Services Departments, increase 4.3 percent to \$1.18 billion.

### Revenue

The Submitted Budget projects Governmental Activities revenues to increase \$41.8 million (3.7 percent). The growth is driven primarily by continued strength especially in Earnings Taxes, Property Taxes, and Sales Taxes. Earnings Taxes, the largest single revenue source in the City, is projected to increase by \$21.2 million (7.8 percent) above the Adopted Budget. Property Tax revenue is also bolstered by \$11.4 million due

**Earnings Tax Revenue Since FY 2016-17**



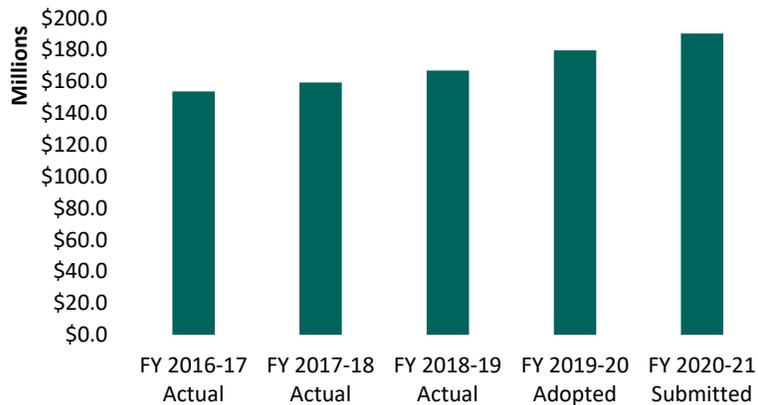
to increased property values and additional levies for GO KC Bond projects. Growth in sales taxes is projected at 1.4 percent – near the historical average. Restaurant taxes are projected to grow by \$2.2 million over the FY 2019-20 Adopted Budget while Hotel/Motel taxes are projected to decrease by \$1.1 million. This will cause strain on convention center operations and the other programs that benefit from Hotel/Motel funding, namely VisitKC and the Neighborhood Tourist Development Fund (NTDF). Finally, a recent Supreme Court ruling could reduce parking fine revenue by nearly \$1 million. This budget does not include this reduction pending further analysis of the potential impacts.

### Expenditures

Governmental Activities expenditures increase \$49.0 million (4.3 percent) in the FY 2020-21 Submitted Budget. Of that total, Public Safety expenditures increase \$16.8 million, and all other functions combined grow by about \$32.2 million.

The Submitted Budget focuses on funding public safety, capital improvements, and transportation – the priorities reflected in the Annual Resident Survey. Pension and health insurance benefits for City and KCPD employees increase \$9.5 million in FY 2020-21. Pension costs alone are projected to increase \$24.0 million over the next five years.

**Health and Pension Expenses since FY 2016-17**



The Submitted Budget also adds \$14.5 million from General Fund reserves to account for a 27<sup>th</sup> bi-weekly pay period, an occurrence that happens once every 11-12 years. This will appear as a

draw on General Fund balance although the appropriation merely reconciles a slight timing delay between 26 pay periods in most years and a full calendar year.

The City Council in October adopted its 2019 Update to the Citywide Business Plan. The FY 2020-21 Submitted Budget is a “one-year snapshot” of the City’s charter-required five-year financial plan. The budget is organized into five goals: Public Safety; Transportation and Infrastructure; Neighborhoods, Housing, and Healthy Communities; Planning, Zoning, and Economic Development; and Finance and Governance.

## Public Safety

Public Safety is the largest expense in the Governmental Activities budget, totaling \$486.5 million. Expenditures increase \$16.8 million (3.6 percent) in the FY 2020-21 Submitted Budget. Public Safety accounts for 72.8 percent of the General Fund operating budget, and 41.2 percent of the total Governmental Activities budget.

## Police

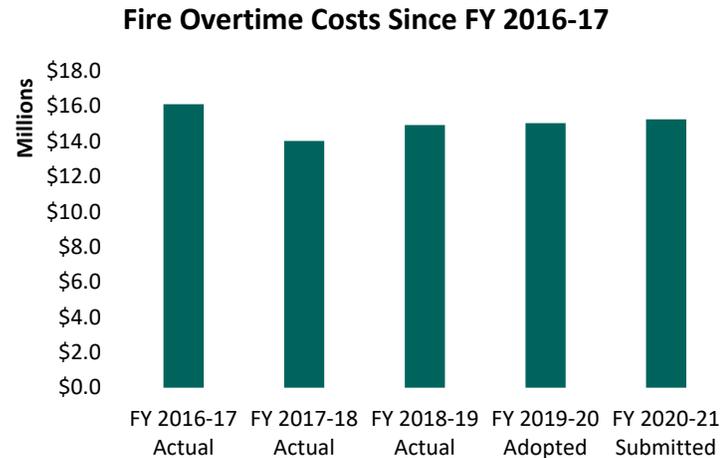
The Submitted Budget for the Kansas City Police Department (KCPD) increases \$10.7 million (4.1 percent). Wages and benefits increase by approximately \$7.3 million to include step increases for officers and civilians. The Submitted Budget adds five police officers in the beginning of the fiscal year, five police officers mid-year, two social media analysts mid-year, and fully funds the six social service workers for each of the patrol stations, along with a social worker supervisor. The budget also includes an additional

*The Submitted Budget adds police officers and social workers to address root causes of violence in our community.*

\$130,000 in mandatory physicals, \$105,000 for examination and evaluation costs, and \$277,000 for crime lab equipment and repairs of Narcotics and Vice equipment.

## Fire

The Submitted Budget for the Fire Department increases \$6.4 million (3.4 percent) from the Adopted Budget. Most of the increase, \$6.1 million, is for wages and benefits including \$2.6 million in additional pension costs and \$2.9 million for overtime. Further, the Submitted Budget adds 15 firefighter positions to the Fire Department to match a federal grant and to backfill Fire Station No. 40 in the Northland.



Fire apparatus and equipment debt payments in the Fire Sales Tax Fund remain at approximately \$5.8 million. This budget does not include additional vehicle replacement equipment as requested by the Fire Department. Voters will have an opportunity to increase Fire Department funding in April by approving an additional ¼-cent sales tax that would be used exclusively to fund Fire Department operations.

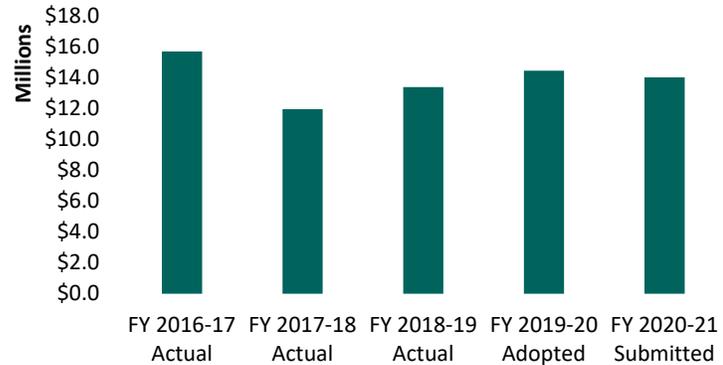
## Municipal Court

The Submitted Budget for Municipal Court slightly decreases by \$246,000 from the FY 2019-20 Adopted Budget to \$19.2 million. Municipal Court's fine schedule has undergone a major change due to Missouri Supreme Court Rule 37.495 that affects parking fines and codes violations that are not part of the Uniform Fine Schedule. This may have further revenue impact on municipal court revenue, primarily parking fines. Municipal Court and the Finance Department will continue to work closely to monitor revenue collection.

Citation volume, in general, is expected to remain steady. Municipal Court fines directly impact the General Fund as well as revenue-supported court activities including domestic violence shelter operations, probation, drug court, veterans court, and housing court, along with youth activities in the Parks and Recreation Department. The Submitted Budget adds an additional Domestic Violence Probation Officer to continue the protection of survivors of domestic

violence, an additional position to the Resource Center to help improve customer service through the 311 Call Center, and funding for a GPS monitoring system of \$85,500. Finally, the budget includes approximately \$6.2 million for the jail contracts with various Missouri counties including Jackson, Johnson, and Vernon.

**Municipal Court Revenue Since FY 2016-17  
 (All Funds)**



### Transportation and Infrastructure

Transportation and Infrastructure includes the Public Works Department as well as bus and streetcar operations. Total funding increases by \$15.2 million to \$222.7 million in the FY 2020-21 Submitted Budget.

#### Public Works

The Submitted Budget for Public Works totals \$144.2 million, an increase of \$8.0 million to repair more streets, repaint more crosswalks and improve garage maintenance. Street resurfacing funding is \$17.0 million, which is a 70 percent increase from two years ago, with funding from a combination of the GO KC bond program, sales taxes, and earnings taxes. We also urge consideration of funding for a “Pothole Czar” who will be responsible for overseeing street maintenance and who will report to the City Manager.

#### Transportation Authorities

The Submitted Budget includes \$4.8 million to fund the City’s zero fare transit program. This provides more than half of the total funding required to provide free public transportation to all Kansas City residents and visitors. RideKC and private partners will provide the remaining efficiencies and resources within the system to make this dream a reality.

The Streetcar Authority budget totals \$12.0 million and is funded primarily from revenues generated within its Transportation Development District (TDD). Increases include \$515,000 in operational expense, \$825,000 in funding for equipment, and \$281,000 in debt service payments for the Streetcar Phase II design work.

## Neighborhoods, Housing, and Healthy Communities

The Submitted Budget for Neighborhoods and Healthy Communities, including parks, neighborhoods, and health services, totals \$210.7 million, an increase of \$16.8 million.

### Neighborhoods and Housing Services

The Neighborhoods and Housing Services (NHS) budget increases to \$79.5 million to provide for City-operated solid waste collection, increased funding for recycling, animal shelter operations, animal control, leaf and brush disposal, and nuisance abatement.

The Submitted Budget increases \$6.3 million in Solid Waste. The budget adds \$5.0 million for recycling contracts due to increased costs to dispose of recyclable materials. The budget includes \$1.0 million in contract costs to transfer the Leaf and Brush Collection program from Water Services to NHS in the General Fund. The Submitted Budget also includes an increase of \$3.8 million in wages and benefits for expanding the City-operated Solid Waste program into the North and South districts of Kansas City. Further, the Budget includes \$1.4 million in debt service for additional vehicles, \$725,000 in additional landfill fees, and an increase of \$786,000 for preventive maintenance for fleet vehicles. This is offset by reductions in trash collection contracts as City forces assume full responsibility for portions of the City on May 1.

The Submitted Budget includes \$3.8 million for the animal shelter operations at the new Kansas City Campus for Animal Care that opened in January 2020. The budget also maintains funding for animal control operations at the current level of \$2.0 million and assumes management by a contractor for animal control operations.

*The Submitted Budget enhances animal control operations at the new Kansas City Campus for Animal Care that opened in January 2020.*

The Submitted Budget also transfers \$10.9 million for the administration of the Central City Sales Tax program from the City Planning and Development Department to NHS. The Neighborhood Tourist Development Fund (NTDF) program is transferred to NHS from the City Manager's Office to oversee the contracts of the NTDF program.

### Health and Medical Care

The Health Fund supports three primary types of service: the Health Department, ambulance services, and safety net health care providers. The Health Department Submitted Budget totals \$29.1 million, including \$12.8 million in various grants and program aid. The budget includes \$234,000 for additional staff for the Communicable Diseases Division to assist with Sexually Transmitted Infections (STI) prevention efforts, per Ordinance No. 191003. With the inception of the Healthy Homes Rental Inspection program in FY 2018-19, the Health Department adds an additional three positions to assist with the increased demands of the lead-related inspections of homes across Kansas City.

The transfer to the Fire Sales Tax Fund for ambulance services increases \$555,000 to \$14.4 million. Funding for safety net health care providers (\$31.7 million) reduces funding to Children's Mercy Hospital by \$500,000, which is reallocated to fund mental health initiatives. The budget also decreases by \$500,000 for debt service for the Kansas City Assessment and Triage Center (KC-ATC), the final payment for which was completed in FY 2019-20.

### Parks and Recreation

The Parks and Recreation Department Submitted Budget totals \$70.4 million. The total budget represents a \$2.4 million decrease from the Adopted Budget primarily due to PIAC neighborhood project allocations. The Parks and Recreation Department has made great strides to address the potential structural deficits in the Parks and Recreation Fund. When combined with strong sales tax growth, the fund now has a healthy reserve balance.

The Parks and Recreation Department continues to maintain 16 mowing cycles annually – up from 11 three years ago. The Submitted Budget funds a bike lanes sweeping program and also includes in debt payments service for fleet replacement and for golf course irrigation.

The Submitted Budget reduces operating hours, saving \$130,000, at the Longview Aquatics Center (The Bay) as recommended by the Board of Parks and Recreation Commissioners due to continued low attendance and revenue loss. The budget includes \$700,000 in fleet replacement for Parks and Recreation as part of a long-term debt-funded replacement plan.

### Planning, Zoning, and Economic Development

The Submitted Budget for the Planning, Zoning, and Economic Development goal decreases \$10.7 million to \$142.2 million. The decrease is attributed solely to transferring the Central City Economic Development Sales Tax expenditures from the City Planning and Development Department to NHS.

The budget includes funding for the new downtown convention hotel including catering, developer and management contract payments, and debt service. Allocations to NTDF and VisitKC decrease by \$660,000 due to the projected decrease in hotel/motel tax revenue for FY 2020-21.

The City Planning and Development Submitted Budget continues to fund development of the City's new comprehensive plan process. The City's current comprehensive plan, Forging Our Comprehensive Urban Strategy (FOCUS), is over 20 years old. The budget also reduces support by \$144,000 to the Downtown Community Improvement District (CID). And, the Submitted Budget for the City's contract with the Economic Development Corporation of Kansas City (EDCKC) decreases by \$1 million. The Budget sets aside \$500,000 as discretionary funding that the City can allocate to EDCKC based on performance and its portfolio of economic development initiatives.

## Finance and Governance

Finance and Governance includes several administrative departments and totals \$117.3 million (9.9 percent) of the total Governmental Activities budget. Contingent Appropriation includes \$14.5 million for the 27th pay period that will occur in April 2021. The Budget includes \$850,000 to support the American Jazz Museum's operations as new board leadership implements the recommendations of the museum assessment. The Budget also shifts \$400,000 for the Public Art program from the operating budget to the City's GO Bond program in accordance with Ordinance No. 170361 and as reaffirmed last year in the year end Committee Substitute for Ordinance No. 190275, As Further Amended. The OneIT budget remains equal to the Adopted FY 2019-20 Budget of \$4.8 million to continue support of ongoing information technology efforts between the City and KCPD. The Submitted Budget also includes \$50,000 for the Negro Leagues Baseball Museum's Centennial Celebration that begins in February 2020 and concludes in November 2020.

*The Submitted Budget includes \$50,000 for the Negro Leagues Baseball Museum's Centennial Celebration that runs from February through November 2020.*

The Human Relations Submitted Budget includes one new position to assist with the MBE/WBE requirements for capital improvements projects. It also includes a transfer of one position from the Finance Department to assist with public engagement for the department.

The Office of the City Auditor adds an additional \$17,000 for a software subscription service for data analytics for audits. The Office of the City Clerk adds funding of \$150,000 for a new legislative tracking system that will be implemented in FY 2020-21. The Law Department increases funding by \$20,000 for additional process servers and continues to fund \$150,000 for outside legal counsel related to labor negotiations.

The Boards of Election Commissioners Submitted Budget includes \$200,000 in additional funding for the Kansas City Board of Elections and Clay County Board of Elections. The budget also includes the August 2020 Primary, the November 2020 General Election, and a Special Election in April 2021.

The Human Resources budget funds a contract for a PeopleSoft Human Resource Management System consultant to facilitate the PeopleSoft strategic plan. The budget also includes debt payments for renovations on the 10<sup>th</sup> and 12<sup>th</sup> floors in connection with the installation of a new employee records management system.

The Office of the City Manager transfers one position to NHS to continue the facilitation of the NTDF contracts and eliminates the Office of Culture and Creative Services. The Submitted Budget also removes \$175,000 for the Film Commission, \$50,000 for the LaunchKC program, \$75,000 for KCSOURCELINK, and \$60,000 for the International Program while retaining \$250,000 for entrepreneurship support through the Urban Growth Business Initiative at UMKC.

The budget includes the continual funding of \$50,000 for the annual Celebration at the Station event, \$60,000 for the month-long annual Downtown Dazzle holiday event, \$125,000 to support the July 4<sup>th</sup> Riverfest celebration, and \$50,000 for 18<sup>th</sup> and Vine festival support. The Submitted Budget also includes \$100,000 to support the NAIA basketball tournament and \$175,000 for the Big 12 Tournament to include both men's and women's basketball.

## Changes to the Budget: Business Type Activities

Business Type Activities, or “enterprise funds,” include the Aviation Department and Water Services Department. They operate solely on service fees and are separate units within the budget. Business Type Activities represent more than one-third of the total budget.

### Aviation

The Submitted Budget for Aviation totals \$136.0 million. It includes upgrading the Aviation Department's Lakefront Management Building conference rooms' electrical infrastructure at a cost of \$200,000 and an increase for fleet replacement parts of \$500,000. The capital improvements budget totals \$19.2 million, decreasing \$31.5 million due to the completion of several runway and taxiway projects. The capital expenses that are budgeted include \$4.0 million for the Buck O'Neil Bridge interchange near the Charles B. Wheeler Downtown Airport, \$3.0 million for rental car facility roadway improvements, \$2.0 million for phase four of relief well improvements, \$1.5 million each for the overhaul base's roof and boilers, airport roadway rehabilitation, and sinkhole mitigation.

### Water Services

The Water Services Submitted Budget recommends rate increases of 2.0 percent for water and 6.5 percent for sewer. The Submitted Budget invests \$419.3 million to maintain and replace the infrastructure that treats over 42 billion gallons of water used by consumers annually. Major capital upgrades include the continued funding of capital improvements including \$31.8 million in the Smart Sewer Program (Overflow Control Plan), \$30.1 million in wastewater projects, and \$28.2 million in water treatment and line projects. Debt payments in the Sewer Fund decrease slightly by \$1.0 million to \$48.7 million to pay for continued long-term infrastructure upgrades. The Water Fund increases by \$2.4 million to \$175.8 million in the budget. Water Services will continue to improve overall system reliability by continuing to fund infrastructure improvements in the amount of \$28.2 million, an increase of \$500,000.

The Stormwater Fund continues to undergo significant program changes to address ongoing structural budget deficits related to stormwater and flood control. Changes include moving the leaf and brush pick-up program to NHS and moving the funding for street sweeping of \$1.75 million from the Stormwater Fund into the General Fund. Reserves in the Stormwater Fund are projected to decrease to \$6.1 million by the end of FY 2020-21. The City must find a solution to ongoing revenue shortfalls to ensure a sustainable stormwater infrastructure system in the future.

### Important Dates for the FY 2020-21 Budget Deliberations

For your review, the following dates are provided as key milestones in the process of deliberating and adopting the annual budget of the City under city charter requirements.

Mayor and City Manager’s Budget delivered to Mayor and Council	February 13
Submitted Budget Presentation – Business Session	February 13
Introduction of the Budget Ordinance	February 20
First Department Budget Presentation	February 25
Public Hearing – Finance, Governance, and Public Safety Committee	February 26
Second Department Budget Presentation	February 27
First Neighborhood Hearing – Southeast Community Center (South)	February 29
Second Neighborhood Hearing – KC Health Department – Multipurpose Room (Central)	March 3
Public Hearing – Finance, Governance, and Public Safety Committee	March 4
Third Department Budget Presentations	March 5
Third Neighborhood Hearing – R.B. Doolin Center – NKC Schools (North)	March 7
Finance, Governance, and Public Safety Committee consideration of the Budget	March 18
Business Session on the Budget	March 26
City Council Adoption of the Budget Ordinance	March 26

This Submitted Budget follows the lead of our Citywide Business Plan to sustain public safety enhancements and maintain basic operations. We must continue to address structural deficiencies, reserve levels, and basic service provision in order to become a *resilient* organization as outlined in the Citywide Business Plan. Staff stands ready to address any questions you may have regarding the information presented in this preliminary budget. We look forward to working with you as you review it.

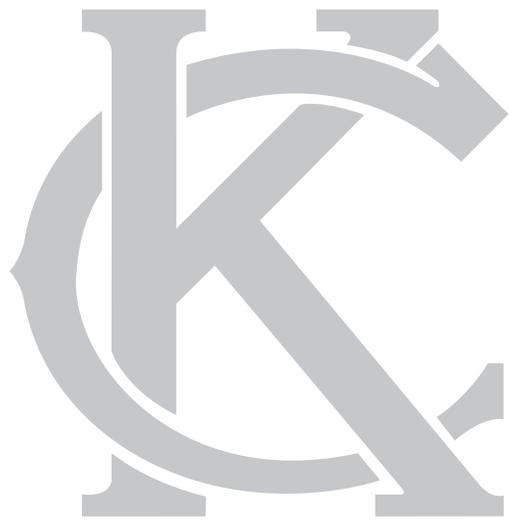
Respectfully submitted,



Quinton Lucas  
 Mayor



Earnest Rouse  
 Acting City Manager



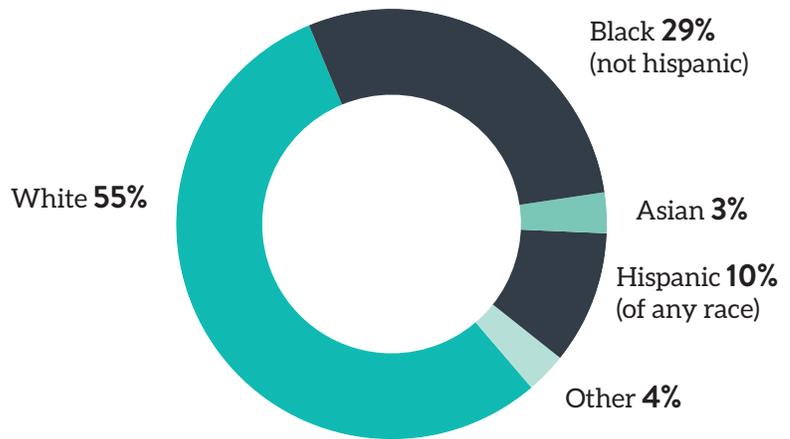
# COMMUNITY PROFILE



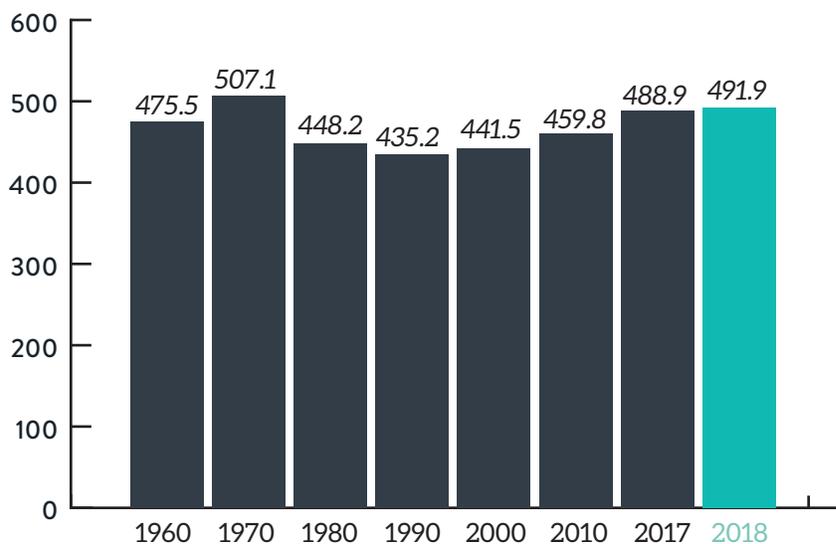
The City of Kansas City, Missouri is the largest city in a bi-state metropolitan area of 2.1 million people that includes 172 cities and 15 counties. Kansas City covers parts of four counties and incorporates all or part of 15 public school districts. There are over 100,000 students enrolled in pre-primary and elementary schools, high schools, and colleges in the City. The City, with 319 square miles, has the 11th largest land area in the country among cities not consolidated with counties.

Housing in Kansas City is comparatively affordable among major metropolitan cities, with values holding steady. The median price for existing homes is \$148,500, while the median home value in Missouri is \$151,600. Forbes named Kansas City third on its list of the “10 Best Cities to Buy a Home,” which followed up a prior survey naming the City as the thirteenth most affordable city in the United States for its low cost of living and housing affordability. The Kansas City Star reported in 2018 that Kansas City is ranked number two in terms of “High Salaries and Low Costs of Living”, accounting for median home rent, groceries, utilities, and transportation.

## RACIAL COMPOSITION



## KANSAS CITY POPULATION (IN THOUSANDS)

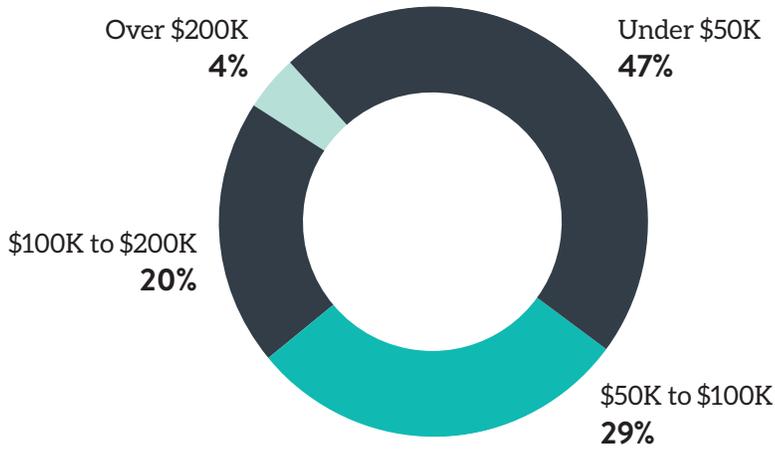


\*Source: 2018 estimate from U.S Census Bureau

## COMMUNITY PROFILE

### ANNUAL HOUSEHOLD INCOME

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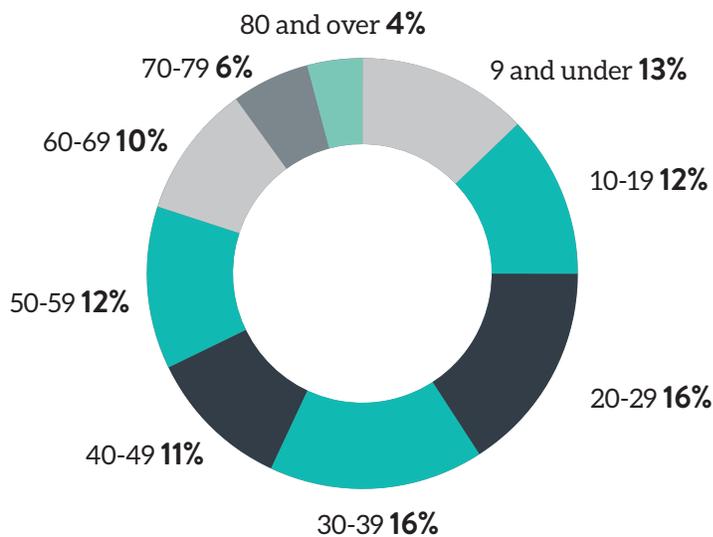


Kansas City is officially nicknamed the “City of Fountains - Heart of the Nation” with over 200 fountains, the second most in the world just behind Rome. Kansas City’s Parks and Recreation Department oversees 158 miles of trails and bike ways, 221 urban parks, 29 lakes, 106 playgrounds, 152 ball diamonds, 10 community centers, five public golf courses, and eight museums and attractions. Swope Park is one of the nation’s largest city parks, comprising 1,805 acres, and annually attracts more than 2 million visitors.

Kansas City has always been known for its great barbecue, but the City has made a name for itself in other areas as well. In 2019, the Kansas City area had five James Beard semifinalists, including chefs, a baker, and a bar. This special distinction also garnered a ranking on Zagat’s “30 Most Exciting Food Cities” list.

### AGE COMPOSITION

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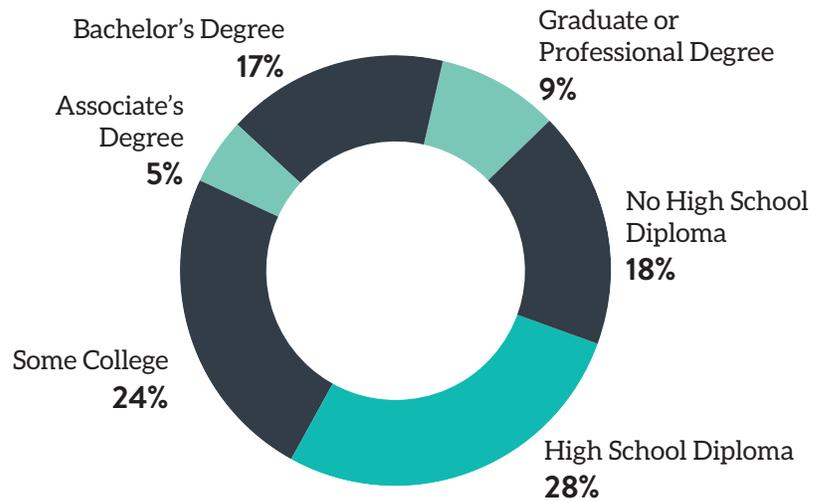
The National Geographic’s Travel Magazine ranked Kansas City twenty-first for “Best Cities in the United States” to visit, based on a scale aimed at capturing happiness through measuring local improvement projects, smart city initiatives, number of breweries, social media data, and more. Kansas City’s downtown also received acclaim by being voted as one of “America’s Best Downtowns” by Forbes. As the only destination in the United States to be featured in Frommer’s Top 10 list, Kansas City was recognized for a growing number of hot spot attractions such as the Kauffman Center for the Performing Arts, the National World War I Museum, the Nelson-Atkins Museum of Art, the American Jazz Museum, the Negro Leagues Baseball

Museum, and the College Basketball Experience. The City most recently received a “Dynamically Planned” Top Performer designation from Governing magazine in 2018.

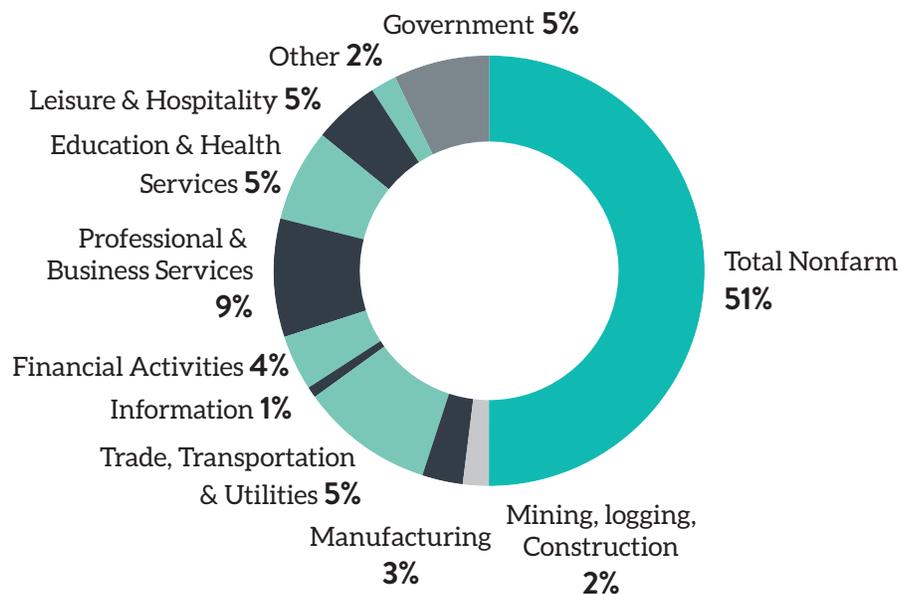
Kansas City continues to be recognized as one of the top cities in the country for jobs. Forbes awarded Kansas City a ranking of thirty-fifth for “Best Cities for Jobs” in 2018. Glassdoor’s “Best Cities for Jobs” ranked Kansas City as the third best city for jobs based on satisfaction, cost of living and ratio of job openings to population. Hot jobs include software engineering, research associate, and audit manager. In addition to these “hot jobs,” the Kansas City Business Journal reports that Kansas City is in the top 25 “next wave” digital economy cities.

Recognized by several major magazines, Kansas City has become an incubator for small business and startups in recent years. Kansas City made the top 25 list for the top tech cities in the Tech Cities 1.0 report. Startland News reports that our “emerging tech hub and entrepreneurial ecosystem continues to attract national attention.” In addition to entrepreneurial opportunities, US News reports that Kansas City has a booming Health Care job market thanks to “Hospital Corporation of America, Truman Medical Center, Children’s Mercy and St. Luke’s Hospital System...and Cerner Corporation” all providing jobs for residents. Other big employers include “Hallmark Cards and Ford Motor Co. for manufacturing” in addition to DST Systems, Sprint, Honeywell and AT&T.

**EDUCATIONAL ATTAINMENT**



**EMPLOYMENT BY INDUSTRY**



## COMMUNITY PROFILE

### CHARACTERISTICS OF THE KANSAS CITY POPULATION

Since 1960, the Kansas City population rose to a high of 507,100 in 1970 and fell to a low of 435,200 in 1990. The 2018 estimated population for Kansas City is 491,918, which represents a 7.0 percent growth since the 2010 Census. Much of the growth in Kansas City is concentrated towards the northern, southern, and eastern City limits, with expectations for more growth as those areas continue to develop. Population is expected to increase in the downtown area as the City continues housing construction in and around the Central Business District.

Most residents of Kansas City have an annual household income of less than \$50,000 (47 percent) while 29 percent have an annual household income between \$50,000 and \$100,000 and 24 percent have an annual household income greater than \$100,000.

The population of Kansas City is made up mostly of people in the 20-29 and 30-39 age brackets (32 percent). The next largest group by age are those below 20 (25 percent), followed by those between 40 and 60 (23 percent), then those 60 and older (20 percent). 31 percent of the population age 25 years and older of Kansas City has received an Associate's degree or higher. Additionally, 82 percent of the population has attained at least a high school diploma.

### CHARACTERISTICS OF THE KANSAS CITY ECONOMY

Kansas City ranks as one of the 10 best supporters of small business, and it is considered one of the 50 best cities in the world for global business.

Three international law firms, Lathrop & Gage; Stinson Morrison & Hecker; and Shook, Hardy & Bacon are based in the City. Kansas City is home to the Federal Reserve Bank and serves as the headquarters for Hallmark Cards, DST, Russell Stover Candies, Kansas City Southern Railway, H&R Block, Boulevard Brewing Company, American Century Investments, and a variety of regional, national, and international companies and businesses.

Kansas City has a diversified economy including transportation, telecommunications, manufacturing, veterinary industry, health care, legal services, trade, financial services, and governmental services. The region provides access to over one million jobs in over seven hundred occupations.

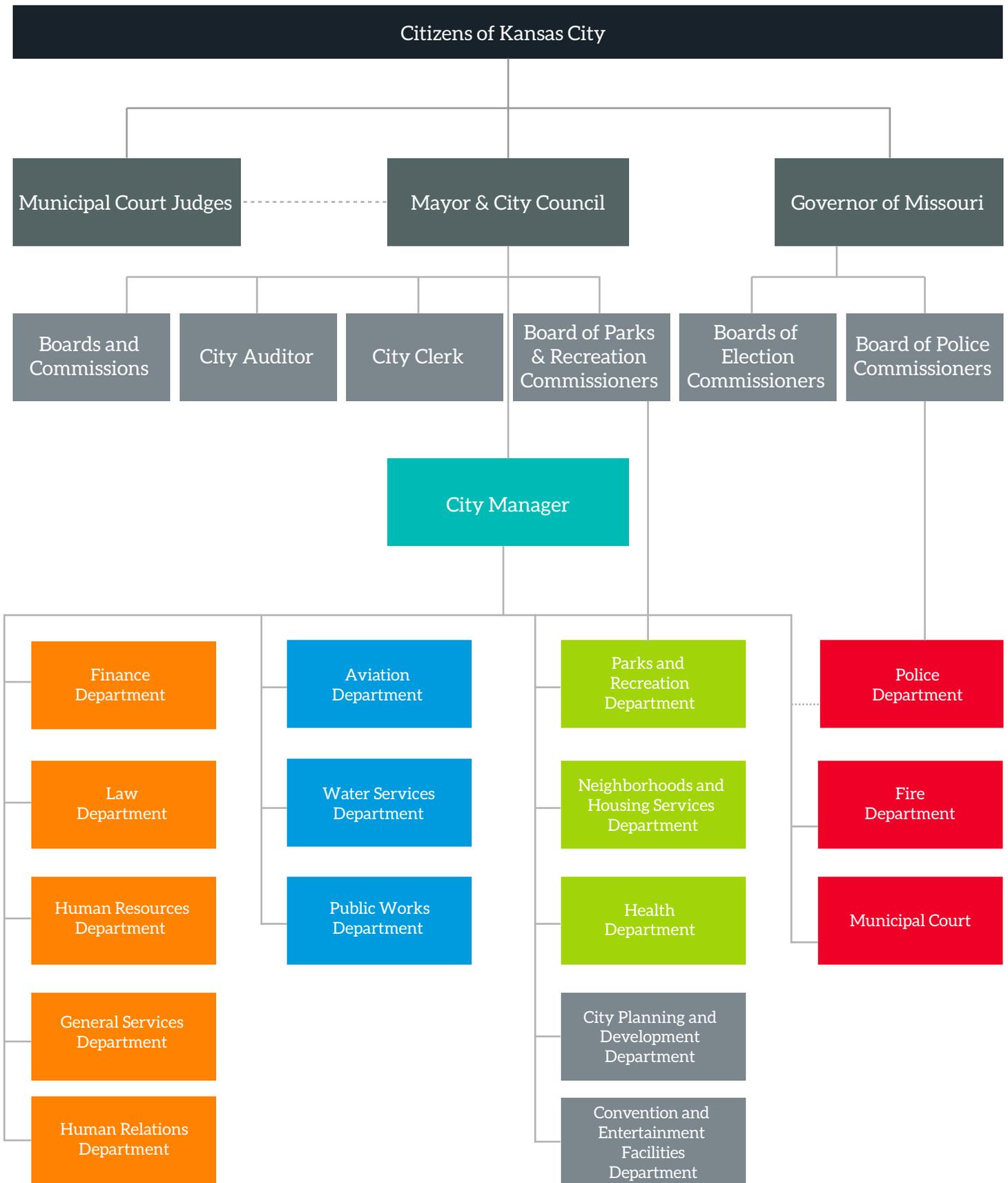
Per the Bureau of Labor Statistics, the unemployment rate for Kansas City from October 2017 through October 2018 was 2.7 percent, which is the same as the prior year's average. This compares to the state and national unemployment rates of 3.1 percent and 3.6 percent, respectively.

Metropolitan Kansas City is the most centrally located principal city in the United States of America, which helps make it a national transportation hub. Kansas City's central U.S. location makes the City very competitive for logistics employment and affiliated sectors. With the presence of four interstate highways, Kansas City is accessible to 83 percent of the country's GDP within a two-day drive.

For sports fans, Kansas City Missouri offers two professional sports teams - the Kansas City Chiefs (National

Football League - 2016, 2017, 2018, 2019 AFC West Champions, and 2019 Super Bowl Champions), and the Kansas City Royals (Major League Baseball - 2015 World Series Champions). Within the Kansas City region are Sporting Kansas City (Major Soccer League - 2013 Champions), Kansas City Mavericks (East Coast Hockey League), Kansas City T-Bones (American Association of Independent Professional Baseball), and the Missouri Comets (Major Indoor Soccer League).

# ORGANIZATION CHART: City of Kansas City, Missouri





## ACTING CITY MANAGER

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**Earnest Rouse**

## DEPARTMENT DIRECTORS

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Patrick Klein ..... **AVIATION**

Douglas Jones ..... **CITY AUDITOR**

Marilyn Sanders ..... **CITY CLERK**

Jeffrey Williams ..... **CITY PLANNING AND DEVELOPMENT**

Oscar McGaskey ..... **CONVENTION AND ENTERTAINMENT FACILITIES**

Tammy Queen ..... **FINANCE**

Donna Maize ..... **FIRE**

Yolanda McKinzy ..... **GENERAL SERVICES (ACTING)**

Dr. Rex Archer ..... **HEALTH**

Phillip Yelder ..... **HUMAN RELATIONS**

Teri Casey ..... **HUMAN RESOURCES (ACTING)**

Cecilia Abbott ..... **LAW**

Megan Pfannenstiel ..... **MUNICIPAL COURT**

John A. Wood ..... **NEIGHBORHOODS AND HOUSING SERVICES**

Terry Rynard ..... **PARKS AND RECREATION**

Richard C. Smith ..... **POLICE**

Sherri McIntyre ..... **PUBLIC WORKS**

Terry Leeds ..... **WATER SERVICES**

# BUDGET PROCESS

The City Charter requires the City Council to adopt an annual budget by the fourth regular meeting in March. The City's fiscal year spans from May 1 to April 30. The City's year-round budget and planning process includes several phases: citywide business planning, budget development and review, budget adoption, and budget amendments.

## CITYWIDE BUSINESS PLANNING

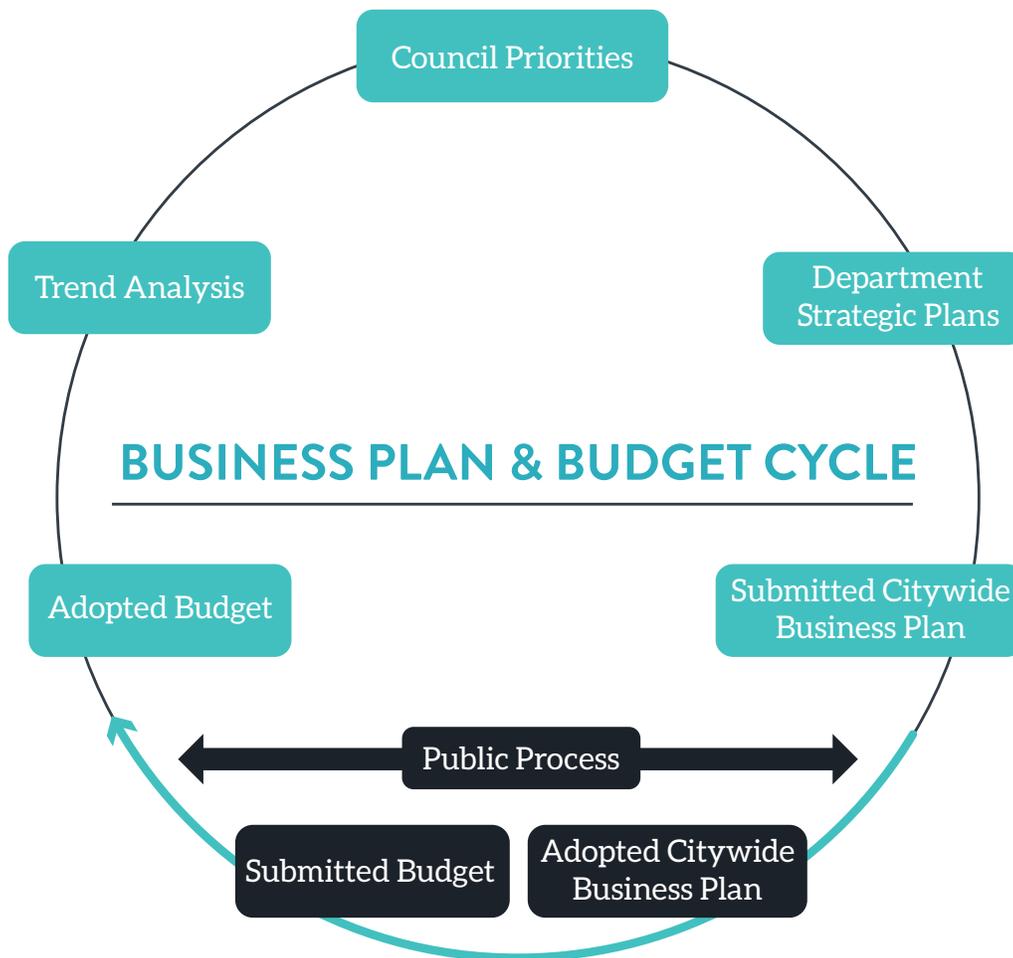
The City Council has adopted a vision statement, mission statement, and seven goal statements to guide the budget process and to ensure clearly communicated priorities. The

Citywide Business Plan and budget cycle begins in May, the first month of the new fiscal year, when the City Council and departments develop goals and objectives to achieve the organization's mission. A forecast model that links expenditure choices to service levels and performance standards gives policymakers the tools to set priorities, make choices, and understand the opportunity costs of those choices. The planning process influences the budget by identifying financial parameters to reach fiscal balance. Budget development begins with the adoption of the five-year financial plan.

## BUDGET DEVELOPMENT AND REVIEW

By November 1 of each year, the Mayor and Council adopt a five-year financial plan. The annual budget is prepared in consideration of the five-year financial plan and priorities established by the Council as the City Charter requires.

The Finance Department issues budget instructions to city departments, boards, and commissions. Departments use the instructions to estimate revenues and to request the appropriations necessary for their program needs in the next fiscal year. Departments



## 2020-21 BUDGET CALENDAR

September 4 - October 18, 2019	Department budgets entered into budget system
October 18, 2019	Final department budget submittals due
November 2019	Departmental meetings with City Manager to discuss performance plans and to finalize the FY 2020-21 Budget
February 13, 2020	Budget submitted to Mayor and City Council
February - March 2020	Public/Community hearings
February 20, 2020	Budget and tax ordinances introduced
February through March 2020	Finance and Governance Committee
March 26, 2020	Budget Adopted by City Council

prepare their budget requests based on estimates of work to be performed and their costs. Departments also submit their performance plans to the City Manager. The performance plans contain outcomes and key performance indicators.

The City Manager meets with department directors to review their budget requests. During this phase, the Finance Department and the City Manager's Office perform a policy review of departmental budget requests in order to reach a balanced budget to present to the Mayor and Council. The Finance Department prepares

copies of the budget for public distribution when the budget is submitted to the City Council.

### **BUDGET ADOPTION**

In accordance with the City Charter, the City Manager prepares the budget considering the adopted five-year financial plan and transmits the budget to the Mayor and City Council on or before the second regular meeting of the City Council in February. A date for a public hearing on the budget is set at the time the budget is reported to the City Council. This date must not be later than the second City Council meeting

in March. The committee may hold other community forums to receive input on the proposed budget. At the fourth meeting in March, the City Council adopts the annual budget. The budget ordinance requires a majority of affirmative votes.

### **AMENDING THE BUDGET**

The Council may pass ordinances that modify appropriations after the passage of the annual appropriation ordinance. The Director of Finance must certify that a sufficient unappropriated balance remains in the fund from which appropriations increase.

After passage of the annual appropriation ordinance, upon recommendation of the Director of Finance, the Council may by ordinance authorize the transfer of unencumbered balances appropriated for one department to any other department. An unencumbered balance appropriated for one purpose may be transferred to another purpose within a department upon the approval of the department head and subject to the certification of available funds by the Director of Finance. Additionally, an unencumbered balance appropriated to a department for a specific purpose may be transferred to any other department for the same purpose within the same fund upon approval of the respective department heads and subject to the certification of available funds by the Director of Finance.

# FUND STRUCTURE

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## METHOD OF ACCOUNTING

The accounts of the City are organized by funds and account groups. The operations of each fund are accounted for with a separate set of accounts that comprise a fund's revenues, expenditures, and fund balances, as appropriate.

Governmental resources are accounted for in individual funds based upon the purposes for which they are to be spent. The various fund types, which will appear in the Schedules, are presented in the following Budget Overview.

## BASIS OF BUDGETING

All funds of the City are budgeted using a cash basis of accounting. Revenues are generally recognized when received and expenditures are recorded when paid. By State law, the budget adopted by the City Council must be a balanced budget, where total resources equal total obligations. The City of Kansas City considers a balanced budget to consist of adequate revenues from the current year as well as any unreserved fund balances available from the previous year that can be used to meet current year expenditures.

## FUND STRUCTURE

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. Resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The FY 2020-21 Submitted Budget totaling **\$1.74 billion** is divided into 74 different funds which fall into one of five major categories:

## GOVERNMENTAL ACTIVITIES FUNDS

### GENERAL FUND

**30%** The General Fund is the largest fund in the City, totaling **30%** of the total budget. General Fund revenues include property taxes, earnings and profits taxes, and utility taxes and franchise fees. These revenues fund the majority of basic services provided by the City, including police and fire, trash collection, and property maintenance. Additionally, the majority of City administrative activities are funded including legislative, financial, legal, information technology, and human resource activities.

### SPECIAL REVENUE FUNDS

**23%** Special Revenue Funds are a combination of 41 funds that have been established to account for restricted revenues and expenditures. These restrictions were created by voter approval of taxes, by federal and state grants awarded to the City, or by the collection of specific revenues for a specific purpose. Examples of each are Public Safety Sales Tax, Community Development Block Grant, and Golf Funds. ***These 41 funds comprise 23% of the total City budget.***

### DEBT FUNDS

**8%** Debt Funds are a combination of 19 funds that have been established to account for the accumulation of resources for and the payment of general long-term debt principal and interest. ***These 19 funds comprise 8% of the total City budget.***

### CAPITAL IMPROVEMENTS FUNDS

**4%** Capital Improvements Funds account for the financing of capital improvement projects not financed by other funds or long-term debt. Revenues come primarily from a dedicated sales tax and grants. ***These 2 funds comprise 4% of the total City budget.***

### BUSINESS-TYPE ACTIVITY FUNDS

**35%** The Business-Type Activities Funds account for services that are primarily self-supporting, receiving most of their revenues through user fees or charges. The City has 7 separate funds that account for the business operations of the Aviation, Water, and Sewer Departments. ***These 7 funds comprise 35% of the total City budget.***



# GOALS



## **VISION STATEMENT**

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

### **CUSTOMER SERVICE AND COMMUNICATION**

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

### **FINANCE AND GOVERNANCE**

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

### **HOUSING**

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

### **NEIGHBORHOODS AND HEALTHY COMMUNITIES**

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

### **PLANNING, ZONING, AND ECONOMIC DEVELOPMENT**

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

### **PUBLIC SAFETY**

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

### **TRANSPORTATION AND INFRASTRUCTURE**

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

# Values in ACTIONS



## MISSION STATEMENT

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

## A | ACCOUNTABILITY

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

## C | CUSTOMER SERVICE

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

## T | TEAMWORK

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

## I | INTEGRITY

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

## O | ORGANIZATION

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

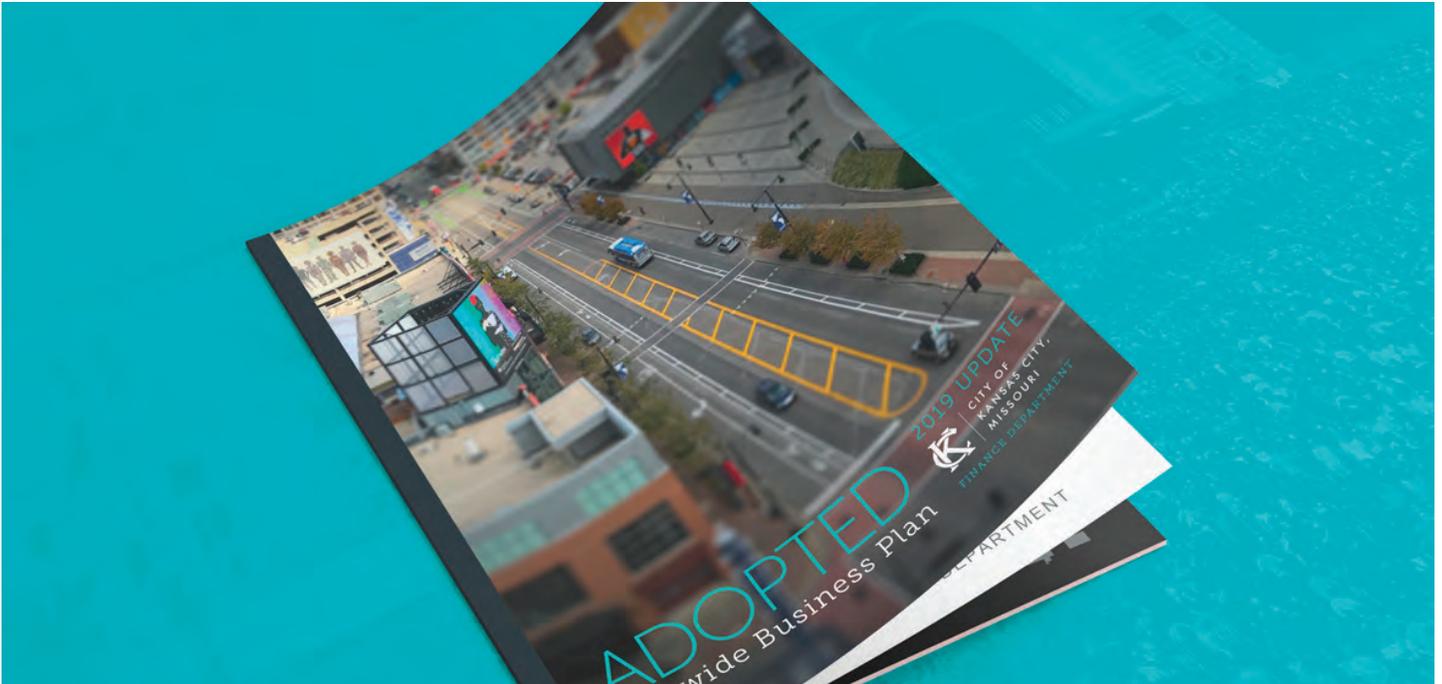
## N | NEW IDEAS & RISK = INNOVATION

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

## S | SUSTAINABILITY

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

# CITYWIDE BUSINESS PLAN



The City Council of the City of Kansas City, Missouri has adopted goal statements to guide the budget process and to ensure clearly communicated priorities. The Council's goals encompass the following major categories: Customer Service and Communication; Finance and Governance; Housing; Neighborhoods and Healthy Communities; Planning, Zoning, and Economic Development; Public Safety; and Transportation and Infrastructure.

In June 2019, Department Directors met and identified 30 objectives for this year's Citywide Business Plan linked to City goals. The Finance Department then organized the goals and objectives into a comprehensive, renewable five-year Citywide Business Plan and prepared a Financial Strategic Plan for the City, adopted by Council in October 2019 by Committee Substitute for Resolution No. 190781, as amended.

The objectives identified in the plans are used to inform the inputs and assumptions for the Five-Year Planning Model, along with factors that impact growth and critical

values. The Five-Year Planning Model influences budget formulation by identifying financial parameters as part of the strategy to reach fiscal balance. The budget is then used to operationalize the financial plan by implementing specific financial strategies, funding service level preferences, identifying spending assumptions, and linking operating, capital, and debt planning efforts. The Resident Priorities and Measures of Success associated with each priority are instrumental in monitoring and reporting the results of this plan.

A key component of the planning process is determining whether a package of revenue and expenditure options being considered for the budget will maintain, erode, or improve the City's financial position in the budget period and in the long term. The model is used to monitor long-term financial health, illustrate the impact of policy decisions and potential trends, and create a common set of assumptions and expectations.

Statistical modeling and trend analysis for revenues provide a range of future growth rates that are then used to estimate the level of available

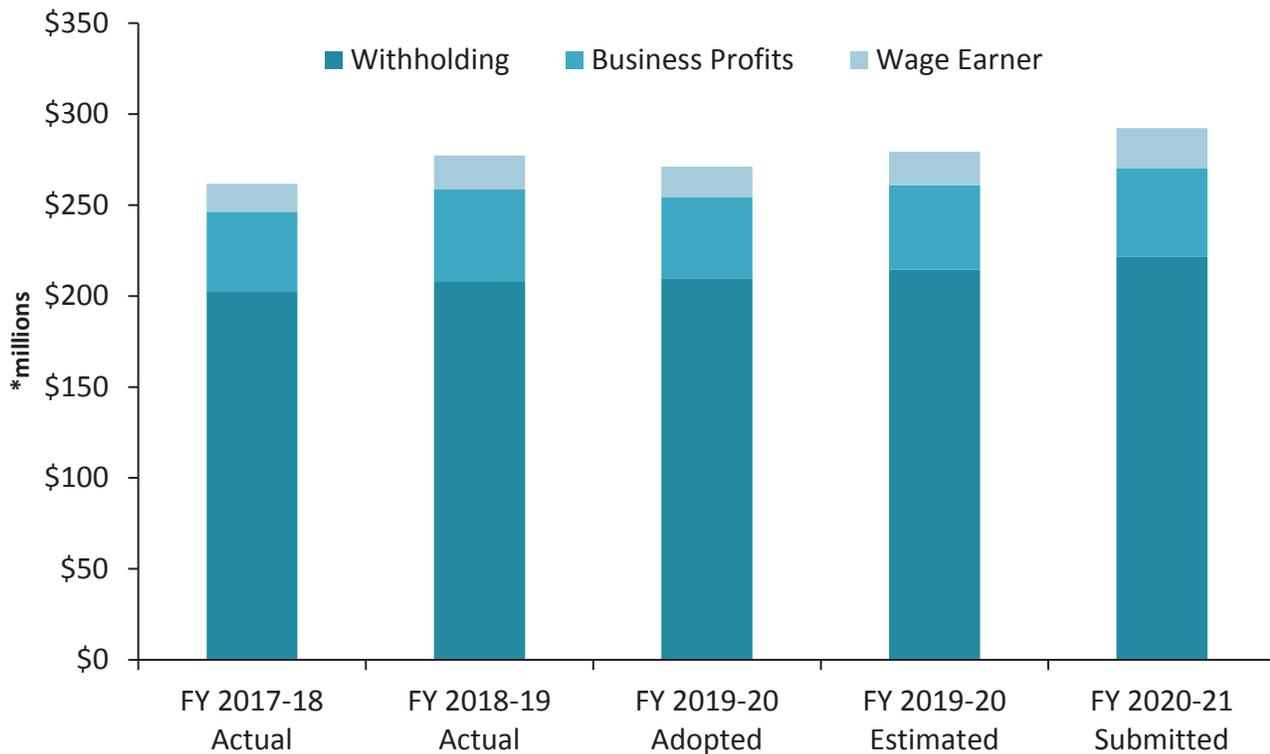
funding. Expenditures are estimated based on varying assumptions for population, inflation, health care costs, capital requirements, number of employees, service level preferences, and many other spending assumptions while linking operating, capital, and debt planning efforts.

The model's results are summarized by the following statistics and graphs, benchmarked to City policies:

- Structural Balance – General Fund
- Reserves – General Fund as a Percent of Operating Expenditures
- Debt Service as a Percent of Governmental Activities
- Allocation Analysis by Program: General Fund Years
- Allocation Analysis by Program: Governmental Activities
- General Fund Change from Adopted
- Special Revenue Analysis

Baseline assumptions and forecast results for Submitted FY 2020-21 Budget are presented on the following pages. The adopted Council resolution of the sixth annual Citywide Business Plan is followed by results from the most recent Resident Satisfaction Survey.

# EARNINGS TAXES \$292.3 MILLION



*\*Includes earnings tax refunds*

## BUDGET HIGHLIGHTS

25.1 percent of General Municipal Revenues in FY 2020-21 Submitted Budget

Average growth rate in last five years was 3.6 percent and growth assumption for FY 2020-21 Submitted Budget is 2.7 percent per year over FY 2018-19 Actuals

Total estimated redirection amount is \$20.7 million in FY 2020-21 Submitted Budget

## TAX RATES

KC residents: 1%

Non-residents who work in KC: 1%

Business net profits earned in the City: 1%

## SPECIAL CONSIDERATIONS

Closely tracks economic activity in the City

10 percent received in final month of fiscal year

Requirement to renew every five years - next in April 2021

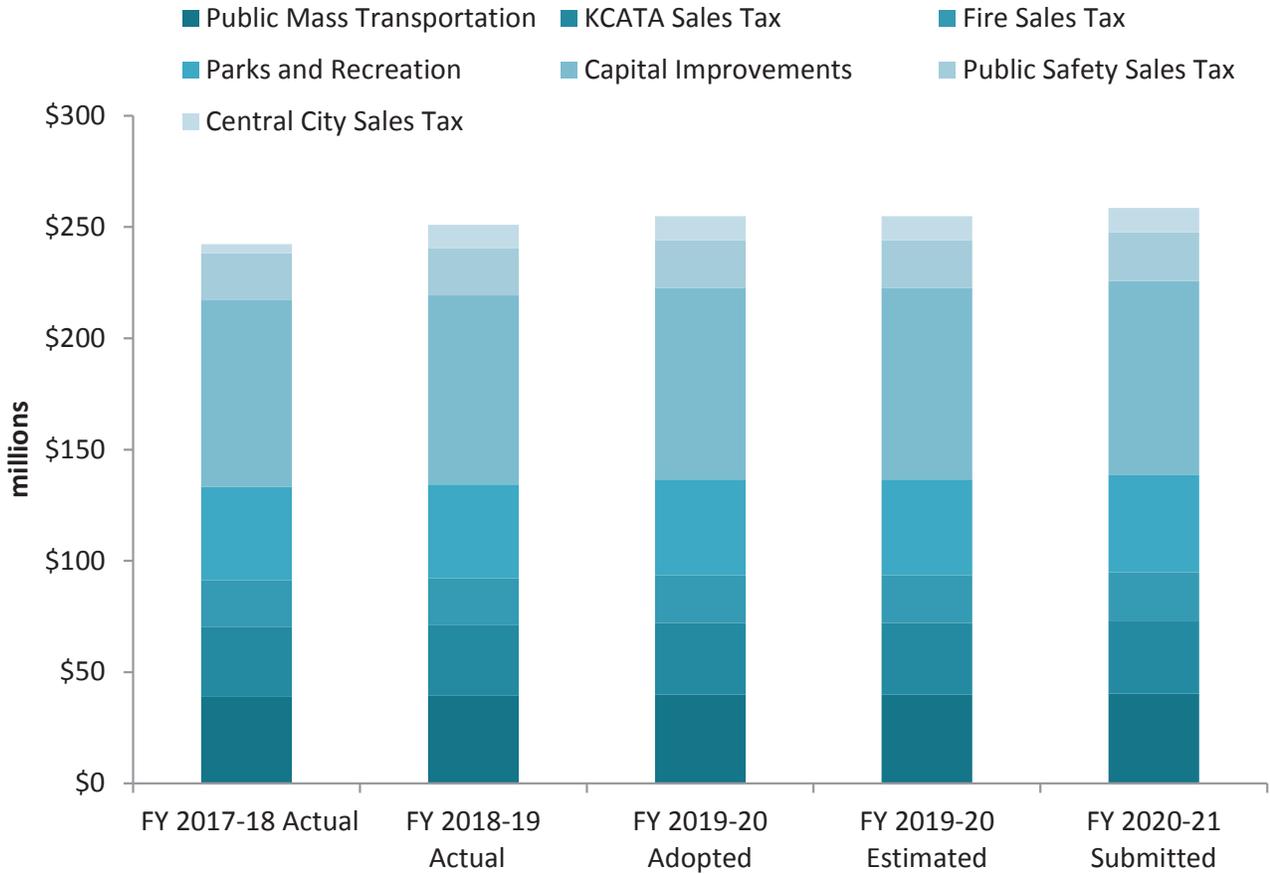
Individuals pay 83 percent of the total, businesses contribute 17 percent

Non-residents pay about 50 percent of the total

Collections will exceed FY 2019-20 Adopted Budget amount due to continued growth in the local economy

## FORECAST ASSUMPTION: 2.5% ANNUAL INCREASE

# SALES TAXES \$258.5 MILLION



## BUDGET HIGHLIGHTS

22.2 percent of General Municipal Revenues in FY 2020-21 Submitted Budget

Average growth rate in last five years was 1.4 percent, adjusted for changes in tax rates, and growth assumption for FY 2020-21 Submitted Budget is 1.6 percent per year over FY 2018-19 Actuals

Total estimated redirection amount is \$22.3 million in FY 2020-21 Submitted Budget

## TAX RATES

Capital Improvements	1.000%
Parks & Recreation	0.500%
Public Mass Transportation	0.500%
Fire	0.250%
Public Safety	0.250%
Central City	0.125%
KCATA	0.375%
<b>TOTAL CITY RATE</b>	<b>3.000%</b>

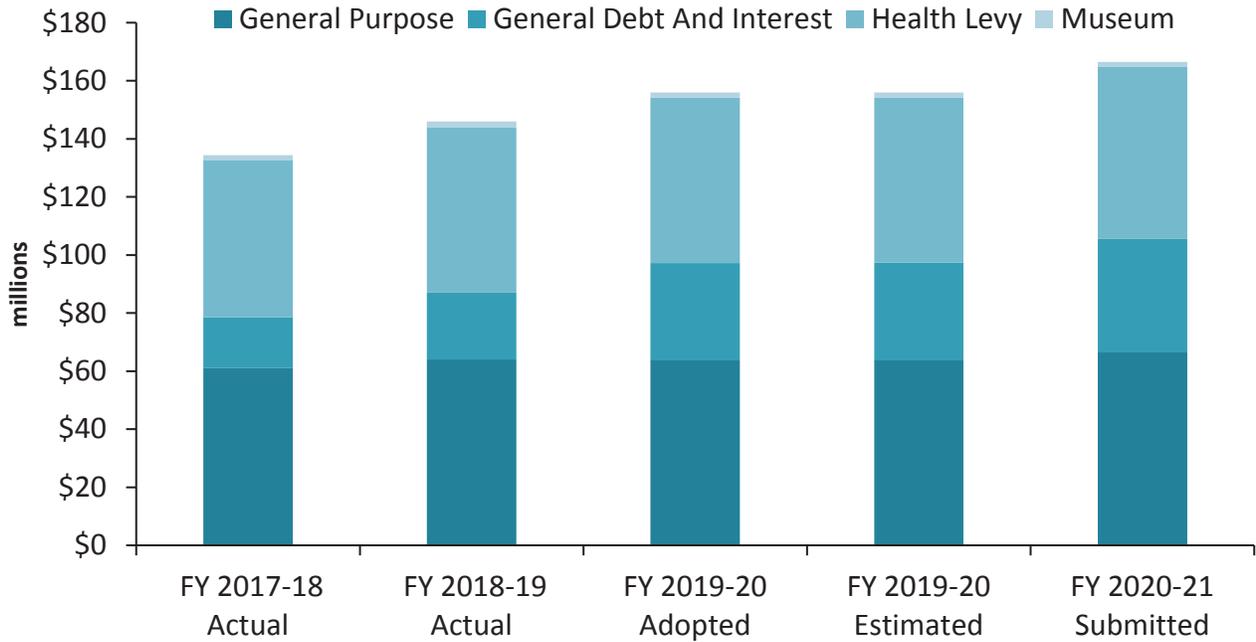
## SPECIAL CONSIDERATIONS

All sales taxes are restricted as to use by statute or voter approval

Closely tracks economic activity in the City

**FORECAST ASSUMPTION: 2.0% ANNUAL INCREASE**

# PROPERTY TAXES \$166.5 MILLION



## BUDGET HIGHLIGHTS

14.3 percent of General Municipal Revenues in FY 2020-21 Submitted Budget

Average growth rate in last five years was 4.1 percent and growth assumption for FY 2020-21 Submitted Budget is 7 percent per year over FY 2018-19 Actuals

## SPECIAL CONSIDERATIONS

Market valuation of all property is approximately \$30.9 billion

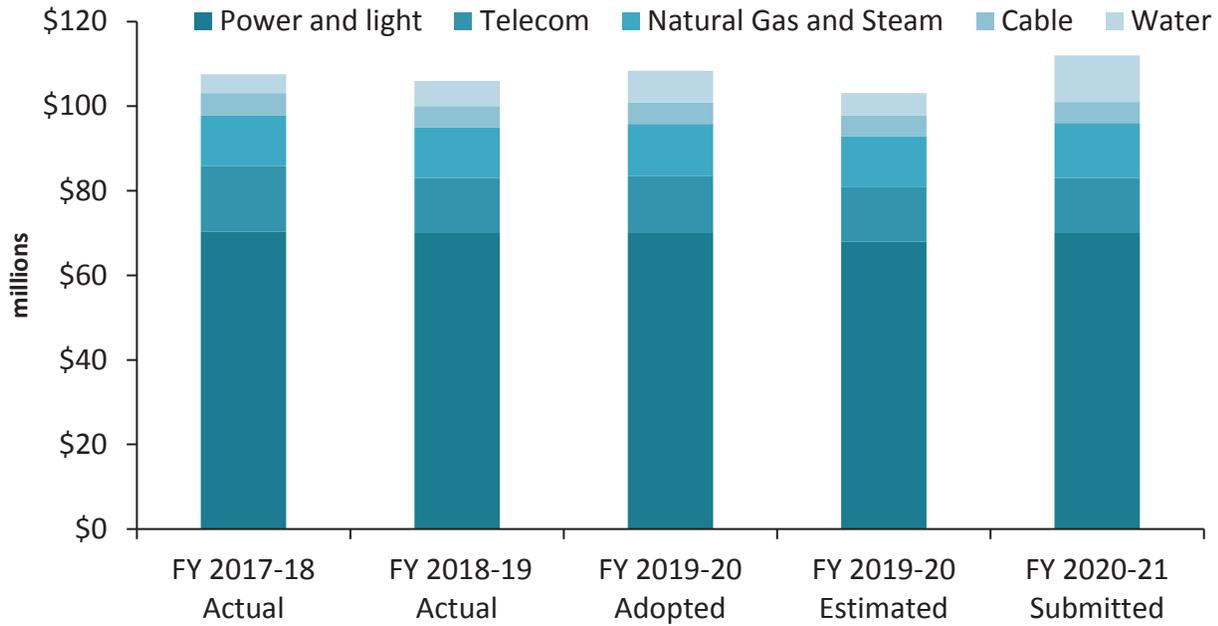
Missouri's Hancock Amendment protects against both revenue windfalls and shortfalls

## TAX RATES

General Purpose	.6094
Debt Service	.3600
Health Levy	.6097
Museum	.0169
<b>TOTAL CITY LEVY</b>	<b>1.5960</b>

**FORECAST ASSUMPTION: 2.0% ANNUAL INCREASE**

# UTILITY TAXES \$111.8 MILLION



## BUDGET HIGHLIGHTS

9.6 percent of General Municipal Revenues in FY 2020-21 Submitted Budget

Average growth rate in last five years was 0.5 percent, adjusted for changes in tax rates, and growth assumption for FY 2020-21 Submitted Budget is 2.3 percent per year over FY 2018-19 Actuals

Total estimated redirection amount is \$3.1 million for FY 2020-21 Submitted Budget

## TAX RATES

	Resident	Comm.
Electric	6.0%	4.0%
Natural Gas	6.0%	4.0%
Telecom	6.0%	4.0%
Cable	5.0%	5.0%
Steam	2.4%	1.6%
Water	5.0%	3.0%

## SPECIAL CONSIDERATIONS

Usage, number of customers, rates, and weather cause year-to-year volatility

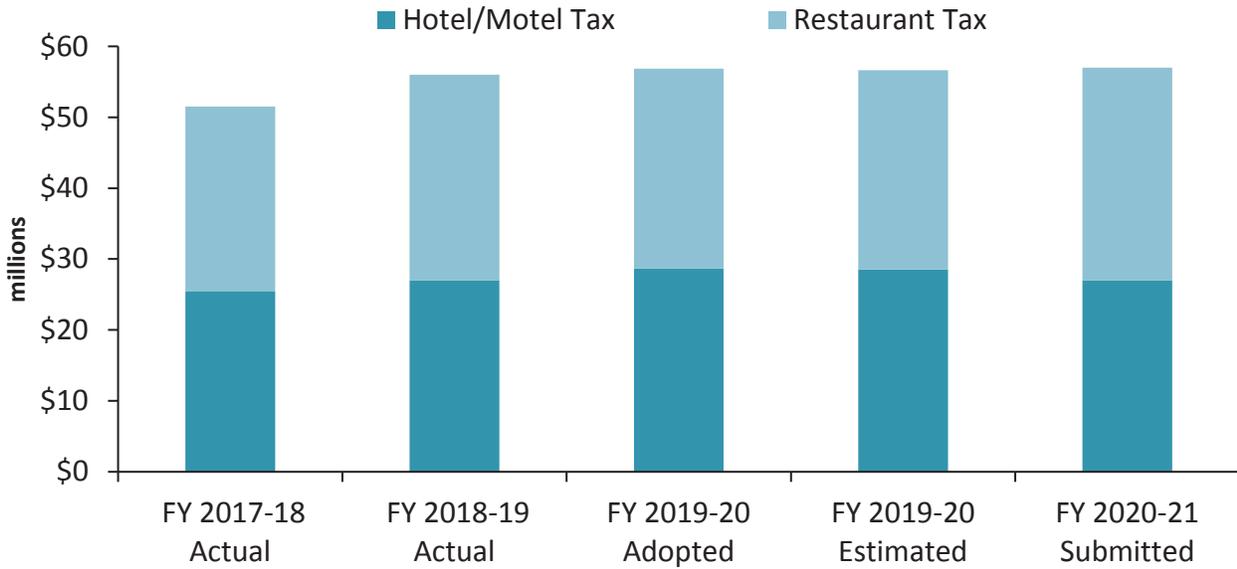
Electric: FY 2019-20 anticipates a decrease in rates due to the merger of KCP&L and Westar

Cable: Timing of receiving the tax dollars causes significant fluctuation in revenues, competition from dish, satellite, and internet-based cable negatively impacts revenue

Telecom: Landline telephone use is decreasing nationwide, competition in wireless services drives down cost of service, which decreases revenue

## FORECAST ASSUMPTION: 3.5% ANNUAL INCREASE

# CONVENTION & TOURISM TAXES \$57.7 MILLION



## BUDGET HIGHLIGHTS

5.0 percent of General Municipal Revenues in FY 2020-21 Submitted Budget

Average growth rate in last five years was 3.9 percent and growth assumption for FY 2020-21 Submitted Budget is 1.3 percent per year over FY 2018-19 Actuals

Total estimated redirection amount is \$9.1 million in FY 2020-21 Submitted Budget

## TAX RATES

Hotel/Motel	7.5%
Restaurant	2.0%

## SPECIAL CONSIDERATIONS

Room rate, occupancy, hotel/restaurant CPI and large one-time events cause year-to-year volatility

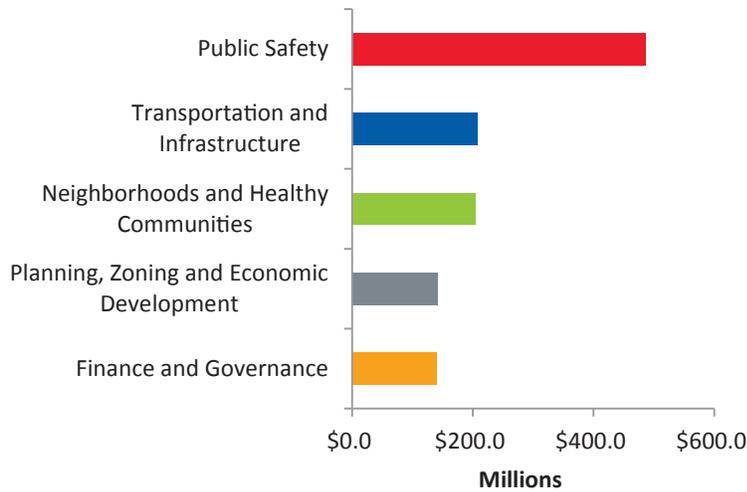
Reactive to economic cycles

Use is restricted to convention center operation and maintenance, VisitKC, Neighborhood Tourist Development Fund, and other convention and tourism activity

## FORECAST ASSUMPTION: 3.0% ANNUAL INCREASE

# EXPENDITURES

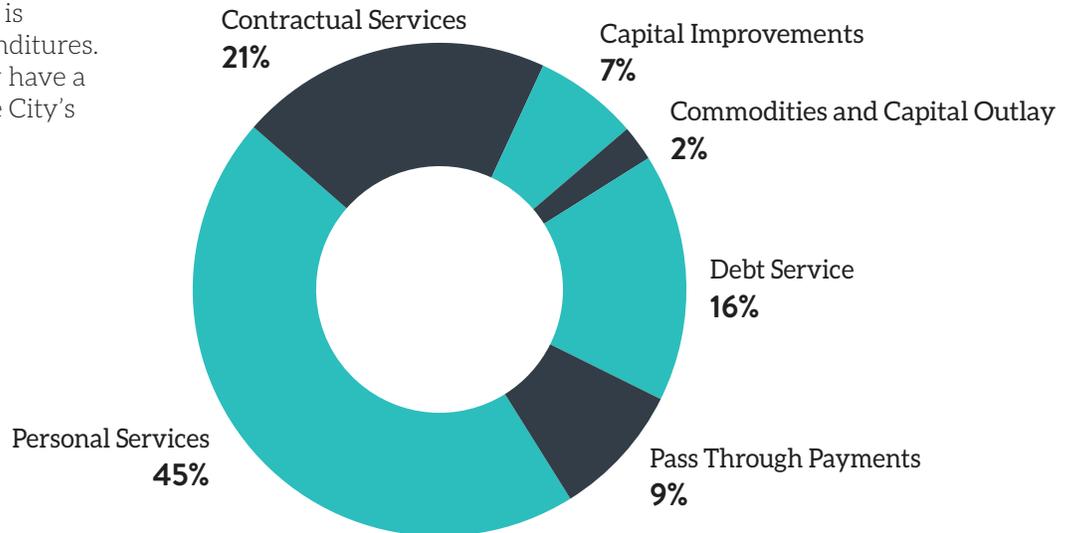
## BUDGET BY OUTCOME



Public Safety is the largest non-enterprise category, and one of the fastest growing activities. A significant shift in spending priorities to public safety has impacted the City's ability to address long-term liabilities and other critical non-public safety functions.

## BUDGET BY APPROPRIATION UNIT

Employee compensation is nearly half of total expenditures. Changes in this category have a significant impact on the City's bottom line.



## FORECAST ASSUMPTIONS

Includes negotiated and projected increases for Local 42, Local 500, and non-represented employees; 5.0 percent annual increases in employer health contributions in FY 2019-20 through FY 2024-25; pension contribution percentages to pension plans to reflect actuarial assumptions for each of the City's four pension plans.

# FISCAL YEARS ENDED 2020-2025 FINANCIAL PLAN

Five-Year Forecast Summary | Scenario Description:

## BASELINE

### SCENARIO DESCRIPTION: BASELINE

Assumes FY 2019-20 Adopted Budget with the following Conditions:

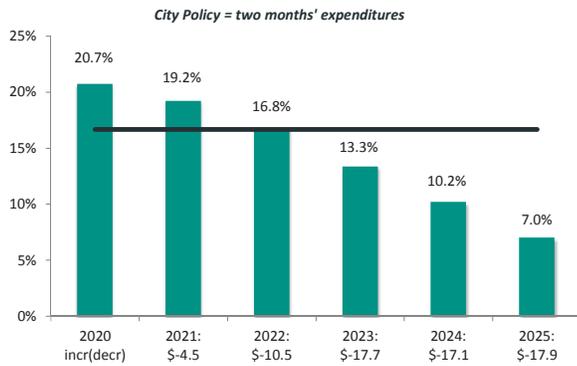
- No new employees through forecast period
- Employer contributions to health insurance increase 5.0% per year
- Pension contributions reflect actuarial assumptions
- Salary increases for all employees are capped at 2.0% per year including collective bargaining and non-represented employees
- Includes Adopted GO KC Bond program and debt payments
- Assumes no growth in municipal citation volume
- Includes a total of \$3.8 million for animal shelter operations of \$600,000 beginning in Fiscal Year 2020-21

### HIGHLIGHTED SERVICE LEVEL STATISTICS

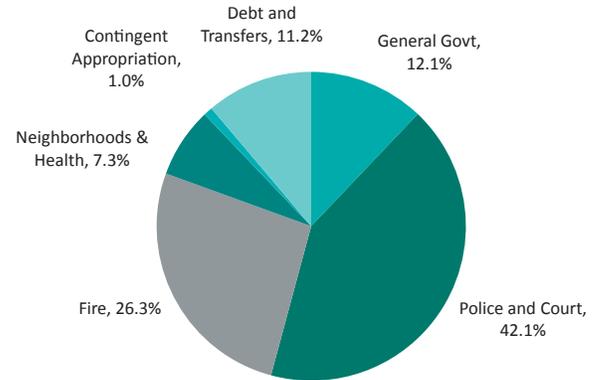
	2020	2021	2022	2023	2024	2025
<b>General Fund structural balance</b>	1.00	.99	.98	.97	.97	.97
Target:	1.00	1.00	1.00	1.00	1.00	1.00
Annual Revenue Growth		2.3%	1.9%	2.4%	2.3%	2.3%
Annual Expenditure Growth		3.3%	2.9%	3.5%	2.2%	2.3%
<b>General Fund fund balance</b>	20.7%	19.2%	16.8%	13.3%	10.2%	7.0%
(budget basis) Target:	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%
<b>Public Safety as a percent of General Fund operating</b>	73.8%	73.8%	73.9%	74.0%	74.1%	74.1%
<b>Street Maintenance and Capital</b>						
PAYGO Capital	\$67.6	\$62.2	\$74.5	\$75.6	\$78.2	\$79.2
GOKC Capital	<u>\$51.6</u>	<u>\$46.6</u>	<u>\$47.7</u>	<u>\$35.4</u>	<u>\$31.7</u>	<u>\$21.4</u>
Total	\$119.2	\$108.8	\$122.2	\$111.0	\$109.9	\$100.5

# FISCAL YEARS ENDING 2020 - 2025 FINANCIAL PLAN

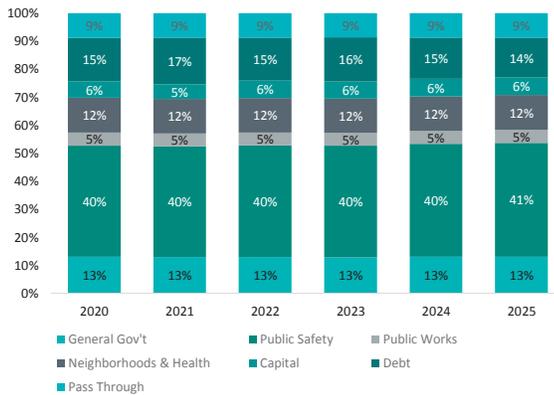
**General Fund: Reserves**  
as a percent of operating expenditures



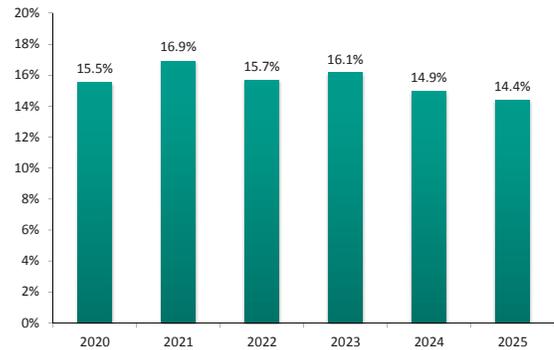
**General Fund Operating Expenses: 2025**



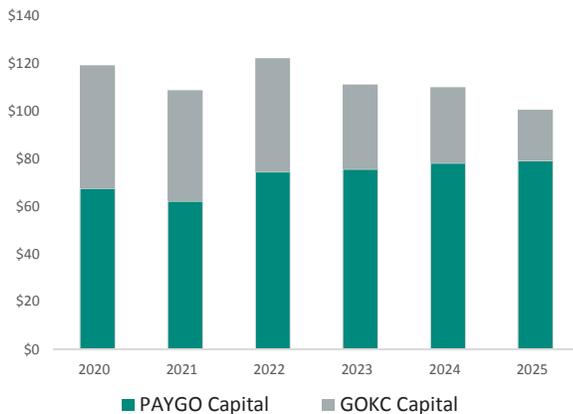
**Governmental Activities Funds:**  
Allocation by Program



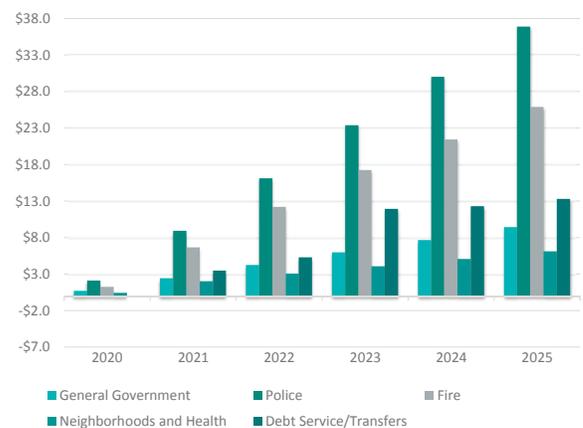
**Debt Service**  
as a percent of Governmental Activities Revenue



**Projected Capital and Maintenance Expenditures**



**General Fund Change from FY 2019-20**  
Adopted Budget



# FISCAL YEARS ENDING 2020 - 2025 FINANCIAL PLAN

## Assumptions

	2020 estimated	Annual				
		2021	2022	2023	2024	2025
<b>Revenue Assumptions</b>						
Budget variance	1.0%					
Earnings Tax						
Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Annual Increase		2.5%	2.5%	2.5%	2.5%	2.5%
Sales Tax						
Rate	2.875%	2.875%	2.875%	2.875%	2.875%	2.875%
Annual Increase		2.0%	2.0%	2.0%	2.0%	2.0%
Property Tax						
Mill Levy	1.8015	1.8404	1.8786	1.9055	1.9284	1.9424
Annual Increase		2.0%	2.0%	2.0%	2.0%	2.0%
Utility Franchise Increase		3.5%	3.5%	3.5%	3.5%	3.5%
<b>Expenditure Assumptions</b>						
Budget variance	1.0%					
Marginal Cost as a percent of Average Cost		70%	70%	70%	70%	70%
General Government						
Salaries		2.0%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Police						
Salaries		2.0%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Fire						
Salaries		2.0%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Public Works						
Salaries		2.0%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
Neighborhoods and Health						
Salaries		2.0%	2.0%	2.0%	2.0%	2.0%
Insurance-Health		5.0%	5.0%	5.0%	5.0%	5.0%
Operating		2.0%	2.0%	2.0%	2.0%	2.0%
<b>New Debt Issues</b>	<b>51,622,916</b>	<b>58,511,308</b>	<b>47,707,071</b>	<b>35,429,626</b>	<b>31,744,663</b>	<b>21,363,636</b>
General Fund		11,930,500	-	-	-	-
All Other Governmental Activities Funds	51,622,916	46,580,808	47,707,071	35,429,626	31,744,663	21,363,636
<b>PAYGO Capital Projects</b>	<b>67,575,086</b>	<b>62,176,929</b>	<b>74,492,910</b>	<b>75,614,841</b>	<b>78,182,448</b>	<b>79,179,843</b>
In-District	26,055,460	26,448,195	26,730,418	27,036,979	27,704,193	28,122,756
Roadways	23,669,845	19,802,068	30,085,826	30,321,195	31,058,255	31,547,087
Buildings	8,450,000	6,300,000	7,800,000	7,800,000	8,800,000	8,800,000
Parks and Recreation	7,450,000	7,566,667	7,816,667	7,816,667	7,400,000	7,400,000
Walkways	559,774	600,000	600,000	600,000	600,000	600,000
Flood Control	-	-	-	500,000	1,000,000	1,000,000
Bridges	1,390,007	1,460,000	1,460,000	1,540,000	1,620,000	1,710,000
Equipment	-	-	-	-	-	-

# FISCAL YEARS ENDING 2020 - 2025 FINANCIAL PLAN

## Five-Year Forecast Summary

	2020 adopted	2020 estimate	2021	2022	2023	2024	2025
<b>GENERAL FUND</b>							
<b>Revenue</b>							
Earnings Tax	\$271,073,000	\$273,783,730	\$280,628,323	\$287,644,031	\$294,835,132	\$302,206,010	\$309,761,161
Sales Tax	-	-	-	-	-	-	-
Local Use Tax	40,475,000	40,879,750	41,697,345	42,531,292	43,381,918	44,249,556	45,134,547
Property	65,200,000	65,633,773	66,946,449	68,285,378	69,651,085	71,044,107	72,464,989
Utility Franchise	108,387,000	109,470,870	113,302,350	117,267,933	121,372,310	125,620,341	130,017,053
All Other	110,760,942	111,832,245	112,491,546	113,350,151	114,045,633	114,542,992	115,074,338
Redirections	(22,461,400)	(22,461,200)	(22,540,000)	(25,163,300)	(24,881,100)	(24,837,800)	(25,210,800)
Transfers In	6,929,701	6,929,701	7,068,295	7,209,661	7,353,854	7,500,931	7,650,950
<b>Total Revenue</b>	<b>\$580,364,243</b>	<b>\$586,068,869</b>	<b>\$599,594,309</b>	<b>\$611,125,146</b>	<b>\$625,758,833</b>	<b>\$640,326,138</b>	<b>\$654,892,238</b>
<b>Expenditures by Program</b>							
General Government	71,878,718	72,557,350	74,318,719	76,139,829	77,855,601	79,513,367	81,311,756
Police	246,711,565	248,802,120	255,634,457	262,836,689	270,088,643	276,733,310	283,582,666
Fire	151,792,049	153,039,314	158,454,019	163,992,806	169,053,030	173,238,584	177,676,116
Neighborhoods and Health	43,106,224	43,522,246	44,530,848	45,569,902	46,577,793	47,572,471	48,628,568
<b>Op Scenario: Tfr to Public Safety Funds</b>	-	-	-	-	-	-	-
<b>Op Scenario: Animal Shelter</b>	-	-	600,000	600,000	600,000	600,000	600,000
<b>Op Scenario: Convention and Tourism</b>	-	-	-	-	-	-	-
<b>Op Scenario: To Balance</b>	-	-	-	-	-	-	-
Contingent Appropriation	5,706,000	5,706,000	5,925,260	6,039,155	6,184,050	6,328,252	6,472,413
Debt Service	9,515,318	9,515,318	12,093,329	11,679,295	11,591,960	10,361,583	10,407,074
Capital Improvements	-	-	-	-	-	-	-
Transfers Out	51,666,369	51,666,369	52,568,838	54,790,614	61,502,427	63,121,018	64,075,584
<b>Total Expenditures</b>	<b>\$580,376,243</b>	<b>\$584,808,717</b>	<b>\$604,125,470</b>	<b>\$621,648,291</b>	<b>\$643,453,503</b>	<b>\$657,468,586</b>	<b>\$672,754,176</b>
<b>Expenditures by Category</b>							
Salaries	295,882,324	298,841,147	304,817,970	310,914,330	317,132,616	323,475,269	329,944,774
Insurance-Health	55,156,455	55,708,020	58,493,421	61,418,092	64,488,996	67,713,446	71,099,118
Pension	70,241,159	70,241,159	74,633,335	79,313,621	83,122,406	85,061,349	87,331,390
Operating	92,208,618	93,130,704	94,993,318	96,893,185	98,831,048	100,807,669	102,823,823
Other Operating	-	-	-	-	-	-	-
<b>Op Scenario: Tfr to Public Safety Funds</b>	-	-	-	-	-	-	-
<b>Op Scenario: Animal Shelter</b>	-	-	600,000	600,000	600,000	600,000	600,000
<b>Op Scenario: Convention and Tourism</b>	-	-	-	-	-	-	-
<b>Op Scenario: To Balance</b>	-	-	-	-	-	-	-
Contingent Appropriation	5,706,000	5,706,000	5,925,260	6,039,155	6,184,050	6,328,252	6,472,413
Debt Service	9,515,318	9,515,318	12,093,329	11,679,295	11,591,960	10,361,583	10,407,074
Transfers Out	51,666,369	51,666,369	52,568,838	54,790,614	61,502,427	63,121,018	64,075,584
<b>Total Expenditures</b>	<b>\$580,376,243</b>	<b>\$584,808,717</b>	<b>\$604,125,470</b>	<b>\$621,648,291</b>	<b>\$643,453,503</b>	<b>\$657,468,586</b>	<b>\$672,754,176</b>
<b>Reserves - General Fund</b>	\$109,116,036	\$110,388,188	\$105,857,026	\$95,333,881	\$77,639,211	\$60,496,763	\$42,634,824
<i>percent of operating expenditures</i>	20.6%	20.7%	19.2%	16.8%	13.3%	10.2%	7.0%

# FISCAL YEARS ENDING 2020 - 2025 FINANCIAL PLAN

## Five-Year Forecast Summary

	2020 adopted	2020 estimate	2021	2022	2023	2024	2025
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### ALL OTHER GOVERNMENTAL ACTIVITIES FUNDS

#### Revenue

Sales and Use Tax	\$172,583,000	\$174,308,830	\$176,072,227	\$177,870,891	\$179,671,073	\$181,507,259	\$183,345,024
Property	94,475,429	95,015,929	100,193,723	105,488,769	109,958,727	114,208,949	117,769,084
Tourism and Leisure	72,190,000	72,911,900	75,099,257	77,352,235	79,672,802	82,062,986	84,524,875
Licenses & Permits	2,150,275	2,171,778	2,182,637	2,193,550	2,204,518	2,215,540	2,226,618
Service Charges	34,165,557	34,507,213	34,852,285	35,200,808	35,552,816	35,908,344	36,267,427
Grants	41,745,048	42,162,498	42,162,498	42,162,498	42,162,498	42,162,498	42,162,498
All Other	40,891,801	41,300,719	41,300,719	41,300,719	41,300,719	41,300,719	41,300,719
Redirections	(13,140,600)	(13,140,600)	(10,015,000)	(12,469,500)	(7,433,800)	(6,501,520)	(6,599,043)
Rental Income	721,138	728,349	728,349	728,349	728,349	728,349	728,349
Transfers In	33,570,269	33,570,269	33,708,223	35,588,696	41,741,002	42,804,827	43,217,057

<b>Total Revenue</b>	<b>\$479,351,917</b>	<b>\$483,536,885</b>	<b>\$496,284,919</b>	<b>\$505,417,016</b>	<b>\$525,558,705</b>	<b>\$536,397,952</b>	<b>\$544,942,609</b>
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#### Expenditures by Program

General Government	67,717,160	68,374,465	69,905,424	71,479,629	73,015,708	74,537,384	76,143,240
Police	18,803,831	18,980,310	19,423,126	19,883,729	20,348,265	20,797,219	21,259,053
Fire	30,538,767	30,909,997	31,528,197	32,158,761	32,801,937	33,457,975	34,127,135
Public Works	12,708,334	12,834,234	13,099,873	13,371,539	13,644,449	13,920,085	14,204,391
Neighborhoods and Health	93,631,224	94,532,957	96,731,342	98,996,833	101,187,688	103,345,096	105,640,545
Debt Service	152,730,929	152,730,929	164,164,982	166,724,654	177,429,666	168,507,799	166,243,461
Capital Improvements	6,350,000	6,350,000	5,450,000	5,450,000	5,450,000	5,450,000	5,450,000
Pass through Programs	99,759,718	100,757,315	102,886,039	105,060,745	107,282,455	109,552,213	111,871,090
Transfers Out	5,126,086	5,126,086	5,228,608	5,333,180	5,439,843	5,548,640	5,659,613

<b>Total Expenditures</b>	<b>\$487,366,049</b>	<b>\$490,596,293</b>	<b>\$508,417,591</b>	<b>\$518,459,070</b>	<b>\$536,600,011</b>	<b>\$535,116,412</b>	<b>\$540,598,529</b>
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#### Expenditures by Category

Salaries	61,382,863	62,062,534	63,303,785	64,569,861	65,861,258	67,178,483	68,522,053
Insurance-Health	10,217,865	10,320,044	10,836,046	11,377,848	11,946,741	12,544,078	13,171,281
Pension	6,718,939	6,718,939	7,087,078	7,492,507	7,690,768	7,725,932	7,899,579
Operating	66,412,461	67,076,586	68,418,117	69,786,480	71,182,209	72,605,853	74,057,971
Other Operating	78,667,188	79,453,860	81,042,937	82,663,796	84,317,072	86,003,413	87,723,481
Debt Service	152,730,929	152,730,929	164,164,982	166,724,654	177,429,666	168,507,799	166,243,461
Capital Improvements	6,350,000	6,350,000	5,450,000	5,450,000	5,450,000	5,450,000	5,450,000
Pass through Programs	99,759,718	100,757,315	102,886,039	105,060,745	107,282,455	109,552,213	111,871,090
Transfers Out	5,126,086	5,126,086	5,228,608	5,333,180	5,439,843	5,548,640	5,659,613

<b>Total Expenditures</b>	<b>\$487,366,049</b>	<b>\$490,596,293</b>	<b>\$508,417,591</b>	<b>\$518,459,070</b>	<b>\$536,600,011</b>	<b>\$535,116,412</b>	<b>\$540,598,529</b>
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# FISCAL YEARS ENDING 2020 - 2025 FINANCIAL PLAN

## Five-Year Forecast Summary

	2020 adopted	2020 estimate	2021	2022	2023	2024	2025
<b>STREETS AND CAPITAL FUNDS</b>							
<b>Revenue</b>							
Sales and Use Tax	\$86,000,000	\$86,860,000	\$87,720,000	\$89,474,400	\$91,263,888	\$93,089,166	\$94,950,949
Licenses & Permits	6,564,544	6,630,189	6,663,340	6,696,657	6,730,140	6,763,791	6,797,610
Service Charges	580,184	585,986	591,846	597,764	603,742	609,779	615,877
Grants	19,117,700	19,308,877	19,308,877	19,308,877	19,308,877	19,308,877	19,308,877
Redirections	(10,984,400)	(10,984,400)	(11,507,400)	(10,939,150)	(11,154,400)	(11,373,000)	(11,543,600)
Transfers In	18,827,535	18,827,535	19,592,049	19,933,352	20,492,860	21,047,626	21,589,962
<b>Total Revenue</b>	<b>\$120,105,563</b>	<b>\$121,228,187</b>	<b>\$122,368,712</b>	<b>\$125,071,901</b>	<b>\$127,245,107</b>	<b>\$129,446,239</b>	<b>\$131,719,675</b>
<b>Expenditures by Program</b>							
General Government	2,426,709	2,449,470	2,509,365	2,571,341	2,629,202	2,684,718	2,745,332
Public Works	39,662,285	40,039,192	41,014,999	42,023,493	42,983,747	43,919,129	44,927,297
Neighborhoods and Health	3,229,767	3,260,078	3,342,098	3,427,045	3,506,753	3,583,568	3,667,322
Debt Service	13,366,171	13,366,171	19,516,625	6,477,092	6,147,850	5,495,560	4,670,675
Capital Improvements	60,825,086	61,225,086	56,726,929	69,042,910	70,164,841	72,732,448	73,729,843
Transfers Out	1,939,191	1,939,191	1,969,975	2,001,374	2,033,402	2,066,070	2,099,391
<b>Total Expenditures</b>	<b>\$121,449,209</b>	<b>\$122,279,188</b>	<b>\$125,079,991</b>	<b>\$125,543,256</b>	<b>\$127,465,795</b>	<b>\$130,481,492</b>	<b>\$131,839,860</b>
<b>Expenditures by Category</b>							
Salaries	16,252,896	16,415,425	16,743,733	17,078,608	17,420,180	17,768,584	18,123,956
Insurance-Health	3,943,218	3,982,650	4,181,783	4,390,872	4,610,415	4,840,936	5,082,983
Pension	2,320,875	2,320,875	2,450,561	2,592,206	2,649,709	2,649,709	2,706,264
Operating	10,620,456	10,726,661	10,941,194	11,160,018	11,383,218	11,610,882	11,843,100
Other Operating	12,181,316	12,303,129	12,549,192	12,800,176	13,056,179	13,317,303	13,583,649
Debt Service	13,366,171	13,366,171	19,516,625	6,477,092	6,147,850	5,495,560	4,670,675
Capital Improvements	60,825,086	61,225,086	56,726,929	69,042,910	70,164,841	72,732,448	73,729,843
Transfers Out	1,939,191	1,939,191	1,969,975	2,001,374	2,033,402	2,066,070	2,099,391
<b>Total Expenditures</b>	<b>\$121,449,209</b>	<b>\$122,279,188</b>	<b>\$125,079,991</b>	<b>\$125,543,256</b>	<b>\$127,465,795</b>	<b>\$130,481,492</b>	<b>\$131,839,860</b>

# FISCAL YEARS ENDING 2020 - 2025 FINANCIAL PLAN

## Five-Year Forecast Summary

	2020 adopted	2020 estimate	2021	2022	2023	2024	2025
<b>STREETS AND CAPITAL FUNDS</b>							
<b>Revenue</b>							
Sales and Use Tax	\$86,000,000	\$86,860,000	\$87,720,000	\$89,474,400	\$91,263,888	\$93,089,166	\$94,950,949
Licenses & Permits	6,564,544	6,630,189	6,663,340	6,696,657	6,730,140	6,763,791	6,797,610
Service Charges	580,184	585,986	591,846	597,764	603,742	609,779	615,877
Grants	19,117,700	19,308,877	19,308,877	19,308,877	19,308,877	19,308,877	19,308,877
Redirections	(10,984,400)	(10,984,400)	(11,507,400)	(10,939,150)	(11,154,400)	(11,373,000)	(11,543,600)
Transfers In	18,827,535	18,827,535	19,592,049	19,933,352	20,492,860	21,047,626	21,589,962
<b>Total Revenue</b>	<b>\$120,105,563</b>	<b>\$121,228,187</b>	<b>\$122,368,712</b>	<b>\$125,071,901</b>	<b>\$127,245,107</b>	<b>\$129,446,239</b>	<b>\$131,719,675</b>
<b>Expenditures by Program</b>							
General Government	2,426,709	2,449,470	2,509,365	2,571,341	2,629,202	2,684,718	2,745,332
Public Works	39,662,285	40,039,192	41,014,999	42,023,493	42,983,747	43,919,129	44,927,297
Neighborhoods and Health	3,229,767	3,260,078	3,342,098	3,427,045	3,506,753	3,583,568	3,667,322
Debt Service	13,366,171	13,366,171	20,001,697	6,966,185	6,636,943	5,984,653	5,159,768
Capital Improvements	60,825,086	61,225,086	60,960,263	60,926,243	64,465,388	66,336,532	66,626,532
Transfers Out	1,939,191	1,939,191	1,969,975	2,001,374	2,033,402	2,066,070	2,099,391
<b>Total Expenditures</b>	<b>\$121,449,209</b>	<b>\$122,279,188</b>	<b>\$129,798,396</b>	<b>\$117,915,682</b>	<b>\$122,255,435</b>	<b>\$124,574,669</b>	<b>\$125,225,642</b>
<b>Expenditures by Category</b>							
Salaries	16,252,896	16,415,425	16,743,733	17,078,608	17,420,180	17,768,584	18,123,956
Insurance-Health	3,943,218	3,982,650	4,181,783	4,390,872	4,610,415	4,840,936	5,082,983
Pension	2,320,875	2,320,875	2,450,561	2,592,206	2,649,709	2,649,709	2,706,264
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# COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 190781

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Adopting the 2019 Update of the Citywide Business Plan including City Goals, the Financial Strategic Plan, and the Balanced Scenario of the Five-Year Planning Model; and directing the City Manager to align departmental strategic plans and business plans to the Citywide Business Plan.

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

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

WHEREAS, the residents of Kansas City at the April 8, 2014 Special Election mandated the inclusion of a Five-Year Financial Plan in the City Charter; and

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

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

WHEREAS, City staff specified Departmental Objectives and Strategies within City Goals on June 21, 2019; and

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

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

WHEREAS, the City Goals include Customer Service and Communication; Finance and Governance; Neighborhoods and Healthy Communities; Housing; Planning, Zoning, and Economic Development; Public Safety; and Transportation and Infrastructure; with 30 total Departmental Objectives, 6 new Departmental Strategies, and 31 completed Departmental Strategies for a total of 130 Departmental Strategies; and

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

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

WHEREAS, the Council will continue its commitment to the citizens to allocate revenues in keeping with ballot language approved by the voters; NOW, THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF KANSAS CITY:

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

**Customer Service and Communication**

1. Continually seek innovative and creative ways to connect with the public and staff while applying an integrated and strategic approach to all communication efforts.
  - a. Implement the City's strategic communication plan and ensure that it includes an integrated, strategic approach for communicating with residents about pressing operational issues. (City Communications Office) – COMPLETED: 2018
  - b. Expand customer service and communications training for supervisors and managers through multiple channels in order to reinforce learning and further refine skills in these areas. (Human Resources-Education and Development) – COMPLETED: 2017
  - c. Create at least one Public Service Announcement (PSA) per quarter on important City issues. (City Communications Office) – COMPLETED: 2018
  - d. Improve communication between staff and customers by using plain language. (DataKC) – NEW: 2019
2. Expand resident engagement in activities throughout the City, including the Citywide Business Plan and budget review processes.
  - a. Identify new methods of promoting resident participation at events, such as the Citizen Engagement University, Resident Work Sessions, and other public hearings. (Finance-Organizational Development)
  - b. Identify and utilize interactive technologies to communicate directly with citizens on a remote basis, such as the City's virtual town hall and other social media channels. (City Communications Office) – COMPLETED: 2018
  - c. Develop and implement new strategies for community engagement. (Finance) – NEW: 2019
3. Promote trust and understanding through transparency.
  - a. Determine ways to make information about the City's performance, operations, and financial condition more transparent, user-friendly, and understandable to elected officials and the public. (Office of the City Manager)

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- b. Respond to the most frequent public information requests by providing data on the Open Data Portal. (Office of the City Manager) – COMPLETED: 2018
  - c. Identify ways to impart information more effectively to personnel in the field. (Office of the City Manager)
  - d. Disseminate a manual on best practices to improve intra- and inter-departmental communication. (Finance-Organizational Development)
4. Improve the internal and external customer experience.
- a. Monitor established customer service standards that can be applied across all departments, and report performance. (Office of the City Manager) – COMPLETED: 2018
  - b. Create a central repository for collecting feedback about customer service citywide. (Office of the City Manager) – COMPLETED: 2018
  - c. Develop a Coaching to a Culture of Service training for supervisors and managers. (Human Resources-Education and Development)
  - d. Develop sustainable strategies to continuously engage all employees and implement recommendations made by the Employee Engagement and Empowerment committees. (DataKC) – NEW: 2019

### **Finance and Governance**

1. Identify and take advantage of opportunities for cost-savings and efficiencies.
  - a. Develop recommendations to reduce Fire overtime expenditures. (Finance)
  - b. Conduct a process improvement study on revenue collections. (Finance-Revenue Division)
  - c. Prepare a recommendation to develop a pilot project for a citywide inventory system, beginning with the Kansas City Fire Department (KCFD). (Fire)
  - d. Conduct a review of citywide timekeeping and payroll functions. (Finance)
  - e. Complete the OneIT initiative between the City and the Kansas City Police Department. (Office of the City Manager)
  - f. Identify opportunities to further OneIT consolidation with other departments. (General Services)
  - g. Develop a comprehensive risk management program. (Risk Management Committee)
  - h. Implement a priority-based budgeting (PBB) system. (Finance)
  - i. Continue to consolidate processes between the City and KCPD, beginning with a review of the procurement process. (General Services)
2. Update the City's charter, ordinances, policies, and procedures, as well as the City's state and federal priorities, to ensure a responsive and representative City government.

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- a. Review the City Charter to identify the need for revisions, including a recommendation on the initiative petition process. (Law)
  - b. Develop and pursue a plan to modify Kansas City Police Department governance to include local control by the City. (Office of the City Manager)
  - c. Develop a plan to ensure continued authorization for state appropriations the City's Convention and Sports Complex Fund. (Finance) – COMPLETED: 2018
  - d. Present state law amendment to allow KCMO and KCPD to provide health insurance to their respective employees through a single entity. (Law)
3. Implement policies, procedures, and practices to ensure the resiliency of City government.
- a. Provide training within two years that results in an organizational standard of administrative, governance, and financial core competencies for employees. (Finance)
  - b. Review the City's revenue structure and commission a tax burden study. (Finance)
  - c. Develop a citywide succession plan to maintain institutional knowledge and continuity of City services. (Human Resources) – COMPLETED: 2017
  - d. Develop a plan that renews the Capital Improvement Sales Tax by August 2018. (Finance) – COMPLETED: 2017
  - e. Develop a plan to sustainably fund maintenance and replacement of existing fixed assets starting with Parks and Recreation. (Parks and Recreation)
  - f. Leverage community partnerships and identify new sources of revenue through sponsorships, grants, and contributions starting with Parks and Recreation. (Parks and Recreation)
  - g. Provide coordinated support and training to departments in order to sustain the organization's commitment to data-driven governance. (DataKC) – NEW: 2019
  - h. Identify and develop adequate diversified funding mechanisms to increase access to affordable housing. (Finance) – NEW: 2019
4. Maintain and strengthen the City's General Obligation AA credit rating.
- a. Build the General Fund balance to at least two months of operating expenditures. (Finance) – COMPLETED: 2018
  - b. Develop a long-range plan to fully fund benefit programs that considers the findings and recommendations of the Mayor's 2018 Pension Task Force in conjunction with collective bargaining groups. (Finance)
  - c. Propose and adopt annually a Five-Year Financial Plan that is structurally balanced and includes the General Fund, Special Revenue Funds, and General Obligation Bond Funds. (Finance) – COMPLETED: 2017

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- d. Proactively engage Credit Rating Agencies (Standard & Poor's (S&P) and Moody's Investor Service) by hosting visits to Kansas City. (Finance)
  - e. Update the City's fund balance and reserve policy to account for a General Fund balance beyond the current policy goal of two months of operating expenditures. (Finance) – NEW: 2019
5. Implement policies and procedures to reduce workplace accidents and injuries and associated costs.
- a. Collaborate with collective bargaining groups to develop a Fit-for-Duty program. (General Services)
  - b. Analyze the effectiveness of the Temporary Transitional Duty Program for workers' compensation claims. (General Services) – COMPLETED: 2018
  - c. Complete the development of functional job studies for all labor positions and begin implementation. (General Services)
  - d. Develop a workers' compensation fraud awareness campaign. (General Services)
  - e. Develop framework for a city-wide Safety Management System. (General Services)

### **Housing**

1. Support rehabilitation and construction of housing for the purpose of revitalizing neighborhoods in the City.
  - a. Update the Market Value Analysis (MVA) to determine optimum strategies to assess housing conditions and define or refine improvement activities. (City Planning and Development)
  - b. Support the establishment of a new local housing financing mechanism that offers single-family rehabilitation and new infill construction to support home ownership opportunities. (Neighborhoods and Housing Services-Housing)
  - c. Utilize the Market Value Analysis (MVA) as the basis for identifying opportunities for housing development and revitalization opportunities in neighborhoods with similar development patterns and characteristics across the City. (City Planning and Development)
2. Increase accessibility to socially and physically diverse quality housing throughout the City for all income groups.
  - a. Ensure that implementation of the Annual Action Plans meet Affirmatively Furthering Fair Housing (AFFH) goals. (Neighborhoods and Housing Services-Housing) – COMPLETED: 2018
  - b. Implement the City Housing Plan, as adopted by the City Council, to encourage the creation and retention of housing units at all levels of affordability and emphasize mixed-income housing. (City Planning and Development)

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- c. Undertake data analysis to integrate the understanding of supply and demand into the City's housing policies. (City Planning and Development) – COMPLETED: 2018
  - d. Coordinate with continuum of care network to mitigate the impact of homelessness in Kansas City. (Neighborhoods and Housing Services-Housing)
3. Improve the conditions and livability of housing throughout the City.
- a. Decrease rates of lead poisoning, particularly among children living in low life expectancy zip codes. (Health)
  - b. Decrease the number of homes with lead paint, mold, indoor air quality problems, and trip/fall hazards, and pests, particularly in the city's low life expectancy zip codes, in order to improve health outcomes for occupants. (Health-Environmental Health Services)
  - c. Identify funding sources to improve and maximize energy efficiency in order to reduce costs for residents, particularly in low-income households and multi-family low-income housing. (Office of Environmental Quality)
  - d. Utilize the City's Transit Oriented Development Policy to encourage higher density for new housing developments within close proximity of frequent public transit service. (City Planning and Development)

### **Neighborhoods and Healthy Communities**

1. Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.
  - a. Decrease the rate of sexually transmitted diseases particularly among the adolescent population. (Health)
  - b. Coordinate with state and health levy providers for the use of health record systems. (Health)
  - c. Update the Code of Ordinances on communicable diseases. (Health) – COMPLETED: 2017
  - d. Update the City's food code to better align with the most recent version of Federal regulations for food safety. (Health)
  - e. Establish baseline criteria for the development of Health Prosperity Neighborhoods. (Health)
  - f. Create interactive, engaging data dashboards and predictive models to communicate the Community Health Improvement Plan (KC-CHIP) performance, policy analysis, and return on investment (ROI) of long term health investments. (Health)
  - g. Establish a multi-departmental committee or task force that identifies the underlying causes of the City's racial divide and develop recommendations on how to address this problem. (Office of the City Manager) – NEW: 2019

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2. Bolster community development, cultural activities, and resident engagement.
  - a. Implement services, programs, and activities outlined in community centers' business plans that have been targeted to the specific needs of each community. (Parks and Recreation)
  - b. Focus partnerships with neighborhoods, community groups, and agencies to support existing programs, events, and initiatives for resident engagement and social equity. (Parks and Recreation)
3. Reduce blight.
  - a. Create and implement a holistic plan, including the identification of resources, to further the City's efforts to significantly reduce blight in targeted areas. (Neighborhoods and Housing Services)
  - b. Utilize the 2016 Dangerous Building Initiative to demolish, salvage, or rehabilitate the City's baseline dangerous buildings inventory by 90 percent within three years. (Neighborhoods and Housing Services-Neighborhood Preservation) – COMPLETED: 2018
  - c. Identify, review, and update all existing ordinances related to blight reduction. (Neighborhoods and Housing Services)
4. Promote a clean and healthy community.
  - a. Develop an anti-illegal dumping campaign tied to health and environmental impacts. (Neighborhoods and Housing Services)
  - b. Develop communication and other strategies to increase compliance with solid waste ordinances, with particular attention to enforcement. (Neighborhoods and Housing Services-Solid Waste)
  - c. Propose and support legislation and other initiatives to provide the City and local neighborhoods better control over the future of vacant properties. (Neighborhoods and Housing Services-Neighborhood Preservation) – COMPLETED: 2017
  - d. Develop a revised recycling policy for all City-owned and other public facilities and spaces. (Neighborhoods and Housing Services-Solid Waste)
  - e. Provide well-cared-for green space for recreation, public events, and public enjoyment. (Parks and Recreation)
  - f. Propose and support legislation to address environmental health hazards, including air and noise pollution. (Health)

### **Planning, Zoning, and Economic Development**

1. Create and implement aggressive neighborhood revitalization plans with special emphasis on historically disinvested corridors and neighborhoods. (Place-based)
  - a. Begin update of the City comprehensive plan. (City Planning and Development)
  - b. Establish standardized guidelines for area implementation committees based on best practices. (City Planning and Development)

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- c. Implement housing policies, land use recommendations, and incentive programs adopted by City Council to revitalize historically distressed neighborhoods. (Office of the City Manager)
  2. Implement strategies to promote the social and economic well-being, inclusion, and mobility of all City residents. (People-based)
    - a. Develop and implement a plan to foster entrepreneurship, small business growth, and development. (Office of the City Manager)
    - b. Identify creative space development needs of the arts, culture, and creative sectors. (Office of Cultural and Creative Services) – COMPLETED: 2017
    - c. Create a “Shop Local” program. (Office of the City Manager) – COMPLETED: 2018
    - d. Implement a business-to-business mentorship program. (Human Relations)
    - e. Reduce impacts on KCMO residents and small businesses from predatory lending practices and explore opportunities to offer alternative forms of credit. (Office of the City Manager)
    - f. Implement the digital equity strategic plan. (Office of the City Manager)
    - g. Increase understanding of how racial and economic segregation impacts social and economic outcomes in Kansas City. (Office of the City Manager) – COMPLETED: 2018
    - h. Establish a multi-departmental committee or task force that identifies the underlying causes of the City’s economic inequities and develop a plan on how to address this problem. (Office of the City Manager) – NEW: 2019
  3. Strategically target economic development throughout the City. (Policy-based)
    - a. Ensure that businesses and developer investments supported by city incentives deliver measurable public benefits. (Office of Economic Development)
    - b. Collaborate with the Central City Economic Development Sales Tax Board to support the effective use and implementation of the 1/8-cent economic development sales tax. (Office of the City Manager)
  4. Enhance the operational efficiency of City development activity.
    - a. Implement and monitor the performance of the community development software system, EnerGov, to streamline business processes related to development. (Office of the City Manager) – COMPLETED: 2018
  5. Enhance the City as a destination for leisure and business travel. (Place-based)
    - a. Develop a five-year renovation and facilities improvement plan for the City's Convention and Entertainment Venues. (Conventions and Entertainment Facilities)
    - b. Develop a plan to ensure Kansas City International Airport achieves success in becoming a 21st century airport for business and leisure. (Aviation) – COMPLETED: 2017

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- c. Develop a plan to track and preserve investment in City-owned historic and cultural assets. (City Planning and Development)
- d. Develop a short-term rental ordinance to regulate residential unit sharing. (City Planning and Development) – COMPLETED: 2017
- e. Continue to pursue nonstop service for top domestic destinations currently unserved from Kansas City International Airport. (Aviation)
- f. Continue efforts to enhance transatlantic access from Kansas City International Airport. (Aviation)
- g. Monitor the finance, design, and construction of the New Terminal Program to bring it in on time and on budget. (Aviation)
- h. Develop a plan to reconstruct and revitalize Barney Allis Plaza and the Auditorium Parking Garage in accordance with Committee Substitute for Resolution 180768. (City Planning and Development)

### **Public Safety**

- 1. Reduce crime among all age groups, placing an emphasis on young offenders.
  - a. Expand the City's efforts to build relationships with partner agencies and to increase youth intervention and violence prevention programs. (Office of the City Manager)
  - b. Using the Public Health approach to reach young audience members in regard to (1) the physical realities of being a gunshot victim; (2) curfew, truancy, and the consequences; and (3) the unintended consequences of a marijuana conviction. (Office of the City Manager) – COMPLETED: 2018
  - c. Develop a Park Ranger program to promote safety and stewardship in parks and facilities. (Parks and Recreation) – COMPLETED: 2018
  - d. Utilizing a multidisciplinary and departmental approach, implement a messaging campaign to support positive social norms and behaviors of youth and young adults. (Health)
- 2. Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.
  - a. Measure the impact and effectiveness of the Kansas City Assessment and Triage Center (KC-ATC). (Office of the City Manager) – COMPLETED: 2018
  - b. Implement the Ground Emergency Medical Transportation (GEMT) program that provides supplemental reimbursement for ambulance services to Missouri HealthNet participants. (Fire) – COMPLETED: 2018
  - c. Provide an ongoing series of courses on CPR and other life-saving techniques throughout the City in order to improve the cardiac survival rate. (Fire)
  - d. Develop initiatives to reduce the number of high utilizers of emergency response services. (Emergency Medical Director)
  - e. Expand the City's surge capacity for major outbreaks. (Health)

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3. Improve the diversity of employee recruitment, succession planning, and retention in the Police and Fire Departments.
  - a. Develop a multi-year plan to implement the recommendations of the Kansas City Police Department's staffing study. (Office of the City Manager)
  - b. Develop partnerships with local educational institutions to increase the number of the City's entry-level public safety workforce. (Office of the City Manager)
4. Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.
  - a. Measure the efficiency and effectiveness of the Municipal Court by utilizing standards, applicable to Municipal Court, established by the National Center for State Courts (NCSC). (Municipal Court)
  - b. Refine the standards and policies of the City's Drug Court to meet the needs of chronic offenders. (Municipal Court) – COMPLETED: 2017
  - c. Develop a long-term funding and housing strategy for incarcerated detainees and sentenced persons with municipal infractions. (Office of the City Manager)
5. Prevent animal-related threats to public safety and support animal welfare.
  - a. Partner with nonprofit providers to increase the percentage of currently licensed pets in the City from 11 percent to 20 percent through low-cost vaccinations, increasing locations for residents to obtain pet licenses, and increasing the number of participating vet offices. (Neighborhoods and Housing Services-Animal Health and Public Safety)
  - b. Develop a plan to further improve animal response operations. (Neighborhoods and Housing Services) – COMPLETED: 2018
  - c. Engage pet owners in responsible pet ownership through education and Public Service Announcements (PSAs). (Neighborhoods and Housing Services) – COMPLETED: 2018

### **Transportation and Infrastructure**

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

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- e. Implement TrailsKC plan. (Office of the City Manager) – NEW: 2019
2. Develop environmentally sound and sustainable infrastructure strategies.
  - a. Participate in efforts to develop a regional climate action plan, facilitated by the MetroKC Climate Action Coalition, with an expectation that it will help lay the groundwork for the City’s efforts to create a Climate Resilience Plan specific to Kansas City. (Office of Environmental Quality)
  - b. Update City’s Climate Protection Plan with new goals for greenhouse gas emission reduction and incorporating new strategies. (Office of Environmental Quality)
  - c. Identify and invest in greenfield areas that capitalize on natural features, promote unique development patterns, build civic space, and promote sustainable design and construction. (City Planning and Development) – COMPLETED: 2018
  - d. Reduce financial impacts of the City’s Smart Sewer Program by proactively working with EPA to adjust the timeline for project completion and proposing additional green infrastructure solutions. (KC Water)
  - e. Implement the City’s Smart Sewer Program to meet the City’s federal consent decree requirements. (KC Water)
  - f. Reduce greenhouse gas emissions in City fleet by reducing gas and diesel consumption. (General Services)
  - g. Collaborate with KCP&L to support implementation of Renewables (non-carbon based power) Direct Program. (Office of Environmental Services)
3. Engage in efforts to strategically invest in the City’s infrastructure.
  - a. Develop and update infrastructure asset management plans for critical assets. (Public Works)
  - b. Implement the expanded public art program and ongoing maintenance of those efforts. (General Services)
  - c. Implement the City’s Americans with Disabilities Act (ADA) plan to meet the Department of Justice’s settlement agreement and ensure that all projects meet ADA standards. (Office of the City Manager)
  - d. ADA Awareness Training for City Employees (Ongoing). (Office of the City Manager)
4. Increase and support local workforce development and minority, women, and locally-owned businesses.
  - a. Utilize advertisements, the Annual Capital Improvement Overview, and City-sponsored learning opportunities to increase awareness and response to City-issued Requests for Qualifications/Proposals (RFQ/Ps). (Human Relations)
  - b. Adopt Workforce Disparity Study and begin implementation of broader workforce development programs across City and statutory agencies. (Human Relations)

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- c. Develop a local preference plan for use in City and statutory agency projects. (Human Relations)

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

1. Achieve within five years a General Fund Unreserved Fund Balance of at least two months operating expenditures.
2. Incorporate special revenue funds into the Five-Year Financial Plan and set guidelines for each fund or fund type's balance and/or reserve levels.
3. Adopt ratios for an optimal mix of infrastructure financing methods that protects the City's investment, minimizes future replacement and maintenance costs, and ensures continued service.
4. Develop a policy to guide the financial actions the City shall take in the event of emergencies, natural disasters, downturns in the economy, or other unexpected events.
5. Adopt a model portfolio of services and adjust the City's expenditure ratios as needed to maintain portfolio balance.
6. Seek legislative relief with regard to the five-year renewal of the earnings tax.
7. Ensure that fee-supported services are self-supporting to the extent practicable.
8. Develop an annual tax burden study.
9. Review the City's revenue structure, identify potential new sources of income, and present findings to the Mayor and City Council for consideration.
10. Update the City's debt policy and adopt debt issuance target ratios.
11. Attain a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and liquidity needs.
12. Develop multi-year business/strategic plans for each department that meet service goals while staying consistent with financial realities.
13. Link budget allocations to measured service levels.
14. Develop a long-range plan in conjunction with collective bargaining groups to fully fund benefit programs including pension, healthcare, and other post-employment benefits.
15. Address other post-employment benefits liability through either plan design changes, direct funding, or both.

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

Assume FY 2019-20 Adopted Budget, together with the following conditions:

- No new employees through forecast period

COMMITTEE SUBSTITUTE FOR RESOLUTION NO. 190781

- Employer contributions to health insurance increase 5.0% per year
- Pension contributions reflect actuarial assumptions
- Salary increases for all employees are capped at 2.0% per year including collective bargaining and non-represented employees
- Includes an Adopted GO KC Bond program and debt payments
- Assumes no growth in municipal citation volume
- Includes additional animal shelter operations of \$600,000 beginning in FY 2020-21
- General Fund absorbs \$3.4 million in projected deficits in the Fire Sales Tax Fund and Public Safety Sales Tax Fund
- General Fund absorbs \$5.6 million in projected deficits in the Convention and Tourism Funds
- Assumes increased revenues or decreased expenditures to offset anticipated shortfall of \$65.0 million over the forecast period in the General Fund

Section 4. That the City Council directs the City Manager to include the assumptions of the Financial Strategic Plan and the Five-Year Planning Model in the Submitted FY 2020-21 Budget.

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

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

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# RESIDENT PRIORITIES

The City conducts an annual Resident Survey to objectively assess resident satisfaction with the delivery of City services. From August 2018 through May 2019, 9,000 households were randomly selected to complete an annual Resident Satisfaction Survey. A total of 4,606 households (51 percent response rate) completed the survey via mail, over the phone, or online.

The Importance-Satisfaction (I-S) rating is based on the concept that, to maximize overall satisfaction among residents, the City should emphasize improvements in those service categories where the level of satisfaction is relatively low and the perceived importance is relatively high. By identifying services of high importance and low satisfaction, the Resident Survey identifies which services would have the most impact on overall satisfaction with City services. The I-S Ratings for 2018 – 19 are:

CATEGORY OF SERVICE	IMPORTANCE	SATISFACTION	I-S RANK	I-S RANK FY18	I-S RANK FY17
Streets/Sidewalks/Infrastructure	58.7%	18.7%	1	1	1
Police Services	31.7%	60.8%	2	2	2
Neighborhood Services	18.4%	40.0%	3	4	4
Public Transportation	16.6%	42.8%	4	3	3
Stormwater Management System	13.9%	33.6%	5	5	5
Water Utilities	15.1%	46.9%	6	7	6
Solid Waste Services	16.3%	51.2%	7	9	7
Airport Facilities	13.9%	55.4%	8	6	9
City Communication	7.1%	38.4%	9	8	8
Parks and Recreation	8.3%	61.3%	10	10	10
Customer Service	5.2%	46.4%	11	12	11
Fire/Ambulance Services	11.1%	75.8%	12	11	12
Health Department Services	3.5%	52.1%	13	13	13
311 Services	3.5%	57.8%	14	14	15
Municipal Court	2.2%	39.5%	15	15	14

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

- Quality of Fire and Ambulance Services
- Quality of Parks and Recreation
- Quality of Police Services
- Quality of 311 Services

Residents were least satisfied with the overall maintenance of:

- Streets, sidewalks, and infrastructure
- Quality of the City’s stormwater runoff and management system

## RESIDENT PRIORITIES

The following are the Resident Satisfaction results for each of the seven City goals:

### CUSTOMER SERVICE AND COMMUNICATION

As reported in the 2018-19 Resident Survey, residents continue to feel positively about Kansas City as a place to live, raise children, and work. Overall satisfaction with the quality of city services also remains high, with 55.8 percent of residents satisfied. The overall image of the City has declined slightly to 61.0 percent in 2017-18 from 65.9 percent in 2016-17 and 66.8 percent in 2015-16. The two communication services that residents thought were the most important for the City to provide were: (1) the availability of information about city programs/services (45.8 percent satisfied) and (2) opportunity to engage/provide input into decisions (29.6 percent satisfied).

### FINANCE AND GOVERNANCE

As reported in the 2018-19 Resident Survey, 39.5 percent of residents said that they were “satisfied” or “very satisfied” with the value received for city tax dollars and fees –a slight decline from 40.6 percent in 2016-17, but still significantly higher than first reported in 2005, when it was only 24.8 percent. Residents also had a 44.0 percent satisfaction rating with the leadership provided by the city’s elected officials, down from 46.9 percent in 2017-18.

### HOUSING

As reported in the 2018-19 Resident Survey, 77.0 percent of residents said that they were “satisfied” or “very satisfied” with Kansas City as a place to live. Additionally, 56.1 percent of residents were satisfied with the physical appearance of their neighborhood.



### NEIGHBORHOODS AND HEALTHY COMMUNITIES

As reported in the 2018-19 Resident Survey, the highest levels of satisfaction with neighborhood services were: (1) animal shelter operations and adoption efforts (52.7 percent); (2) customer service from animal control officers (38.0 percent); and (3) enforcement of trash/weeds/exterior maintenance in neighborhoods (37.1 percent).

Residents were least satisfied with the demolition of vacant structures in the dangerous building inventory (17.4 percent) and the boarding up of vacant structures open to entry (22.3 percent). Overall, the quality of neighborhood services was the third highest priority of residents and had a 40.0 percent satisfaction rating.

Parks and Recreation services with the highest levels of satisfaction were: (1) maintenance of city parks (67.0 percent); (2) the quality of facilities, picnic shelters, and playgrounds (61 percent); and (3) the quality of outdoor athletic fields (59.0 percent). Residents were least satisfied with: tree trimming and other tree care along city streets/other public areas (37.0 percent); and the City swimming pools and program (36.0 percent), and (3) the City’s youth athletic programs and activities (35 percent). Overall, the quality of Parks and Recreation remained at tenth overall in the priority list, with 61.3 percent satisfaction.

For the second year in a row, the 2018-19 the Resident Survey had questions on resident health and economic mobility. A significant majority of residents rated their overall state of health as either excellent or good (70.8 percent). This is an increase of 0.8 percent from 2017-18, when 70 percent of residents who had described their overall health as “excellent” or “good”. The majority of residents also rated their personal financial condition as either excellent or good (54.5 percent). This is an increase of 1.4 percent from 2017-18, when 53.1 percent of residents thought their household financial situation was “excellent” or “good”. Additionally, the majority of residents reported their standard of living as either “much better” or “somewhat better” compared to their parents (56.8 percent). This is an increase of 0.3 percent from 2017-18, when 56.5 percent of residents felt their standard of living was “much better” or “somewhat better” than their parents.

Solid waste services with the highest levels of satisfaction were: (1) the quality of trash collection services (62 percent) and (2) the quality of curbside recycling services (60 percent). Residents were least satisfied with the City’s efforts to clean-up illegal dumping sites (23.0 percent) and the cleanliness of city streets and other public areas (31.8 percent). Overall, the quality of solid waste services was ranked seventh on the priority list, with 51.2 percent of residents satisfied.

- Clean-up of trash/debris on private property
- Demolishing vacant structures in dangerous building inventory
- Mowing and cutting of weeds on private property
- Exterior maintenance of residential property
- Enforcing trash/weeds/exterior maintenance in neighborhood
- Boarding up vacant structures open to entry
- Animal shelter operations and adoption efforts

**PLANNING, ZONING, AND ECONOMIC DEVELOPMENT**

As reported in the 2018-19 Kansas City, Missouri Business Survey, the top five city services that businesses have been most satisfied with over the past two years are:

- (1) Fire incident response (96 percent)
- (2) Ambulance/medical emergency response (90 percent)
- (3) Fire inspections (86 percent)
- (4) KC Streetcar (84 percent)
- (5) Health inspections (76 percent)

Businesses indicated that they were least satisfied with sidewalk maintenance (36 percent) and code enforcement (39 percent). The city services that are most important to businesses in Kansas City are (1) street maintenance and (2) police – crime/safety response.

According to the 2018-19 Resident Survey, 69.1 percent were satisfied with the ease of moving through airport security and 62.8 percent were satisfied with the availability of parking. The two airport services that residents considered most important to improve were: (1) food, beverage, and other concessions (31.7 percent) and (2) ease of moving through airport security (69.1 percent).



**PUBLIC SAFETY**

According to the 2018-19 Resident Survey, 59.0 percent of residents said that they were “satisfied” or “very satisfied” with the feeling of safety in their neighborhood, slightly down from 60.7 percent in 2017-18. Meanwhile, 80.4 percent were satisfied with the overall quality of local fire protection and rescue, and 77.1 percent were satisfied with how quickly fire and rescue personnel respond to emergencies.

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

The two police services that residents thought were the most important for the City to improve were: (1) the City’s overall efforts to prevent crime (32.9 percent satisfied) and (2) the visibility of police in neighborhoods (40.2 percent satisfied). The two fire and emergency medical services that residents thought were the most important for the City to improve were: (1) how quickly emergency medical personnel respond to emergencies (75.2 percent satisfied) and (2) how quickly fire and rescue personnel respond to emergencies (79.2 percent satisfied).



**TRANSPORTATION AND INFRASTRUCTURE**

A combination of low satisfaction and high importance means residents continue to rank maintenance of streets, sidewalks, and infrastructure as the City’s highest priority in the 2018-19 Resident Survey, with 18.7 percent satisfied. Public transportation was the fourth highest priority, with a 42.8 percent satisfied.

Residents were most satisfied with: (1) the maintenance of street signs and traffic signals (55 percent), (2) the adequacy of city street lighting (54 percent), and (3) snow removal on major city streets in the past 12 months (52.0 percent). Residents were least satisfied with: (1) the maintenance of city streets (16.6 percent) and (2) condition of sidewalks in the city (18.1 percent).

Water services that residents were most satisfied with were: (1) quality of Water Services customer service (43.5 percent) and (2) the condition of catch basins in neighborhoods (41.9 percent).

# FY 2020-21 BUDGETED FUNDS

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## GOVERNMENTAL ACTIVITIES

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### GENERAL FUND

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#### SPECIAL REVENUE FUNDS

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- ARRA Stimulus
- Arterial Street Impact Fee
- Assessment and Triage Center Fund
- Brownfields Revolving
- Central City Sales Tax
- CID/NID Revolving Loan
- Community Development Funds
- Convention and Tourism
- Convention Hotel Catering
- Development Services
- Domestic Violence Shelter Operations
- Economic Development
- Fire Sales Tax
- Golf Operations
- Governmental Grants Fund
- Health
- Health Dept Building Fund
- HOME Investment
- Homesteading Authority
- Housing Oppor for Persons With Aids
- Housing Violation Fund
- HUD Lead-Based Paint Grant
- Inmate Security
- Justice Assistance Grant
- KCATA Sales Tax
- Land Bank
- Liberty Memorial Trust Fund
- Love Thy Neighbor Fund
- Municipal Court Building Fund
- Museum
- Neighborhood Grants
- Neighborhood Stabilization Grant
- Neighborhood Tourist Development
- Parking
- Parks and Recreation
- Performing Arts Center Garage
- Police Drug Enforcement
- Police Grant
- Probation
- Public Art
- Public Mass Transportation
- Public Safety Sales Tax
- Ryan White HIV/AIDS
- Sp Housing Rehabilitation Loan
- Specialty Court Fund
- Shared Success
- Strategic Neighborhoods
- Street Car
- Street Maintenance

#### DEBT FUNDS

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- Convention And Sports Complex
- Downtown Arena Project Fund
- Downtown Redevelopment District Debt
- Equipment Lease Debt Service
- G.O. Recovery Zone Bonds
- General Debt And Interest
- N.I.D. Bond Fund
- Sewer Special Assessment
- STIF 12th and Wyandotte
- STIF Brush Creek-Blue Pkwy Town Center
- STIF East Village
- STIF HOK Sport Garage
- STIF Hotel President
- STIF Linwood Shopping Center
- STIF Midtown
- STIF Uptown
- STIF Tower-909 Walnut
- STIF Valentine
- Streetlight Debt Fund
- TIF Special Allocation

#### CAPITAL IMPROVEMENTS FUNDS

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- Capital Improvements
- Revolving Public Improvement

 = Governmental Activities Funds: operations supported principally by taxes, fees, and intergovernmental revenues.

#### BUSINESS-TYPE ACTIVITY FUNDS

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- DEA Drug Forfeiture
- Customer Facility Charges
- Water
- Sewer
- Stormwater
- Aviation
- Passenger Facility Charge



The City of Kansas City, Missouri

# 2020-2021 SUBMITTED BUDGET

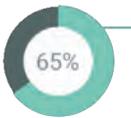


**TOTAL BUDGET**

**\$1,734,836,821**

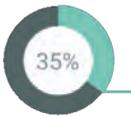
**Program Highlights:**

- \$5 million for Zero Fare Transit to provide free bus service citywide
- \$17 million for Street Resurfacing plus \$18 million for routine street maintenance
- \$17 million increase for Fire and Police including 10 additional police officers
- \$6 million increase to address trash and recycling collection citywide
- Maintains General Fund reserve goals



**GOVERNMENTAL ACTIVITY FUNDS**

Supported primarily by taxes (75%), grants (6%), and service charges (7%); revenue in governmental activity funds increased 3.7% over the FY 2019-20 Adopted Budget.



**BUSINESS TYPE ACTIVITY FUNDS**

Supported by user fees and customer service charges, Business-type Activity funds include water, sewer, and stormwater service charges; as well as airport customer and KCI passenger facility charges.

**CITY GOALS**

The City Council of Kansas City, Missouri has adopted goal statements to guide the budget process and communicate priorities. In June 2019, Department Directors identified 30 objectives and 133 strategies for this year’s Citywide Business Plan, linked to City goals. The 2019 update includes 31 completed strategies and nine new strategies. The defined objectives inform the inputs and assumptions for the Five-Year Planning Model.



**TRANSPORTATION & INFRASTRUCTURE**

\$642 million

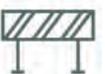
37%



**PUBLIC SAFETY**

\$487 million

28%



**PLANNING, ZONING, & ECONOMIC DEVELOPMENT**

\$278 million

16%



**NEIGHBORHOODS & HEALTHY COMMUNITIES**

\$211 million

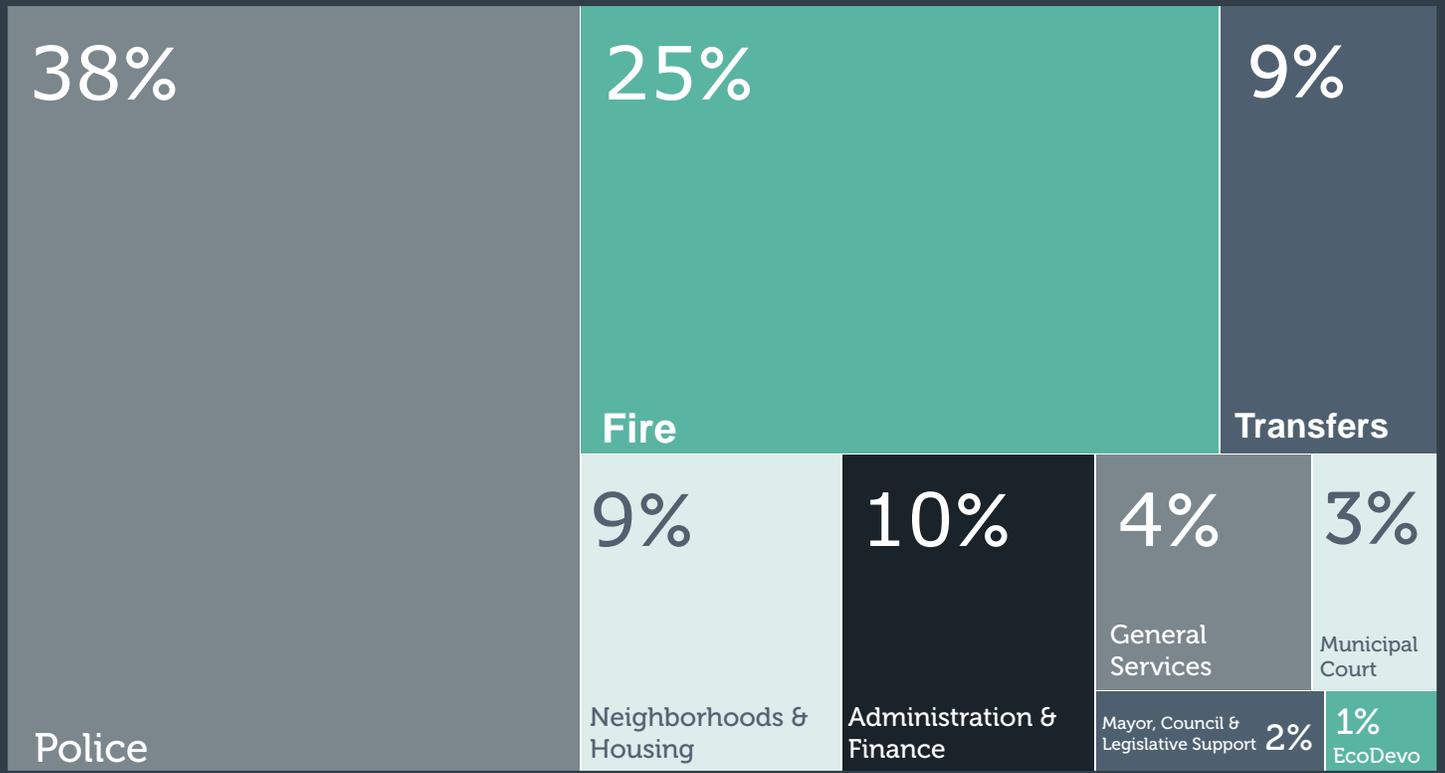
12%



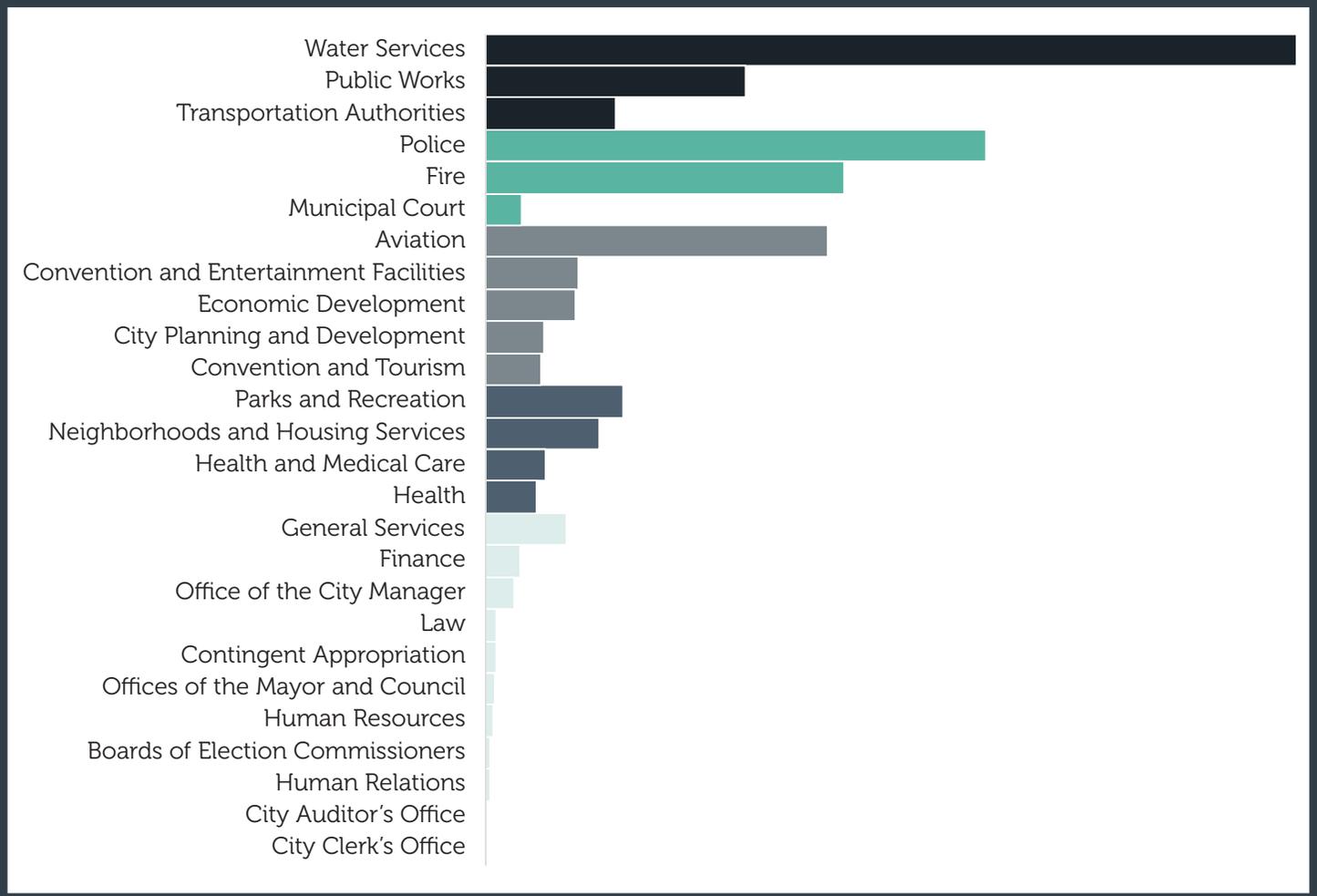
**FINANCE & GOVERNANCE**

\$117 million 7%

# General Fund



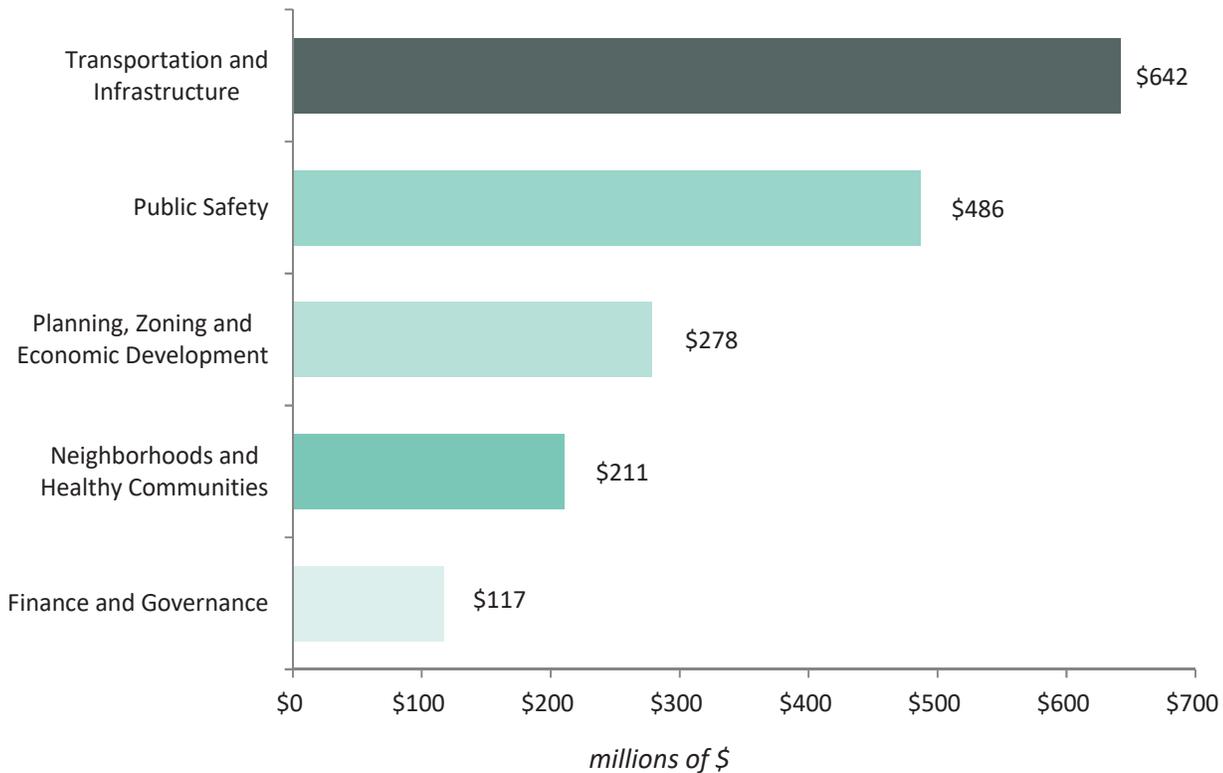
# All Funds by Goal and Department



## FY 2020-21 BUDGET OVERVIEW - EXPENDITURES

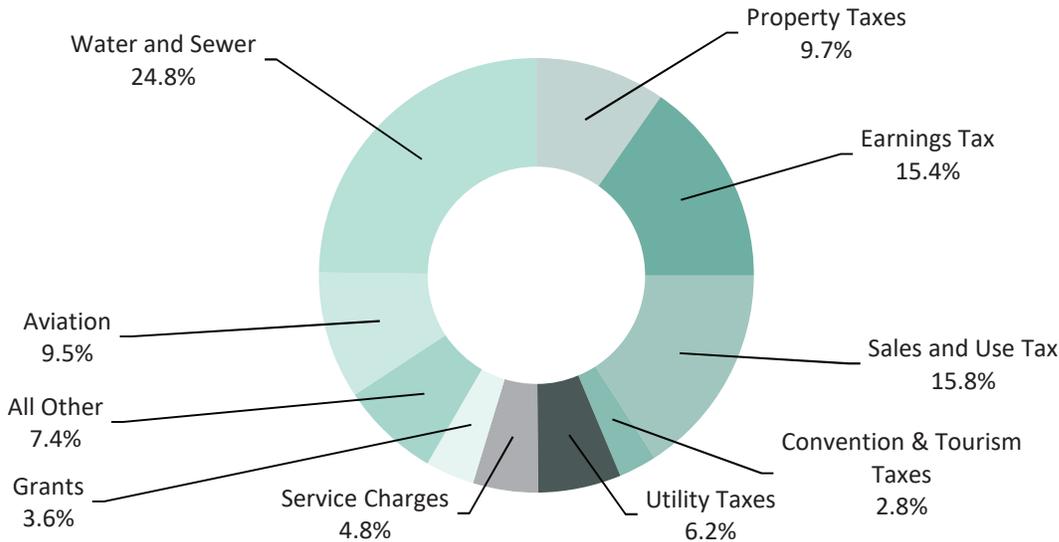
### Expenditures by Goal

<i>millions \$</i>	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Governmental Activities</b>	<b>\$1,130.5</b>	<b>\$1,179.5</b>	<b>\$49.0</b>	<b>4.3%</b>
Finance and Governance	106.3	117.3	11.0	10.3%
Neighborhoods and Healthy Communities	193.9	210.7	16.8	8.7%
Planning, Zoning and Economic Development	153.0	142.2	(10.7)	(7.0%)
Public Safety	469.7	486.5	16.8	3.6%
Transportation and Infrastructure	207.5	222.7	15.2	7.3%
<b>Business-Type Activities</b>	<b>599.8</b>	<b>555.3</b>	<b>(44.5)</b>	<b>(7.4%)</b>
Planning, Zoning and Economic Development	178.9	136.0	(42.8)	(23.9%)
Transportation and Infrastructure	420.9	419.3	(1.6)	(0.4%)
<b>Grand Total</b>	<b>\$1,730.3</b>	<b>\$1,734.8</b>	<b>\$4.6</b>	<b>0.3%</b>



# FY 2020-21 SUBMITTED BUDGET - REVENUES: \$1.768 BILLION

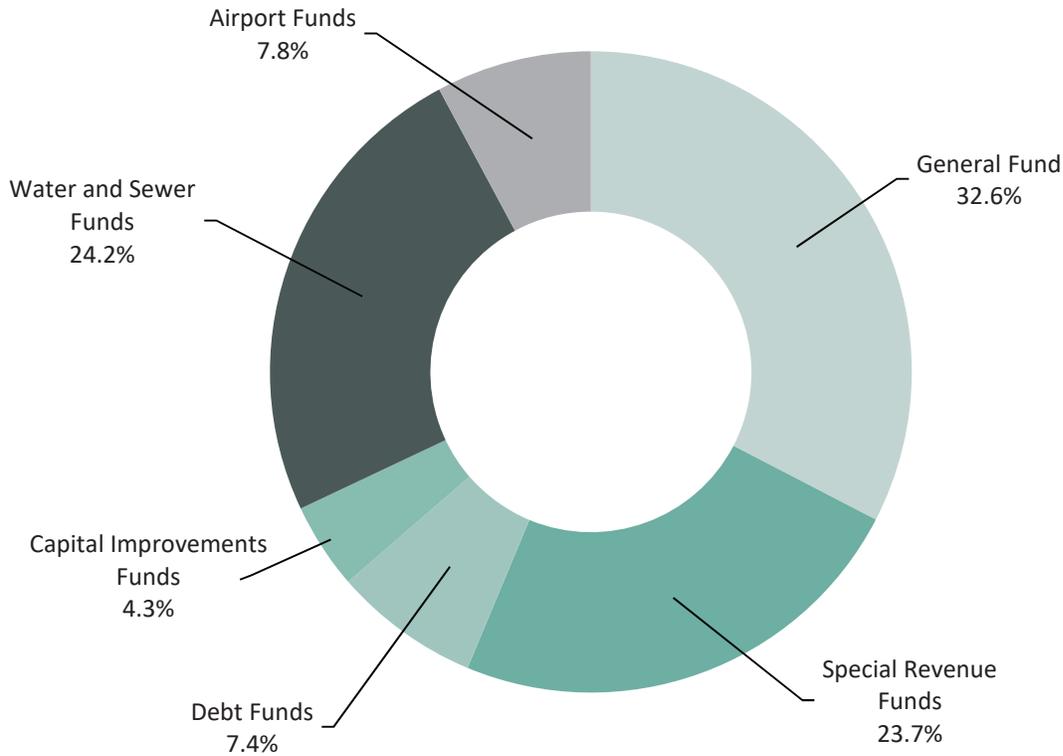
## Revenue All Funds



<i>millions \$</i>	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Governmental Activities</b>	<b>\$1,120.5</b>	<b>\$1,162.3</b>	<b>\$41.8</b>	<b>3.7%</b>
Earnings Tax	271.1	292.3	21.2	7.8%
Earnings Tax Redirections	(17.4)	(20.7)	(3.3)	19.1%
Sales Tax	254.9	258.5	3.6	1.4%
Sales Tax - Redirections	(21.0)	(22.3)	(1.3)	6.2%
Property Taxes	155.9	166.5	10.5	6.7%
Property Taxes Pilots	3.7	4.6	0.9	24.0%
Utility Taxes	108.4	111.8	3.4	3.1%
Utility Taxes - Redirections	(2.2)	(2.5)	(0.4)	16.2%
Local Use Tax	44.2	43.8	(0.4)	(0.8%)
Local Use Tax Redirections	(0.2)	(0.2)	(0.0)	27.0%
Restaurant Tax	28.2	30.4	2.2	7.8%
Restaurant Tax Redirections	(2.1)	(3.0)	(0.9)	46.1%
Hotel/Motel Tax	28.7	27.5	(1.2)	(4.1%)
Hotel/Motel Tax Redirections	(3.8)	(4.6)	(0.8)	21.5%
Other Taxes	9.4	9.2	(0.2)	(2.5%)
Service Charges	80.6	85.3	4.7	5.8%
Grants	69.7	64.5	(5.2)	(7.5%)
Licenses & Permits	54.6	55.2	0.7	1.2%
Interest and Rental Income	19.9	27.2	7.3	36.5%
Fines & Forfeitures	11.7	12.2	0.5	4.5%
Gaming Revenues	11.7	11.9	0.2	1.7%
All Other	14.4	14.7	0.3	2.3%
<b>Business-Type Activities Funds</b>	<b>\$597.2</b>	<b>\$606.1</b>	<b>\$8.9</b>	<b>1.5%</b>
<b>Grand Total</b>	<b>\$1,717.7</b>	<b>\$1,768.4</b>	<b>\$50.7</b>	<b>2.9%</b>

**FY 2020-21 SUBMITTED BUDGET - EXPENDITURES: \$1.735 BILLION**

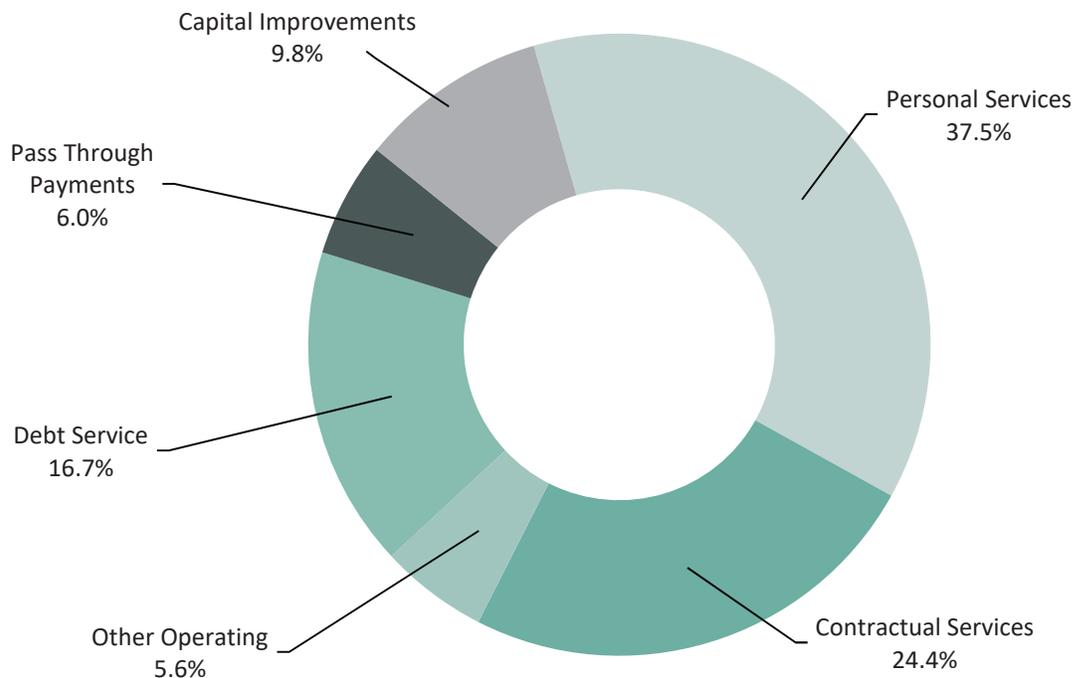
**Expenditures By Major Fund Type**



<i>millions \$</i>	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Governmental Activities</b>	<b>\$1,130.5</b>	<b>\$1,179.5</b>	<b>\$49.0</b>	<b>4.3%</b>
General Fund	\$528.7	\$565.8	\$37.1	7.0%
Special Revenue Funds	\$395.9	\$410.4	\$14.5	3.7%
Debt Funds	\$130.8	\$127.8	(\$3.0)	(2.3%)
Capital Improvements Funds	\$75.0	\$75.4	\$0.4	0.6%
<b>Business-Type Activities</b>	<b>\$599.8</b>	<b>\$555.3</b>	<b>(\$44.5)</b>	<b>(7.4%)</b>
<b>Grand Total</b>	<b>\$1,730.3</b>	<b>\$1,734.8</b>	<b>\$4.6</b>	<b>0.3%</b>

# FY 2020-21 SUBMITTED BUDGET - EXPENDITURES: \$1.735 BILLION

## Expenditures By Appropriation Unit



<i>millions \$</i>	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
Personal Services	\$634.4	\$650.9	\$16.4	2.6%
Contractual Services	414.5	423.7	9.2	2.2%
Commodities	57.4	56.6	(0.8)	(1.3%)
Capital Outlay	17.3	20.0	2.7	15.6%
Contingent Appropriation	5.7	20.5	14.8	258.9%
Debt Service	290.3	289.9	(0.4)	(0.2%)
Pass Through Payments	99.8	103.5	3.8	3.8%
Capital Improvements	210.8	169.8	(41.1)	(19.5%)
<b>Grand Total</b>	<b>\$1,730.3</b>	<b>\$1,734.8</b>	<b>\$4.6</b>	<b>0.3%</b>

# FY 2020-21 CAPITAL IMPROVEMENTS PROGRAM

millions \$

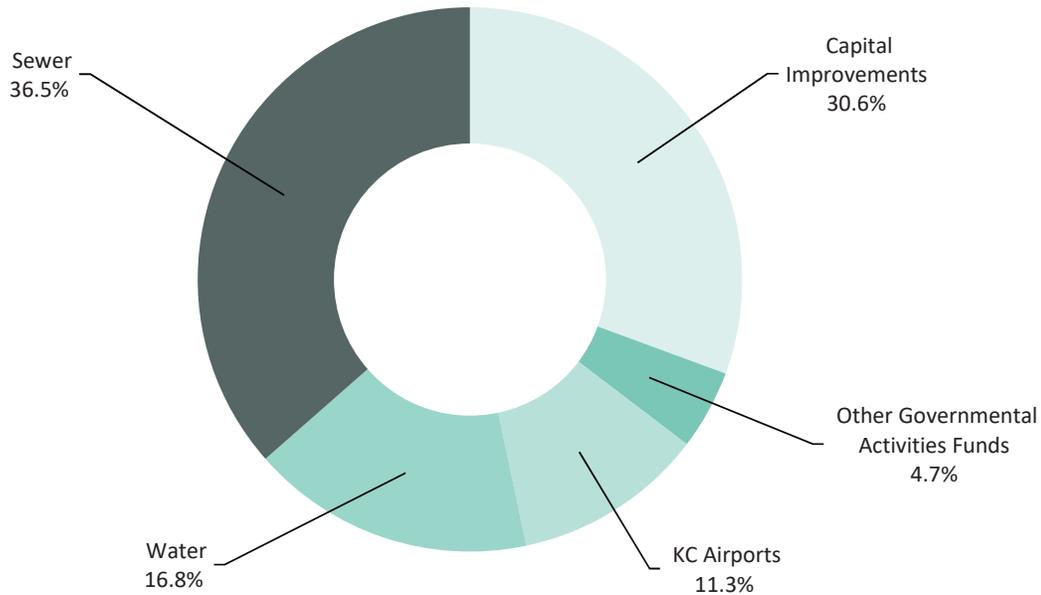
## Governmental Activities

	FY 2019-20 Adopted	FY 2020-21 Submitted
Capital Improvements	58.2	52.0
Convention And Sports Complex	0.0	0.5
Downtown Arena Project Fund	0.7	0.1
Fire Sales Tax	0.5	0.5
Golf Operations	0.2	0.0
Health	0.1	0.1
Parks and Recreation	0.9	2.8
Public Mass Transportation	3.7	0.4
Public Safety Sales Tax	0.3	0.3
Street Maintenance	2.6	3.4
<b>Grand Total</b>	<b>67.2</b>	<b>60.0</b>

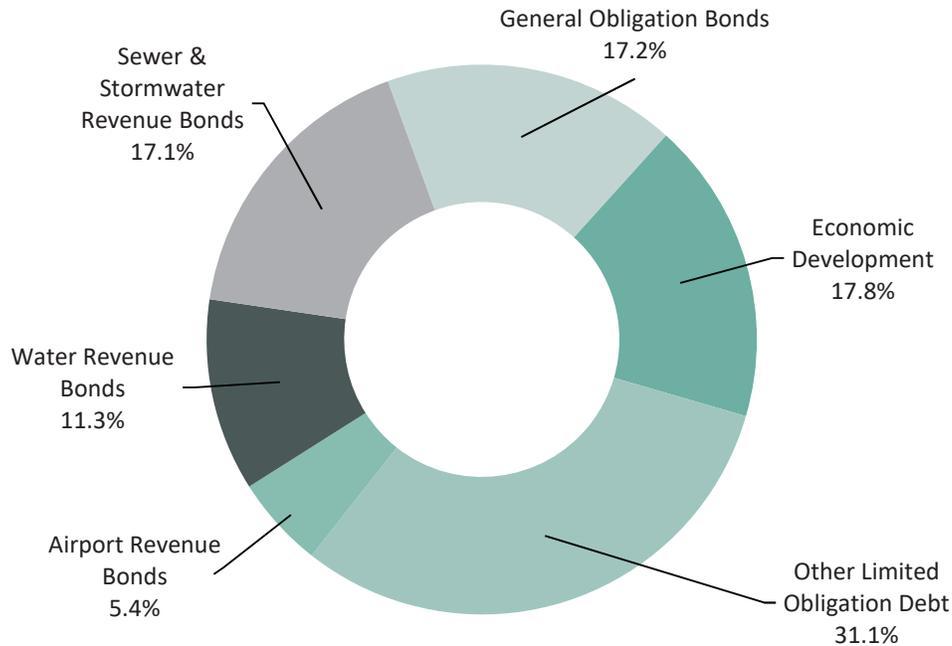
## Business-Type Activities

	FY 2019-20 Adopted	FY 2020-21 Submitted
Sewer	64.7	61.9
Water	27.7	28.6
Stormwater	0.5	0.0
Aviation	43.8	16.3
Passenger Facility Charge	7.0	0.0
Customer Facility Charges	0.0	3.0
<b>Grand Total</b>	<b>\$143.6</b>	<b>\$109.8</b>
<b>Total All Funds</b>	<b>\$210.8</b>	<b>\$169.8</b>

## Expenditures By Fund



# FY 2020-21 DEBT SERVICE OVERVIEW



millions \$

## By Bond Type

General Obligation Bonds	\$50.0
Economic Development	51.6
Other Limited Obligation Debt	90.2
<b>Subtotal Governmental Activities</b>	<b>191.8</b>
Airport Revenue Bonds	15.7
Water Revenue Bonds	32.8
Sewer & Stormwater Revenue Bonds	49.6
<b>Subtotal Business-Type Activities</b>	<b>98.1</b>
<b>Total Debt Service Payments</b>	<b>\$289.9</b>

## By Funding Source

General Fund	\$28.1
Property Tax	44.3
Sales Tax	54.7
Convention and Tourism Taxes/Fees	36.3
Charges, Grants, Rentals, Specials	18.4
Economic Incentive Redirections	9.9
<b>Subtotal Governmental Activities</b>	<b>191.8</b>
<b>Enterprise Service Charges</b>	<b>\$98.1</b>
<b>Total Funding Source</b>	<b>\$289.9</b>

## FY 2020-21 BUDGET SUMMARY BY MAJOR FUND TYPE

### Governmental Activities Funds

(excluding Transfers In and Out)

millions \$	General Fund	Special Revenue Funds	Debt Funds	Capital Improvements Funds	Grand Total
<b>Revenues by Source</b>					
<b>Revenues</b>	<b>\$599.6</b>	<b>\$407.5</b>	<b>\$79.3</b>	<b>\$75.8</b>	<b>\$1,162.3</b>
Property Taxes	65.9	60.9	39.7	-	166.5
Property Taxes Pilots	1.7	2.1	0.9	-	4.6
Sales Tax	-	171.3	-	87.2	258.5
Sales Tax - Redirections	-	(17.9)	7.1	(11.6)	(22.3)
Local Use Tax	40.0	3.8	-	-	43.8
Local Use Tax Redirections	(0.2)	-	0.0	-	(0.2)
Earnings Tax	292.3	-	-	-	292.3
Earnings Tax Redirections	(22.3)	-	1.6	-	(20.7)
Utility Taxes	111.8	-	-	-	111.8
Utility Taxes - Redirections	(3.1)	-	0.6	-	(2.5)
Other Taxes	-	6.9	2.3	-	9.2
Gaming Revenues	11.9	-	-	-	11.9
Licenses & Permits	30.6	9.1	15.6	-	55.2
Fines & Forfeitures	8.2	4.0	-	-	12.2
Interest and Rental Income	6.9	19.4	1.0	-	27.2
Service Charges	51.3	34.0	-	-	85.3
Grants	2.3	56.2	5.8	0.2	64.5
All Other	2.3	9.1	3.3	-	14.7
Restaurant Tax	0.1	30.3	-	-	30.4
Hotel/Motel Tax	0.1	27.4	-	-	27.5
Restaurant Tax Redirections	-	(4.1)	1.1	-	(3.0)
Hotel/Motel Tax Redirections	-	(5.0)	0.3	-	(4.6)
<b>Grand Total</b>	<b>\$599.6</b>	<b>\$407.5</b>	<b>\$79.3</b>	<b>\$75.8</b>	<b>\$1,162.3</b>

### Expenditures by Appropriation Unit

<b>Expenses</b>	<b>\$565.8</b>	<b>\$410.4</b>	<b>\$127.8</b>	<b>\$75.4</b>	<b>\$1,179.5</b>
<b>Operating Expenses</b>	<b>533.9</b>	<b>257.9</b>	<b>4.8</b>	<b>7.0</b>	<b>803.7</b>
Wages	298.1	74.1	-	4.1	376.3
Pension	76.0	8.6	-	0.7	85.4
Insurance-Health	57.9	13.6	-	1.2	72.7
Contractual Services	93.2	142.9	4.8	0.8	241.7
Commodities	8.5	14.9	-	0.1	23.5
Capital Outlay	0.2	3.8	-	0.0	4.1
<b>Contingent Appropriation</b>	<b>20.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20.5</b>
<b>Debt Service</b>	<b>11.4</b>	<b>42.8</b>	<b>121.1</b>	<b>16.5</b>	<b>191.8</b>
<b>Pass Through Payments</b>	<b>-</b>	<b>102.2</b>	<b>1.3</b>	<b>-</b>	<b>103.5</b>
<b>Capital Improvements</b>	<b>-</b>	<b>7.5</b>	<b>0.6</b>	<b>52.0</b>	<b>60.0</b>
<b>Grand Total</b>	<b>\$565.8</b>	<b>\$410.4</b>	<b>\$127.8</b>	<b>\$75.4</b>	<b>\$1,179.5</b>

## FY 2020-21 BUDGET SUMMARY BY MAJOR FUND TYPE

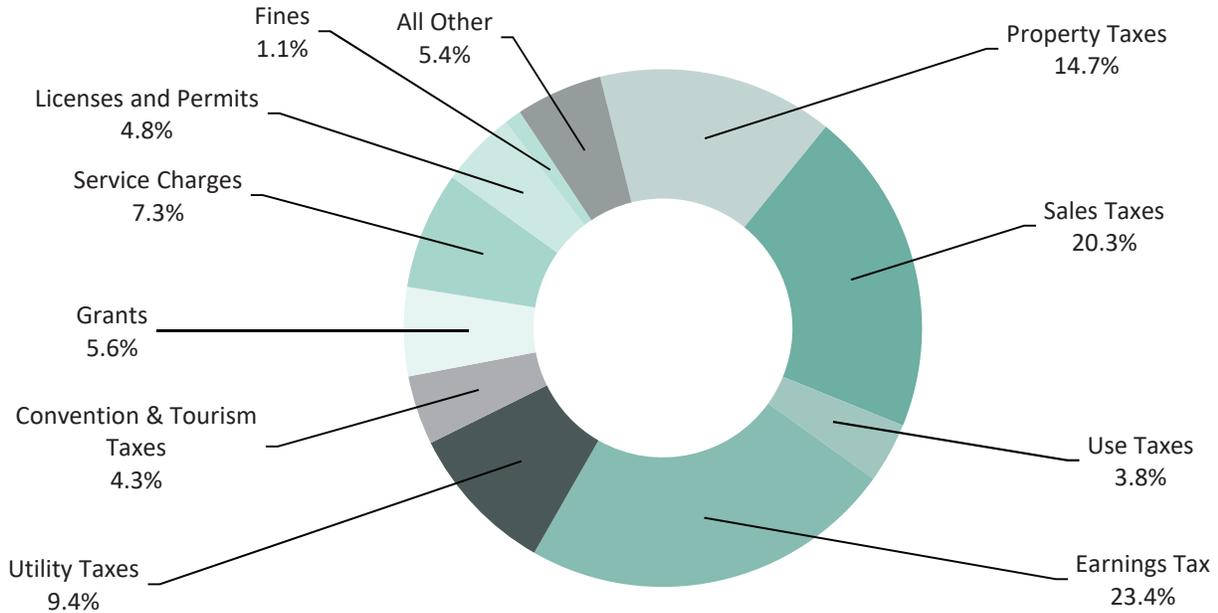
### Governmental Activities Funds

(excluding Transfers In and Out)

millions \$	General Fund	Special Revenue Funds	Debt Funds	Capital Improvements Funds	Grand Total
<b>Expenditures by Department</b>					
<b>Finance and Governance</b>	<b>\$93.0</b>	<b>\$11.4</b>	<b>\$1.3</b>	<b>\$11.6</b>	<b>\$117.3</b>
Boards of Election Commissioners	3.8	-	-	-	3.8
City Auditor's Office	1.3	-	-	-	1.3
City Clerk's Office	0.7	-	-	-	0.7
Contingent Appropriation	20.5	-	-	-	20.5
Finance	16.8	1.3	0.6	0.2	18.9
General Services	23.9	5.4	0.7	7.2	37.3
Human Relations	2.0	0.3	-	0.5	2.8
Human Resources	4.8	-	-	-	4.8
Law	5.3	0.5	0.0	0.2	6.1
Offices of Mayor and Council	4.8	0.2	-	-	5.1
Office of the City Manager	8.9	3.6	-	3.5	15.9
<b>Neighborhoods and Healthy Communities</b>	<b>54.1</b>	<b>143.7</b>	<b>1.1</b>	<b>11.9</b>	<b>210.7</b>
Health	-	29.1	-	-	29.1
Health and Medical Care	-	31.7	-	-	31.7
Parks and Recreation	1.4	56.7	0.7	11.7	70.4
Neighborhoods and Housing Services	52.7	26.3	0.4	0.2	79.5
<b>Planning, Zoning and Economic Development</b>	<b>5.3</b>	<b>58.1</b>	<b>78.1</b>	<b>0.8</b>	<b>142.2</b>
City Development	3.4	13.4	2.3	0.4	19.5
Convention and Entertainment Facilities	-	27.4	23.0	-	50.4
Convention and Tourism	-	11.0	17.3	-	28.3
Economic Incentives	1.8	6.3	35.5	0.4	44.0
<b>Public Safety</b>	<b>411.7</b>	<b>62.3</b>	<b>12.4</b>	<b>-</b>	<b>486.5</b>
Fire	157.2	37.3	-	-	194.5
Municipal Court	16.1	3.1	-	-	19.2
Police	238.5	21.9	12.4	-	272.8
<b>Transportation and Infrastructure</b>	<b>1.8</b>	<b>134.9</b>	<b>34.9</b>	<b>51.2</b>	<b>222.7</b>
Public Works	-	60.2	34.9	49.1	144.2
Water Services	1.8	0.3	-	2.1	4.1
Transportation Authorities	-	74.4	-	-	74.4
<b>Grand Total</b>	<b>\$565.8</b>	<b>\$410.4</b>	<b>\$127.8</b>	<b>\$75.4</b>	<b>\$1,179.5</b>

# REVENUES BY SOURCE: \$1.162 BILLION

## Governmental Activities Funds

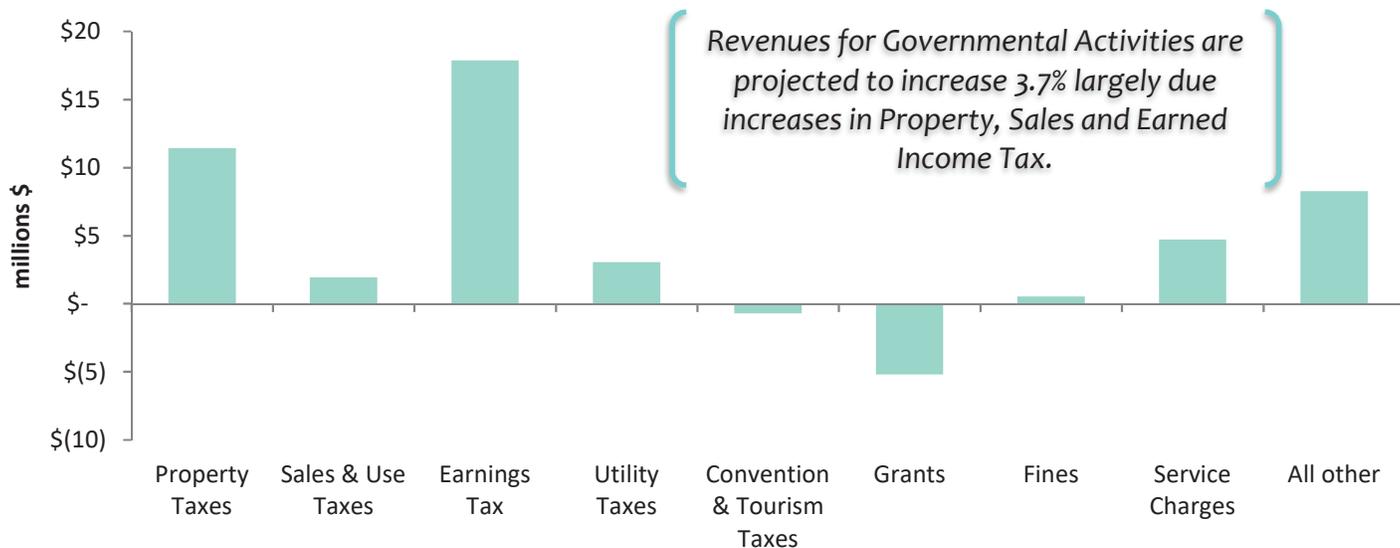


millions \$	Adopted FY 2019-20	Submitted FY 2020-21	Increase (Decrease)	% Change
Earnings Tax	271.1	292.3	21.2	7.8%
Earnings Tax Redirections	(17.4)	(20.7)	(3.3)	19.1%
Sales Tax	254.9	258.5	3.6	1.4%
Sales Tax - Redirections	(21.0)	(22.3)	(1.3)	6.2%
Property Taxes	\$155.9	\$166.5	\$10.5	6.7%
Property Taxes Pilots	3.7	4.6	0.9	24.0%
Utility Taxes	108.4	111.8	3.4	3.1%
Utility Taxes - Redirections	(2.2)	(2.5)	(0.4)	16.2%
Local Use Tax	44.2	43.8	(0.4)	(0.8%)
Local Use Tax Redirections	(0.2)	(0.2)	(0.0)	27.0%
Restaurant Tax	28.2	30.4	2.2	7.8%
Restaurant Tax Redirections	(2.1)	(3.0)	(0.9)	46.1%
Hotel/Motel Tax	28.7	27.5	(1.2)	(4.1%)
Hotel/Motel Tax Redirections	(3.8)	(4.6)	(0.8)	21.5%
Other Taxes	9.4	9.2	(0.2)	(2.5%)
Service Charges	80.6	85.3	4.7	5.8%
Grants	69.7	64.5	(5.2)	(7.5%)
Licenses & Permits	54.6	55.2	0.7	1.2%
Interest and Rental Income	19.9	27.2	7.3	36.5%
Fines & Forfeitures	11.7	12.2	0.5	4.5%
Gaming Revenues	11.7	11.9	0.2	1.7%
All Other	14.4	14.7	0.3	2.3%
<b>Grand Total</b>	<b>\$1,120.5</b>	<b>\$1,162.3</b>	<b>\$41.8</b>	<b>3.7%</b>

## REVENUES BY SOURCE: \$1.162 BILLION

### Governmental Activities Funds

Change From FY 2019-20 Budget: \$41.8 million



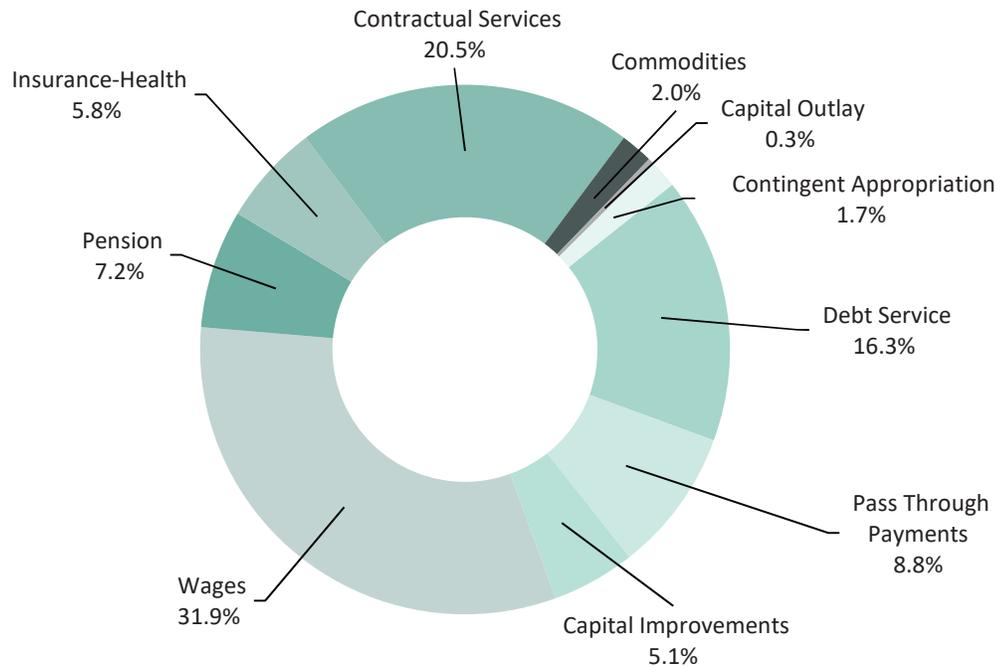
FY 2020-21 revenues available for Governmental Activities total \$1.16 billion and are projected to increase 3.7%. The change in revenue is primarily attributable to the following:

- ↑ Earnings Tax increases \$17.9 million due to strong economic growth, auditing activity, and efforts to increase compliance among corporate taxpayers
- ↑ Property Taxes increase by \$11.4 million to pay debt service for the GO KC Bond Program
- ↑ Water and Sewer Utility PILOTS increase \$3.8 million, Wireless Telephone Franchise Taxes decrease by \$520,000, and Telephone Franchise Taxes decrease by \$360,000
- ↓ Grants decrease, and service charges increase due to reclassifying Ground Emergency Medical Transport (GEMT) revenue as a Service Charge
- ↓ Convention and Tourism Tax revenues decrease by \$700,000 due to decreasing revenues in short-term lodging

# EXPENDITURES BY CATEGORY \$1.18 BILLION

## Governmental Activities Funds

(Excluding Transfers In and Out)

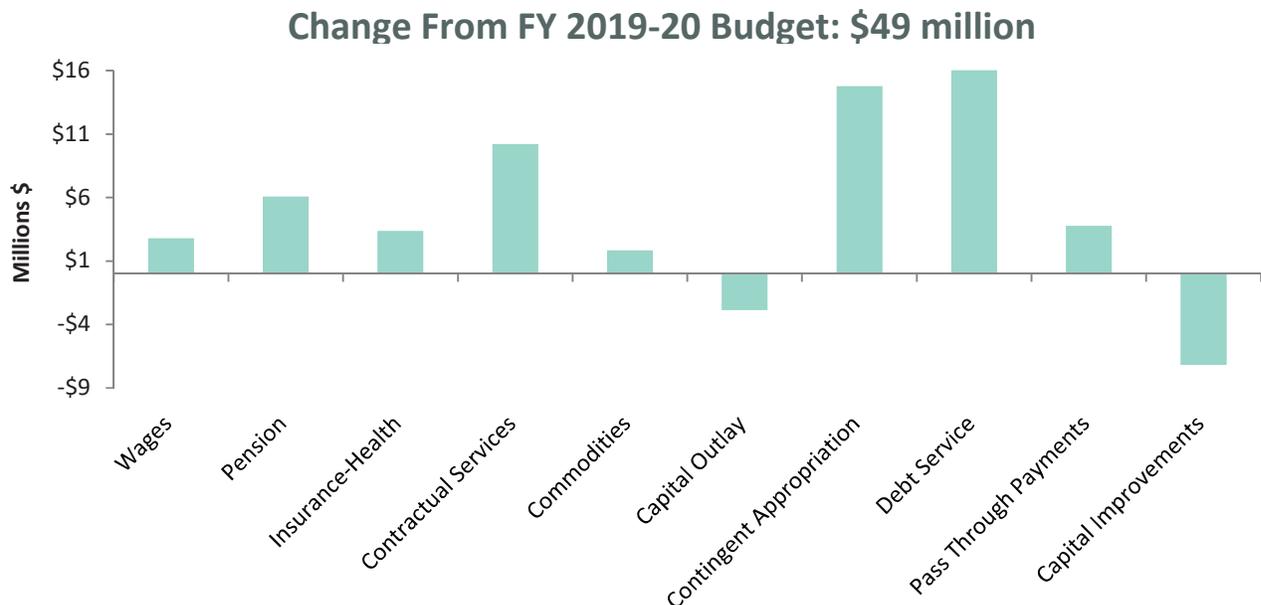


millions \$	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	% Change
<b>Personal Services</b>	<b>\$522.1</b>	<b>\$534.4</b>	<b>\$12.3</b>	<b>2.3%</b>
Wages	373.5	376.3	2.8	0.7%
Pension	79.3	85.4	6.1	7.7%
Insurance-Health	69.3	72.7	3.4	4.9%
<b>Contractual Services</b>	<b>231.5</b>	<b>241.7</b>	<b>10.2</b>	<b>4.4%</b>
<b>Commodities</b>	<b>21.6</b>	<b>23.5</b>	<b>1.9</b>	<b>8.6%</b>
<b>Capital Outlay</b>	<b>6.9</b>	<b>4.1</b>	<b>(2.9)</b>	<b>(41.2%)</b>
<b>Contingent Appropriation</b>	<b>5.7</b>	<b>20.5</b>	<b>14.8</b>	<b>258.9%</b>
<b>Debt Service</b>	<b>175.6</b>	<b>191.8</b>	<b>16.2</b>	<b>9.2%</b>
<b>Pass Through Payments</b>	<b>99.8</b>	<b>103.5</b>	<b>3.8</b>	<b>3.8%</b>
<b>Capital Improvements</b>	<b>67.2</b>	<b>60.0</b>	<b>(7.2)</b>	<b>(10.7%)</b>
<b>Grand Total</b>	<b>\$1,130.5</b>	<b>\$1,179.5</b>	<b>\$49.0</b>	<b>4.3%</b>

## EXPENDITURES BY CATEGORY \$1.18 BILLION

### Governmental Activities Funds

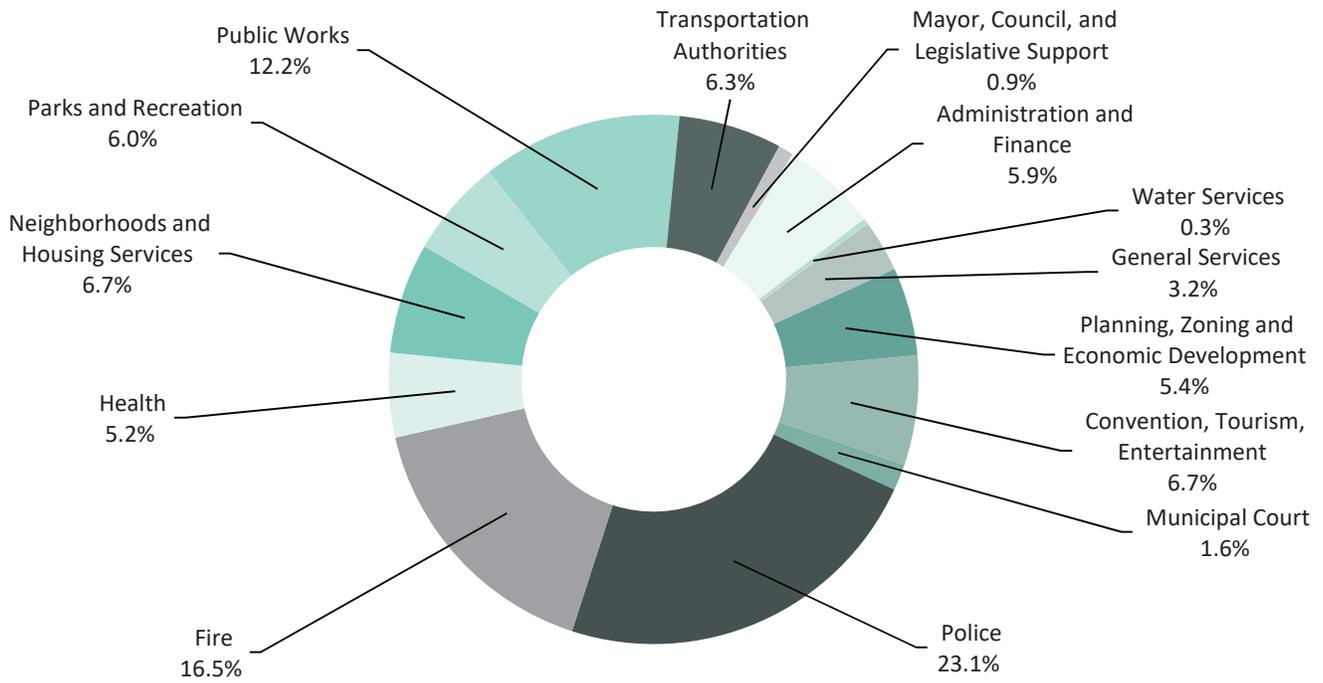
(Excluding Transfers In and Out)



FY 2020-21 expenditures for Governmental Activities total \$1.18 billion and are projected to increase over the FY 2019-20 Adopted Budget by \$48.6 million, or 4.3%. Within Governmental Activities, wages and benefits account for 45.3% of total expenditures and are projected to increase by a total of \$12.3 million, or 2.3%.

- ↑ Pension increases \$6.1 million, comprising the majority of the increase in Personal Services.
- ↑ Contractual Services increases by \$10.2 million due to a \$5.0 million increase in recycling, a \$2.6 million increase in street and bike lane sweeping, a \$2.5 million increase in payments for the convention hotel catering agreement, a \$2.4 million increase in animal control services, a \$1.0 million increase in leaf and brush pickup, And a \$800,000 increase in election costs. Reductions include a \$3.5 million decrease in one-time construction costs for the convention center kitchen and a \$7.0 million decrease in trash collection contracts.
- ↑ Debt Service increases \$16.2 million due to final payments on the 2016 Accelerated Projects Bond, and increases for the GO KC Bond program.
- ↑ Pass Through Payments increase \$3.8 million primarily due to a \$4.8 million increases to the Kansas City Transportation Authority for the funding of new Zero-Fare Transit initiatives, a \$500,000 decrease to Health Care Providers, and \$500,000 decrease from a one-time convention attraction incentive payment to VisitKC.
- ↓ Capital Improvements decrease by \$7.2 million, driven by a one-year shift of \$5.6 million in funding for Street Preservation from the Capital Improvements Sales Tax to the GO KC Bond Program. The Budget also reduces \$150,000 in convention facilities maintenance, \$500,000 in municipal facilities maintenance, and \$800,000 in park capital maintenance.

# EXPENDITURES BY DEPARTMENT \$1.18 BILLION

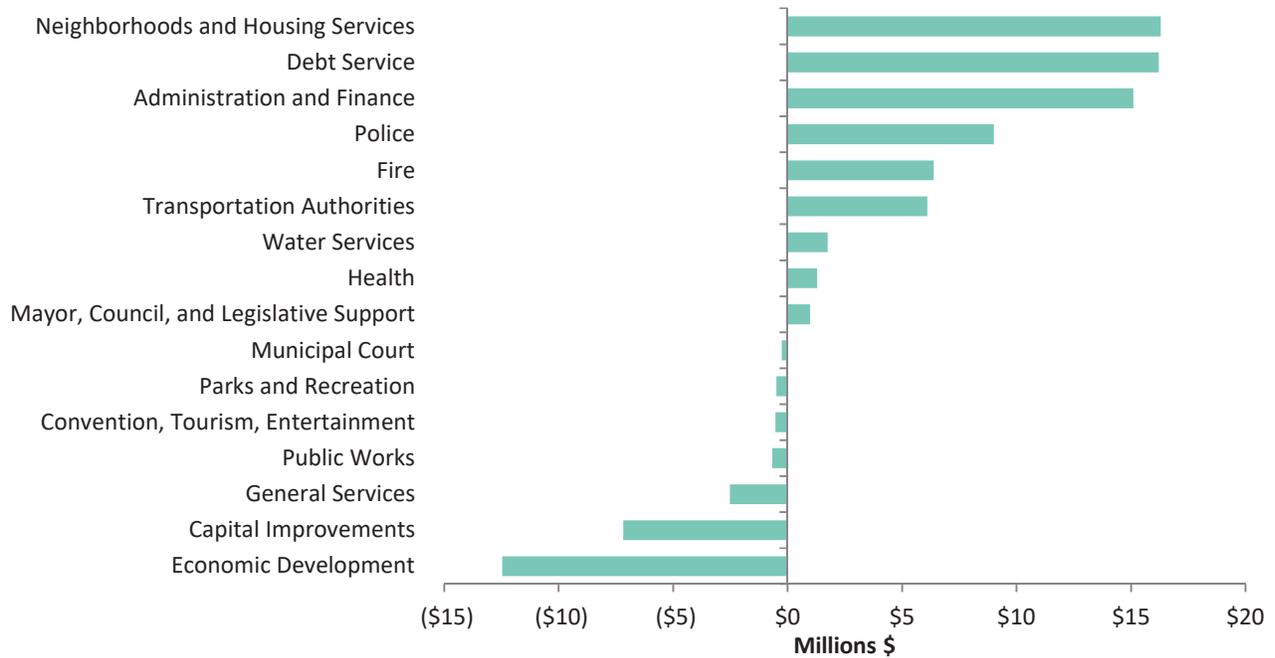


millions \$	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	% Change
Finance and Governance	\$106.3	\$117.3	\$11.0	10.3%
Neighborhoods and Healthy Communities	193.9	210.7	16.8	8.7%
Planning, Zoning and Economic Development	153.0	142.2	(10.7)	(7.0%)
Public Safety	469.7	486.5	16.8	3.6%
Transportation and Infrastructure	207.5	222.7	15.2	7.3%
<b>Grand Total</b>	<b>\$1,130.5</b>	<b>\$1,179.5</b>	<b>\$49.0</b>	<b>4.3%</b>

## EXPENDITURES BY DEPARTMENT \$1.18 BILLION

### Governmental Activities Funds

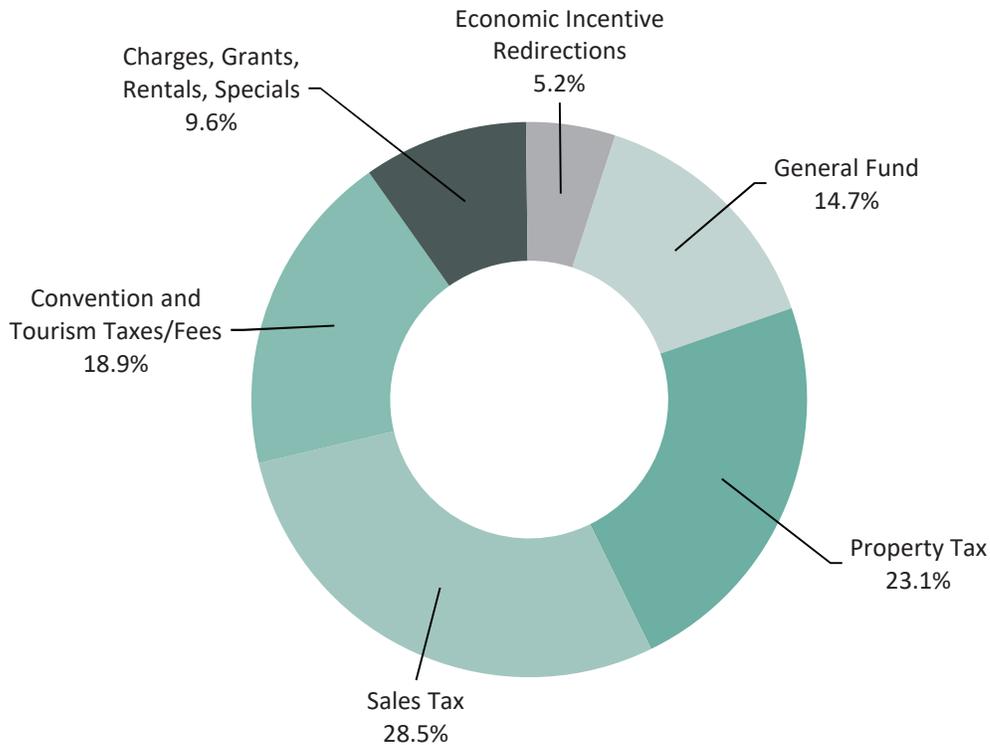
Change From FY 2019-20 Budget: \$49 million



- ↑ Finance and Governance increases by \$11.0 million, including an increase of \$14.8 million to offset the cost of a 27th pay period, \$830,000 in election costs, and \$770,000 in financial software service consulting. The FY 2020-21 Budget Increases funding for In-District Neighborhood Conservation projects by \$2.0 million.
- ↑ Neighborhoods, Housing, and Healthy Communities increases by \$16.8 million, including a transfer of \$10.9 million in appropriations for projects from the Central City Sales Tax to Planning, Zoning and Economic Development, \$1.3 million in health initiatives for sexually transmitted and communicable diseases, and \$6.9 million in increases to Trash and Recycling. The Budget decreases funding for In-District Neighborhood Conservation projects by \$2.3 million.
- ↑ Public Safety increases \$16.8 million, including: \$13.3 million in Fire and Police wages and benefits, \$1.7 million in Police operating costs, and \$1.6 million in debt service, including in-car camera replacement.
- ↑ Transportation and Infrastructure increases by \$15.2 million, including \$12.8 million in debt service for capital projects, \$4.8 million in additional funding for the KCATA's Zero Fare Transit initiative, \$1.6 million in additional funding for the KC Street Car, \$1.7 million in Street Sweeping. The Budget increases funding for In-District Neighborhood Conservation projects by \$600,000.
- ↓ Planning, Zoning and Economic Development decreases by \$10.7 million, driven almost entirely by the transfer of \$10.9 million in appropriations for projects for the Central City Sales Tax to Neighborhoods, Housing, and Healthy Communities. The Budget increases funding for In-District Neighborhood Conservation projects by \$225,000.

# FY 2020-21 DEBT SERVICE OVERVIEW

## Governmental Activities Funds



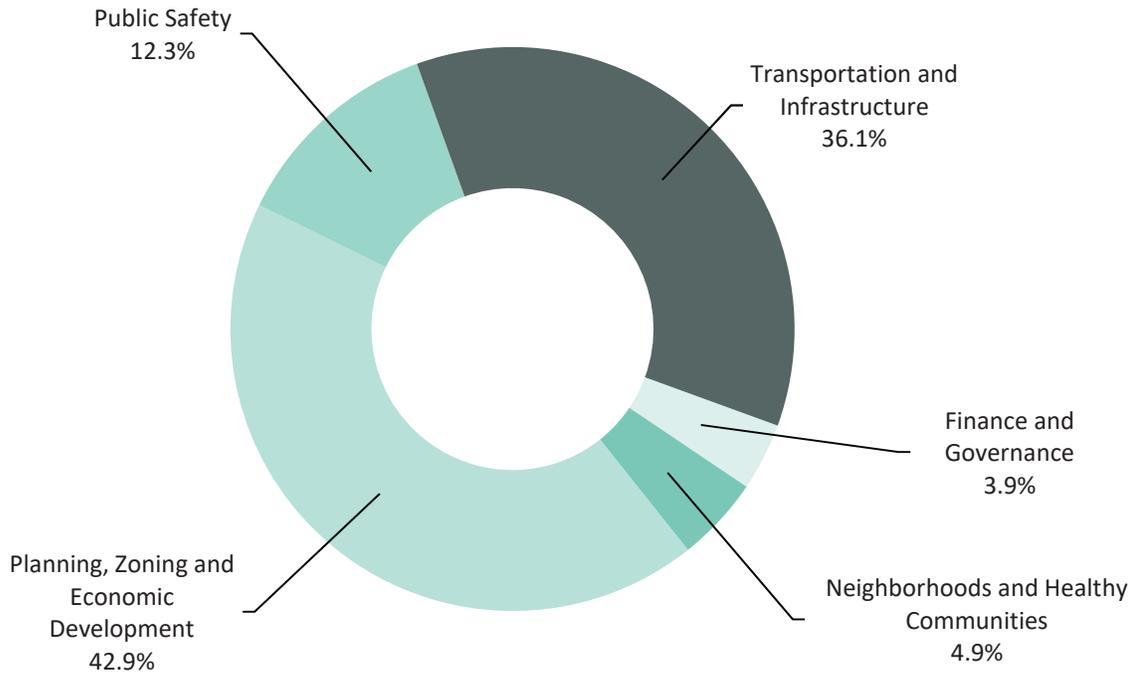
### By Funding Source

millions \$

General Fund	\$28.1
Property Tax	44.3
Sales Tax	54.7
Convention and Tourism Taxes/Fees	36.3
Charges, Grants, Rentals, Specials	18.4
Economic Incentive Redirections	9.9
<b>Total Funding Source</b>	<b>\$191.8</b>

# FY 2020-21 DEBT SERVICE OVERVIEW

## Governmental Activities Funds



### By Community Outcome

*millions \$*

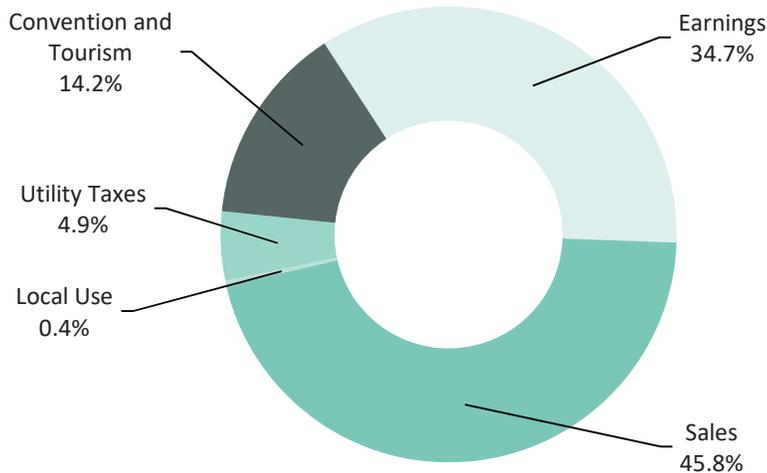
Finance and Governance	\$7.5
Neighborhoods and Healthy Communities	9.4
Planning, Zoning and Economic Development	82.3
Public Safety	23.5
Transportation and Infrastructure	69.2
<b>Grand Total</b>	<b>\$191.8</b>

## ECONOMIC DEVELOPMENT INVESTMENT: \$90.2 MILLION

Economic Activity Taxes (EATs) are redirected revenues dedicated to economic development projects. Redirections are 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.

The City collects and redirects \$64.3 million in Economic Activity Taxes, of which \$10.8 million is retained in City funds to offset project debt service costs.

<u>Tax Source</u>	FY 2020-21	FY 2020-21	Economic Incentives
	<u>Gross Taxes</u>	<u>EATs</u>	<u>Redirections as a Percent of Gross Taxes</u>
Earnings	\$292.3	\$22.3	7.6%
Sales	258.5	29.4	11.4%
Local Use	43.8	0.2	0.6%
Utility Taxes	111.8	3.1	2.8%
Convention and Tourism	57.9	9.1	15.7%
<b>Total EATs</b>	<b>\$764.3</b>	<b>\$64.3</b>	<b>8.4%</b>



The Counties collect Payments in Lieu of Taxes (PILOTs) -- property taxes levied by all taxing jurisdictions within the City and dedicated to economic development projects. PILOTs from all taxing jurisdictions total \$44.6 million in the current budget year. The City portion is \$7.9 million.

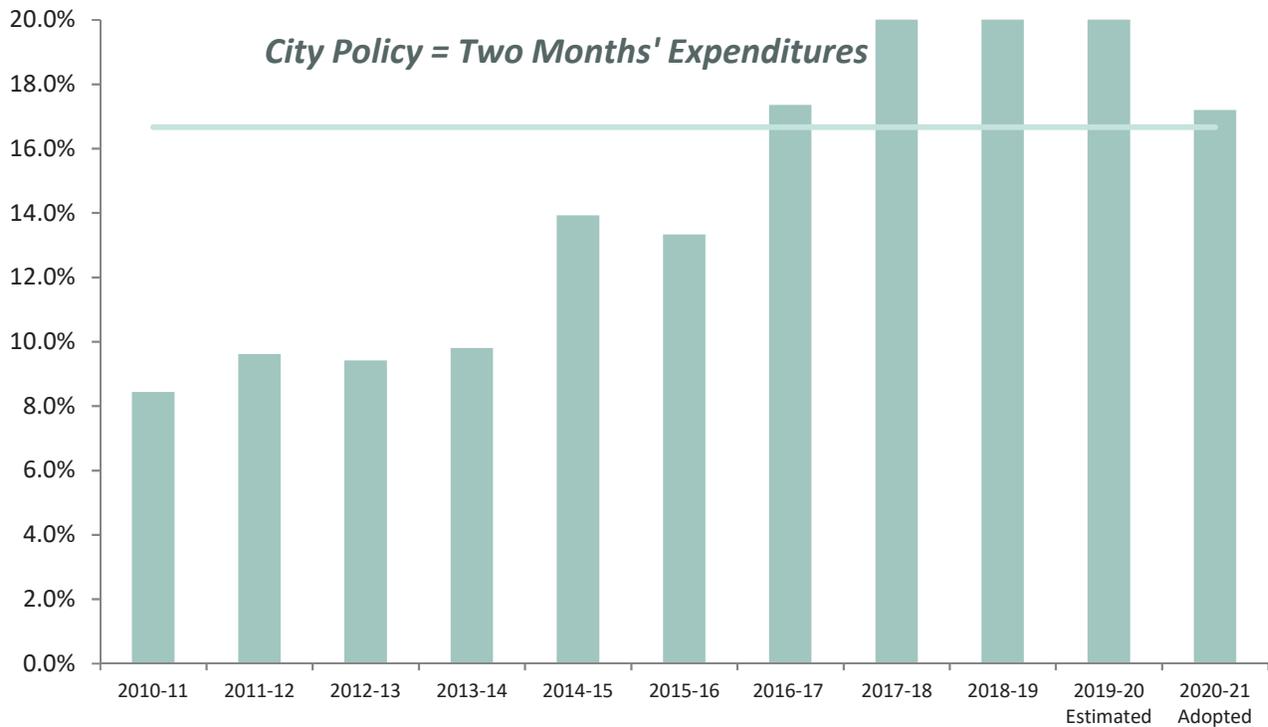
The General Fund and certain Special Revenue Funds transfer additional amounts to subsidize tax increment financing projects. The largest of these transfers is \$15.2 million from the General Fund for debt service costs related to the Power and Light downtown entertainment district called KC Live!

In all, \$90.2 million is budgeted in FY 2019-20 for economic development investment:

EATs	\$64.3
Property Tax PILOTs	7.9
Subsidies	18.0
<b>TOTAL ALL SOURCES</b>	<b>\$90.2</b>

# GENERAL FUND BALANCE

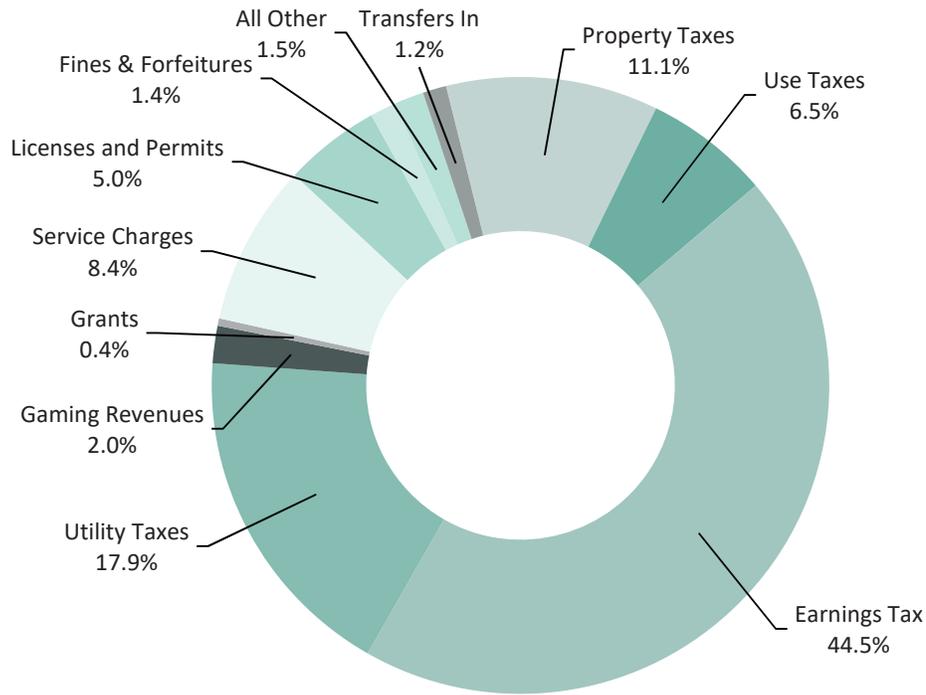
## Budget Basis



General Fund unreserved fund balance exceeds the City's policy of 17%, equivalent to two months of expenditures on a cash basis. Long-term accrued liabilities reduce the General Fund balance on an accounting basis.

In the Fall of 2019, the City adopted the 2019 Update to the Citywide Business Plan. The plan and the financial model within the plan will provide important benchmarks for elected officials and management to develop strategies for problem areas and to maintain positive trends.

# GENERAL FUND REVENUES: \$607.1 MILLION

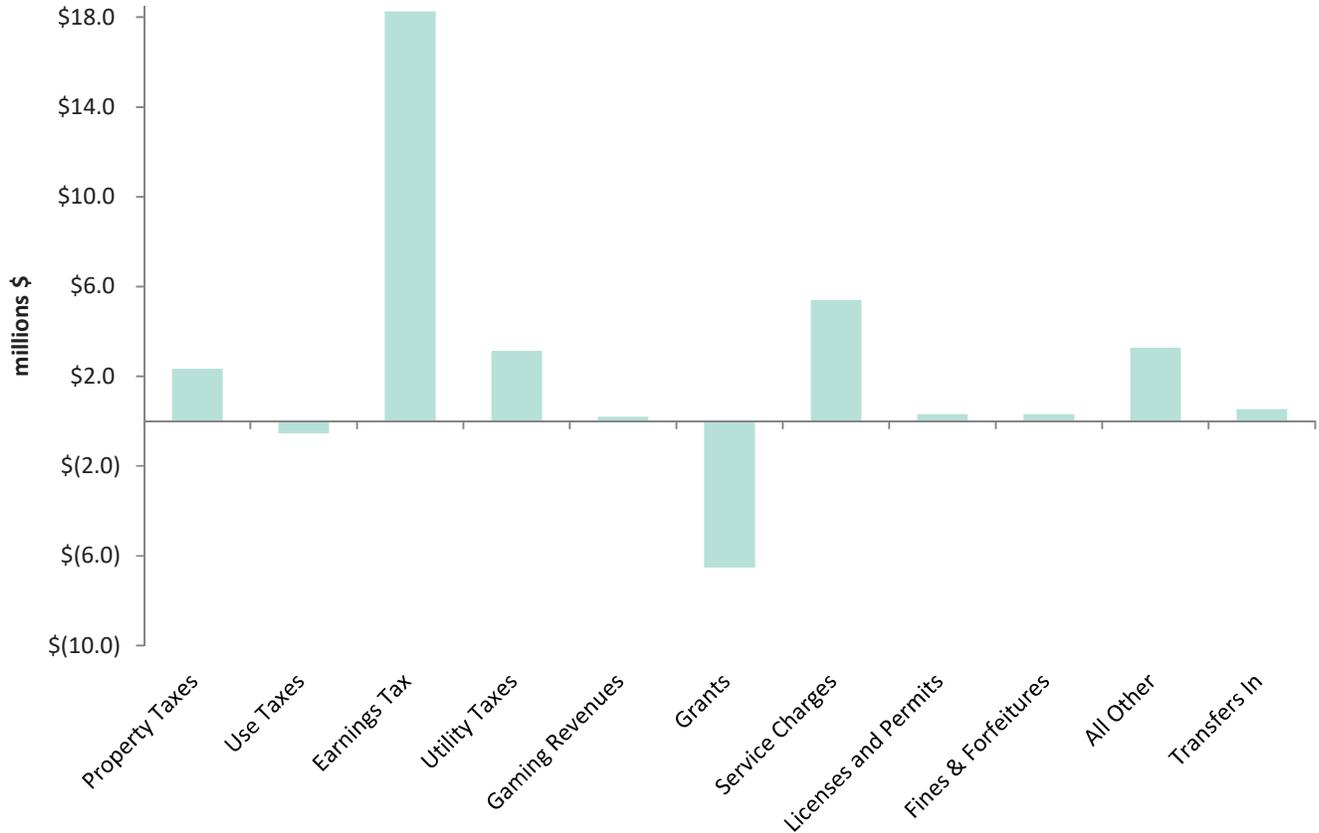


millions \$	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	% Change
Property Taxes	\$63.7	\$65.9	\$2.2	3.4%
Property Taxes Pilots	1.5	1.7	0.2	10.0%
Local Use Tax	40.5	40.0	(0.5)	(1.2%)
Local Use Tax Redirections	(0.2)	(0.2)	(0.1)	27.0%
Earnings Tax	271.1	292.3	21.2	7.8%
Earnings Tax Redirections	(19.4)	(22.3)	(2.9)	15.1%
Utility Taxes	108.4	111.8	3.4	3.1%
Utility Taxes - Redirections	(2.9)	(3.1)	(0.3)	9.4%
Convention & Tourism Taxes	0.3	0.3	0.0	0.0%
Gaming Revenues	11.7	11.9	0.2	1.7%
Grants	8.9	2.3	(6.5)	(73.5%)
Service Charges	45.9	51.3	5.4	11.8%
Licenses & Permits	30.3	30.6	0.3	1.1%
Fines & Forfeitures	7.9	8.2	0.3	4.0%
Interest and Rental Income	3.6	6.9	3.2	88.7%
All Other	2.2	2.3	0.1	2.4%
Transfers In	6.9	7.5	0.5	7.9%
<b>Grand Total</b>	<b>580.4</b>	<b>607.1</b>	<b>\$26.8</b>	<b>4.6%</b>

## GENERAL FUND REVENUES: \$607.1 MILLION

*(Including Transfers In)*

Change From FY 2019-20 Budget: \$26.8 million



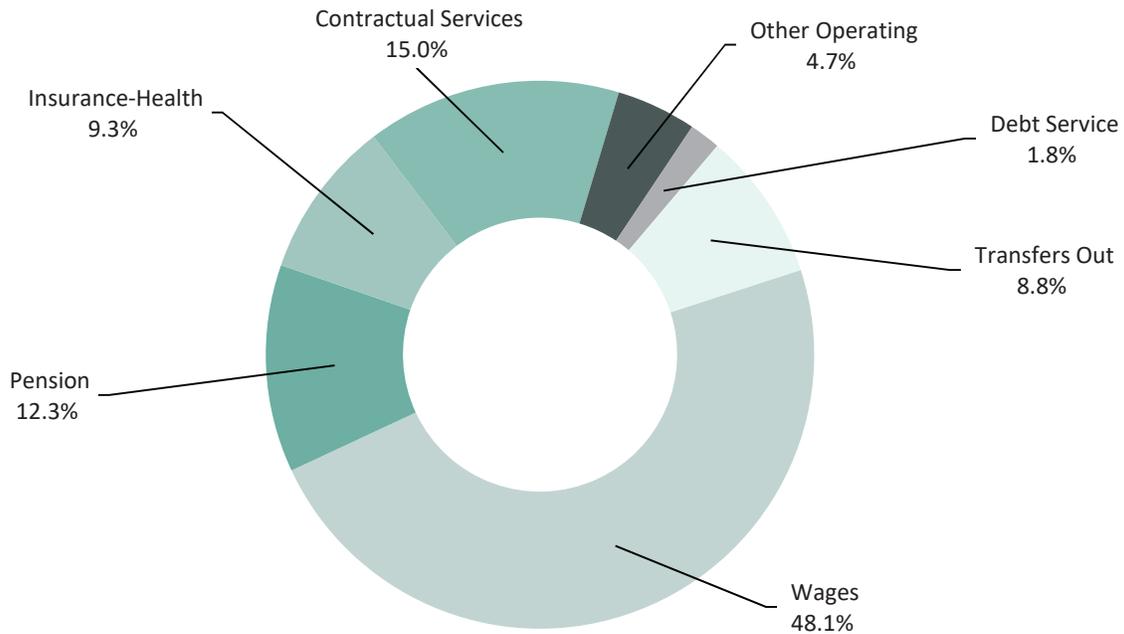
- ↑ Earnings Taxes increase by \$18.3 million, or 7.2%
- ↑ Fines and Forfeitures increase by \$1.1 million, or 16.6%
- ↑ Property Taxes increase by \$2.3 million, or 3.6%
- ↑ Utility taxes increase by \$3.1 million, or 3.0%

GEMT reimbursements are reclassified from Grants to Service Charges for a total:

- ↑ increase in Service Charges of \$5.4, or 11.8%, and
- ↓ decrease in Grants of 6.5 million, or 73.6%
- ↓ Local Use Taxes decrease by \$500,000, or 1.3%

# GENERAL FUND EXPENDITURES BY CATEGORY \$620.4 MILLION

*(Including Transfers Out)*

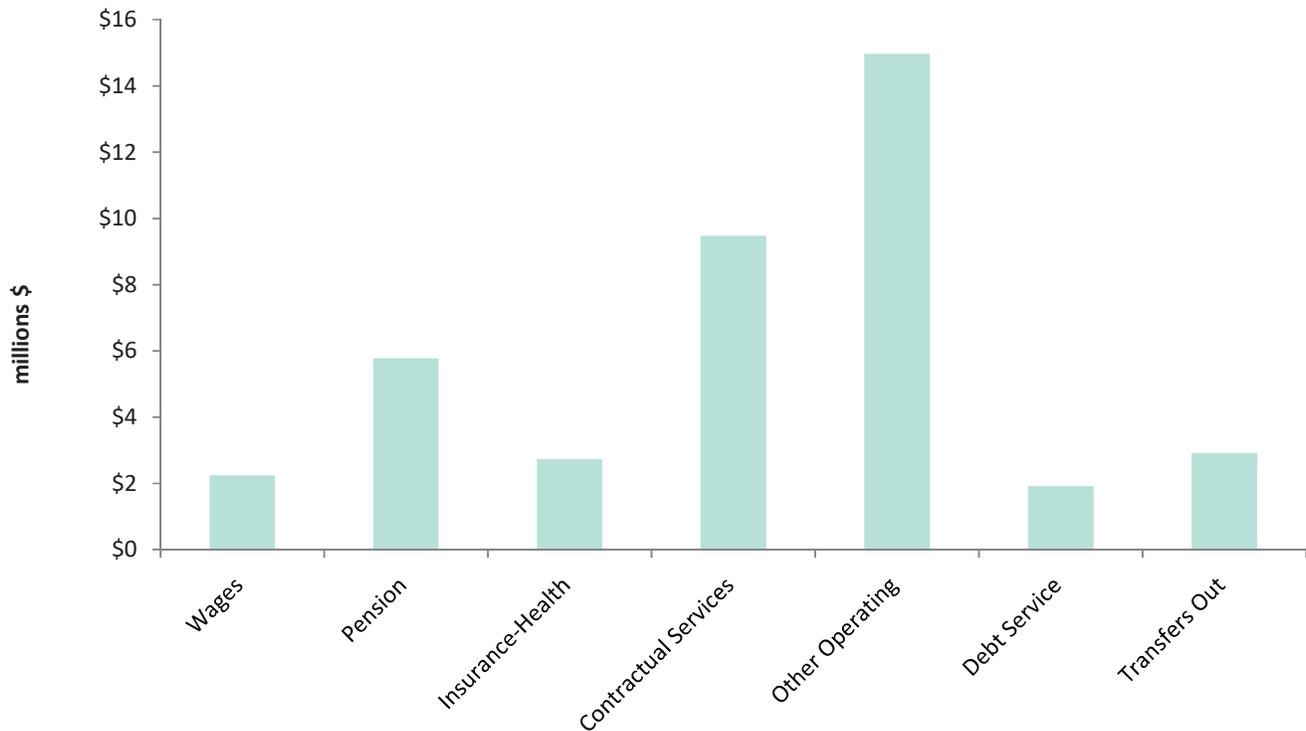


millions \$	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	% Change
<b>Personal Services</b>	<b>421.3</b>	<b>432.0</b>	<b>10.8</b>	<b>2.6%</b>
Wages	295.9	298.1	2.2	0.8%
Pension	70.2	76.0	5.8	8.2%
Insurance-Health	55.2	57.9	2.7	5.0%
<b>Contractual Services</b>	<b>83.7</b>	<b>93.2</b>	<b>9.5</b>	<b>11.3%</b>
<b>Commodities</b>	<b>8.2</b>	<b>8.5</b>	<b>0.4</b>	<b>4.4%</b>
<b>Capital Outlay</b>	<b>0.4</b>	<b>0.2</b>	<b>(0.2)</b>	<b>(42.2%)</b>
<b>Contingent Appropriation</b>	<b>5.7</b>	<b>20.5</b>	<b>14.8</b>	<b>258.9%</b>
<b>Debt Service</b>	<b>9.5</b>	<b>11.4</b>	<b>1.9</b>	<b>20.1%</b>
<b>Transfers Out</b>	<b>51.7</b>	<b>54.6</b>	<b>2.9</b>	<b>5.6%</b>
<b>Grand Total</b>	<b>\$580.4</b>	<b>\$620.4</b>	<b>\$40.1</b>	<b>6.9%</b>

# GENERAL FUND EXPENDITURES BY CATEGORY \$620.4 MILLION

*(Including Transfers Out)*

**Change From FY 2019-20 Budget: \$40.1 million**

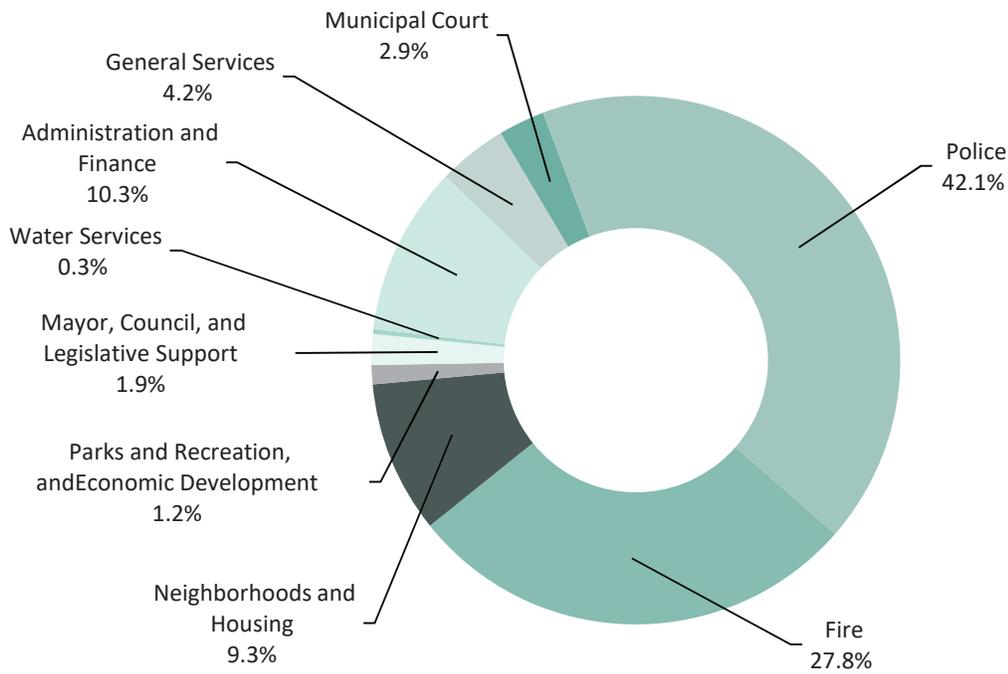


FY 2020-21 expenditures in the General Fund are \$40.1 million higher than the FY 2019-20 Adopted Budget.

- ↑ Personal Services increase \$10.8 million, primarily due to increases in health insurance and pension contributions, and new positions in Solid Waste and Police.
- ↑ Contractual Services increase \$9.5 million, including: \$5.0 million in recycling operations; \$2.0 million for Information Technology service charges; \$1.7 million in street sweeping; and \$800,000 in bike lane sweeping.
- ↑ Contingent Appropriation increases by \$14.8 million to account for the cost of an additional pay period in FY 2020-21.

# GENERAL FUND EXPENDITURES BY COMMUNITY OUTCOME \$564.1 MILLION

*(excluding Transfers Out)*

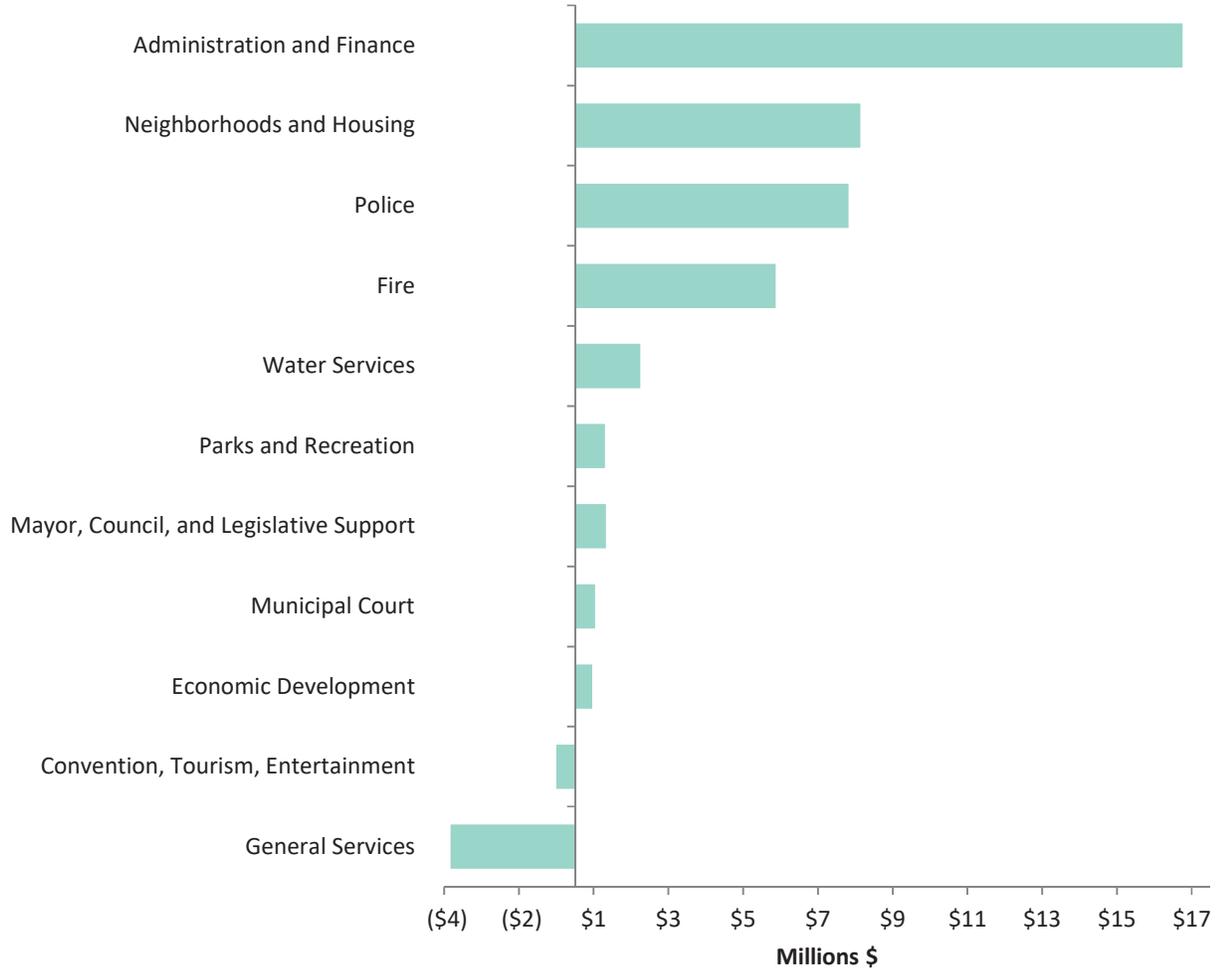


millions \$	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	% Change
Finance and Governance	79.3	93.0	13.8	17.4%
Neighborhoods and Healthy Communities	45.6	54.1	8.4	18.5%
Planning, Zoning and Economic Development	5.3	5.3	(0.0)	(0.7%)
Public Safety	398.5	411.7	13.2	3.3%
<b>Grand Total</b>	<b>528.7</b>	<b>565.8</b>	<b>37.1</b>	<b>7.0%</b>

# GENERAL FUND EXPENDITURES BY DEPARTMENT \$564.1 MILLION

*(excluding Transfers Out)*

**Change From FY 2019-20 Budget: \$37.1 million**

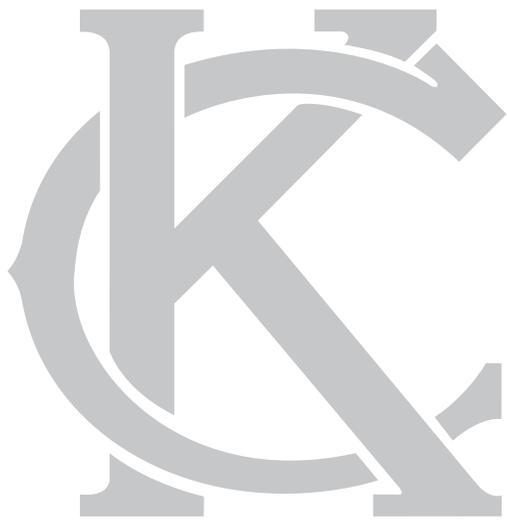


↑ Administration and Finance increases \$16.6 million including \$14.8 million in Contingent Appropriation to cover the anticipated cost of an additional pay period in FY 2020-21, \$770,000 for financial software consulting, \$500,000 in wages and benefits, and \$200,000 in operational expenses for Emergency Management and the 311 Action Center.

↑ Neighborhoods and Housing Services increases \$7.6 million including \$6.3 million in trash and recycling, \$600,000 in animal shelter operations, \$400,000 in repair and replacement costs for Neighborhood preservation fleet.

↑ The Kansas City Police Department increases \$7.3 million, including \$6.1 million in combined wages, benefits, and pension.

↓ General Services decreases \$3.3 million by consolidating the Information Technology division to the Information Technology Reimbursable Fund.



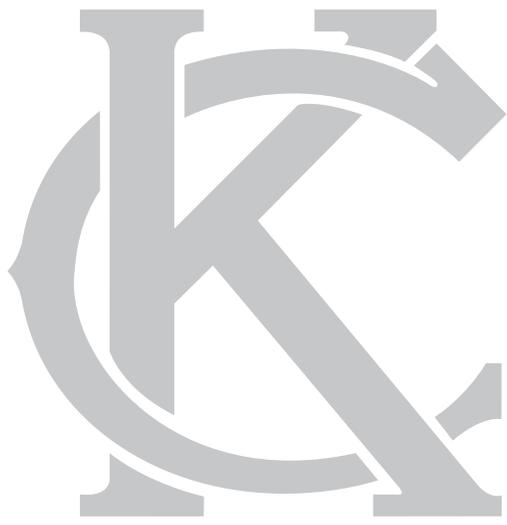
## FY 2019-20 BUSINESS-TYPE ACTIVITIES

millions \$

Appropriation Unit	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Revenue Assumptions</b>				
<b>Service Charges</b>	<b>\$555.3</b>	<b>\$583.0</b>	<b>\$27.6</b>	<b>5.0%</b>
KCI Airport	144.1	147.0	2.8	2.0%
Service Charges-Downtown Airport	16.1	16.1	-	0.0%
Service Charges-General Gov't	0.6	0.5	(0.1)	(9.1%)
Service Charges-Water	157.5	156.9	(0.5)	(0.3%)
Service Charges-Sewer	237.0	262.4	25.4	10.7%
<b>Grants</b>	<b>24.3</b>	<b>0.3</b>	<b>(24.0)</b>	<b>(98.9%)</b>
<b>Interest and Rental Income</b>	<b>11.2</b>	<b>17.9</b>	<b>6.6</b>	<b>59.3%</b>
<b>All Other</b>	<b>6.4</b>	<b>5.0</b>	<b>(1.4)</b>	<b>(22.5%)</b>
<b>Grand Total</b>	<b>\$597.2</b>	<b>\$606.1</b>	<b>\$8.9</b>	<b>1.5%</b>

### Expenditure Assumptions

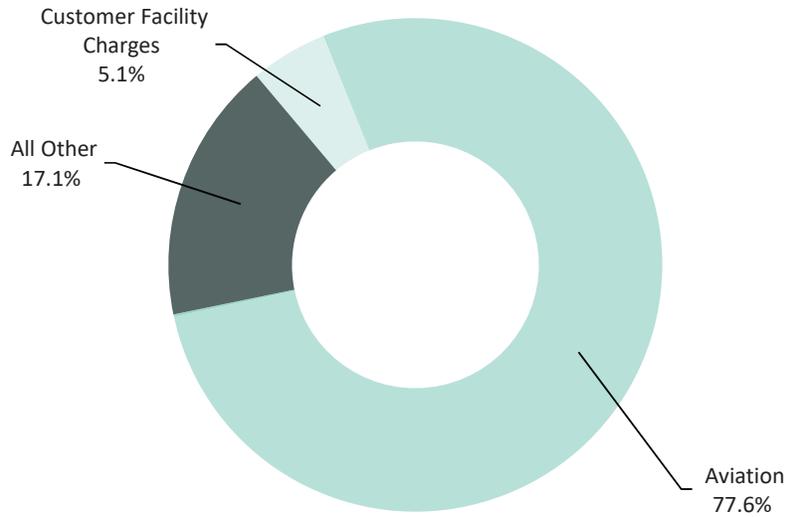
Appropriation Unit			Increase (Decrease)	Percent Change
<b>Operating Expenses</b>	<b>\$341.4</b>	<b>\$347.5</b>	<b>\$6.1</b>	<b>1.8%</b>
Wages	84.3	88.2	3.9	4.7%
Pension	10.0	9.7	(0.2)	(2.3%)
Insurance-Health	18.1	18.6	0.5	2.7%
Contractual Services	183.0	182.0	(1.0)	(0.6%)
Commodities	35.8	33.1	(2.6)	(7.4%)
Capital Outlay	10.4	15.9	5.6	53.6%
<b>Debt Service</b>	<b>114.7</b>	<b>98.1</b>	<b>(16.7)</b>	<b>(14.5%)</b>
<b>Capital Improvements</b>	<b>143.6</b>	<b>109.8</b>	<b>(33.9)</b>	<b>(23.6%)</b>
<b>Grand Total</b>	<b>\$599.8</b>	<b>\$555.3</b>	<b>(\$44.5)</b>	<b>(7.4%)</b>



# AVIATION BUDGET

millions \$

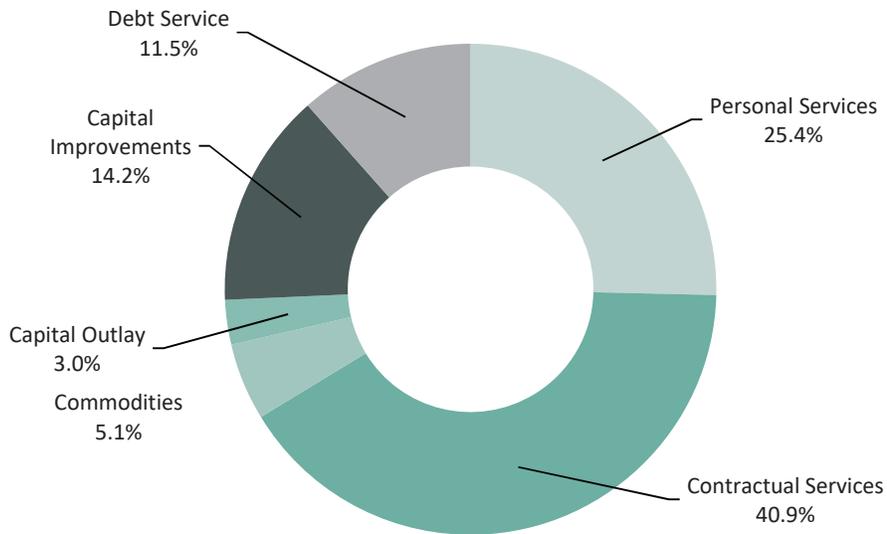
## Revenues by Source



Appropriation Unit	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Service Charges</b>	<b>\$160.3</b>	<b>\$163.1</b>	<b>\$2.8</b>	<b>1.8%</b>
Customer Facility Charges	\$6.0	\$8.5	\$2.5	41.7%
DEA Drug Forfeiture	\$0.1	\$0.1	\$0.0	0.0%
Aviation	\$129.5	\$130.2	\$0.7	0.5%
Passenger Facility Charge	\$24.7	\$24.4	(\$0.3)	(1.4%)
<b>Grants</b>	<b>\$24.3</b>	<b>\$0.3</b>	<b>(\$24.0)</b>	<b>(98.9%)</b>
<b>Interest and Rental Income</b>	<b>\$4.2</b>	<b>\$4.2</b>	<b>\$0.0</b>	<b>0.7%</b>
<b>All Other</b>	<b>\$0.7</b>	<b>\$0.1</b>	<b>(\$0.6)</b>	<b>(88.3%)</b>
<b>Grand Total</b>	<b>\$189.4</b>	<b>\$167.7</b>	<b>(\$21.8)</b>	<b>(11.5%)</b>

# AVIATION BUDGET

## Expenditures by Appropriation Unit

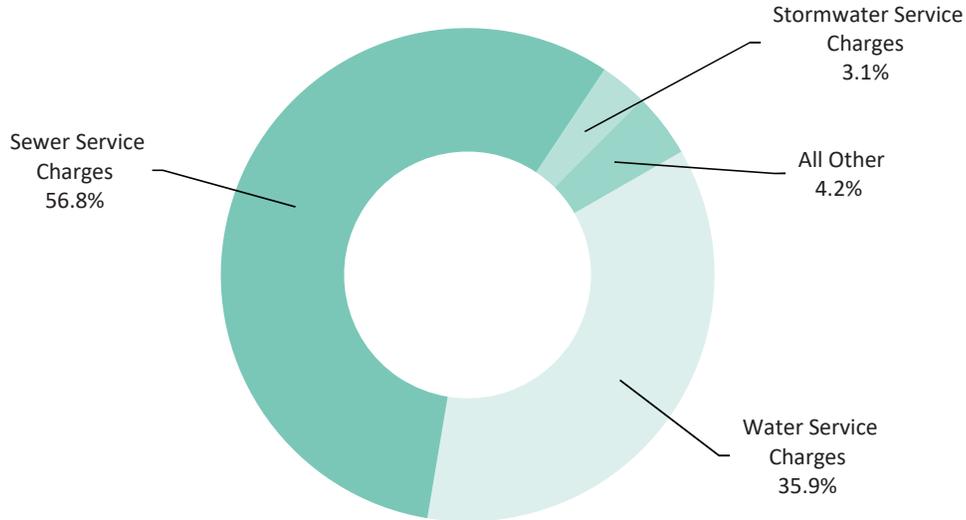


Fund / Appropriation Unit	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Customer Facility Charges</b>	<b>6.0</b>	<b>9.0</b>	<b>3.0</b>	<b>50.0%</b>
Contractual Services	6.0	6.0	-	0.0%
Capital Improvements	-	3.0	3.0	100.0%
<b>DEA Drug Forfeiture</b>	<b>0.1</b>	<b>0.1</b>	-	<b>0.0%</b>
Contractual Services	0.1	0.1	-	
<b>Aviation</b>	<b>156.5</b>	<b>117.7</b>	<b>(38.8)</b>	<b>(24.8%)</b>
Personal Services	33.8	34.5	0.7	2.1%
Contractual Services	50.0	49.6	(0.4)	(0.9%)
Commodities	6.9	6.9	(0.0)	(0.2%)
Capital Outlay	3.8	4.0	0.2	4.9%
Capital Improvements	43.8	16.3	(27.5)	(62.9%)
Debt Service	18.2	6.4	(11.8)	(64.7%)
<b>Passenger Facility Charge</b>	<b>16.2</b>	<b>9.2</b>	<b>(7.0)</b>	<b>(43.1%)</b>
Capital Improvements	7.0	-	(7.0)	(100.0%)
Debt Service	9.2	9.2	(0.0)	(0.0%)
<b>Grand Total</b>	<b>\$178.9</b>	<b>\$136.0</b>	<b>(\$42.8)</b>	<b>(23.9%)</b>

# WATER SERVICES BUDGET

millions \$

## Revenues by Source

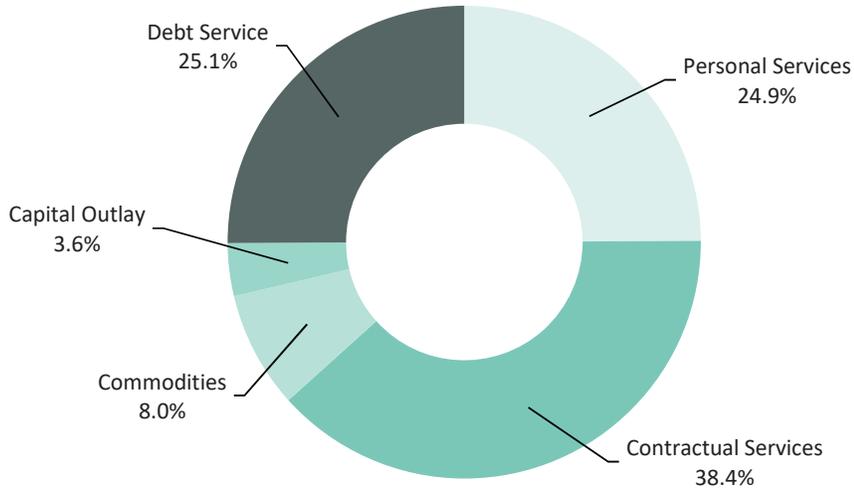


Fund / Appropriation Unit	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Service Charges</b>	<b>\$395.1</b>	<b>\$419.9</b>	<b>\$24.8</b>	<b>6.3%</b>
Water	158.0	157.5	(0.5)	(0.3%)
Sewer	223.9	248.9	25.0	11.1%
Stormwater	13.1	13.5	0.3	2.6%
<b>Interest and Rental Income</b>	<b>7.0</b>	<b>13.6</b>	<b>6.6</b>	<b>94.4%</b>
<b>All Other</b>	<b>5.7</b>	<b>4.9</b>	<b>(0.8)</b>	<b>(14.3%)</b>
<b>Grand Total</b>	<b>\$407.8</b>	<b>\$438.4</b>	<b>\$30.6</b>	<b>7.5%</b>

# WATER SERVICES BUDGET

millions \$

## Expenditures by Appropriation Unit



Fund / Appropriation Unit	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase (Decrease)	Percent Change
<b>Water</b>	<b>\$173.5</b>	<b>\$175.9</b>	<b>\$2.4</b>	<b>1.4%</b>
Personal Services	38.9	40.6	1.7	4.4%
Contractual Services	52.5	54.2	1.6	3.1%
Commodities	15.5	15.5	0.1	0.4%
Capital Outlay	2.3	4.2	1.9	81.5%
Debt Service	36.6	32.8	(3.8)	(10.4%)
Capital Improvements	27.7	28.6	0.9	3.2%
<b>Sewer</b>	<b>231.5</b>	<b>230.1</b>	<b>(1.3)</b>	<b>(0.6%)</b>
Personal Services	32.4	33.4	1.0	3.2%
Contractual Services	68.9	69.4	0.5	0.8%
Commodities	12.2	9.6	(2.6)	(21.5%)
Capital Outlay	3.2	6.8	3.6	111.5%
Debt Service	50.1	49.0	(1.1)	(2.1%)
Capital Improvements	64.7	61.9	(2.8)	(4.3%)
<b>Stormwater</b>	<b>15.9</b>	<b>13.2</b>	<b>(2.7)</b>	<b>(16.8%)</b>
Personal Services	7.1	7.9	0.7	10.5%
Contractual Services	5.5	2.7	(2.8)	(50.4%)
Commodities	1.2	1.1	(0.1)	(4.3%)
Capital Outlay	1.0	1.0	(0.1)	(5.9%)
Debt Service	0.5	0.5	(0.0)	(3.1%)
Capital Improvements	0.5	-	(0.5)	(100.0%)
<b>Grand Total</b>	<b>\$420.9</b>	<b>\$419.3</b>	<b>(\$1.6)</b>	<b>(0.4%)</b>

# FINANCE AND GOVERNANCE

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## **BOARDS OF ELECTION COMMISSIONERS**

Administration and Registration  
Elections

## **CONTINGENT APPROPRIATION**

## **FINANCE**

Accounts  
Budget Office  
Finance Administration  
Finance Revenues  
Revenue  
Treasury

## **GENERAL SERVICES**

Administration  
Facilities Management  
Information Technology  
Procurement  
Risk Management

## **HUMAN RELATIONS**

## **HUMAN RESOURCES**

Benefits  
Classification and Compensation  
Education and Training  
HR Information Systems Support  
Human Resources Administration  
Labor and Employee Relations  
Recruitment and Selections  
Retirement

## **LAW**

Corporate Legal Services  
Domestic Violence Court Program  
Legal - Collections  
Legal Claims  
Municipal Court Prosecution  
Neighborhood Legal Services

## **OFFICE OF THE CITY AUDITOR**

## **OFFICE OF THE CITY CLERK**

## **OFFICE OF THE CITY MANAGER**

Action Center  
Capital Improvements  
City Communications  
City Managers Office  
Economic Development  
Emergency Management Services  
Environmental Quality and Compliance  
Internal Auditor  
Office of Performance Management  
Special Projects

## **OFFICES OF MAYOR AND COUNCIL**

Office of the City Council  
Office of the Mayor

# GOAL: FINANCE AND GOVERNANCE

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

## DEPARTMENTAL STRATEGIC OBJECTIVES

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

## MEASURES OF SUCCESS

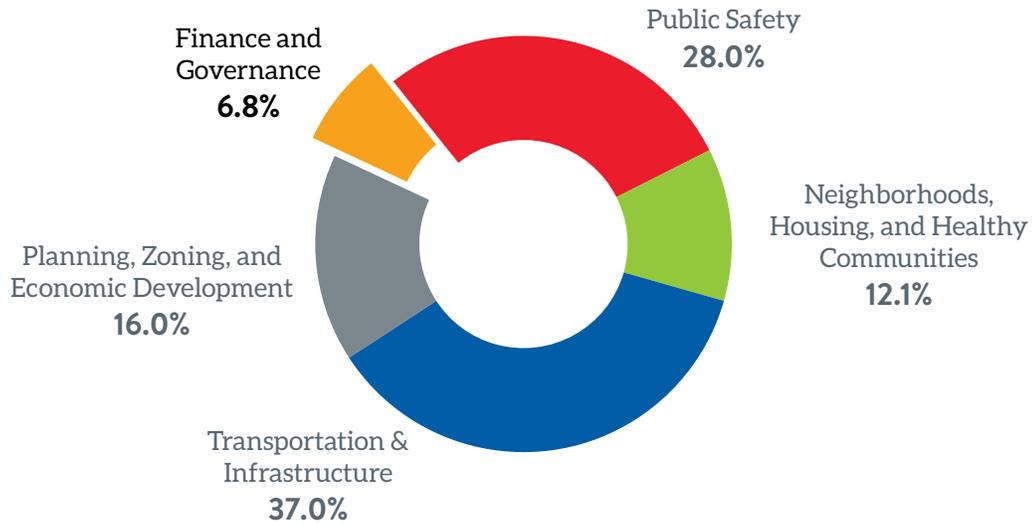
- Percent of residents satisfied with the value received for tax dollars
- Percent of residents satisfied with City Manager and appointed staff
- Percent of employees who agree that their department is prepared for future retirements
- General Fund unreserved fund balance as a percent of annual operating expenditures
- Pension system funding ratio for employee pension system
- Workers' compensation claim frequency rate

## RESIDENT PRIORITIES

As reported in the 2018-19 Resident Survey, 37.0 percent of residents said that they were satisfied or very satisfied with the value received for City tax dollars and fees – which declined slightly from 39.5 percent in 2017-18, but still significantly higher than first reported in 2005, when it was only 24.8 percent. Residents also had a 44.2 percent satisfaction rating with the leadership provided by the City's elected officials, down from 46.9 percent in 2017-18.

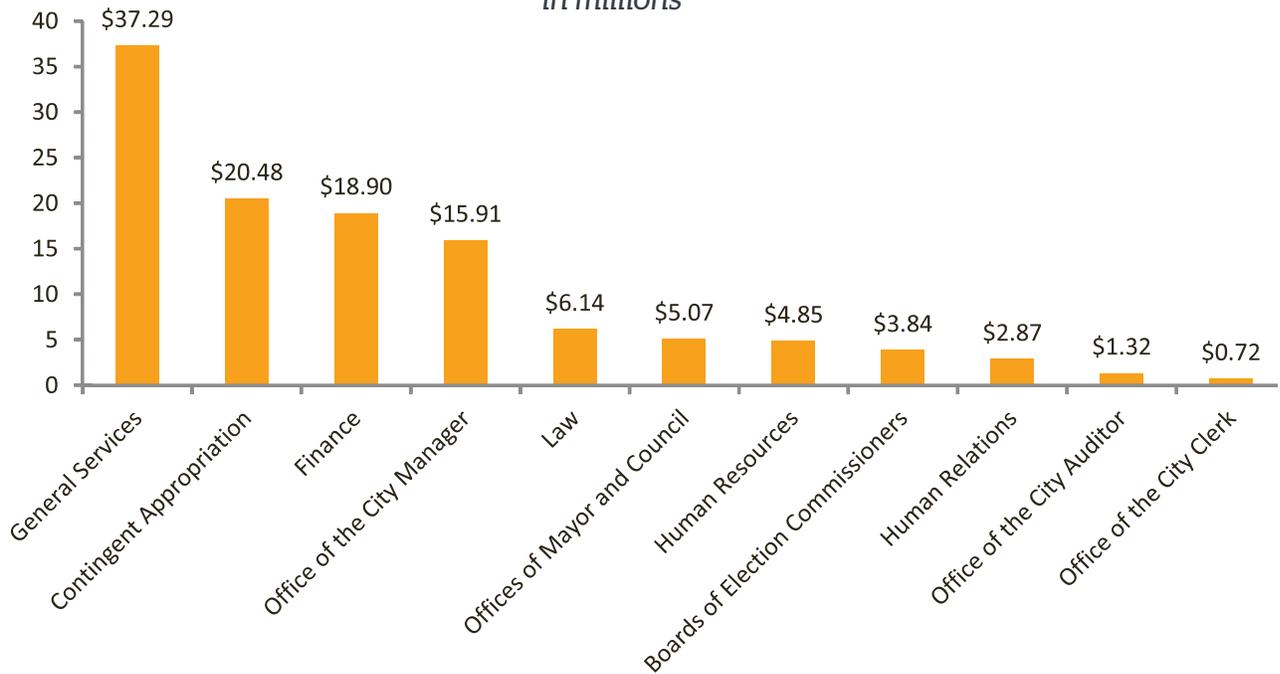
SUBMITTED FY 2020-21

TOTAL BUDGET



FINANCE AND GOVERNANCE

*in millions*

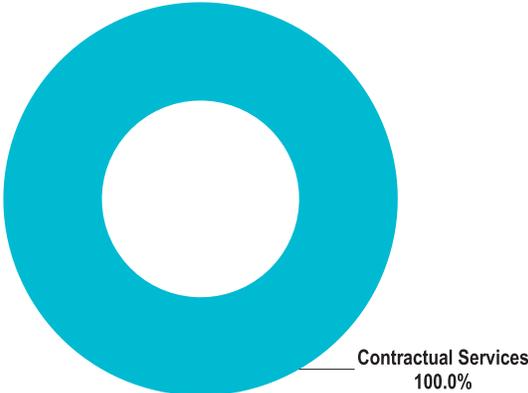


**DEPARTMENT ALLOCATION SUMMARY**

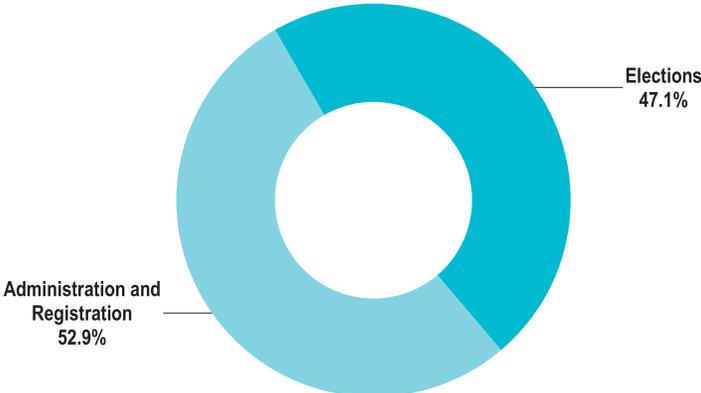
	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Contractual Services	\$3,115,350	\$3,012,500	\$3,843,000
<b>Total Allocation by Expense Category</b>	<b>\$3,115,350</b>	<b>\$3,012,500</b>	<b>\$3,843,000</b>
<b>Allocation by Program</b>			
Administration and Registration	\$1,945,805	\$1,831,500	\$2,031,500
Elections	\$1,169,545	\$1,181,000	\$1,811,500
<b>Total Allocation by Program</b>	<b>\$3,115,350</b>	<b>\$3,012,500</b>	<b>\$3,843,000</b>
<b>Allocation by Fund</b>			
General Fund	\$3,115,350	\$3,012,500	\$3,843,000
<b>Total Allocation by Fund</b>	<b>\$3,115,350</b>	<b>\$3,012,500</b>	<b>\$3,843,000</b>

SUBMITTED FY 2020-21

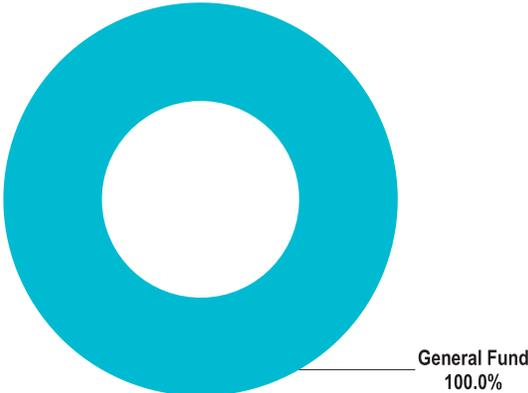
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration and Registration

The Kansas City Board of Election Commissioners, the Clay County Board of Election Commissioners, the Platte County Board of Elections, and the Cass County Clerk maintain election records, register persons who are eligible to vote, and verify the eligibility of candidates filing for election to a local office.

### Major Program Accomplishments

- ✓ Increased the number of registered Kansas City voters to 86,519 in Clay County
- ✓ Increased the number of registered Kansas City voters to 212,000 In Jackson County
- ✓ Increased the number of registered Kansas City voters to 33,768 in Platte County

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$1,945,805	\$1,831,500	\$2,031,500
<b>Total Allocation by Expense Category</b>	<b>\$1,945,805</b>	<b>\$1,831,500</b>	<b>\$2,031,500</b>
<b>Allocation by Activity</b>			
Administration and Registration	\$1,945,805	\$1,831,500	\$2,031,500
<b>Total Allocation by Activity</b>	<b>\$1,945,805</b>	<b>\$1,831,500</b>	<b>\$2,031,500</b>
<b>Allocation by Fund</b>			
General Fund	\$1,945,805	\$1,831,500	\$2,031,500
<b>Total Allocation by Fund</b>	<b>\$1,945,805</b>	<b>\$1,831,500</b>	<b>\$2,031,500</b>

### Changes to the Budget

The FY 2020-21 Budget increases \$200,000 due to administrative costs at the Kansas City Board of Elections and Clay County Board of Elections.

## Elections

The Boards of Election Commissioners provide fair and free elections for the public and ensure that all eligible citizens are provided appropriate access to the democratic process.

### PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$1,169,545	\$1,181,000	\$1,811,500
<b>Total Allocation by Expense Category</b>	<b>\$1,169,545</b>	<b>\$1,181,000</b>	<b>\$1,811,500</b>
<b>Allocation by Activity</b>			
Elections	\$1,169,545	\$1,181,000	\$1,811,500
<b>Total Allocation by Activity</b>	<b>\$1,169,545</b>	<b>\$1,181,000</b>	<b>\$1,811,500</b>
<b>Allocation by Fund</b>			
General Fund	\$1,169,545	\$1,181,000	\$1,811,500
<b>Total Allocation by Fund</b>	<b>\$1,169,545</b>	<b>\$1,181,000</b>	<b>\$1,811,500</b>

#### Changes to the Budget

The FY 2020-21 Budget increases by \$631,000 in elections due to an anticipated increase in voter turnout for the August Presidential Primary, the November General Election, and a special election in April 2021.

## CONTINGENT APPROPRIATION

The Contingent Appropriation program adheres to the city ordinance requirement of reserving an amount not less than one or more than three percent of the estimated General Fund revenues as a contingency.

### DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	—	—	\$14,500,000
Contractual Services	—	\$5,706,000	\$5,980,000
<b>Total Allocation by Expense Category</b>		<b>\$5,706,000</b>	<b>\$20,480,000</b>
<b>Allocation by Program</b>			
Contingent	—	\$5,706,000	\$20,480,000
<b>Total Allocation by Program</b>	—	<b>\$5,706,000</b>	<b>\$20,480,000</b>
<b>Allocation by Fund</b>			
General Fund	—	\$5,706,000	\$20,480,000
<b>Total Allocation by Fund</b>	—	<b>\$5,706,000</b>	<b>\$20,480,000</b>

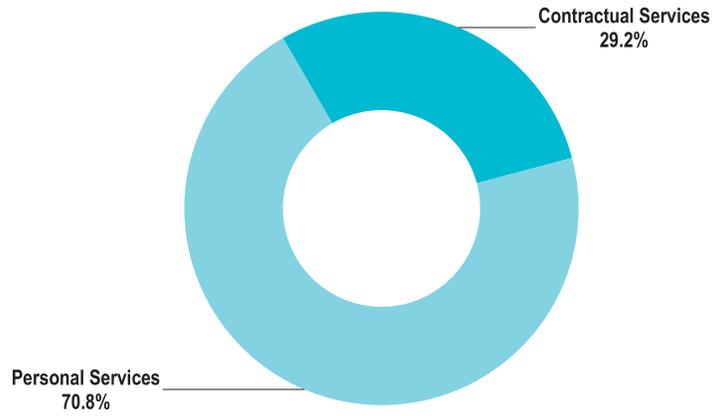
#### Changes to the Budget

The FY 2020-21 Budget includes \$14.5 million for a 27th pay period, which occurs once every eleven years, from unassigned General Fund balance.

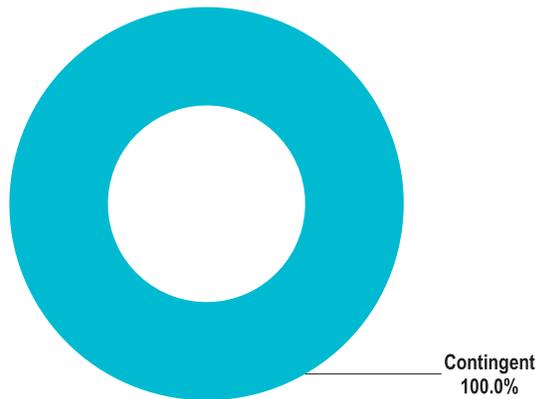
SUBMITTED FY 2020-21

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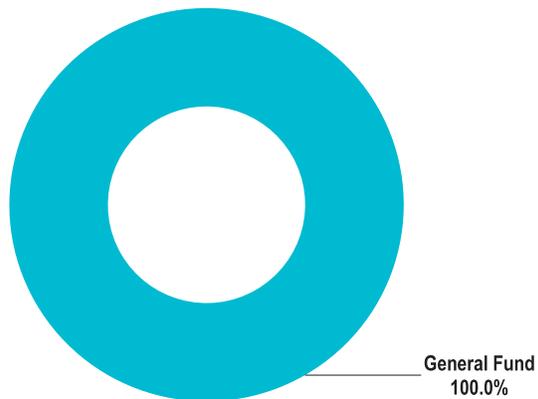
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$8,249,377	\$8,851,993	\$8,818,573
Contractual Services	\$7,271,345	\$7,898,452	\$8,689,954
Commodities	\$55,171	\$60,148	\$62,193
Capital Outlay	\$91,510	—	—
Debt Service	\$1,329,219	\$1,328,619	\$1,333,869
<b>Total Allocation by Expense Category</b>	<b>\$16,996,622</b>	<b>\$18,139,212</b>	<b>\$18,904,589</b>

<b>Allocation by Program</b>			
Accounts	\$2,341,679	\$2,924,713	\$3,038,211
Finance Director's Office	\$924,957	\$945,529	\$874,403
Finance Revenues	(\$9,036)	—	—
Office of Management and Budget	\$1,607,635	\$1,475,211	\$1,528,802
Revenue	\$10,761,492	\$11,422,461	\$11,681,142
Treasury	\$1,369,895	\$1,371,298	\$1,782,031
<b>Total Allocation by Program</b>	<b>\$16,996,622</b>	<b>\$18,139,212</b>	<b>\$18,904,589</b>

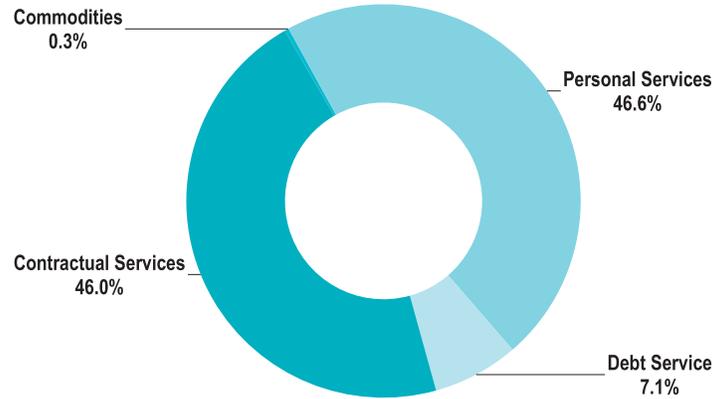
<b>Allocation by Fund</b>			
Capital Improvements	\$150,351	\$161,081	\$169,541
Development Services	\$29,783	\$45,161	\$47,044
General Debt And Interest	\$364,833	\$387,521	\$557,000
General Fund	\$15,509,604	\$16,543,041	\$16,844,400
Health	\$919,934	\$970,691	\$1,000,363
Museum	\$27,753	\$31,217	\$36,241
Performing Arts Center Garage	—	—	\$250,000
Sewer Special Assessment	\$3,400	—	—
STIF Tower-909 Walnut	(\$9,036)	—	—
Water	—	\$500	—
<b>Total Allocation by Fund</b>	<b>\$16,996,622</b>	<b>\$18,139,212</b>	<b>\$18,904,589</b>

<b>Full-Time Equivalent Positions</b>			
Accounts	20.0	19.0	19.0
Finance Director's Office	6.0	6.0	5.0
Office of Management and Budget	12.0	11.0	11.0
Revenue	50.0	50.0	50.0
Treasury	13.0	13.0	13.0
Charge In-Out	(1.5)	(1.5)	(1.1)
<b>Total Full-Time Equivalent Positions</b>	<b>99.5</b>	<b>97.5</b>	<b>96.9</b>

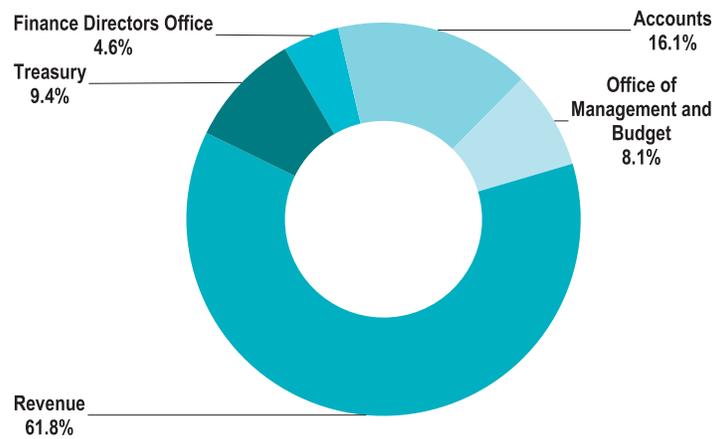
SUBMITTED FY 2020-21

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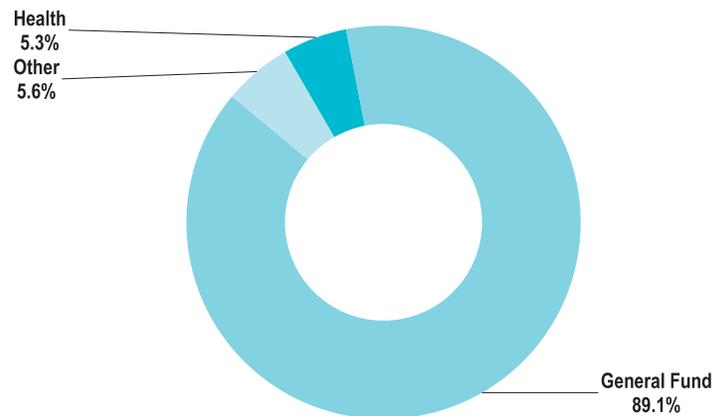
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Accounts

The Accounts Division prepares the City’s Comprehensive Annual Financial Report (CAFR) as required by Missouri state law, prepares the City’s Popular Annual Financial Report to simplify the information in the CAFR and better inform the public about the overall financial condition of the City, facilitates the accounting and financial reporting activities of the City’s operations, maintains the City’s financial system for use by departments to monitor and analyze programs, and produces and distributes payrolls and W-2’s for City employees.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Promote trust and understanding through transparency.</b>			
Percent of monthly reports to Council within 40 days from the end of the month	83.0%	83.0%	83.0%
<b>Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.</b>			
Percent of Actuarial Required Contribution (ARC) funded for all pension systems	100.0%	100.0%	100.0%

### Major Program Accomplishments

- ✓ Increased the General Fund’s FY 2017-18 fund balance to 17.3 percent of operating expenditures, making it the highest level ever achieved and exceeding the current fund balance policy of 16.7 percent of operating expenditures
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) of the United States and Canada for its comprehensive annual financial report for FY 2017-18, for the 30th consecutive year
- ✓ Received the Award for Outstanding Achievement in Popular Annual Financial Reporting for FY 2017-18 for the ninth consecutive year

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,677,844	\$1,884,625	\$1,987,513
Contractual Services	\$644,312	\$1,021,577	\$1,029,487
Commodities	\$18,839	\$18,511	\$21,211
Capital Outlay	\$684	—	—
<b>Total Allocation by Expense Category</b>	<b>\$2,341,679</b>	<b>\$2,924,713</b>	<b>\$3,038,211</b>
<b>Allocation by Activity</b>			
Accounts	\$2,341,679	\$2,924,713	\$3,038,211
<b>Total Allocation by Activity</b>	<b>\$2,341,679</b>	<b>\$2,924,713</b>	<b>\$3,038,211</b>
<b>Allocation by Fund</b>			
General Fund	\$2,341,679	\$2,924,713	\$3,038,211
<b>Total Allocation by Fund</b>	<b>\$2,341,679</b>	<b>\$2,924,713</b>	<b>\$3,038,211</b>
<b>Full-Time Equivalent Positions</b>			
Accounts	20.0	19.0	19.0
<b>Total Full-Time Equivalent Positions</b>	<b>20.0</b>	<b>19.0</b>	<b>19.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## Finance Director's Office

The Finance Director's Office provides overall guidance to division operations, responds to requests from the Mayor, City Council, and City Manager regarding the finances of the City, receives constituent requests from [finance@kcmo.org](mailto:finance@kcmo.org) and 311 Action Center and monitors response times to requests, and develops policies, procedures, and reports to assist in tracking the financial condition of the City.

### Major Program Accomplishments

- ✓ Revised and implemented the City's travel policy and procedures
- ✓ Developed an interdepartmental strategic plan designed to maximize efficiencies in PeopleSoft
- ✓ Supported the work of the Mayor's Pension Task Force
- ✓ Led an interdepartmental effort to design a comprehensive Risk Management Program

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$820,933	\$841,606	\$743,823
Contractual Services	\$101,070	\$99,423	\$126,080
Commodities	\$2,598	\$4,500	\$4,500
Capital Outlay	\$356	—	—
<b>Total Allocation by Expense Category</b>	<b>\$924,957</b>	<b>\$945,529</b>	<b>\$874,403</b>
<b>Allocation by Activity</b>			
Finance Director's Office	\$924,957	\$945,529	\$874,403
<b>Total Allocation by Activity</b>	<b>\$924,957</b>	<b>\$945,529</b>	<b>\$874,403</b>
<b>Allocation by Fund</b>			
General Fund	\$924,957	\$945,529	\$874,403
<b>Total Allocation by Fund</b>	<b>\$924,957</b>	<b>\$945,529</b>	<b>\$874,403</b>
<b>Full-Time Equivalent Positions</b>			
Finance Director's Office	6.0	6.0	5.0
<b>Total Full-Time Equivalent Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers one position to the Human Relations Department - Administration Division.

## Office of Management and Budget

The Office of Management and Budget (OMB) prepares and produces the annual budget; conducts program analysis and business process improvement; facilitates and prepares the Citywide Business Plan, Financial Strategic Plan, and Five-Year Planning Model; and conducts and reports quarterly budget, revenue, and expenditure analyses. OMB also manages and coordinates the activities of the Public Improvements Advisory Committee (PIAC).

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.</b>			
Avg Distribution Quarterly Budget Report (Q 1-2) within 45 days, Q3 with Year-End Ord	57	35	45
Percent of budget transfers processed within 2 business days	98.6%	97.0%	90.0%
General Fund expenditure quarterly budget projections will be within three percent of actual values	0.3%	3.0%	3.0%
General Fund unreserved fund balance as a percent of annual operating expenditures (budget basis)	20.0%	20.1%	17.0%

### Major Program Accomplishments

- ✓ Received the International City/County Management Association (ICMA) 2019 Local Government Excellence Award in Strategic Leadership and Governance (Population 50,000 and Greater) for “Connecting the Dots: The Evolution of KCMO’s Strategic Planning Process” recognizing the innovative and successful local government programs or processes that have significantly affected a local government organization’s culture or strategic change
- ✓ Received the Government Finance Officers Association (GFOA) 2019 Award for Excellence in Government Finance for “The Public Improvements Advisory Committee of the City of Kansas City’s Capital Improvements Program” recognizing outstanding contributions to the practice of government financial management
- ✓ Submitted and adopted the 2019 Update to the Citywide Business Plan, which included milestones and actions along with an expanded five-year financial plan, in conjunction with utilizing strategic planning software
- ✓ Received the GFOA’s Distinguished Budget Presentation Award for the 27th year

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$913,850	\$1,039,184	\$1,054,104
Contractual Services	\$466,401	\$299,527	\$335,198
Commodities	\$6,239	\$6,000	\$5,000
Capital Outlay	\$90,470	—	—
Debt Service	\$130,675	\$130,500	\$134,500
<b>Total Allocation by Expense Category</b>	<b>\$1,607,635</b>	<b>\$1,475,211</b>	<b>\$1,528,802</b>
<b>Allocation by Activity</b>			
Office of Management and Budget	\$1,607,635	\$1,475,211	\$1,528,802
<b>Total Allocation by Activity</b>	<b>\$1,607,635</b>	<b>\$1,475,211</b>	<b>\$1,528,802</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$150,351	\$161,081	\$169,541
General Fund	\$1,457,284	\$1,314,130	\$1,359,261
<b>Total Allocation by Fund</b>	<b>\$1,607,635</b>	<b>\$1,475,211</b>	<b>\$1,528,802</b>
<b>Full-Time Equivalent Positions</b>			
Office of Management and Budget	12.0	11.0	11.0
<b>Total Full-Time Equivalent Positions</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## Revenue

The Revenue Division administers all City tax types through provision of courteous service and equitable collection/enforcement methods in accordance with state and local laws; registers all businesses operating in the City and provides tax clearances, as requested; and administers all activities related to the billing, collection, and accounting for property taxes, special assessments, and related assessment fees, including relationships with county collectors.

### Performance Indicators

Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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#### Objective: Identify and take advantage of opportunities for cost-savings and efficiencies.

Revenue additions due to data mining	\$7,339,886	\$3,000,000	\$5,000,000
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### Major Program Accomplishments

- ✓ Partnered with the Internal Revenue Service (IRS) to coordinate the IRS Cities Face to Face Meeting held in September 2019 at City Hall, where participants discussed utilization of IRS data to improve collections
- ✓ Increased collections by over \$1 million in FY 2019 through the Voluntary Disclosure Program
- ✓ Increased electronically-filed returns in the Modernized e-Filing program by 48 percent in FY 2019
- ✓ Partnered with DataKC on a Behavioral Insights Trial on Delinquent Business License using “past due” stamp messaging and a tax collection process mapping project
- ✓ Increased involuntary collections by 16 percent during the last fiscal year by implementing new IRS data matching programs

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$3,838,160	\$4,044,120	\$3,962,615
Contractual Services	\$5,707,804	\$6,161,200	\$6,500,136
Commodities	\$16,984	\$19,022	\$19,022
Debt Service	\$1,198,544	\$1,198,119	\$1,199,369
<b>Total Allocation by Expense Category</b>	<b>\$10,761,492</b>	<b>\$11,422,461</b>	<b>\$11,681,142</b>
<b>Allocation by Activity</b>			
Revenue	\$10,761,492	\$11,422,461	\$11,681,142
<b>Total Allocation by Activity</b>	<b>\$10,761,492</b>	<b>\$11,422,461</b>	<b>\$11,681,142</b>
<b>Allocation by Fund</b>			
General Debt And Interest	\$364,833	\$387,521	\$557,000
General Fund	\$9,445,572	\$10,032,532	\$10,087,538
Health	\$919,934	\$970,691	\$1,000,363
Museum	\$27,753	\$31,217	\$36,241
Sewer Special Assessment	\$3,400	—	—
Water	—	\$500	—
<b>Total Allocation by Fund</b>	<b>\$10,761,492</b>	<b>\$11,422,461</b>	<b>\$11,681,142</b>
<b>Full-Time Equivalent Positions</b>			
Revenue	50.0	50.0	50.0
<b>Total Full-Time Equivalent Positions</b>	<b>50.0</b>	<b>50.0</b>	<b>50.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$212,000 in collection and assessment fees due to an increase in property tax values and adds \$150,000 in vacancy savings.

## Treasury

The Treasury Division performs cash management and banking-related functions for the City for more than \$1.7 billion in deposits on an annual basis; performs centralized cashing for departments in City Hall; administers the City's procurement and travel card programs and the City's electronic accounts payable program; invests the City's idle cash in investment grade securities to maximize liquidity, minimize risk, and maximize interest earnings; manages the issuance of new debt and maintains the City's \$2.5 billion debt portfolio; and ensures all applicable regulations, laws, and procedures are followed to protect the City's access to the capital markets to meet short- and long-term borrowing needs.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.**

Six month liquidity ratio	153.0%	125.0%	125.0%
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### Major Program Accomplishments

- ✓ Completed the new money issuance of the first phase of the Aviation Terminal Project including Series A, B, and C bonds at just under \$1 billion
- ✓ Completed the new money issuance of the General Obligation bonds of approximately \$60 million and of the Sewer Revenue bonds of approximately \$60 million
- ✓ Refunded \$70 million in bonds from a prior water revenue issue on a current basis for net present value savings
- ✓ Completed the revision and codification of the City's Investment Policy as well as certification by the Association of Public Treasurers, United States and Canada
- ✓ Completed Automated Clearing House (ACH) enrollment initiative to a proposed 600 vendors

### PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$998,590	\$1,042,458	\$1,070,518
Contractual Services	\$360,794	\$316,725	\$699,053
Commodities	\$10,511	\$12,115	\$12,460
<b>Total Allocation by Expense Category</b>	<b>\$1,369,895</b>	<b>\$1,371,298</b>	<b>\$1,782,031</b>
<b>Allocation by Activity</b>			
Treasury	\$1,369,895	\$1,371,298	\$1,782,031
<b>Total Allocation by Activity</b>	<b>\$1,369,895</b>	<b>\$1,371,298</b>	<b>\$1,782,031</b>
<b>Allocation by Fund</b>			
Development Services	\$29,783	\$45,161	\$47,044
General Fund	\$1,340,112	\$1,326,137	\$1,484,987
Performing Arts Center Garage	—	—	\$250,000
<b>Total Allocation by Fund</b>	<b>\$1,369,895</b>	<b>\$1,371,298</b>	<b>\$1,782,031</b>
<b>Full-Time Equivalent Positions</b>			
Treasury	13.0	13.0	13.0
Charge In-Out	(1.5)	(1.5)	(1.1)
<b>Total Full-Time Equivalent Positions</b>	<b>11.5</b>	<b>11.5</b>	<b>11.9</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$100,000 for bank fees and \$250,000 for added services for the Performing Arts Garage that is supported by the Community Improvement District (CID).

DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$9,913,280	\$10,042,175	\$5,555,872
Contractual Services	\$33,985,815	\$24,958,894	\$25,602,157
Commodities	\$558,296	\$225,595	\$181,676
Capital Outlay	\$3,831	\$300,000	\$712,816
Debt Service	\$8,551,471	\$8,510,078	\$5,240,239
<b>Total Allocation by Expense Category</b>	<b>\$53,012,693</b>	<b>\$44,036,742</b>	<b>\$37,292,760</b>

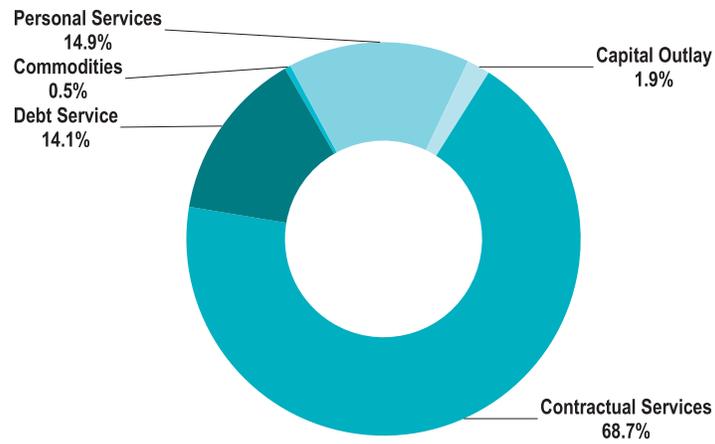
<b>Allocation by Program</b>			
Administration	\$1,364,890	\$1,480,112	\$1,470,979
Facilities Management	\$31,373,756	\$20,573,305	\$19,520,692
Fleet Management	\$4,782,699	\$4,340,227	\$1,063,683
Information Technology	\$13,700,659	\$15,869,401	\$13,406,826
Procurement	\$1,790,689	\$1,773,697	\$1,830,580
<b>Total Allocation by Program</b>	<b>\$53,012,693</b>	<b>\$44,036,742</b>	<b>\$37,292,760</b>

<b>Allocation by Fund</b>			
Capital Improvements	\$10,545,537	\$8,499,356	\$7,216,225
Convention And Sports Complex	\$247,579	—	\$719,951
Convention and Tourism	\$2,389,904	\$792,725	\$9,655
Development Services	\$644,803	\$1,252,498	\$1,313,038
Fire Sales Tax	\$331,026	\$500,000	\$500,000
General Fund	\$33,131,800	\$27,239,270	\$23,907,601
Golf Operations	\$93,442	\$93,449	\$93,730
Health	\$1,547,505	\$1,417,257	\$1,518,753
Health Dept Building Fund	\$483,697	\$50,090	\$50,251
Inmate Security	\$260,519	\$50,531	—
Parks and Recreation	\$389,769	\$397,649	\$217,968
Public Art	—	\$400,000	—
Public Mass Transportation	\$1,242	\$1,245	\$1,247
Public Safety Sales Tax	\$88,446	\$34,010	\$746,934
Street Maintenance	\$2,857,424	\$3,308,662	\$997,407
<b>Total Allocation by Fund</b>	<b>\$53,012,693</b>	<b>\$44,036,742</b>	<b>\$37,292,760</b>

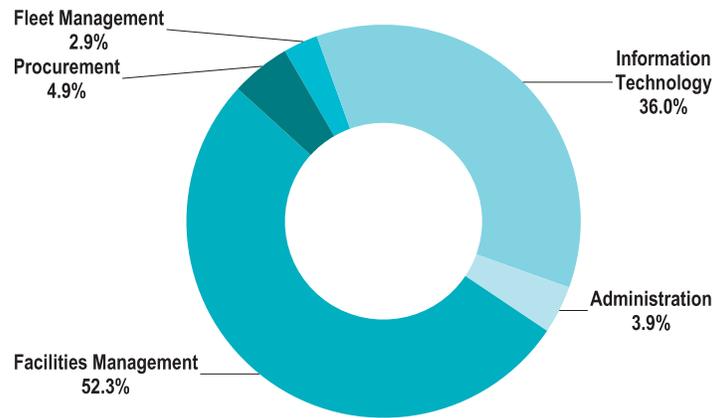
<b>Full-Time Equivalent Positions</b>			
Administration	13.0	14.0	14.0
Facilities Management	33.0	34.0	34.0
Information Technology	42.0	42.0	—
Procurement	17.0	18.0	18.0
Charge In-Out	(1.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>104.0</b>	<b>108.0</b>	<b>66.0</b>

SUBMITTED FY 2020-21

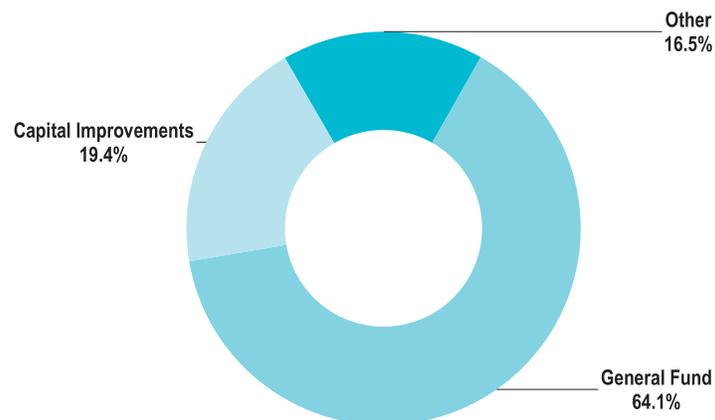
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration

The General Services Administration Division provides leadership and administrative oversight to all programmatic activities within the General Services Department and collaborates with all divisions to implement long-term strategic management plans and develop growth and operational goals.

### Major Program Accomplishments

- ✓ Developed a new five-year action plan to set priorities, focus resources, strengthen operations, and increase efficiency and accountability within the organization
- ✓ Developed more effective process-led capabilities, transforming tactical execution into strategic value by streamlining invoice workflow and eliminating paper from the process

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,210,307	\$1,391,447	\$1,337,974
Contractual Services	\$128,219	\$81,665	\$127,505
Commodities	\$26,364	\$7,000	\$5,500
<b>Total Allocation by Expense Category</b>	<b>\$1,364,890</b>	<b>\$1,480,112</b>	<b>\$1,470,979</b>
<b>Allocation by Activity</b>			
Administration	\$1,364,890	\$1,480,112	\$1,470,979
<b>Total Allocation by Activity</b>	<b>\$1,364,890</b>	<b>\$1,480,112</b>	<b>\$1,470,979</b>
<b>Allocation by Fund</b>			
Convention and Tourism	—	\$65,290	—
General Fund	\$1,364,890	\$1,414,822	\$1,470,979
<b>Total Allocation by Fund</b>	<b>\$1,364,890</b>	<b>\$1,480,112</b>	<b>\$1,470,979</b>
<b>Full-Time Equivalent Positions</b>			
Administration	13.0	14.0	14.0
<b>Total Full-Time Equivalent Positions</b>	<b>13.0</b>	<b>14.0</b>	<b>14.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers the Public Arts Administrator position from the Conventions and Tourism Fund to the General Fund.

## Facilities Management

The Facilities Management Division performs preventative maintenance activities on City building assets to ensure an effective working environment for City workers and residents, responds to facility issues, and performs repairs for employees and residents to minimize the disruption of City services.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Identify and take advantage of opportunities for cost-savings and efficiencies.**

Percent of the maintenance budget used for preventative maintenance	48.0%	50.0%	50.0%
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### Major Program Accomplishments

- ✓ Completed City Hall switch gear replacement of both transformers and associated equipment
- ✓ Completed City Hall replacement of all large steam valves in the steam room
- ✓ Replaced the City Hall roof in November 2019, and completed tuckpointing and sealing of masonry areas on the 30th, 29th, and 28th exterior levels completed in December 2019
- ✓ Upgraded elevators at the 11th and Oak Garage in November 2019
- ✓ Completed replacement of UPS emergency units at the 300 Wyandotte Garage and the Power and Light Garage

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,988,257	\$2,709,487	\$2,632,237
Contractual Services	\$26,117,959	\$15,564,350	\$14,597,525
Commodities	\$147,421	\$183,595	\$166,676
Capital Outlay	\$3,452	—	—
Debt Service	\$2,116,667	\$2,115,873	\$2,124,254
<b>Total Allocation by Expense Category</b>	<b>\$31,373,756</b>	<b>\$20,573,305</b>	<b>\$19,520,692</b>

<b>Allocation by Activity</b>			
18th and Vine	\$1,555,338	\$1,758,779	\$1,658,437
Capital Improvements	\$5,492,328	\$3,220,956	\$2,124,254
Capital Improvements - Neighborhood Projects	\$1,532,251	—	\$132,555
City Architect	\$481,144	\$373,278	\$320,486
City Property and Acquisition	\$215,479	\$139,831	\$161,311
Facilities Management	\$22,097,216	\$15,080,461	\$15,123,649
<b>Total Allocation by Activity</b>	<b>\$31,373,756</b>	<b>\$20,573,305</b>	<b>\$19,520,692</b>

<b>Allocation by Fund</b>			
Capital Improvements	\$9,982,210	\$7,953,045	\$6,540,902
Convention And Sports Complex	\$247,579	—	\$719,951
Convention and Tourism	\$2,380,289	\$717,790	—
Fire Sales Tax	\$331,026	\$500,000	\$500,000
General Fund	\$15,377,400	\$8,756,134	\$9,650,421
Golf Operations	\$93,442	\$93,449	\$93,730
Health	\$1,502,651	\$1,372,267	\$1,473,714
Health Dept Building Fund	\$483,697	\$50,090	\$50,251
Inmate Security	\$260,519	\$50,531	—
Parks and Recreation	\$367,775	\$375,587	\$195,883
Public Art	—	\$400,000	—
Public Safety Sales Tax	\$88,446	\$34,010	\$34,118
Street Maintenance	\$258,722	\$270,402	\$261,722
<b>Total Allocation by Fund</b>	<b>\$31,373,756</b>	<b>\$20,573,305</b>	<b>\$19,520,692</b>

<b>Full-Time Equivalent Positions</b>			
18th and Vine	—	1.0	1.0
City Architect	3.0	3.0	3.0
City Property and Acquisition	2.0	1.0	1.0
Facilities Management	28.0	29.0	29.0
Charge In-Out	(1.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>32.0</b>	<b>34.0</b>	<b>34.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$1,000,000 in one-time 18th and Vine Phase Two Improvements in the City's Capital Improvements Plan, \$300,000 in Facility Maintenance, and \$50,000 for the Negro League Centennial Celebration. The Budget transfers \$720,000 in debt service for ADA improvements from the Convention and Tourism Fund to the Convention and Sports Complex Fund. The Budget transfers \$400,000 from the Public Art Fund to the G.O. Bond Program and increases \$760,000 for cost of utilities in the General Fund. The Budget increases funding for In-District Neighborhood Conservation projects by \$ 133,000.

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$253	—	—
Commodities	\$331,960	—	—
Debt Service	\$4,450,486	\$4,340,227	\$1,063,683
<b>Total Allocation by Expense Category</b>	<b>\$4,782,699</b>	<b>\$4,340,227</b>	<b>\$1,063,683</b>
<b>Allocation by Activity</b>			
Fleet Management	\$4,782,699	\$4,340,227	\$1,063,683
<b>Total Allocation by Activity</b>	<b>\$4,782,699</b>	<b>\$4,340,227</b>	<b>\$1,063,683</b>
<b>Allocation by Fund</b>			
General Fund	\$2,201,977	\$1,320,003	\$346,052
Street Maintenance	\$2,580,722	\$3,020,224	\$717,631
<b>Total Allocation by Fund</b>	<b>\$4,782,699</b>	<b>\$4,340,227</b>	<b>\$1,063,683</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases debt service by \$3.3 million by moving \$2.1 million to Public Works and \$1.2 to Neighborhoods and Housing Services.

## Information Technology

The Information Technology (IT) Division supports and maintains enterprise applications for the organization to ensure processes are regulation-compliant and supports and manages technology equipment by ensuring it is standardized, usable, and secure. IT also provides customer service for the organization to correct technology issues and ensures all areas of technology are secure for users to have appropriate access.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Percent uptime for IT critical services	98.0%	99.0%	99.0%

### Major Program Accomplishments

- ✓ Consolidated primary data centers via the OneIT initiative for both the Kansas City Police Department and the City of Kansas City IT, which required the development of all new core technology, including Data Center Networks, over 300 virtual servers, an enterprise storage system, and an enterprise backup and archive environment capable of handling the Kansas City Police Department and the City of Kansas City IT services
- ✓ Completed all phases of the Voice Over Internet Protocol Project
- ✓ Performed a Cyber Security training program for the City's 3,500 users
- ✓ Implemented a new data backup and archive system
- ✓ Completed network and services installation for the new Urban Youth Academy

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$4,232,540	\$4,409,675	—
Contractual Services	\$7,441,053	\$9,082,248	\$10,641,708
Commodities	\$42,369	\$23,500	—
Capital Outlay	\$379	\$300,000	\$712,816
Debt Service	\$1,984,318	\$2,053,978	\$2,052,302
<b>Total Allocation by Expense Category</b>	<b>\$13,700,659</b>	<b>\$15,869,401</b>	<b>\$13,406,826</b>

<b>Allocation by Activity</b>			
Application Support	\$10,113,283	\$11,961,917	\$11,911,531
Enterprise Infrastructure Management	\$867,718	\$872,102	\$871,370
Enterprise System Maintenance	\$1,007,013	\$1,040,924	—
Municipal Systems	\$624,773	\$625,475	\$623,925
PC Support	\$867,552	\$1,148,179	—
Project and Application Management	\$220,320	\$220,804	—
<b>Total Allocation by Activity</b>	<b>\$13,700,659</b>	<b>\$15,869,401</b>	<b>\$13,406,826</b>

<b>Allocation by Fund</b>			
Capital Improvements	\$264,000	\$206,167	\$206,167
Convention and Tourism	\$9,615	\$9,645	\$9,655
Development Services	\$644,803	\$1,252,498	\$1,313,038
General Fund	\$12,696,171	\$14,314,758	\$11,078,725
Health	\$44,854	\$44,990	\$45,039
Parks and Recreation	\$21,994	\$22,062	\$22,085
Public Mass Transportation	\$1,242	\$1,245	\$1,247
Public Safety Sales Tax	—	—	\$712,816
Street Maintenance	\$17,980	\$18,036	\$18,054
<b>Total Allocation by Fund</b>	<b>\$13,700,659</b>	<b>\$15,869,401</b>	<b>\$13,406,826</b>

<b>Full-Time Equivalent Positions</b>			
Application Support	19.0	19.0	—
Enterprise System Maintenance	8.0	8.0	—
PC Support	13.0	13.0	—
Project and Application Management	2.0	2.0	—
<b>Total Full-Time Equivalent Positions</b>	<b>42.0</b>	<b>42.0</b>	<b>—</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers 43 positions from the General Fund to the Information Technology Reimbursable Fund, along with associated operation costs. The Budget also transfers \$713,000 from the General Fund into the Police Safety Sales Tax Fund for OneIT-related equipment. The Budget increases \$1.5 million in Application Support for charges to Enterprise Software Management from the Information Technology Reimbursable Fund.

## Procurement

Procurement Services provides best-in-class procurement services. The division procures a wide range of commodities, services, construction, and related services for capital improvements, facilities, repairs, and maintenance. The Procurement Services Division includes the City’s Surplus Property Office, Records and Information Management, mail room, and print center operations.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Identify and take advantage of opportunities for cost-savings and efficiencies.**

Percent of record retrieval requests that met Service Level Agreement	98.0%	99.0%	99.0%
Percent of contracts posted for advertisement within established Service Level Agreements	94.0%	95.0%	95.0%

### Major Program Accomplishments

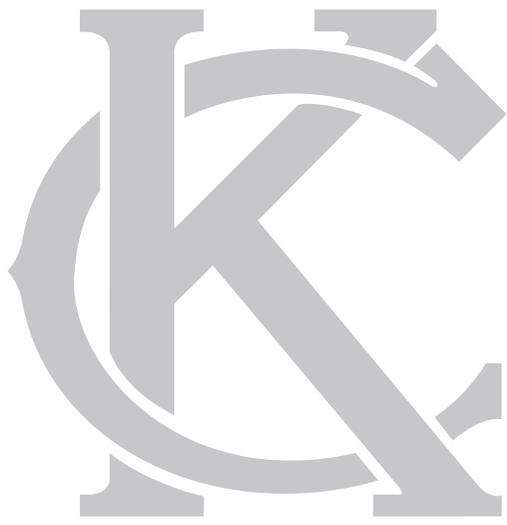
- ✓ Implemented the software tool RS Compliance Manager to reduce contract renewal time by 88 percent, reduced paper consumption by 95 percent, provided automatic email notifications to suppliers and contractors, and uploaded renewal documents, which assisted Procurement management to achieve 95 percent of all Citywide contracts renewed within the 120-day measurement
- ✓ Approached \$800,000 in revenue for equipment sales by the Reduced Surplus team
- ✓ Awarded four specialty IDIQ (Indefinite Delivery/Indefinite Quantity) contracts for masonry, asphalt, concrete, and sports courts, allowing departments to complete facility repairs projects faster, at a lower cost, and without soliciting projects with a four-to-six week lead time
- ✓ Exceeded the target goal of 95 percent on-time delivery and retrieval of City documents for the fiscal year, reaching 100 percent
- ✓ Completed approximately 85 percent of the Green Sustainability online course which, once fully implemented within the next six to eight months, will provide the City an online, continuous training tool through ThinkZoom to train City employees on “Buying Green” and will complete all requirements listed in AR 5-06: Green and Sustainable Procurement

### PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,482,176	\$1,531,566	\$1,585,661
Contractual Services	\$298,331	\$230,631	\$235,419
Commodities	\$10,182	\$11,500	\$9,500
<b>Total Allocation by Expense Category</b>	<b>\$1,790,689</b>	<b>\$1,773,697</b>	<b>\$1,830,580</b>
<b>Allocation by Activity</b>			
Purchasing and Supplies	\$1,458,528	\$1,458,823	\$1,499,258
Records Management	\$332,161	\$314,874	\$331,322
<b>Total Allocation by Activity</b>	<b>\$1,790,689</b>	<b>\$1,773,697</b>	<b>\$1,830,580</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$299,327	\$340,144	\$469,156
General Fund	\$1,491,362	\$1,433,553	\$1,361,424
<b>Total Allocation by Fund</b>	<b>\$1,790,689</b>	<b>\$1,773,697</b>	<b>\$1,830,580</b>
<b>Full-Time Equivalent Positions</b>			
Purchasing and Supplies	14.0	15.0	15.0
Records Management	3.0	3.0	3.0
<b>Total Full-Time Equivalent Positions</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.



The Human Relations Department creates an environment in which all human beings can enjoy their full economic, social, and human rights so that they are recognized as free, equal, integral, and inseparable.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Implement strategies to promote the social and economic well-being of City residents.**

Percent of minority workforce hour total	14.0%	10.0%	16.0%
Prevailing wage audits	23,500	20,000	30,000

**Objective: Increase and support local workforce development and minority, women, and locally-owned businesses.**

Percent of MBE dollars awarded in construction processes	24.0%	15.0%	15.0%
Percent of Women's Business Enterprise dollars awarded in construction processes	9.0%	7.0%	11.0%
MBE dollars awarded in professional services (%)	22.0%	10.0%	15.0%

**Major Program Accomplishments**

- ✓ Completed Kansas City, Missouri's (KCMO) first Construction Workforce Disparity Study in April 2019. The study will assist the City in developing workforce programs that create jobs for KCMO residents, minorities, and female workers
- ✓ Adopted the third Minority, Women, or Disadvantaged Business Enterprises (MWDBE) Disparity Study in November 2018. This study recommended major changes to the program such as allowing minority females to become certified as both MBE and WBE (MWBE); allowing MWBE firms to receive 100% participation credit for work that they self-perform; allowing MWBE suppliers to receive 60% credit on supplies; and established a social and economic designated certification
- ✓ Helped facilitate more than \$195 million dollars to MWBE firms on KCMO projects, increased the availability of MWDBE firms from 670 to 728 certified firms, reviewed over 25,000 certified payrolls, and performed more than 900 construction onsite visits

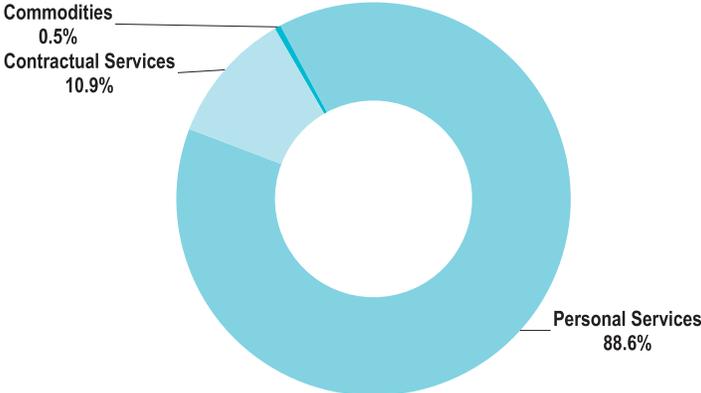
## DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,727,124	\$2,225,356	\$2,539,772
Contractual Services	\$589,335	\$305,301	\$311,935
Commodities	\$13,189	\$14,815	\$14,632
<b>Total Allocation by Expense Category</b>	<b>\$2,329,648</b>	<b>\$2,545,472</b>	<b>\$2,866,339</b>
<b>Allocation by Program</b>			
Human Relations	\$2,329,648	\$2,545,472	\$2,866,339
<b>Total Allocation by Program</b>	<b>\$2,329,648</b>	<b>\$2,545,472</b>	<b>\$2,866,339</b>
<b>Allocation by Fund</b>			
Aviation	—	\$56,471	\$57,134
Capital Improvements	\$263,374	\$393,685	\$496,117
Community Development Funds	\$132,001	\$133,794	\$136,390
Economic Development	\$78,199	\$144,963	\$190,393
General Fund	\$1,701,332	\$1,816,559	\$1,986,305
Neighborhood Grants	\$154,742	—	—
Public Mass Transportation	—	—	—
<b>Total Allocation by Fund</b>	<b>\$2,329,648</b>	<b>\$2,545,472</b>	<b>\$2,866,339</b>
<b>Full-Time Equivalent Positions</b>			
Human Relations	24.5	27.5	29.5
Charge In-Out	(1.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>23.5</b>	<b>27.5</b>	<b>29.5</b>

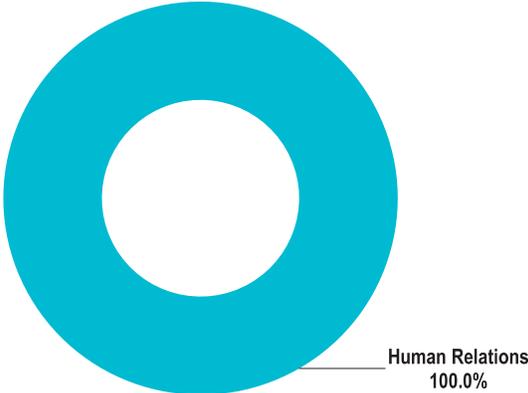
**Changes to the Budget**

The FY 2020-21 Budget adds one position in the Capital Improvements Fund for workforce compliance monitoring and transfers one position from the Finance Director's Office.

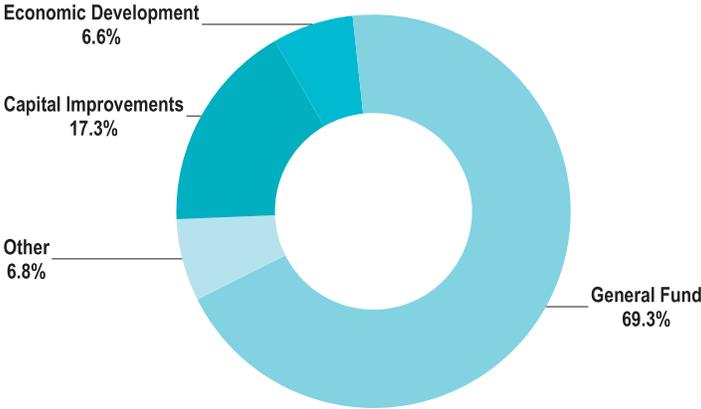
### Operating Expense by Category



### Operating Expense by Program



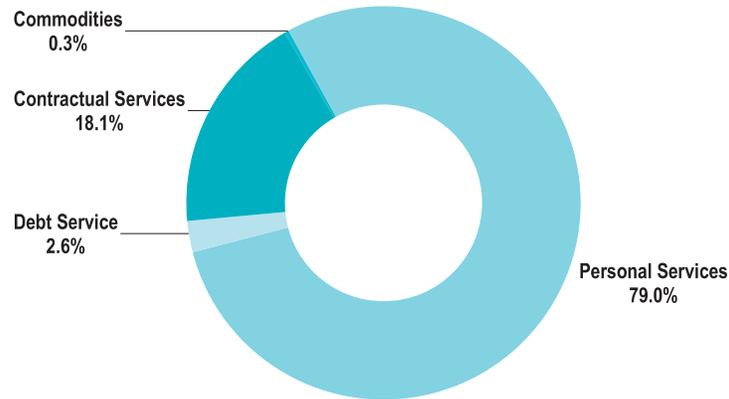
### Operating Expense by Fund



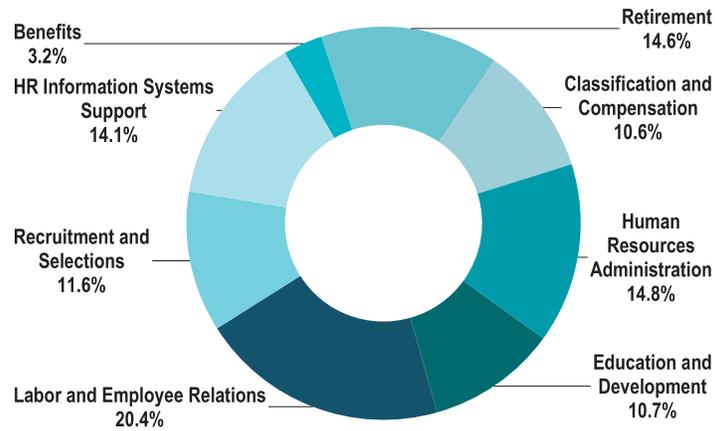
## DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$3,195,925	\$3,679,332	\$3,830,134
Contractual Services	\$501,021	\$607,474	\$879,117
Commodities	\$25,819	\$30,000	\$16,000
Capital Outlay	—	\$62,000	—
Debt Service	—	—	\$124,291
<b>Total Allocation by Expense Category</b>	<b>\$3,722,765</b>	<b>\$4,378,806</b>	<b>\$4,849,542</b>
<b>Allocation by Program</b>			
Benefits	\$116,548	\$136,171	\$156,773
Classification and Compensation	\$500,039	\$574,967	\$515,900
Education and Development	\$491,559	\$496,405	\$516,963
HR Information Systems Support	\$294,197	\$307,522	\$682,700
Human Resources Administration	\$566,751	\$582,833	\$718,265
Labor and Employee Relations	\$593,883	\$979,613	\$988,857
Recruitment and Selections	\$498,316	\$610,120	\$561,622
Retirement	\$661,472	\$691,175	\$708,462
<b>Total Allocation by Program</b>	<b>\$3,722,765</b>	<b>\$4,378,806</b>	<b>\$4,849,542</b>
<b>Allocation by Fund</b>			
General Fund	\$3,722,765	\$4,303,806	\$4,849,542
Neighborhood Grants	—	\$75,000	—
<b>Total Allocation by Fund</b>	<b>\$3,722,765</b>	<b>\$4,378,806</b>	<b>\$4,849,542</b>
<b>Full-Time Equivalent Positions</b>			
Classification and Compensation	5.0	5.0	5.0
Education and Development	4.0	4.0	4.0
HR Information Systems Support	3.0	3.0	3.0
Human Resources Administration	3.0	3.0	3.0
Labor and Employee Relations	7.0	11.0	11.0
Recruitment and Selections	6.0	6.0	6.0
Retirement	6.0	6.0	6.0
Charge In-Out	(2.0)	(1.0)	(1.0)
<b>Total Full-Time Equivalent Positions</b>	<b>32.0</b>	<b>37.0</b>	<b>37.0</b>

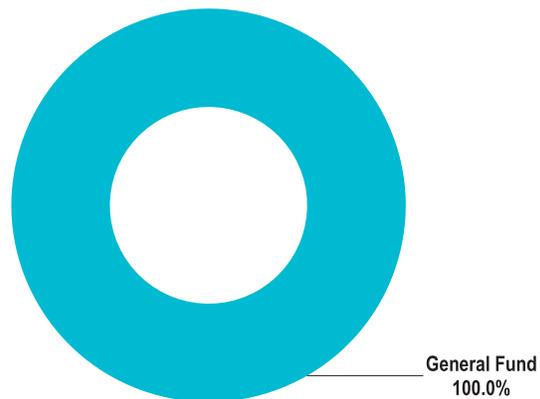
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Benefits

The Benefits Division administers benefits programs and COBRA for all City employees; processes all qualifying benefits change events in PeopleSoft; prepares and distributes open enrollment materials and facilitates the annual open enrollment process for City employees; administers and tracks FMLA requests and FML certification and recertification processes; and facilitates weekly new hire processing for all new City employees.

### Major Program Accomplishments

- ✓ Implemented an additional exclusive provider organization (EPO) medical plan, which was established and tested in PeopleSoft and made available for the 2019-20 benefit plan year
- ✓ Partnered with Blue Cross/Blue Shield of Kansas City to coordinate information sessions for new benefits offerings
- ✓ Implemented audit procedures for benefits changes in PeopleSoft
- ✓ Implemented new Fire leave plans and assisted with first phase of reconciliation

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$11,130	—	—
Contractual Services	\$104,939	\$134,171	\$156,273
Commodities	\$479	\$2,000	\$500
<b>Total Allocation by Expense Category</b>	<b>\$116,548</b>	<b>\$136,171</b>	<b>\$156,773</b>
<b>Allocation by Activity</b>			
Benefits	\$116,548	\$136,171	\$156,773
<b>Total Allocation by Activity</b>	<b>\$116,548</b>	<b>\$136,171</b>	<b>\$156,773</b>
<b>Allocation by Fund</b>			
General Fund	\$116,548	\$136,171	\$156,773
<b>Total Allocation by Fund</b>	<b>\$116,548</b>	<b>\$136,171</b>	<b>\$156,773</b>

**Changes to the Budget**

The FY 2020-21 Budget increases by \$31,000 to fully fund the City's Flexible Spending Account (FSA) contract.

## Classification and Compensation

The Classification and Compensation Division reviews and processes all personnel transactions (pay increases, promotions, separations, new hires, etc.); produces the City's classification and compensation annual pay plan; partners with departments in the development, maintenance, administration, training, and education of the annual pay plans; prepares research and analysis of compensation and classification issues; administers and oversees limited-term contracts, I-9's, and E-verify; and provides information and education to departments on these issues. Additionally, the Classification and Compensation Division coordinates employment verifications and responds to legal and other requests for employment information, and partners with departments and other divisions of Human Resources to ensure that employee records are updated and accurate.

### Major Program Accomplishments

- ✓ Coordinated a selection committee to review RFPs and selected a vendor for a Citywide job analysis, compensation/market study, and gender pay equity analysis, of which Phase I is in process, involving completion of job description questionnaires covering over 1,500 City positions, and will be followed by the market study and the gender equity analysis
- ✓ Created a ThinkZoom "overtime refresher" training course to assist employees and managers in understanding overtime triggers, terms, and how to calculate overtime for non-exempt City employees
- ✓ Developed and implemented recommendations of the City Auditor's Retroactive Pay Audit, partnering with the Finance Department on training and procedures for calculating and entering retroactive pay adjustments, which were implemented in November 2019
- ✓ Maintained and further promoted KC – Workforce Advancement Model (KC-WAM), the City's succession planning model. The organization now has 39 approved WAMs in 14 departments
- ✓ Completed PeopleSoft upgrade for several HR modules; including testing, reconfiguration of fields and required reports, collaboration with other module leads and payroll to ensure accurate workflow, and updating business processes, continuous improvements, and configurations with a consultant

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$490,779	\$499,225	\$499,684
Contractual Services	\$8,260	\$11,242	\$14,716
Commodities	\$1,000	\$2,500	\$1,500
Capital Outlay	—	\$62,000	—
<b>Total Allocation by Expense Category</b>	<b>\$500,039</b>	<b>\$574,967</b>	<b>\$515,900</b>
<b>Allocation by Activity</b>			
Classification and Compensation	\$500,039	\$574,967	\$515,900
<b>Total Allocation by Activity</b>	<b>\$500,039</b>	<b>\$574,967</b>	<b>\$515,900</b>
<b>Allocation by Fund</b>			
General Fund	\$500,039	\$574,967	\$515,900
<b>Total Allocation by Fund</b>	<b>\$500,039</b>	<b>\$574,967</b>	<b>\$515,900</b>
<b>Full-Time Equivalent Positions</b>			
Classification and Compensation	5.0	5.0	5.0
<b>Total Full-Time Equivalent Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases by \$62,000 for one-time office equipment purchases.

## Education and Development

The Education and Development Division provides oversight to new employee onboarding activities including New Employee Orientation, Public Service Communication Programs, and focus groups. The Division also manages, designs, and delivers management training and other leadership development programming to ensure compliance to HR practices and procedures and develops the next generation of supervisors. Additionally, the Education and Development Division consults with departments on employee performance and customized trainings, and initiates other engagement activities to meet the specialized needs of departments, serves as functional lead for PeopleSoft Enterprise Learning, and oversees the City’s online learning platform.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Improve the internal and external customer experience.**

Number of HR sponsored training hours provided	20,452	20,000	18,000
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### Major Program Accomplishments

- ✓ Provided over 15,000 classroom training hours to over 1,730 participants (for all programs, accounting for multi-day formatting) and provided administrative support and coordination of the EEO Training for Supervisors & Managers delivered by the Law Department, which represented another 4,537.5 training hours and 605 participants (supervisors and managers) from across the City
- ✓ Administered the City’s online training platform (ThinkZoom), including maintaining active employee accounts, troubleshooting issues with vendor and end-users, and providing departments with usage reports of mandatory trainings, including the development of an online Overtime Pay Training, the completion of the City’s Ethics Refresher course by 2,946 employees, and the creation of the Finance Department’s Cash Handling Refresher Course, with a total of with over 6,100 course completions
- ✓ Developed and piloted new courses, including MS Office Basics, Emotional Intelligence, Creating Training and Development Plans, and Effective On-the-Job Training Techniques
- ✓ Partnered with the Mid-America Regional Council, the Institute for Management Studies, and the KU Public Management Center to expand course offerings
- ✓ Provided over 325 performance and training consulting hours to departments, including the City Manager’s Office, Finance, Human Relations, Law, and Municipal Court

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$367,226	\$375,275	\$411,595
Contractual Services	\$105,663	\$109,130	\$94,868
Commodities	\$18,670	\$12,000	\$10,500
<b>Total Allocation by Expense Category</b>	<b>\$491,559</b>	<b>\$496,405</b>	<b>\$516,963</b>
<b>Allocation by Activity</b>			
Education and Training	\$491,559	\$496,405	\$516,963
<b>Total Allocation by Activity</b>	<b>\$491,559</b>	<b>\$496,405</b>	<b>\$516,963</b>
<b>Allocation by Fund</b>			
General Fund	\$491,559	\$496,405	\$516,963
<b>Total Allocation by Fund</b>	<b>\$491,559</b>	<b>\$496,405</b>	<b>\$516,963</b>
<b>Full-Time Equivalent Positions</b>			
Education and Training	4.0	4.0	4.0
<b>Total Full-Time Equivalent Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## HR Information Systems Support

The Human Resources Information Systems (HRIS) Division administers and audits security for PeopleSoft Human Capital Management (HCM) to provide access to information and functionality to authorized users; coordinates all project activities for PeopleSoft HCM maintenance or upgrades; creates and maintains HR intranet and internet pages to allow employees and citizens access to forms, policies and procedures, benefit information, and other HR related information; and researches and provides resolution to PeopleSoft HCM issues reported by customers.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Average days to complete Help Desk tickets	4	3	3
<b>Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.</b>			
Percent of ad hoc queries completed in 5 days	100.0%	100.0%	100.0%

### Major Program Accomplishments

- ✓ Collaborated with Finance/Payroll and General Services/IT to upgrade PeopleSoft Human Capital Management (HCM) to version 9.2, a process that required significant testing, documentation, and coordination of numerous functional leads
- ✓ Provided support to PeopleSoft consultants to help resolve numerous PeopleSoft post-implementation issues
- ✓ Updated Human Resources Department web pages for the new kcmo.gov site and coordinated divisional content updates
- ✓ Collaborated with the Finance Department to develop an action plan for maximizing the efficiencies of PeopleSoft
- ✓ Configured PeopleSoft to create over 4,000 1095-C forms to report the City's offer of medical insurance coverage in order to comply with the Affordable Care Act (ACA)

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$289,560	\$301,252	\$362,339
Contractual Services	\$4,352	\$4,770	\$319,861
Commodities	\$285	\$1,500	\$500
<b>Total Allocation by Expense Category</b>	<b>\$294,197</b>	<b>\$307,522</b>	<b>\$682,700</b>
<b>Allocation by Activity</b>			
HR Information Systems Support	\$294,197	\$307,522	\$682,700
<b>Total Allocation by Activity</b>	<b>\$294,197</b>	<b>\$307,522</b>	<b>\$682,700</b>
<b>Allocation by Fund</b>			
General Fund	\$294,197	\$307,522	\$682,700
<b>Total Allocation by Fund</b>	<b>\$294,197</b>	<b>\$307,522</b>	<b>\$682,700</b>
<b>Full-Time Equivalent Positions</b>			
HR Information Systems Support	3.0	3.0	3.0
<b>Total Full-Time Equivalent Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases by \$313,000 for the addition of a PeopleSoft HRMS consultant.

## Human Resources Administration

The Human Resources Administration Division provides strategic direction and coordinates all human resource functions, including the Human Resources Committee; ensures the City upholds the merit system; and oversees the department's administration, fiscal, budgeting, contracting, and purchasing operations. The Department also coordinates all HR-related data analysis and reporting.

### Major Program Accomplishments

- ✓ Maintained professional and community presence by serving as UMKC Adjunct Instructor, Chair of State of Missouri HR Advisory Board (Governor's appointee), member of UMKC Bloch School HR Advisory Board, and on numerous boards and committees of the International Public Management Association for Human Resources
- ✓ Provided workforce data and policy analysis to numerous internal and external parties, including the City Council, Mayor's Office, City Manager's Office, other City departments, Mid-America Regional Council, Johnson County, Kansas, and Management Partners' Midwest Benchmarking Partnership
- ✓ Maintained average decision time of under one hour on cases before the HR Committee involving an applicant's fitness for employment as it related to conviction records, as well as determining the beginning salary of applicants for the purpose of internal equity
- ✓ Maintained average decision time of one business day or less for department requests for temporary waivers of the Residency Ordinance, thereby assisting hiring authorities in reducing time to hire and making quality hires

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$472,089	\$472,829	\$491,978
Contractual Services	\$89,909	\$108,504	\$100,496
Commodities	\$4,753	\$1,500	\$1,500
Debt Service	—	—	\$124,291
<b>Total Allocation by Expense Category</b>	<b>\$566,751</b>	<b>\$582,833</b>	<b>\$718,265</b>
<b>Allocation by Activity</b>			
Debt Service	—	—	\$124,291
Human Resources Administration	\$566,751	\$582,833	\$593,974
<b>Total Allocation by Activity</b>	<b>\$566,751</b>	<b>\$582,833</b>	<b>\$718,265</b>
<b>Allocation by Fund</b>			
General Fund	\$566,751	\$582,833	\$718,265
<b>Total Allocation by Fund</b>	<b>\$566,751</b>	<b>\$582,833</b>	<b>\$718,265</b>
<b>Full-Time Equivalent Positions</b>			
Human Resources Administration	3.0	3.0	3.0
<b>Total Full-Time Equivalent Positions</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$124,000 in debt service for office renovations.

## Labor and Employee Relations

The Labor and Employee Relations Division works with unions, employees, and supervisors to promote an effective, safe, and harmonious work environment; enforces policies related to Equal Employment Opportunity (EEO), diversity, and anti-harassment through training and investigation of complaints; reviews employee discipline recommendations; reviews job accommodation requests; and administers the Drug and Alcohol Testing Policy.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
EEO complaints received	145	120	140
<b>Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.</b>			
Percent of grievances upheld	9.0%	20.0%	10.0%

### Major Program Accomplishments

- ✓ Partnered with the Law Department to develop and facilitate EEO Training for Managers, training 644 supervisors/managers at a 98.2 percent completion rate
- ✓ Received 163 internal EEO complaints and investigated and/or closed 150 cases within an average of 83 days
- ✓ Revised the Equal Employment Opportunity (EEO) Policy to reflect changes in practices and transfer responsibility for enforcing the EEO policy to the Labor and Employee Relations Division from the EEO Office, which increased resources for EEO investigations and processes, provided additional potential investigators, and allowed the division to more efficiently deal with many complaints that contain possible violations of multiple HR policies
- ✓ Received 56 grievances/appeals by October 2019, representing a 21 percent reduction in grievances filed by October 2018 (71) and a 46 percent reduction from October of the prior year (103), with management prevailing in 86 percent of grievance decisions, a potential indication that supervisory training has increased in effectiveness
- ✓ Received 146 Proposed Recommendations of Disciplinary Action from City departments for rule infractions and analyzed City Management’s investigation summaries and either supported, modified, or disapproved the recommendations based on past disciplinary action dispensed for similar infractions, overall employee personnel record, etc. with a median turnaround time of five calendar days

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$476,715	\$870,200	\$860,717
Contractual Services	\$116,953	\$104,913	\$127,140
Commodities	\$215	\$4,500	\$1,000
<b>Total Allocation by Expense Category</b>	<b>\$593,883</b>	<b>\$979,613</b>	<b>\$988,857</b>
<b>Allocation by Activity</b>			
Labor and Employee Relations	\$593,883	\$979,613	\$988,857
<b>Total Allocation by Activity</b>	<b>\$593,883</b>	<b>\$979,613</b>	<b>\$988,857</b>
<b>Allocation by Fund</b>			
General Fund	\$593,883	\$979,613	\$988,857
<b>Total Allocation by Fund</b>	<b>\$593,883</b>	<b>\$979,613</b>	<b>\$988,857</b>
<b>Full-Time Equivalent Positions</b>			
Labor and Employee Relations	7.0	11.0	11.0
Charge In-Out	(2.0)	(1.0)	(1.0)
<b>Total Full-Time Equivalent Positions</b>	<b>5.0</b>	<b>10.0</b>	<b>10.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$18,000 to fully fund post-employment drug and alcohol testing.

## Recruitment and Selections

The Recruitment and Selections Division assists departments in staffing positions by providing a full spectrum of services related to the varied and specific hiring needs of City government, including creation of job postings, recruitment ad placement, review of applications, verification of experience/education requirements, and establishing, maintaining, and certifying eligibility lists. Additionally, the Division provides employment assistance to applicants seeking employment and City employees seeking advancement, while ensuring compliance with legal, professional, and merit system standards.

### Performance Indicators

Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Identify and take advantage of opportunities for cost-savings and efficiencies.**

Percent of new hires retained after 12 months	73.0%	80.0%	76.0%
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### Major Program Accomplishments

- ✓ Provided expertise and participated in upgrade activities for PeopleSoft Talent Acquisition module, which involved a significant time commitment from the Division Manager and senior recruitment staff to complete extensive testing and configuration of numerous customizations without impacting service delivery levels
- ✓ Processed more than 100 additional job openings and 25 additional hire-above-minimum requests from the previous year
- ✓ Decreased average turnaround time on eligible lists from posted job openings to an average of 4.89 days from an average of 5.74 days last year

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$432,883	\$479,785	\$503,855
Contractual Services	\$65,146	\$127,335	\$57,767
Commodities	\$287	\$3,000	—
<b>Total Allocation by Expense Category</b>	<b>\$498,316</b>	<b>\$610,120</b>	<b>\$561,622</b>
<b>Allocation by Activity</b>			
Recruitment and Selections	\$498,316	\$610,120	\$561,622
<b>Total Allocation by Activity</b>	<b>\$498,316</b>	<b>\$610,120</b>	<b>\$561,622</b>
<b>Allocation by Fund</b>			
General Fund	\$498,316	\$535,120	\$561,622
Neighborhood Grants	—	\$75,000	—
<b>Total Allocation by Fund</b>	<b>\$498,316</b>	<b>\$610,120</b>	<b>\$561,622</b>
<b>Full-Time Equivalent Positions</b>			
Recruitment and Selections	6.0	6.0	6.0
<b>Total Full-Time Equivalent Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$75,000 for Career Fair expenses.

## Retirement

The Retirement Division administers retiree benefits and health insurance for the City's pension plans; oversees pension investments and activities of pension boards; administers the City's Deferred Compensation Plan and Post Employment Health Plan (PEHP); and coordinates with providers including investment managers, consultants, actuaries, accounting, and legal counsel.

### Major Program Accomplishments

- ✓ Completed implementation of a Post-Employment Health Plan (PEHP) for insurance premium reimbursements and converted the six established PEHP plans covered by collective bargaining agreements to a universal reimbursement account that allows for reimbursement of insurance premiums and qualified out-of-pocket medical expenses (e.g., co-pays, prescriptions, glasses)
- ✓ Began implementation of a state-of-the-art online insurance enrollment system for retirees, which went live in late 2019
- ✓ Negotiated a contract extension with the deferred compensation plan provider, Nationwide, for an additional year with a reduction in participant recordkeeping fees from 0.12% to 0.08%, generating estimated annual savings of \$90,000
- ✓ Implemented process improvements, including an on-going review to identify terminated (vested and non-vested) employees and inform them of their benefits in the system and an ongoing self-audit of all retirement applications and actuarial data to ensure accuracy of benefits and data

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$655,543	\$680,766	\$699,966
Contractual Services	\$5,799	\$7,409	\$7,996
Commodities	\$130	\$3,000	\$500
<b>Total Allocation by Expense Category</b>	<b>\$661,472</b>	<b>\$691,175</b>	<b>\$708,462</b>
<b>Allocation by Activity</b>			
Retirement	\$661,472	\$691,175	\$708,462
<b>Total Allocation by Activity</b>	<b>\$661,472</b>	<b>\$691,175</b>	<b>\$708,462</b>
<b>Allocation by Fund</b>			
General Fund	\$661,472	\$691,175	\$708,462
<b>Total Allocation by Fund</b>	<b>\$661,472</b>	<b>\$691,175</b>	<b>\$708,462</b>
<b>Full-Time Equivalent Positions</b>			
Retirement	6.0	6.0	6.0
<b>Total Full-Time Equivalent Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

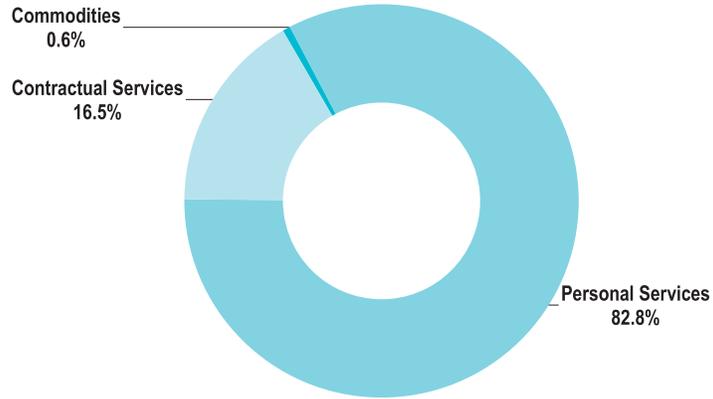
**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

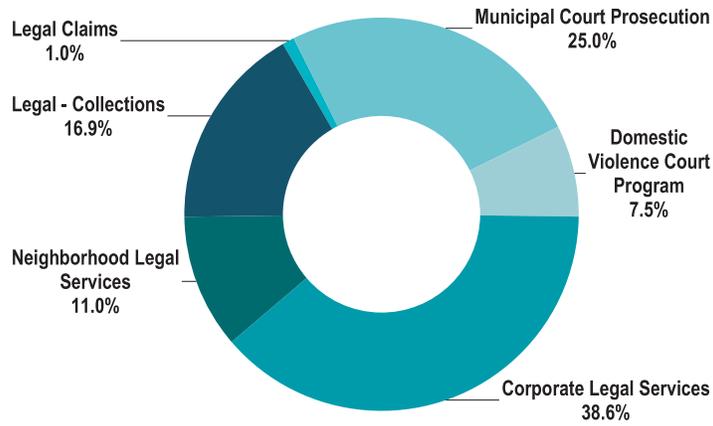
## DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$4,587,064	\$4,993,760	\$5,081,716
Contractual Services	\$1,578,223	\$934,842	\$1,014,891
Commodities	\$50,374	\$43,500	\$39,500
<b>Total Allocation by Expense Category</b>	<b>\$6,215,661</b>	<b>\$5,972,102</b>	<b>\$6,136,107</b>
<b>Allocation by Program</b>			
Corporate Legal Services	\$2,980,000	\$2,437,260	\$2,365,535
Domestic Violence Court Program	\$369,318	\$431,407	\$461,481
Legal - Collections	\$764,458	\$908,130	\$1,035,367
Legal Claims	—	\$44,282	\$60,934
Municipal Court Prosecution	\$1,471,566	\$1,520,715	\$1,534,791
Neighborhood Legal Services	\$630,319	\$630,308	\$677,999
<b>Total Allocation by Program</b>	<b>\$6,215,661</b>	<b>\$5,972,102</b>	<b>\$6,136,107</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$170,889	\$195,000	\$228,599
Domestic Violence Shelter Operations	\$369,318	\$431,407	\$461,481
General Debt And Interest	—	\$28,000	\$28,000
General Fund	\$5,675,454	\$5,229,695	\$5,330,027
Health	—	\$84,000	\$84,000
Museum	—	\$4,000	\$4,000
<b>Total Allocation by Fund</b>	<b>\$6,215,661</b>	<b>\$5,972,102</b>	<b>\$6,136,107</b>
<b>Full-Time Equivalent Positions</b>			
Corporate Legal Services	19.0	19.0	19.0
Domestic Violence Court Program	6.0	6.0	6.0
Legal - Collections	13.0	13.0	15.0
Legal Claims	—	—	—
Municipal Court Prosecution	15.0	15.0	15.0
Neighborhood Legal Services	10.0	9.0	9.0
Charge In-Out	(13.4)	(11.8)	(11.8)
<b>Total Full-Time Equivalent Positions</b>	<b>49.6</b>	<b>50.2</b>	<b>52.2</b>

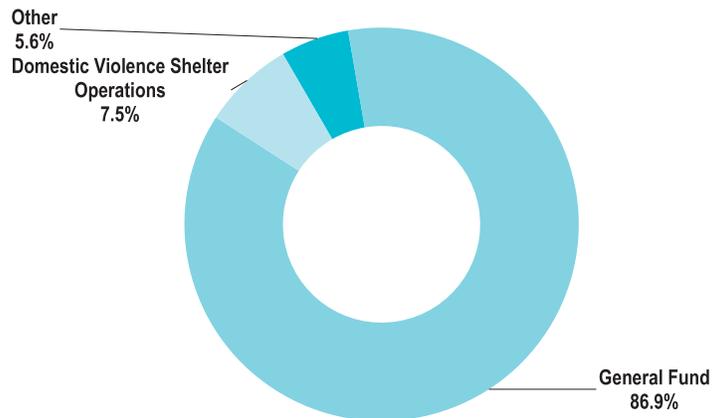
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Corporate Legal Services

Corporate Legal Services provides transactional legal services to all City departments, boards, and commissions to facilitate the efficient delivery of City services to residents of Kansas City. Corporate Legal Services reviews, drafts, and approves contracts and related documents for all City departments to ensure compliance with legal requirements; provides legal advice to all City departments and other agencies; drafts all City ordinances and resolutions to be considered by the City Council; reviews all ordinances as to form and legality; advises City Departments regarding compliance with federal and state laws and regulations as well as City ordinance provisions and regulations; represents the City in hearings before boards and outside agencies on all City matters; and defends the City in all non-tort litigation.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.</b>			
Percent of ordinances (excluding code revisions) prepared within requested time frame	100.0%	95.0%	95.0%

### Major Program Accomplishments

- ✓ Provided transactional legal services for major and complex construction and economic development projects, including the new Airport Terminal, Streetcar Main Street Extension Project, Animal Shelter, Municipal Service Center, Kansas City Museum, 18th & Vine, Uptown/Valentine Shopping Center, Plaza Hotel, Barney Allis Plaza, and the Central City Sales Tax
- ✓ Served as hearing officers in over 1,535 administrative hearings (predetermination, Human Resources Board, and Neighborhoods) and represented the City in over 100 hearings or investigations at the local, state, and federal levels
- ✓ Finalized a Second Amendment to the City's Consent Decree with the United States of America concerning the Overflow Control Program that provided for greater or more cost-effective reductions in overflows and more efficient deployment of funding and personnel, all while improving and protecting other City assets
- ✓ Worked with City departments to implement the City's Shared Active Transportation/Micromobility (Scooters) Program which has been used as a model for other municipalities and from which the City has received over \$100,000 in fees
- ✓ Prevailed in a major case at the Missouri Supreme Court involving numerous complex legal arguments that reversed a trial court decision, which awarded more than \$10 million and a penalty of almost \$3,000 per day, resulting in more than \$14 million in liability, complete with research and writing that will aid the Law Department in several pending and future cases

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,512,544	\$1,629,053	\$1,499,427
Contractual Services	\$1,429,884	\$768,207	\$830,108
Commodities	\$37,572	\$40,000	\$36,000
<b>Total Allocation by Expense Category</b>	<b>\$2,980,000</b>	<b>\$2,437,260</b>	<b>\$2,365,535</b>
<b>Allocation by Activity</b>			
Corporate Legal Services	\$2,980,000	\$2,437,260	\$2,365,535
<b>Total Allocation by Activity</b>	<b>\$2,980,000</b>	<b>\$2,437,260</b>	<b>\$2,365,535</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$126,123	\$150,718	\$167,665
General Debt And Interest	—	\$28,000	\$28,000
General Fund	\$2,853,877	\$2,170,542	\$2,081,870
Health	—	\$84,000	\$84,000
Museum	—	\$4,000	\$4,000
<b>Total Allocation by Fund</b>	<b>\$2,980,000</b>	<b>\$2,437,260</b>	<b>\$2,365,535</b>
<b>Full-Time Equivalent Positions</b>			
Corporate Legal Services	19.0	19.0	19.0
Charge In-Out	(10.7)	(7.8)	(7.8)
<b>Total Full-Time Equivalent Positions</b>	<b>8.3</b>	<b>11.2</b>	<b>11.2</b>

**Changes to the Budget**

The FY 2020-21 Budget charges out an additional \$152,000 to other departments.

## Domestic Violence Court Program

The Domestic Violence Court Program prosecutes all cases filed as municipal charges by the Kansas City Police Department for domestic assaults, child abuse and neglect, and violations of State Court-issued Orders of Protection not prosecuted at the state level. The Domestic Violence Court Program provides services to victims through courtroom advocates and makes case referrals to shelters; participates in a weekly Compliance Docket aimed at monitoring the progress of convicted offenders in court-ordered programs and enforcing sanctions against offenders who fail to follow court ordered restrictions, holding offenders accountable for their actions and responsible for completion of court-ordered probation requirements; and makes probation and sentencing recommendations for abusers that require completion of targeted anti-violence and anger control education courses.

### Major Program Accomplishments

- ✓ Prosecuted almost 6,000 original domestic violence/child abuse cases with approximately 2,300 victims
- ✓ Referred over 95 percent of domestic violence victims to shelters, protective services, or other assistance programs
- ✓ Provided Domestic Violence Program surveys to more than 2,000 victims and witnesses to assess their understanding of their rights, court processes, etc
- ✓ Implemented a Domestic Violence Drug Court with the Municipal Court Domestic Violence Program - the second such court in the nation and the only one at the municipal level
- ✓ Increased communication between KCPD, Jackson County Prosecuting Attorney, Clay County Prosecuting Attorney, and Platte County Prosecuting Attorney for the purpose of increasing the likelihood of current City charges being accepted for state prosecution

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$350,316	\$411,707	\$430,569
Contractual Services	\$6,200	\$16,200	\$27,412
Commodities	\$12,802	\$3,500	\$3,500
<b>Total Allocation by Expense Category</b>	<b>\$369,318</b>	<b>\$431,407</b>	<b>\$461,481</b>
<b>Allocation by Activity</b>			
Domestic Violence Court Program	\$369,318	\$431,407	\$461,481
<b>Total Allocation by Activity</b>	<b>\$369,318</b>	<b>\$431,407</b>	<b>\$461,481</b>
<b>Allocation by Fund</b>			
Domestic Violence Shelter Operations	\$369,318	\$431,407	\$461,481
<b>Total Allocation by Fund</b>	<b>\$369,318</b>	<b>\$431,407</b>	<b>\$461,481</b>
<b>Full-Time Equivalent Positions</b>			
Domestic Violence Court Program	6.0	6.0	6.0
<b>Total Full-Time Equivalent Positions</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## Legal - Collections

The Legal Collections Division files lawsuits to recover monies owed to the City, represents the City's interests in bankruptcy claim filings, preserves the City's creditor's rights, and performs post-judgement work to collect judgements through garnishments and attachments of bank accounts and wages. The Legal Collections Division also files judgment liens on real property of judgment debtor to secure debt and works with clients to resolve cases with agreeable payment solutions.

### Performance Indicators

Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Update the City's charter, ordinances, policies, and procedures, as well as the City's state and federal priorities, to ensure a responsive and representative City government.**

Number of tax collection cases filed per month	319	200	400
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### Major Program Accomplishments

- ✓ Collected \$3.8 million in unpaid taxes, representing an eight percent increase in tax monies collected from previous time period
- ✓ Collected \$547,000 in water/sewer and Kansas City versus cases
- ✓ Filed 3,677 collection lawsuits in court
- ✓ Filed 4,737 garnishments with the courts to obtain money due on judgments and filed 953 Satisfaction of Judgments with the courts for judgments that are now paid in full

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$648,110	\$789,630	\$905,367
Contractual Services	\$116,348	\$118,500	\$130,000
<b>Total Allocation by Expense Category</b>	<b>\$764,458</b>	<b>\$908,130</b>	<b>\$1,035,367</b>
<b>Allocation by Activity</b>			
Legal - Collections	\$764,458	\$908,130	\$1,035,367
<b>Total Allocation by Activity</b>	<b>\$764,458</b>	<b>\$908,130</b>	<b>\$1,035,367</b>
<b>Allocation by Fund</b>			
General Fund	\$764,458	\$908,130	\$1,035,367
<b>Total Allocation by Fund</b>	<b>\$764,458</b>	<b>\$908,130</b>	<b>\$1,035,367</b>
<b>Full-Time Equivalent Positions</b>			
Legal - Collections	13.0	13.0	15.0
Charge In-Out	(1.3)	(2.6)	(2.6)
<b>Total Full-Time Equivalent Positions</b>	<b>11.7</b>	<b>10.4</b>	<b>12.4</b>

**Changes to the Budget**

The FY 2020-21 Budget adds two paralegal positions and increases \$20,000 for processing servers.

## Legal Claims

The Claims Unit receives claims against the City or City employees and investigates the claims to determine the liability of the City. The Claims Unit determines if the City is liable, investigates the facts in the petition, conducts depositions, estimates damages for existing liabilities, prepares and presents for trials, represents the City in all appellate work, and negotiates the settlement of claims. The Claims Unit also documents claims files in preparation of possible litigation and pursues claims on behalf of the City.

### Major Program Accomplishments

- ✓ Closed 2,142 claims (268 auto accident claims, 1,874 other claims)
- ✓ Advised clients of risk management strategies to eliminate or reduce future exposure to similar types of claims
- ✓ Defended the City and KCATA in 73 new tort cases (61 City and 12 KCATA) and worked with departments to minimize future exposure
- ✓ Prevailed in successfully defending the KCATA and City in six jury trials
- ✓ Obtained judgment for the City in six cases on dispositive motions

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	—	\$44,282	\$60,934
<b>Total Allocation by Expense Category</b>	<b>—</b>	<b>\$44,282</b>	<b>\$60,934</b>
<b>Allocation by Activity</b>			
Legal Claims	—	\$44,282	\$60,934
<b>Total Allocation by Activity</b>	<b>—</b>	<b>\$44,282</b>	<b>\$60,934</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$44,766	\$44,282	\$60,934
General Fund	(\$44,766)	—	—
<b>Total Allocation by Fund</b>	<b>—</b>	<b>\$44,282</b>	<b>\$60,934</b>
<b>Full-Time Equivalent Positions</b>			
Legal Claims	—	—	—
Charge In-Out	0.6	0.6	0.6
<b>Total Full-Time Equivalent Positions</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## Municipal Court Prosecution

The Municipal Court Prosecutor's Office provides courtroom representation to the City enforcement divisions and the Kansas City Police Department (KCPD) in the prosecution of all ordinance violations; reviews cases to ensure conformity with local, state, and federal laws; negotiates plea bargains when necessary and appropriate; coordinates witnesses for trials; and represents the City through the appellate court process when convictions are appealed. The Municipal Court Prosecutor's Office oversees the Diversion Program (for first time and youthful offenders) and the Community Prosecution Program; participates in Municipal specialty courts including Mental Health, Veteran's, Drug, and Truancy Court; provides staff and officer training to KCPD and City enforcement divisions regarding the enforcement of City ordinances; and partners with Municipal Court to implement procedural changes required by State law.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.**

Percent of prosecutions reinitiated against chronic offenders subsequent to their failure to successfully complete specialty court treatment programs	97.0%	85.0%	85.0%
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### Major Program Accomplishments

- ✓ Initiated the prosecution of over 201,000 cases, including 11,965 Housing Court nuisance, property maintenance, and zoning violation cases, and 167,415 traffic citations
- ✓ Partnered with the Municipal Court to create a Reinstatement Court Pilot Program where 23 active participants with driving while suspended cases (due to child support suspensions) received favorable post-sentencing actions upon completion of the program, including driver's license reinstatement and reduction of probation time
- ✓ Initiated the prosecution of 3,950 Animal Control cases and partnered with Animal Control to rescue several animals from abuse and neglect situations
- ✓ Provided 371 first-time and low-level criminal defendants the opportunity to keep convictions off of their criminal record through participation in the Diversion Program, with the aim of minimizing further penetration into the justice system

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,454,991	\$1,499,780	\$1,515,420
Contractual Services	\$16,575	\$20,935	\$19,371
<b>Total Allocation by Expense Category</b>	<b>\$1,471,566</b>	<b>\$1,520,715</b>	<b>\$1,534,791</b>
<b>Allocation by Activity</b>			
Municipal Court Prosecution	\$1,471,566	\$1,520,715	\$1,534,791
<b>Total Allocation by Activity</b>	<b>\$1,471,566</b>	<b>\$1,520,715</b>	<b>\$1,534,791</b>
<b>Allocation by Fund</b>			
General Fund	\$1,471,566	\$1,520,715	\$1,534,791
<b>Total Allocation by Fund</b>	<b>\$1,471,566</b>	<b>\$1,520,715</b>	<b>\$1,534,791</b>
<b>Full-Time Equivalent Positions</b>			
Municipal Court Prosecution	15.0	15.0	15.0
<b>Total Full-Time Equivalent Positions</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## Neighborhood Legal Services

Neighborhood Legal Services provides transactional legal services and reviews, drafts, and approves contracts, related documents, and ordinances for the Neighborhood and Housing Services Department to facilitate the efficient delivery of City services; provides legal advice to the Land Bank and the Kansas City, Missouri Homesteading Authority for purposes of real estate transactions; represents the City in hearings before the Liquor Control board, the Landmarks Commission, and the Property Maintenance Appeals board; and reviews, drafts, and approves contracts and related documents to ensure compliance and convey contract provisions by the City client.

### Major Program Accomplishments

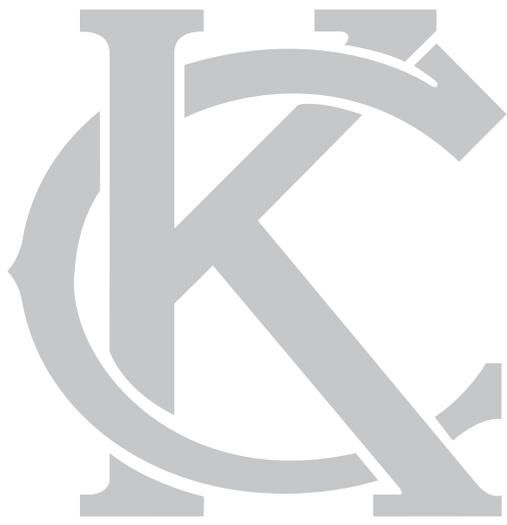
- ✓ Implemented the sale of 177 Land Bank & Kansas City, Missouri Homesteading Authority properties, producing \$311,661 in cash sales and deeds of trust agreements, and securing \$6,487,447 in improvements to properties in historically underdeveloped corridors and neighborhoods
- ✓ Opened over 249 cases to address nuisance and blighted properties in the City: initiated receivership cases for 15 new properties, filed eight receivership actions in circuit court, reviewed requests for lien waiver for approximately 20 properties, obtained compliance from 196 limited liability companies with filings of responsible party affidavits, and engaged 10 new chronic nuisance properties in collaboration with KCPD, KCFD, the Health Department, and the Neighborhood and Housing Services Department
- ✓ Collected \$121,324 in payments for special tax assessments, secured judgments and settlement agreements for payment of special tax assessments totaling \$49,390, and filed 32 collections lawsuits for abatement costs of public nuisances and dangerous conditions
- ✓ Assisted the sale of City-owned properties and those owned by the Planned Industrial Expansion Authority (PIEA), generating revenue in excess of \$3,279,000 applied to City indebtedness, and other revenue in excess of \$425,000 for property situated for development downtown; also facilitated the sale of properties assembled by the City in collaboration with the PIEA at Armour and Troost, implemented the transfer of former Linwood Green Park property for use as Fisher House for veterans, and worked on the donation of historic properties including the John "Buck" O'Neil Education and Resource Center, pending environmental remediation

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$621,103	\$619,308	\$669,999
Contractual Services	\$9,216	\$11,000	\$8,000
<b>Total Allocation by Expense Category</b>	<b>\$630,319</b>	<b>\$630,308</b>	<b>\$677,999</b>
<b>Allocation by Activity</b>			
Neighborhood Legal Services	\$630,319	\$630,308	\$677,999
<b>Total Allocation by Activity</b>	<b>\$630,319</b>	<b>\$630,308</b>	<b>\$677,999</b>
<b>Allocation by Fund</b>			
General Fund	\$630,319	\$630,308	\$677,999
<b>Total Allocation by Fund</b>	<b>\$630,319</b>	<b>\$630,308</b>	<b>\$677,999</b>
<b>Full-Time Equivalent Positions</b>			
Neighborhood Legal Services	10.0	9.0	9.0
Charge In-Out	(2.0)	(2.0)	(2.0)
<b>Total Full-Time Equivalent Positions</b>	<b>8.0</b>	<b>7.0</b>	<b>7.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.



The City Auditor's Office conducts independent assessments of City government work and provides elected officials, management, and the public with objective information and recommendations to improve City operations and strengthen City government's accountability to the public. Implementation of audit recommendations can result in decreased costs, increased revenues, improved City services, and reduced risk of loss or abuse of assets.

<b>Performance Indicators</b>	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Objective: Promote trust and understanding through transparency.</b>			
Number of audit reports issued	5	7	7
<b>Objective: Implement policies, procedures, and practices to ensure the resiliency of City government.</b>			
Audit recommendation implementation rate	72.0%	75.0%	75.0%
<b>Objective: Identify and take advantage of opportunities for cost-savings and efficiencies.</b>			
Audit recommendation agreement rate	97.0%	90.0%	90.0%

**Major Program Accomplishments**

- ✓ Recommended how Information Technology could better address identified network vulnerabilities and protect the security of the City's information technology network
- ✓ Identified approaches the City could use to improve how it manages its \$175 million in parking garage assets
- ✓ Recommended ways Public Works could improve the integrity, safety, and appearance of sidewalks, driveways, and ADA accessible curb ramps; and improve the effectiveness of the inspection process and the sidewalk repair program
- ✓ Identified methods Water Services could implement to improve water meter testing processes and develop a water meter replacement strategy
- ✓ Recommended steps Human Resources could take to ensure employees receive their merit pay increases timely

## DEPARTMENT ALLOCATION SUMMARY

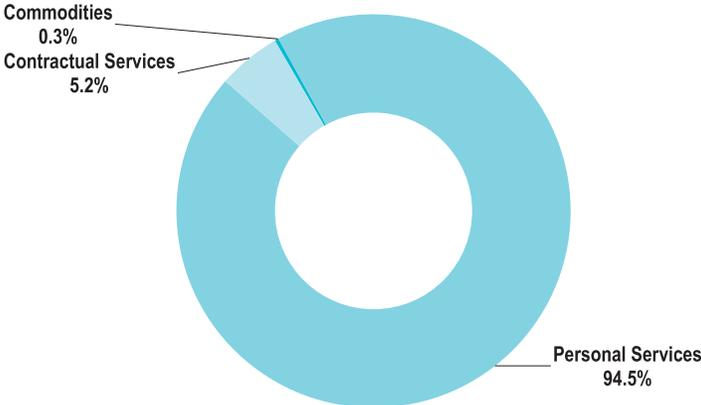
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,196,716	\$1,260,350	\$1,243,590
Contractual Services	\$88,299	\$45,296	\$68,467
Commodities	\$3,184	\$3,800	\$4,300
Capital Outlay	\$765	—	—
<b>Total Allocation by Expense Category</b>	<b>\$1,288,964</b>	<b>\$1,309,446</b>	<b>\$1,316,357</b>
<b>Allocation by Program</b>			
Office of the City Auditor	\$1,288,964	\$1,309,446	\$1,316,357
<b>Total Allocation by Program</b>	<b>\$1,288,964</b>	<b>\$1,309,446</b>	<b>\$1,316,357</b>
<b>Allocation by Fund</b>			
General Fund	\$1,288,964	\$1,309,446	\$1,316,357
<b>Total Allocation by Fund</b>	<b>\$1,288,964</b>	<b>\$1,309,446</b>	<b>\$1,316,357</b>
<b>Full-Time Equivalent Positions</b>			
Office of the City Auditor	10.0	11.0	11.0
<b>Total Full-Time Equivalent Positions</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$17,000 for analytics software used in audits.

SUBMITTED FY 2020-21

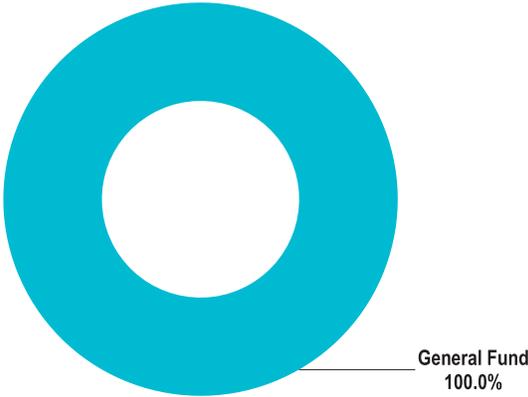
### Operating Expense by Category

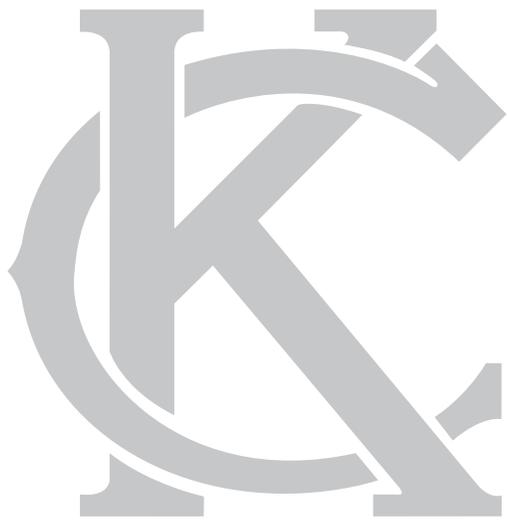


### Operating Expense by Program



### Operating Expense by Fund





The Office of the City Clerk provides accurate, accessible, and timely legislative information to various constituencies including the Mayor, City Council, the public, and City staff. The primary function of the office is to provide administrative, research, and legislative support to the Mayor and City Council.

**Performance Indicators**

Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Promote trust and understanding through transparency.**

Video on Demand viewed	70,679	6,500	6,500
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**Major Program Accomplishments**

- ✓ Completed the RFP process for a new vendor to handle the legislative process
- ✓ Trained new legislative aides to get them familiar with the legislative process
- ✓ Entered old ordinances into a drive for better accessibility and better turnover from the time request is made to delivery
- ✓ Added agendas/minutes for viewing by the public.

## DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$353,544	\$370,648	\$416,459
Contractual Services	\$106,024	\$150,827	\$293,542
Commodities	\$4,496	\$6,000	\$6,000
Capital Outlay	\$952	—	—
<b>Total Allocation by Expense Category</b>	<b>\$465,016</b>	<b>\$527,475</b>	<b>\$716,001</b>
<b>Allocation by Program</b>			
Office of the City Clerk	\$465,016	\$527,475	\$716,001
<b>Total Allocation by Program</b>	<b>\$465,016</b>	<b>\$527,475</b>	<b>\$716,001</b>
<b>Allocation by Fund</b>			
General Fund	\$465,016	\$527,475	\$716,001
<b>Total Allocation by Fund</b>	<b>\$465,016</b>	<b>\$527,475</b>	<b>\$716,001</b>
<b>Full-Time Equivalent Positions</b>			
Office of the City Clerk	5.0	5.0	5.0
<b>Total Full-Time Equivalent Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

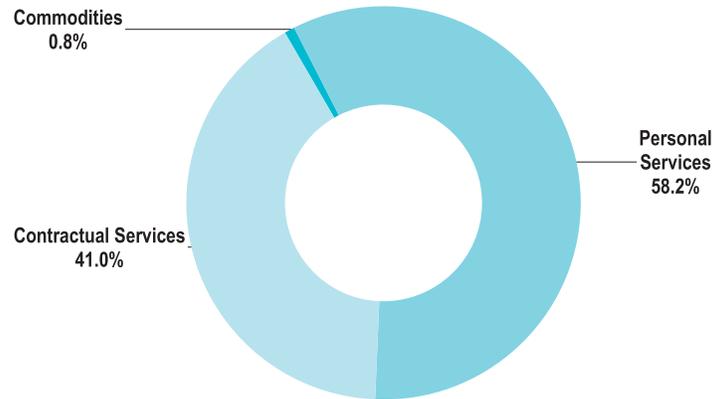
**Changes to the Budget**

The FY 2020-21 Budget increases \$150,000 for a new legislative tracking system.

SUBMITTED FY 2020-21

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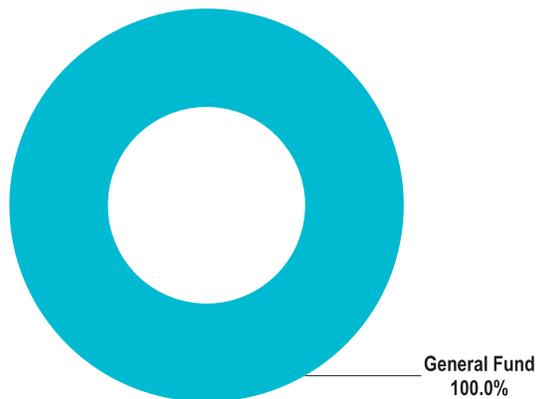
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$6,977,055	\$7,307,638	\$7,162,250
Contractual Services	\$5,280,087	\$7,178,866	\$7,915,969
Commodities	\$46,847	\$71,071	\$42,036
Capital Outlay	\$61,968	\$25,000	\$29,700
Debt Service	\$816,229	\$751,299	\$755,624
<b>Total Allocation by Expense Category</b>	<b>\$13,182,186</b>	<b>\$15,333,874</b>	<b>\$15,905,579</b>

<b>Allocation by Program</b>			
Action Center	\$2,995,159	\$2,835,749	\$3,102,557
Capital Improvements	\$492,418	\$1,694,297	\$3,526,184
City Communications	\$1,546,347	\$1,492,558	\$1,490,387
City Manager's Office	\$5,205,652	\$5,310,802	\$3,978,843
Environmental Quality and Compliance	\$1,020,660	\$997,125	\$953,040
KC BizCare	\$317,414	\$984,859	\$885,731
Office of Emergency Management	\$1,469,687	\$1,878,484	\$1,928,837
Special Projects	\$134,849	\$140,000	\$40,000
<b>Total Allocation by Program</b>	<b>\$13,182,186</b>	<b>\$15,333,874</b>	<b>\$15,905,579</b>

<b>Allocation by Fund</b>			
Capital Improvements	\$404,298	\$1,755,798	\$3,451,313
Convention And Sports Complex	—	\$500,000	—
Convention and Tourism	\$1,482,142	\$1,629,429	\$990,000
Development Services	\$267,414	\$934,859	\$885,731
General Fund	\$8,767,448	\$8,535,399	\$8,903,618
Health	\$923,956	\$539,092	\$458,447
Neighborhood Tourist Development	\$420,135	\$99,103	—
Public Mass Transportation	\$377,605	\$323,506	\$333,594
Public Safety Sales Tax	\$448,759	\$766,237	\$716,237
Strategic Neighborhoods	—	\$75,000	—
Street Maintenance	\$90,429	\$175,451	\$166,639
<b>Total Allocation by Fund</b>	<b>\$13,182,186</b>	<b>\$15,333,874</b>	<b>\$15,905,579</b>

<b>Full-Time Equivalent Positions</b>			
Action Center	39.5	41.5	42.1
City Communications	12.0	12.0	12.0
City Manager's Office	16.5	17.5	13.5
Environmental Quality and Compliance	9.0	9.0	9.0
KC BizCare	5.0	5.0	5.0

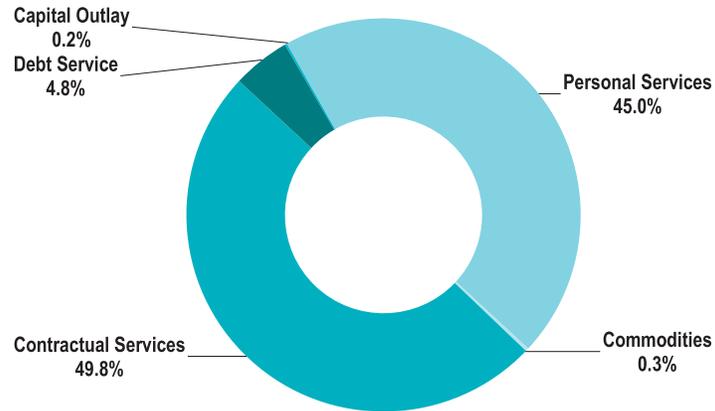
## DEPARTMENT ALLOCATION SUMMARY (CONTINUED)

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
Office of Emergency Management	6.0	6.0	6.0
Charge In-Out	(1.9)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>86.1</b>	<b>91.0</b>	<b>87.6</b>

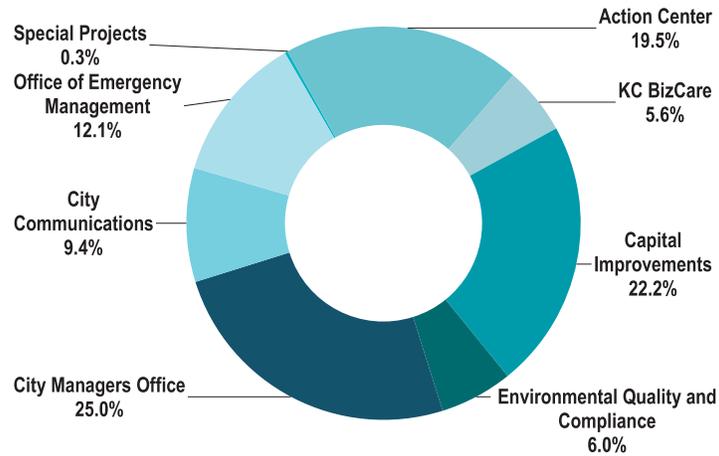
SUBMITTED FY 2020-21

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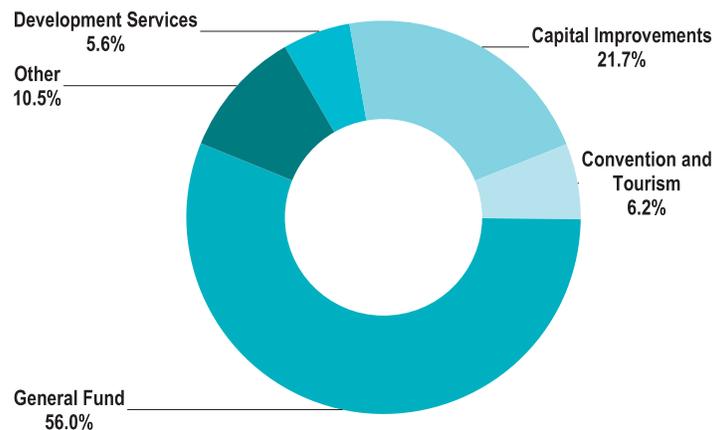
### Operating Expense by Category

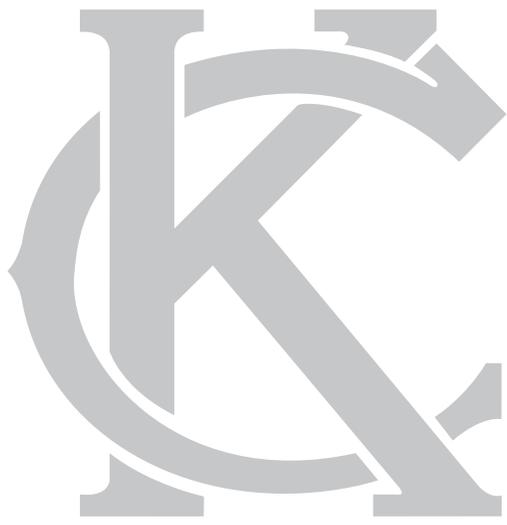


### Operating Expense by Program



### Operating Expense by Fund





## Action Center

The Action Center serves as the single point of contact for residents requesting services, reporting problems, or needing information. It provides insight into the needs of residents with data and feedback on services, measures how well City services are delivered, and produces data that helps better allocate City resources.

### Major Program Accomplishments

- ✓ Received 540,729 calls, 41,062 webs, 14,069 emails, and over 2,000 tweets and processed 198,237 service requests
- ✓ Participated in 52 neighborhood and community events with the 311 mobile van
- ✓ Developed and implemented a bot to process missed trash and recycling calls and to eliminate the hold time for callers
- ✓ Completed or initiated thirty scope of services projects for other City departments, including random control trials, process improvement projects, survey development, and more through DataKC
- ✓ Refined Data Academy and Process Improvement Academy to meet the needs of the organization and trained 171 employees through DataKC

## PROGRAM ALLOCATION SUMMARY

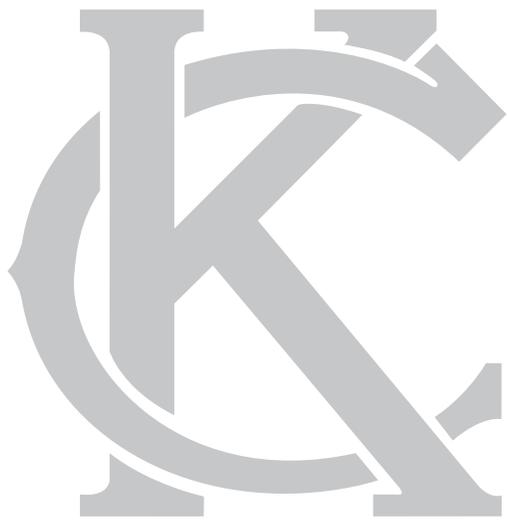
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,205,353	\$2,255,867	\$2,396,125
Contractual Services	\$485,262	\$294,485	\$397,925
Commodities	\$10,349	\$10,147	\$5,932
Capital Outlay	\$18,695	—	\$24,000
Debt Service	\$275,500	\$275,250	\$278,575
<b>Total Allocation by Expense Category</b>	<b>\$2,995,159</b>	<b>\$2,835,749</b>	<b>\$3,102,557</b>
<b>Allocation by Activity</b>			
Action Center	\$2,188,786	\$2,016,843	\$2,243,569
DataKC	\$806,373	\$818,906	\$858,988
<b>Total Allocation by Activity</b>	<b>\$2,995,159</b>	<b>\$2,835,749</b>	<b>\$3,102,557</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$1,870	—	\$869
General Fund	\$2,993,289	\$2,769,945	\$3,035,722
Street Maintenance	—	\$65,804	\$65,966
<b>Total Allocation by Fund</b>	<b>\$2,995,159</b>	<b>\$2,835,749</b>	<b>\$3,102,557</b>
<b>Full-Time Equivalent Positions</b>			
Action Center	34.5	34.5	35.1
DataKC	5.0	7.0	7.0
<b>Total Full-Time Equivalent Positions</b>	<b>39.5</b>	<b>41.5</b>	<b>42.1</b>

**Changes to the Budget**

The FY 2020-21 Budget increases 0.6 positions due to two part-time positions reclassifying to two full-time positions in the Action Center. The Budget decreases \$150,000 in vacancy savings. The Budget increases \$10,000 for temporary employees, \$24,000 for office furniture, \$50,000 for ex-offender Helpline translation services, and \$10,000 for Ex Offender Helpline staffing in the Action Center, and increases \$15,000 for the Resident Satisfaction Survey.

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$492,418	\$1,694,297	\$3,526,184
<b>Total Allocation by Expense Category</b>	<b>\$492,418</b>	<b>\$1,694,297</b>	<b>\$3,526,184</b>
<b>Allocation by Activity</b>			
Capital Improvements	\$419,988	\$250,000	\$250,000
Capital Improvements - Neighborhood Projects	\$72,430	\$1,444,297	\$3,276,184
<b>Total Allocation by Activity</b>	<b>\$492,418</b>	<b>\$1,694,297</b>	<b>\$3,526,184</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$142,264	\$1,444,297	\$3,276,184
Public Safety Sales Tax	\$350,154	\$250,000	\$250,000
<b>Total Allocation by Fund</b>	<b>\$492,418</b>	<b>\$1,694,297</b>	<b>\$3,526,184</b>



## City Communications

City Communications implements the City's strategic communications plan with an integrated, strategic approach to communicating with residents; produces 200 original videos each year; publishes a City magazine, monthly newsletter, and weekly news releases; and broadcasts 10-18 hours of public meetings weekly on Channel 2 to inform the public about City policies and programs. City Communications posts information daily on a full range of digital and social media platforms to effectively communicate with residents; creates graphic designs for hundreds of City publications each year; responds to local and national news media; operates the internal website; provides media training and strategic communications advice to elected officials and city staff; and processes sunshine requests.

### Major Program Accomplishments

- ✓ Livestreamed the Channel 2 signal 24/7 on the City's YouTube channel and created videos for the new City Hall elevator screens and Smart City kiosks
- ✓ Designed, built, and launched a new City website at kcmo.gov that is easier to read and navigate with new features like the "Your Resource Lookup" and an improved calendar
- ✓ Created a new logo and brand for community engagement events, "Speak Easy KC – because being heard shouldn't be hard," inviting residents to help influence City decision making

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,180,587	\$1,183,824	\$1,175,881
Contractual Services	\$294,230	\$298,168	\$307,106
Commodities	\$6,537	\$10,566	\$1,700
Capital Outlay	\$1,081	—	\$5,700
Debt Service	\$63,912	—	—
<b>Total Allocation by Expense Category</b>	<b>\$1,546,347</b>	<b>\$1,492,558</b>	<b>\$1,490,387</b>
<b>Allocation by Activity</b>			
Channel 2	\$486,777	\$429,733	\$449,030
City Communications	\$1,059,570	\$1,062,825	\$1,041,357
<b>Total Allocation by Activity</b>	<b>\$1,546,347</b>	<b>\$1,492,558</b>	<b>\$1,490,387</b>
<b>Allocation by Fund</b>			
General Fund	\$1,546,347	\$1,492,558	\$1,490,387
<b>Total Allocation by Fund</b>	<b>\$1,546,347</b>	<b>\$1,492,558</b>	<b>\$1,490,387</b>
<b>Full-Time Equivalent Positions</b>			
Channel 2	4.0	4.0	4.0
City Communications	8.0	8.0	8.0
<b>Total Full-Time Equivalent Positions</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## **City Manager's Office**

The City Manager's Office provides professional leadership and direction in the administration of policies established by the Mayor and City Council, and coordinates and supervises the operation of City departments.

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,939,727	\$1,754,561	\$1,495,279
Contractual Services	\$2,801,171	\$3,095,802	\$2,056,433
Commodities	\$13,183	\$25,627	\$16,319
Capital Outlay	\$40,990	\$25,000	—
Debt Service	\$410,581	\$409,812	\$410,812
<b>Total Allocation by Expense Category</b>	<b>\$5,205,652</b>	<b>\$5,310,802</b>	<b>\$3,978,843</b>
<b>Allocation by Activity</b>			
Arts KC Initiative	\$250,000	\$250,000	\$75,000
Bike Ped Administration	\$185,000	\$175,000	\$175,000
City Internship Program	\$193,532	\$220,527	\$225,076
City Manager	\$1,793,143	\$1,658,742	\$1,522,124
Conference Support	\$465,710	\$800,000	\$300,000
Festival Support	\$776,585	\$485,000	\$485,000
Internal Auditor	\$107,565	\$119,688	\$119,571
Municipal Memberships	\$283,522	\$362,000	\$362,000
Office of Creative Services	\$465,394	\$538,532	—
Office of Disability Awareness	\$137,299	\$161,501	\$174,260
Race Management	\$137,321	\$130,000	\$130,000
Smart Cities	\$410,581	\$409,812	\$410,812
<b>Total Allocation by Activity</b>	<b>\$5,205,652</b>	<b>\$5,310,802</b>	<b>\$3,978,843</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$260,164	\$311,501	\$174,260
Convention And Sports Complex	—	\$500,000	—
Convention and Tourism	\$1,382,142	\$1,529,429	\$990,000
General Fund	\$2,686,781	\$2,382,263	\$2,480,989
Health	\$78,825	\$90,000	—
Neighborhood Tourist Development	\$420,135	\$99,103	—
Public Mass Transportation	\$377,605	\$323,506	\$333,594
Strategic Neighborhoods	—	\$75,000	—
<b>Total Allocation by Fund</b>	<b>\$5,205,652</b>	<b>\$5,310,802</b>	<b>\$3,978,843</b>
<b>Full-Time Equivalent Positions</b>			
City Internship Program	4.0	4.0	4.0
City Manager	7.5	8.5	7.5
Internal Auditor	1.0	1.0	1.0
Office of Creative Services	3.0	3.0	—
Office of Disability Awareness	1.0	1.0	1.0
<b>Total Full-Time Equivalent Positions</b>	<b>16.5</b>	<b>17.5</b>	<b>13.5</b>

**Changes to the Budget**

The FY 2020-21 Budget eliminates one position in the City Manager's Office, eliminates two positions in the Office of Creative Services, and transfers one position from the Office of Creative Services to Neighborhoods and Housing Services. The Budget also decreases \$500,000 for a one-time convention attraction and retention expense, \$539,000 for the Office of Creative Services, \$175,000 for the Film Commission, \$90,000 for the ArtsTech Teens in Transition program in the Health Fund, and \$150,000 for contracts in the Capital Improvements Fund.



## Environmental Quality and Compliance

The Office of Environmental Quality and Compliance is the City's lead entity for promoting sustainability in all municipal operations and as a regional priority in the greater Kansas City metropolitan area. The Office of Environmental Quality internally and externally coordinates implementation of the City's Climate Protection Plan through partnerships with various public and private stakeholders in the metro area and implements Green Solutions Policy through coordinating activities of four interdepartmental green teams; provides technical and regulatory compliance assistance to all City departments in their implementation of the City's Environmental Management System (EMS); administers an environmental training program that provides both regulatory required and non-regulatory training to City staff; coordinates the internal recycling program at City facilities; conducts asbestos inspections and post-abatement inspections prior to dangerous building demolitions by the City and in support of other City projects; and conducts regulatory compliance inspections of City facilities to identify opportunities for improvement.

### Major Program Accomplishments

- ✓ Led the initiative to implement improvements to the recycling program within City Hall to increase recycling volumes, reducing the amount of waste from reaching the landfill, and educating City employees on what to recycle and how to recycle correctly at work and at home
- ✓ Coordinated the creation of a file database which will serve as a destination for Citywide environmental related records and bolster the City's historical recordkeeping
- ✓ Provided a total of 123 hours of environmental compliance assistance to various City departments assisting in their environmental report research, review and recommendations, land acquisition and/or sales, environmental compliance and audits by Federal and State auditors, and environmentally sensitive project oversight
- ✓ Collected more than 17,000 pounds of hazardous and non-hazardous waste, helping City facilities maintain compliance with environmental regulations, reducing the potential for spills, and minimizing site contamination and employee exposure to these wastes

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$814,431	\$911,278	\$843,322
Contractual Services	\$201,183	\$81,212	\$103,506
Commodities	\$5,046	\$4,635	\$6,212
<b>Total Allocation by Expense Category</b>	<b>\$1,020,660</b>	<b>\$997,125</b>	<b>\$953,040</b>
<b>Allocation by Activity</b>			
Environmental Compliance	\$601,726	\$548,221	\$519,147
Environmental Quality	\$418,934	\$448,904	\$433,893
<b>Total Allocation by Activity</b>	<b>\$1,020,660</b>	<b>\$997,125</b>	<b>\$953,040</b>
<b>Allocation by Fund</b>			
General Fund	\$623,810	\$997,125	\$953,040
Health	\$396,850	—	—
<b>Total Allocation by Fund</b>	<b>\$1,020,660</b>	<b>\$997,125</b>	<b>\$953,040</b>
<b>Full-Time Equivalent Positions</b>			
Environmental Compliance	5.0	5.0	5.0
Environmental Quality	4.0	4.0	4.0
Charge In-Out	(1.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>

**Changes to the Budget**

The FY 2020-21 Budget adds \$25,000 for the Greenhouse Gas Inventory offset by a decrease of \$68,000 in full-time wages.

## KC BizCare

KC BizCare is a free business resource, advocate, and information center for new and existing businesses operating within the City. KC BizCare provides information and assistance to help business owners understand and comply with City, State, and Federal requirements for operating a business and refers customers to appropriate community partners, resources, and other services.

### Major Program Accomplishments

- ✓ Received a grant of \$50,000 plus coaching, technical assistance, and implementation resources from the Citi Foundation and Living Cities and was selected to participate in the national City Accelerator Cohort for Inclusive Procurement
- ✓ Partnered with City Innovate and its Startup in Residence (“STIR”) Program to sponsor InnovateKC (formally known as The Innovation Partnership Program or IPP), which connects City departments with innovative technology startups for a 16-week voluntary in-residence period to develop technology-based solutions that address challenges facing City government
- ✓ Partnered with the African American Artist Collective and the 1900 Artist Collective to create KC Creatives, an initiative towards inclusive procurement in the arts and an expansion of KC BizCare services for the arts/creatives industry for business registration, permitting and licensing, professional development, and public programs

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$260,162	\$578,099	\$632,964
Contractual Services	\$55,967	\$405,160	\$251,667
Commodities	\$1,285	\$1,600	\$1,100
<b>Total Allocation by Expense Category</b>	<b>\$317,414</b>	<b>\$984,859</b>	<b>\$885,731</b>
<b>Allocation by Activity</b>			
KC BizCare	\$317,414	\$984,859	\$885,731
<b>Total Allocation by Activity</b>	<b>\$317,414</b>	<b>\$984,859</b>	<b>\$885,731</b>
<b>Allocation by Fund</b>			
Development Services	\$267,414	\$934,859	\$885,731
General Fund	\$50,000	\$50,000	—
<b>Total Allocation by Fund</b>	<b>\$317,414</b>	<b>\$984,859</b>	<b>\$885,731</b>
<b>Full-Time Equivalent Positions</b>			
KC BizCare	5.0	5.0	5.0
Charge In-Out	(1.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>

### Changes to the Budget

The FY 2020-21 Budget decreases \$150,000 for KC Sourcelink, LaunchKC, and other economic development funding.

## Office of Emergency Management

The Office of Emergency Management develops and maintains the City's Local Emergency Operations Plan, coordinates disaster response and recovery, maintains operational readiness of the City's Emergency Operations center, coordinates citywide camera and fiber projects, and develops and delivers preparedness programs and exercises for response agencies and the public.

### Major Program Accomplishments

- ✓ Coordinated submission of approximately \$14 million dollars in damages in Jackson and Clay Counties resulting from spring flooding to seek a disaster declaration and obtain federal funding assistance
- ✓ Connected the City fiber network to KCPD Evidence & Property Storage and the temporary jail facility; installed redundant fiber connections to the primary Tel-Co hotel, North Fiber Loop from City Hall to the MCI Overhaul Base, the Municipal Service Center, and KCPD Headquarters; and installed a new South Fiber Loop connecting downtown to South Patrol, Metro Patrol, Central Patrol, the Disaster Recovery Site on 63rd St, and the Juvenile Facility
- ✓ Coordinated the development and execution of required emergency exercises including a full scale exercise for the KC Streetcar, a tabletop exercise at both the Wheeler and Kansas City International Airports, a functional exercise for rural partners and National Weather Service meteorologists from all over the country, and a number of tabletop exercises for the private sector, as well as assisted in development of and participation in exercises at the regional, state, and federal levels
- ✓ Replaced 51 computers in the Emergency Operations Center to remain current with industry standards and ensure operational readiness and security
- ✓ Partnered with the Mid-America Regional Council Region to conduct a five-year update of the Regional Hazard Mitigation Plan as required by the Federal Emergency Management Agency

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$576,795	\$624,009	\$618,679
Contractual Services	\$815,007	\$1,169,742	\$1,233,148
Commodities	\$10,447	\$18,496	\$10,773
Capital Outlay	\$1,202	—	—
Debt Service	\$66,236	\$66,237	\$66,237
<b>Total Allocation by Expense Category</b>	<b>\$1,469,687</b>	<b>\$1,878,484</b>	<b>\$1,928,837</b>
<b>Allocation by Activity</b>			
Emergency Medical Services-Oversight	\$448,281	\$449,092	\$458,447
Office of Emergency Management	\$1,021,406	\$1,429,392	\$1,470,390
<b>Total Allocation by Activity</b>	<b>\$1,469,687</b>	<b>\$1,878,484</b>	<b>\$1,928,837</b>
<b>Allocation by Fund</b>			
General Fund	\$832,372	\$803,508	\$903,480
Health	\$448,281	\$449,092	\$458,447
Public Safety Sales Tax	\$98,605	\$516,237	\$466,237
Street Maintenance	\$90,429	\$109,647	\$100,673
<b>Total Allocation by Fund</b>	<b>\$1,469,687</b>	<b>\$1,878,484</b>	<b>\$1,928,837</b>
<b>Full-Time Equivalent Positions</b>			
Emergency Medical Services-Oversight	1.0	1.0	1.0
Office of Emergency Management	5.0	5.0	5.0
Charge In-Out	0.1	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>6.1</b>	<b>6.0</b>	<b>6.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$45,000 for repairs and maintenance services in the Office of Emergency Management. The Budget decreases \$50,000 for one-time flood warning maintenance system costs in the Public Safety Sales Tax Fund.

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$134,849	\$140,000	\$40,000
<b>Total Allocation by Expense Category</b>	<b>\$134,849</b>	<b>\$140,000</b>	<b>\$40,000</b>
<b>Allocation by Activity</b>			
Special Projects	\$134,849	\$140,000	\$40,000
<b>Total Allocation by Activity</b>	<b>\$134,849</b>	<b>\$140,000</b>	<b>\$40,000</b>
<b>Allocation by Fund</b>			
Convention and Tourism	\$100,000	\$100,000	—
General Fund	\$34,849	\$40,000	\$40,000
<b>Total Allocation by Fund</b>	<b>\$134,849</b>	<b>\$140,000</b>	<b>\$40,000</b>

**Changes to the Budget**

The FY 2020-21 decreases \$100,000 from a one-time support of National Gymnastics.

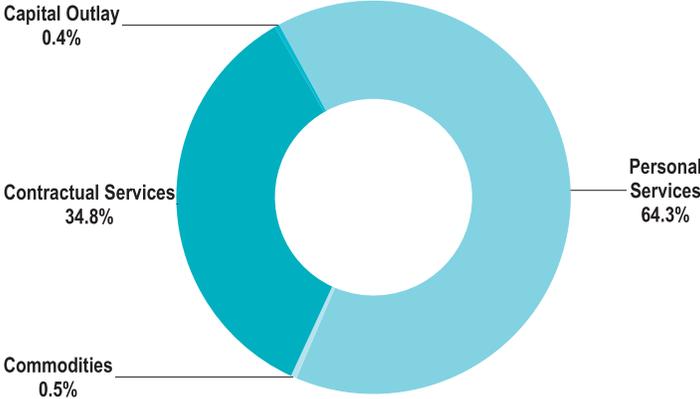


DEPARTMENT ALLOCATION SUMMARY

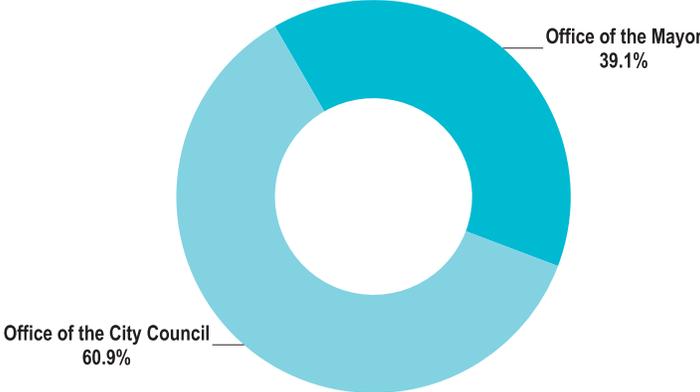
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$3,461,816	\$3,336,792	\$3,263,383
Contractual Services	\$1,749,363	\$1,727,646	\$1,764,224
Commodities	\$29,532	\$24,250	\$24,250
Capital Outlay	\$20,000	\$18,000	\$20,000
<b>Total Allocation by Expense Category</b>	<b>\$5,260,711</b>	<b>\$5,106,688</b>	<b>\$5,071,857</b>
<b>Allocation by Program</b>			
Office of the City Council	\$3,075,425	\$3,004,513	\$3,089,608
Office of the Mayor	\$2,185,286	\$2,102,175	\$1,982,249
<b>Total Allocation by Program</b>	<b>\$5,260,711</b>	<b>\$5,106,688</b>	<b>\$5,071,857</b>
<b>Allocation by Fund</b>			
Convention and Tourism	\$58,318	\$60,000	—
General Fund	\$5,202,393	\$5,046,688	\$4,846,857
Health	—	—	\$225,000
<b>Total Allocation by Fund</b>	<b>\$5,260,711</b>	<b>\$5,106,688</b>	<b>\$5,071,857</b>
<b>Full-Time Equivalent Positions</b>			
Office of the City Council	39.0	26.0	26.0
Office of the Mayor	17.0	15.0	15.0
<b>Total Full-Time Equivalent Positions</b>	<b>56.0</b>	<b>41.0</b>	<b>41.0</b>

SUBMITTED FY 2020-21

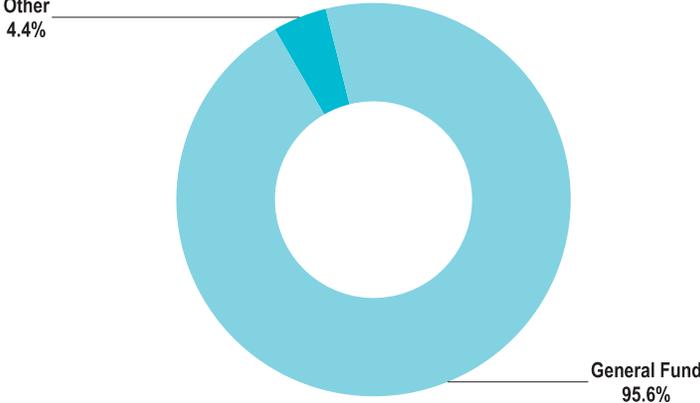
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Office of the City Council

The City Council serves as the City's legislative and policy-making body.

### PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,152,715	\$2,094,124	\$2,142,033
Contractual Services	\$905,057	\$893,139	\$930,325
Commodities	\$10,653	\$17,250	\$17,250
Capital Outlay	\$7,000	—	—
<b>Total Allocation by Expense Category</b>	<b>\$3,075,425</b>	<b>\$3,004,513</b>	<b>\$3,089,608</b>
<b>Allocation by Activity</b>			
Council Assistance	\$1,115,664	\$1,157,815	\$1,146,453
Legislative Assistance	\$605,204	\$598,000	\$598,000
Office of the City Council	\$1,354,557	\$1,248,698	\$1,345,155
<b>Total Allocation by Activity</b>	<b>\$3,075,425</b>	<b>\$3,004,513</b>	<b>\$3,089,608</b>
<b>Allocation by Fund</b>			
General Fund	\$3,075,425	\$3,004,513	\$3,089,608
<b>Total Allocation by Fund</b>	<b>\$3,075,425</b>	<b>\$3,004,513</b>	<b>\$3,089,608</b>
<b>Full-Time Equivalent Positions</b>			
Council Assistance	27.0	14.0	14.0
Office of the City Council	12.0	12.0	12.0
<b>Total Full-Time Equivalent Positions</b>	<b>39.0</b>	<b>26.0</b>	<b>26.0</b>

#### Changes to the Budget

There are no material changes to the FY 2020-21 Budget.

## Office of the Mayor

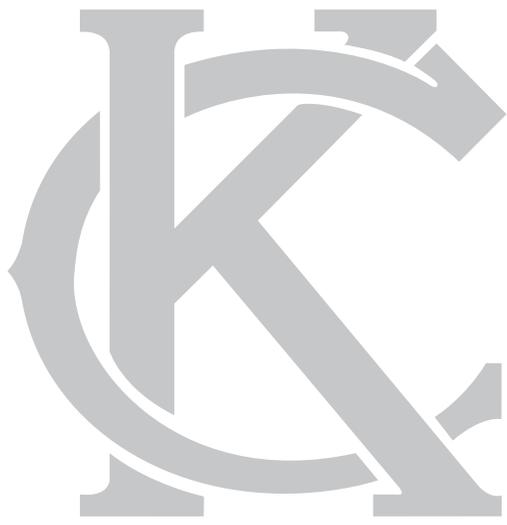
The Office of the Mayor provides overall leadership for the City of Kansas City, Missouri by serving as the City's principal representative and spokesperson.

### PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,309,101	\$1,242,668	\$1,121,350
Contractual Services	\$844,306	\$834,507	\$833,899
Commodities	\$18,879	\$7,000	\$7,000
Capital Outlay	\$13,000	\$18,000	\$20,000
<b>Total Allocation by Expense Category</b>	<b>\$2,185,286</b>	<b>\$2,102,175</b>	<b>\$1,982,249</b>
<b>Allocation by Activity</b>			
Mayor s Initiatives	\$133,318	\$60,000	—
Office of the Mayor	\$1,831,309	\$1,817,175	\$1,757,249
Youth Employment	\$220,659	\$225,000	\$225,000
<b>Total Allocation by Activity</b>	<b>\$2,185,286</b>	<b>\$2,102,175</b>	<b>\$1,982,249</b>
<b>Allocation by Fund</b>			
Convention and Tourism	\$58,318	\$60,000	—
General Fund	\$2,126,968	\$2,042,175	\$1,757,249
Health	—	—	\$225,000
<b>Total Allocation by Fund</b>	<b>\$2,185,286</b>	<b>\$2,102,175</b>	<b>\$1,982,249</b>
<b>Full-Time Equivalent Positions</b>			
Office of the Mayor	17.0	15.0	15.0
<b>Total Full-Time Equivalent Positions</b>	<b>17.0</b>	<b>15.0</b>	<b>15.0</b>

#### Changes to the Budget

The FY 2020-21 Budget decreases \$60,000 for the International Program in the Convention and Tourism Fund. The Budget increases \$20,000 for mental health and housing initiatives, and \$30,000 for professional organization membership. The Budget also transfers \$225,000 for the Youth Employment program from the General Fund to the Health Fund.



# NEIGHBORHOODS, HOUSING, AND HEALTHY COMMUNITIES



## HEALTH

Administration  
Capital Improvements  
Communicable Diseases  
Community And Family Health Division  
Community Engagement, Policy and Accountability  
Environmental Health Services  
HIV Services

## HEALTH AND MEDICAL CARE

Children's Mercy  
Crisis Center  
Kansas City Health Clinic  
Northland Health Care  
Samuel U Rodgers  
Special Projects  
Swope Parkway Health  
Swope Ridge Geriatric  
Truman Medical Center

## NEIGHBORHOODS AND HOUSING SERVICES

Administration  
Capital Improvements  
Housing Services  
Land Bank  
Neighborhood Preservation  
Neighborhood Services  
Public Safety  
Trash and Recycling

## PARKS AND RECREATION

Capital Improvements  
Community Services  
Cultural Facilities  
Golf Course Operations  
Natural Resources  
Parks and Rec Administration  
Planning and Design

# GOAL: NEIGHBORHOODS AND HEALTHY COMMUNITIES

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

## DEPARTMENTAL STRATEGIC OBJECTIVES

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

## RESIDENT PRIORITIES

As reported in the 2018-19 Resident Survey, the highest levels of satisfaction with neighborhood services were (1) animal shelter operations and adoption efforts (52.7 percent); (2) customer service from animal control officers (38.0 percent); and (3) enforcement trash/weeds/exterior maintenance in neighborhoods (37.1 percent).

Residents were least satisfied with the demolition of vacant structures in the dangerous building inventory (17.4 percent) and the boarding up of vacant structures open to entry (22.3 percent). Overall, the quality of neighborhood services was the third highest priority of residents and had a 40.0 percent satisfaction rating.

Parks and Recreation services with the highest levels of satisfaction were (1) maintenance of City parks (67.1 percent); (2) the quality of facilities, picnic shelters, and playgrounds (60.9); and (3) the quality of outdoor athletic fields (59.1 percent).

Residents were least satisfied with: tree trimming and other tree care along City streets/other public areas (36.8 percent); the City swimming pools and program (36.4 percent); and the City's youth athletic programs and activities (35.1 percent). Overall, the quality of Parks and Recreation remained at tenth overall in the priority list, with 61.3 percent satisfaction.

For the second year in a row, the 2018-19 Resident Survey included questions on resident health and economic mobility. A significant majority of residents rated their overall state of health as either excellent or good (70.8 percent). The majority of residents also rated their personal financial condition as either excellent or good (54.5 percent). Additionally, the majority of residents reported their standard of living as either much better or somewhat better compared to their parents (56.8 percent).

Solid Waste services with the highest levels of satisfaction were (1) the quality of trash collection services (61.7 percent) and (2) the quality of curbside recycling services (60.3 percent).

Residents were least satisfied with the City's efforts to clean up illegal dumping sites (23.0 percent) and the cleanliness of City streets and other public areas (31.8 percent). Overall, the quality of Solid Waste services was ranked seventh on the priority list, with 51.2 percent of residents satisfied.

Neighborhoods and Healthy Communities services recommended as top priorities were

- Cleaning up of trash/debris on private property
- Demolishing vacant structures in dangerous building inventory

## MEASURES OF SUCCESS

- Difference in the total numbers of expected years of life between highest and lowest zip codes
- Percent of residents satisfied with programs and activities at City community centers
- Percent of residents who attended arts or cultural event at least once in the past 12 months
- Attendance at community centers
- Percent change of dangerous building inventory
- Tons of illegal dumping collected
- Percent of residents satisfied with efforts to clean-up illegal dumping sites

# GOAL: HOUSING

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

## DEPARTMENTAL STRATEGIC OBJECTIVES

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

## RESIDENT PRIORITIES

As reported in the 2018-19 Resident Survey, 77.3 percent of residents said that they were satisfied or very satisfied with Kansas City as a place to live. Additionally, 55.4 percent of residents said that they were satisfied with the physical appearance of their neighborhood.

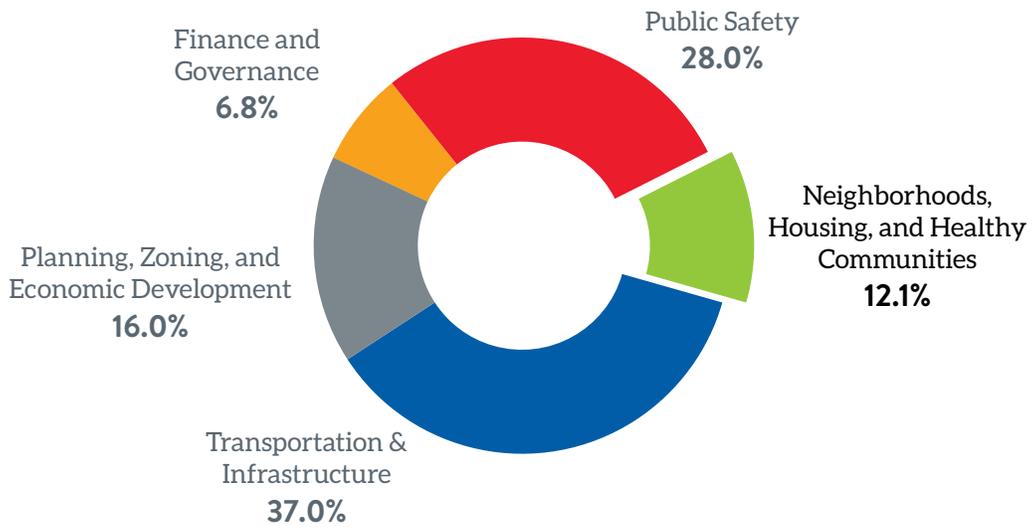
## MEASURES OF SUCCESS

- Percent of residents satisfied with accessibility of affordable housing
- Percent of children with elevated blood lead

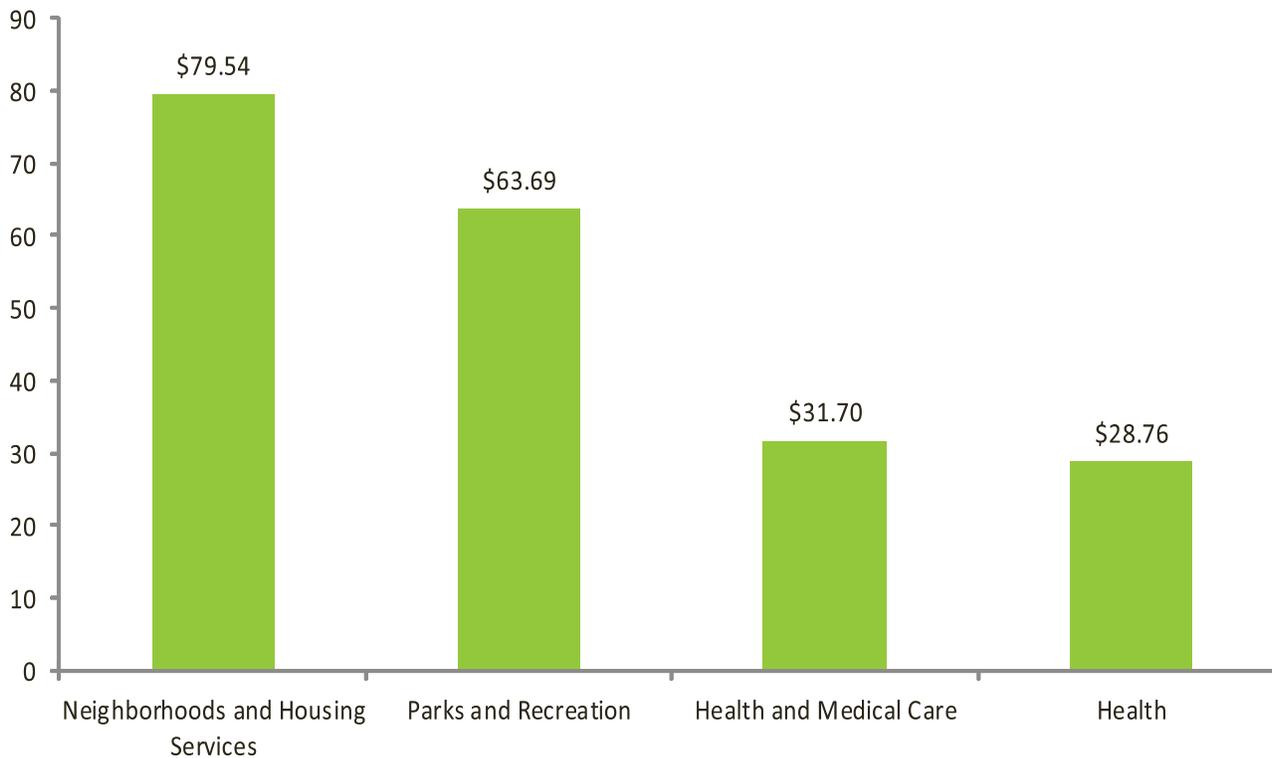
SUBMITTED FY 2020-21

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### TOTAL BUDGET



### NEIGHBORHOODS, HOUSING, AND HEALTHY COMMUNITIES

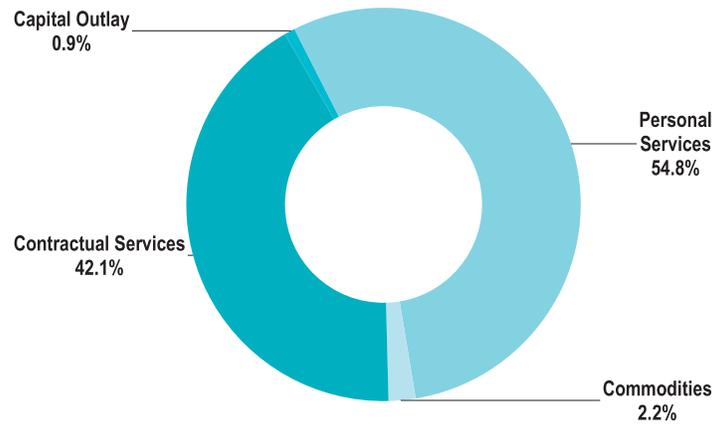




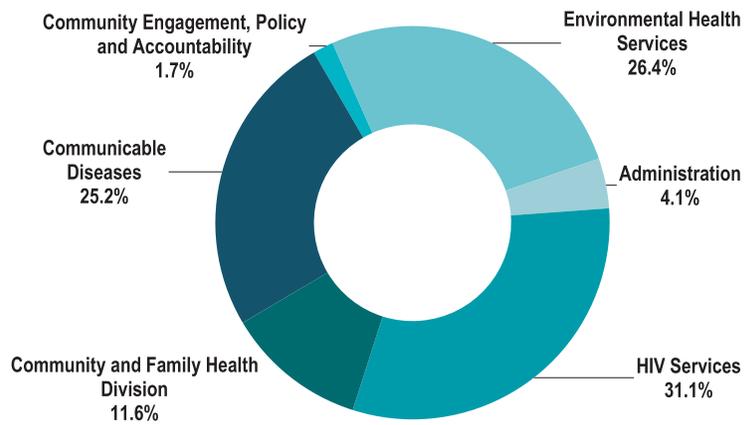
## DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$13,842,885	\$15,231,860	\$15,938,662
Contractual Services	\$10,258,580	\$11,892,521	\$12,224,366
Commodities	\$747,709	\$524,758	\$644,415
Capital Outlay	\$282,850	\$120,000	\$252,202
<b>Total Allocation by Expense Category</b>	<b>\$25,132,024</b>	<b>\$27,769,139</b>	<b>\$29,059,645</b>
<b>Allocation by Program</b>			
Administration	\$1,215,636	\$963,627	\$1,194,454
Communicable Diseases	\$6,448,464	\$6,712,608	\$7,308,666
Community and Family Health Division	\$2,855,695	\$3,737,729	\$3,373,274
Community Engagement, Policy and Accountability	\$608,621	\$562,559	\$490,301
Environmental Health Services	\$5,604,970	\$6,971,144	\$7,661,655
HIV Services	\$8,398,638	\$8,821,472	\$9,031,295
<b>Total Allocation by Program</b>	<b>\$25,132,024</b>	<b>\$27,769,139</b>	<b>\$29,059,645</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$4,799,571	\$5,229,843	\$5,173,837
Health	\$12,961,119	\$15,110,818	\$16,233,954
Housing Oppor for Persons With Aids	\$1,568,489	\$1,570,110	\$1,741,976
HUD Lead-Based Paint Grant	\$1,171,671	\$918,986	\$1,049,833
Ryan White HIV/AIDS	\$4,581,174	\$4,939,382	\$4,860,045
Strategic Neighborhoods	\$50,000	—	—
<b>Total Allocation by Fund</b>	<b>\$25,132,024</b>	<b>\$27,769,139</b>	<b>\$29,059,645</b>
<b>Full-Time Equivalent Positions</b>			
Administration	14.0	14.0	14.0
Communicable Diseases	70.5	69.5	72.5
Community and Family Health Division	40.5	41.0	39.0
Community Engagement, Policy and Accountability	6.0	6.0	6.0
Environmental Health Services	71.3	64.3	69.8
HIV Services	15.0	13.5	14.0
Charge In-Out	(0.8)	2.8	(0.7)
<b>Total Full-Time Equivalent Positions</b>	<b>216.5</b>	<b>211.1</b>	<b>214.6</b>

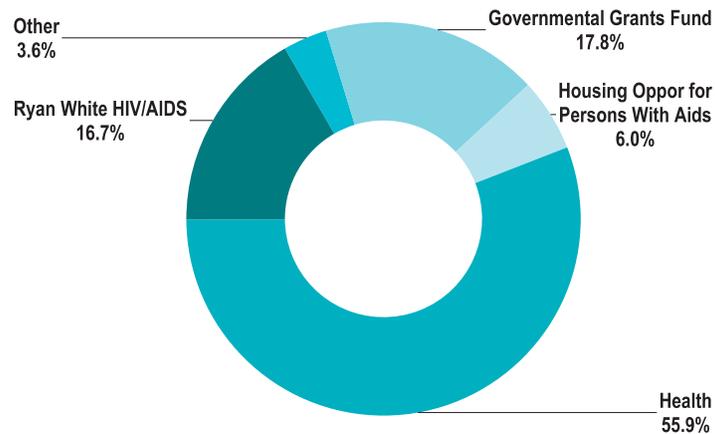
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration

The Administration Division directs the services delivery system of the department for evaluation of programs and services and the identification and development of new opportunities; provides digital, financial, human resource, and customer services support to the department for consistency, accuracy, and timeliness; promotes the department's programs and successes to citizens and staff; builds effective communication and relationships with internal and external customers; and communicates policies and procedures to staff to expand knowledge and ability.

### Performance Indicators

Actual  
FY 2018-19

Adopted  
FY 2019-20

Submitted  
FY 2020-21

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

Percent of grant billing submitted on time

100.0%

95.0%

95.0%

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$980,583	\$808,506	\$913,493
Contractual Services	\$142,214	\$142,319	\$269,955
Commodities	\$44,300	\$12,802	\$11,006
Capital Outlay	\$48,539	—	—
<b>Total Allocation by Expense Category</b>	<b>\$1,215,636</b>	<b>\$963,627</b>	<b>\$1,194,454</b>
<b>Allocation by Activity</b>			
Administration	\$1,215,636	\$963,627	\$1,194,454
<b>Total Allocation by Activity</b>	<b>\$1,215,636</b>	<b>\$963,627</b>	<b>\$1,194,454</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$19,455	—	—
Health	\$1,196,181	\$963,627	\$1,194,454
<b>Total Allocation by Fund</b>	<b>\$1,215,636</b>	<b>\$963,627</b>	<b>\$1,194,454</b>
<b>Full-Time Equivalent Positions</b>			
Administration	14.0	14.0	14.0
Charge In-Out	(2.1)	(3.7)	(3.6)
<b>Total Full-Time Equivalent Positions</b>	<b>11.9</b>	<b>10.3</b>	<b>10.4</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$50,000 for dues and memberships and \$27,000 for workers compensation insurance.

## Communicable Diseases

The Communicable Disease Division minimizes the threat and exposure to citizens from communicable diseases, specifically tuberculosis, sexually transmitted diseases (STD), and Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome (HIV/AIDS). The Public Health Preparedness Program (PHP) prepares the Health Department to respond to and recover from, not only public health emergencies but also any man-made or naturally occurring disasters. The division also manages the issuance of State of Missouri birth and death records to the citizens of Kansas City and surrounding communities.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.</b>			
Average number of all communicable diseases (including STD and HIV reports) requiring investigation per staff investigator	150	420	420
Percent of communicable disease reports requiring investigation that are investigated	90.0%	85.0%	85.0%

### Major Program Accomplishments

- ✓ Developed and hosted the Federal Executive Board Closed Point of Dispensing Exercise with many Federal partners, including representatives from the Office of the Assistant Secretary for Preparedness and Response, Health and Human Services, and Centers for Disease Control and Prevention
- ✓ Activated an Incident Action Plan to help respond to the ongoing syphilis outbreak: Kansas City experienced the highest Syphilis rate (46.3 per 100,000 residents) in 26 years with 213 cases and the division contributed 1023.5 hours of additional management staff time to assist with this outbreak
- ✓ Completed bi-annual Clinical Laboratory Improvement Amendments certification without any corrective actions or deficiencies.
- ✓ Maintained status as second largest provider of childhood vaccinations in the State of Missouri (behind Children’s Mercy Hospital)
- ✓ Collaborated with the Missouri Department of Health and Senior Services to respond to a statewide outbreak of hepatitis A in at-risk populations and provided more than 300 doses of hepatitis A vaccine to high-risk individuals

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,179,555	\$5,487,845	\$5,739,968
Contractual Services	\$866,322	\$914,702	\$1,220,090
Commodities	\$402,587	\$310,061	\$342,608
Capital Outlay	—	—	\$6,000
<b>Total Allocation by Expense Category</b>	<b>\$6,448,464</b>	<b>\$6,712,608</b>	<b>\$7,308,666</b>
<b>Allocation by Activity</b>			
Communicable Disease	\$3,586,731	\$3,832,955	\$4,197,886
Health and Medical Records	\$1,366,666	\$1,432,437	\$1,342,315
HIV/AIDS Surveillance	\$125,044	\$130,847	\$130,853
Public Health Preparedness	\$490,917	\$515,050	\$517,074
Sexually Transmitted Diseases	\$879,106	\$801,319	\$1,120,538
<b>Total Allocation by Activity</b>	<b>\$6,448,464</b>	<b>\$6,712,608</b>	<b>\$7,308,666</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$1,556,277	\$1,663,416	\$1,783,117
Health	\$4,892,187	\$5,049,192	\$5,525,549
<b>Total Allocation by Fund</b>	<b>\$6,448,464</b>	<b>\$6,712,608</b>	<b>\$7,308,666</b>
<b>Full-Time Equivalent Positions</b>			
Communicable Disease	31.0	31.0	31.0
Health and Medical Records	17.5	17.5	17.5
HIV/AIDS Surveillance	3.0	3.0	3.0
Public Health Preparedness	10.0	9.0	9.0
Sexually Transmitted Diseases	9.0	9.0	12.0
Charge In-Out	(0.5)	0.9	0.7
<b>Total Full-Time Equivalent Positions</b>	<b>70.0</b>	<b>70.4</b>	<b>73.2</b>

**Changes to the Budget**

The FY 2020-21 Budget adds three positions in Sexually Transmitted Diseases. The Budget increases \$60,000 for consultant services and \$112,000 grant funding for public health crisis response.

## Community and Family Health Division

The Community and Family Health Division empowers and engages residents to optimize their well-being and the health of those they care for by providing case management and supportive services, information, and training to improve conditions that support health equity and healthy living. It also includes the Aim4Peace Violence Prevention Program, which works to cure violence, especially retaliatory violence, in the Kansas City East Patrol Division, using a public health model and a proactive team of first responders.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Bolster community development, cultural activities, and resident engagement.**

Percent of shootings in Aim4Peace beats to which staff responded through street or hospital response	95.0%	95.0%	75.0%
Percent of Aim4Peace (street conflict) mediations resolved	85.0%	85.0%	90.0%

### Major Program Accomplishments

- ✓ Coordinated the planning, organization, review, editing, and submission of the Public Health Accreditation Board documentation resulting in receipt of national accreditation for five more years
- ✓ Recognized by the National Health Alliance for Violence Intervention (HAVI) for Aim4Peace being on model with national best practices for hospital violence prevention programs
- ✓ Expanded Hospital Violence Prevention efforts into Research Medical Center, resulting in real-time response to all Level One Trauma Centers in Kansas City, with two hospital teams deployed daily and more than 140 patients and their families served last quarter
- ✓ Coordinated 11 “Highlight of Health” radio segments introducing residents to health services within the community
- ✓ Participated in 21 outreach events educating 3,815 youth on the Intentional Injury Prevention Curriculum, which increased the Health Department’s partnerships by 11
- ✓ Retained 98 percent of qualified participants during the recertification period to continue receiving services from the Child and Youth with Special Health Care program

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,277,309	\$2,484,681	\$2,411,401
Contractual Services	\$518,669	\$1,235,831	\$938,879
Commodities	\$59,717	\$17,217	\$22,994
<b>Total Allocation by Expense Category</b>	<b>\$2,855,695</b>	<b>\$3,737,729</b>	<b>\$3,373,274</b>
<b>Allocation by Activity</b>			
Aim4Peace	\$1,220,399	\$1,750,946	\$1,236,368
Family Health Services	\$968,976	\$1,024,091	\$991,942
Health Education	\$666,320	\$962,692	\$861,866
Violence Prevention	—	—	\$283,098
<b>Total Allocation by Activity</b>	<b>\$2,855,695</b>	<b>\$3,737,729</b>	<b>\$3,373,274</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$1,308,598	\$1,685,329	\$1,396,070
Health	\$1,547,097	\$2,052,400	\$1,977,204
<b>Total Allocation by Fund</b>	<b>\$2,855,695</b>	<b>\$3,737,729</b>	<b>\$3,373,274</b>
<b>Full-Time Equivalent Positions</b>			
Aim4Peace	20.0	20.0	19.0
Family Health Services	12.5	13.0	12.0
Health Education	8.0	8.0	8.0
Violence Prevention	—	—	—
Charge In-Out	(0.4)	1.5	(1.0)
<b>Total Full-Time Equivalent Positions</b>	<b>40.1</b>	<b>42.5</b>	<b>38.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases one position in Aim 4 Peace, decreases 0.5 positions in Family Health Services, transfers 0.5 positions from Community and Family Health to HIV Services, and increases the number of positions that are charged out to other programs. The Budget also decreases \$286,000 for violence prevention funding.

## Community Engagement, Policy and Accountability

The Community Engagement, Policy, and Accountability Division oversees community health monitoring services, staff support for the Mayor's Health Commission, and department-wide performance management. This division also provides policy analysis and legal epidemiology for internal and external stakeholders, and serves as a communication bridge between the City Council, the Mayor's Office, and other city departments on matters related to public health law and policy.

### Major Program Accomplishments

- ✓ Produced a media campaign and online data/resource dashboard to increase awareness of opioid addiction in Kansas City
- ✓ Expanded digital communications activity to create 78 percent more Twitter posts and 31 percent more visual messages for social media platforms
- ✓ Initiated update to the Health Commission's Kansas City Community Health Improvement Plan (KC-CHIP) including a health equity survey for resident input
- ✓ Updated the online Community Health Assessment (CHA), responded to over 100 data requests, and released a newsletter article on criminal justice inequities
- ✓ Hosted LifeX 3.0, which focused on life expectancy among city employees and resulted in the creation of a citywide task force that is focused on internal initiatives that can positively impact the life and health of employees

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$454,469	\$489,804	\$376,376
Contractual Services	\$138,195	\$69,755	\$110,925
Commodities	\$15,957	\$3,000	\$3,000
<b>Total Allocation by Expense Category</b>	<b>\$608,621</b>	<b>\$562,559</b>	<b>\$490,301</b>
<b>Allocation by Activity</b>			
Community Engagement, Policy and Accountability	\$608,621	\$562,559	\$490,301
<b>Total Allocation by Activity</b>	<b>\$608,621</b>	<b>\$562,559</b>	<b>\$490,301</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$20,001	—	—
Health	\$538,620	\$562,559	\$490,301
Strategic Neighborhoods	\$50,000	—	—
<b>Total Allocation by Fund</b>	<b>\$608,621</b>	<b>\$562,559</b>	<b>\$490,301</b>
<b>Full-Time Equivalent Positions</b>			
Community Engagement, Policy and Accountability	6.0	6.0	6.0
Charge In-Out	(1.1)	(0.9)	(1.8)
<b>Total Full-Time Equivalent Positions</b>	<b>4.9</b>	<b>5.1</b>	<b>4.2</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases one position charged-in from other programs.

## Environmental Health Services

The Environmental Health Services Division (EHS) addresses all aspects of human health that are determined by physical, chemical, biological, social, and psychosocial factors in the environment.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.**

Number of case management visits for children with elevated blood lead levels	202	175	170
Number of children screened for elevated blood lead	1,298	2,000	2,000
Number of homes remediated for lead	83	50	50

### Major Program Accomplishments

- ✓ Passed and implemented the Healthy Homes Rental Inspection Program
- ✓ Achieved at 93 percent compliance registration rate and removed HUD exemption for Healthy Homes Rental Inspection Program

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$3,754,168	\$4,638,672	\$5,246,000
Contractual Services	\$1,407,032	\$2,048,697	\$1,927,977
Commodities	\$209,459	\$163,775	\$241,476
Capital Outlay	\$234,311	\$120,000	\$246,202
<b>Total Allocation by Expense Category</b>	<b>\$5,604,970</b>	<b>\$6,971,144</b>	<b>\$7,661,655</b>
<b>Allocation by Activity</b>			
Air Quality	\$330,495	\$304,209	\$308,202
Food Protection Services	\$2,623,792	\$2,898,780	\$3,246,338
Healthy Homes	\$247,467	\$1,900,000	\$1,815,935
Lead Paint Poisoning Prevention	\$1,797,483	\$1,338,111	\$1,566,748
Public Health Inspection	\$459,535	\$467,676	\$666,432
Rodent and Insect Control	\$146,198	\$62,368	\$58,000
<b>Total Allocation by Activity</b>	<b>\$5,604,970</b>	<b>\$6,971,144</b>	<b>\$7,661,655</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$86,225	\$49,000	\$69,005
Health	\$4,347,074	\$6,003,158	\$6,542,817
HUD Lead-Based Paint Grant	\$1,171,671	\$918,986	\$1,049,833
<b>Total Allocation by Fund</b>	<b>\$5,604,970</b>	<b>\$6,971,144</b>	<b>\$7,661,655</b>
<b>Full-Time Equivalent Positions</b>			
Air Quality	3.0	3.0	3.0
Food Protection Services	33.0	30.5	33.0
Healthy Homes	12.0	11.0	14.0
Lead Paint Poisoning Prevention	11.0	10.0	10.0
Public Health Inspection	11.3	9.8	9.8
Rodent and Insect Control	1.0	—	—
Charge In-Out	1.8	4.2	4.1
<b>Total Full-Time Equivalent Positions</b>	<b>73.1</b>	<b>68.5</b>	<b>73.9</b>

**Changes to the Budget**

The FY 2020-21 Budget increases 2.5 positions in Food Protection Services and three positions in Healthy Homes. The Budget increases \$100,000 for lead abatement for owner occupied properties and \$150,000 for replacement of motor vehicles.

## HIV Services

The HIV Services Division coordinates Human Immunodeficiency Virus (HIV) Prevention outreach programs to reduce the number of new HIV infections in the Kansas City region; executes contracts for the most extensive HIV Care System in the Kansas City region including housing, medical services, support services, education, and outreach to increase HIV viral load suppression for persons living with HIV (PLWH); facilitates access to Kansas and Missouri Ryan White services, including HIV medications and health insurance coverage, to support successful HIV medical care for PLWH; prepares annual funding applications for funding to provide HIV-related prevention, care, and housing services to the greater Kansas City region to maintain HIV-related services; provides staff support for the Kansas City Comprehensive HIV Prevention and Care Planning Council to ensure community input for funding and programming decisions.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Increase overall life expectancy and reduce health inequities in the zip codes with the lowest life expectancy and the additional zip codes with the least improvement in life expectancy.**

Percentage of HIV+ Ryan White clients with an HIV viral load less than 200 copies/mL at last HIV viral load test during measurement year	85.0%	85.0%	85.0%
Percentage of HIV+ Ryan White clients receiving Housing Assistance who had contact with a primary health care provider during the measurement year	85.0%	90.0%	85.0%

### Major Program Accomplishments

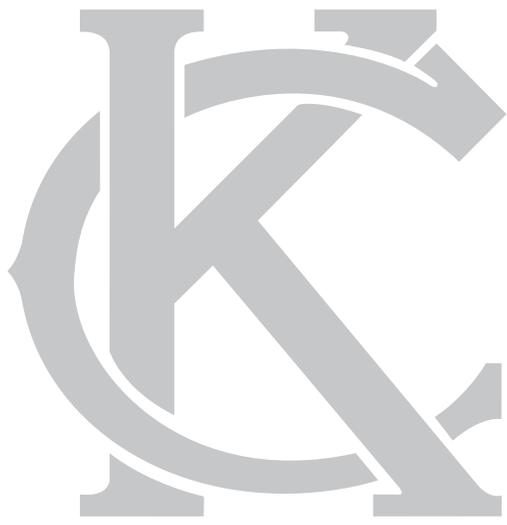
- ✓ Received a score of 98 percent on the Ryan White Part A Grant application for FY 20
- ✓ Partnered with AIDS United to receive a grant from Center for Disease Control and Prevention for Capacity Building Assistance for High Impact Prevention in the Midwest
- ✓ Established a KCHD Emergency Hotel Voucher System to provide emergency lodging and ancillary support services for people living with HIV/AIDS to reduce homelessness and increase the transition into stable housing
- ✓ Coordinated the transformation of the Ryan White Kansas City Transitional Grant Area Case Management System capacity by developing a plan for systemwide changes to create policy for a more functional and efficient tiered system

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$1,196,801	\$1,322,352	\$1,251,424
Contractual Services	\$7,186,148	\$7,481,217	\$7,756,540
Commodities	\$15,689	\$17,903	\$23,331
<b>Total Allocation by Expense Category</b>	<b>\$8,398,638</b>	<b>\$8,821,472</b>	<b>\$9,031,295</b>
<b>Allocation by Activity</b>			
AIDS Prevention and Control	\$8,398,638	\$8,821,472	\$9,031,295
<b>Total Allocation by Activity</b>	<b>\$8,398,638</b>	<b>\$8,821,472</b>	<b>\$9,031,295</b>
<b>Allocation by Fund</b>			
Governmental Grants Fund	\$1,809,015	\$1,832,098	\$1,925,645
Health	\$439,960	\$479,882	\$503,629
Housing Oppor for Persons With Aids	\$1,568,489	\$1,570,110	\$1,741,976
Ryan White HIV/AIDS	\$4,581,174	\$4,939,382	\$4,860,045
<b>Total Allocation by Fund</b>	<b>\$8,398,638</b>	<b>\$8,821,472</b>	<b>\$9,031,295</b>
<b>Full-Time Equivalent Positions</b>			
AIDS Prevention and Control	15.0	13.5	14.0
Charge In-Out	1.5	0.8	0.9
<b>Total Full-Time Equivalent Positions</b>	<b>16.5</b>	<b>14.3</b>	<b>14.9</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers 0.5 positions from Community and Family Health to HIV Services.



Property Tax in the Health Fund is used to offset the cost of indigent health care through local non-profit health care providers and two area hospitals.

### Major Program Accomplishments

- ✓ Promoted inclusion of immunizations and preventative screenings during clinical encounters including flu immunization, cervical and breast cancer screening, and HPV immunization for teens
- ✓ Reduced average per encounter rates for health centers and clinics from \$117.69 in FY 18 to \$96.47 in FY 2019
- ✓ Worked with Health Commission to award four Health Levy Innovation Fund projects to expand access to mental health, oral health, and mobile medical services
- ✓ Completed FY 19 Compliance Reviews which showed improvements in documenting income and residency eligibility for all three providers included in reviews

## DEPARTMENT ALLOCATION SUMMARY

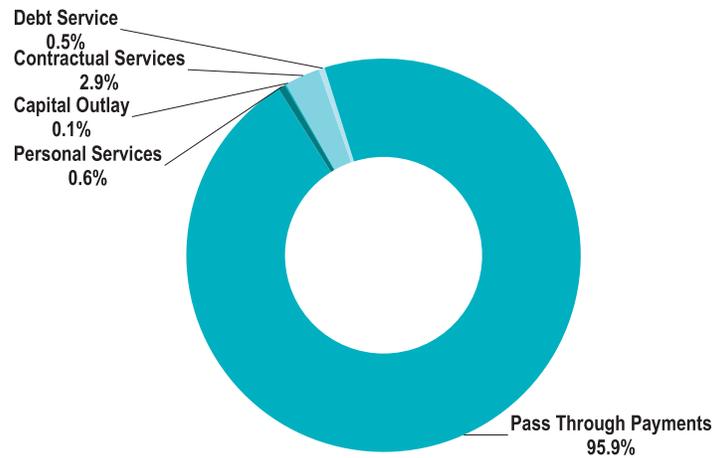
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$193,058	\$155,718	\$192,559
Contractual Services	\$319,090	\$455,000	\$918,540
Commodities	\$4,830	—	—
Capital Outlay	—	\$35,000	\$35,000
Pass Through Payments	\$30,895,698	\$30,895,698	\$30,395,824
Debt Service	\$668,935	\$671,750	\$153,525
<b>Total Allocation by Expense Category</b>	<b>\$32,081,611</b>	<b>\$32,213,166</b>	<b>\$31,695,448</b>
<b>Allocation by Program</b>			
Children's Mercy Hospital	\$649,874	\$649,874	\$150,000
Kansas City Health Clinic	\$538,660	\$538,660	\$538,660
KC Area Triage and Crisis Center	\$517,410	\$518,625	—
Northland Health Care	\$331,898	\$331,898	\$331,898
Samuel U Rodgers Health Center	\$927,030	\$927,030	\$927,030
Special Projects	\$516,978	\$645,718	\$1,146,099
Swope Parkway Health Center	\$1,698,236	\$1,698,236	\$1,698,236
Swope Ridge Geriatric Center	\$501,525	\$503,125	\$503,525
Truman Medical Center	\$26,400,000	\$26,400,000	\$26,400,000
<b>Total Allocation by Program</b>	<b>\$32,081,611</b>	<b>\$32,213,166</b>	<b>\$31,695,448</b>
<b>Allocation by Fund</b>			
Health	\$32,081,611	\$32,213,166	\$31,695,448
<b>Total Allocation by Fund</b>	<b>\$32,081,611</b>	<b>\$32,213,166</b>	<b>\$31,695,448</b>
<b>Full-Time Equivalent Positions</b>			
Special Projects	2.0	1.0	1.0
Charge In-Out	—	0.9	0.9
<b>Total Full-Time Equivalent Positions</b>	<b>2.0</b>	<b>1.9</b>	<b>1.9</b>

### Changes to the Budget

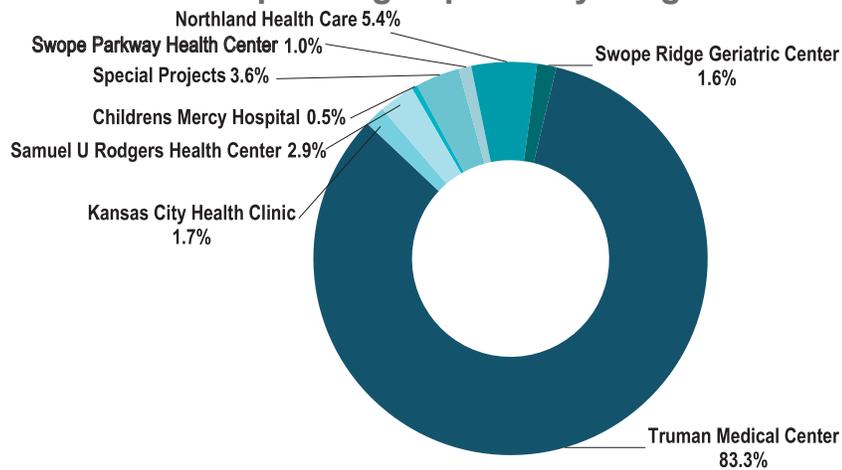
The FY 2020-21 Budget decreases \$500,000 with the retirement of debt for the KC Area Triage and Crisis Center. The Budget transfers \$500,000 from Children's Mercy Hospital pass through payments to Special Projects contractual services to support mental health initiatives.

SUBMITTED FY 2020-21

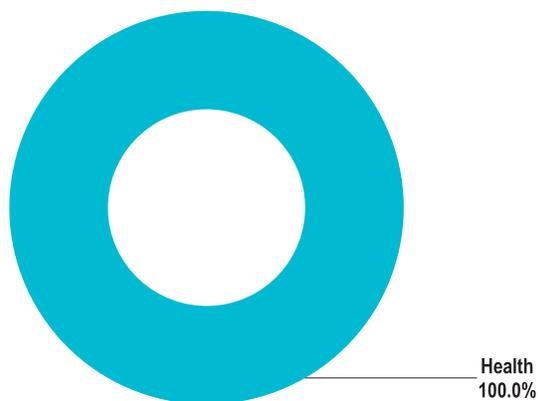
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



# NEIGHBORHOODS AND HOUSING SERVICES

## DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$17,629,058	\$19,003,282	\$21,589,097
Contractual Services	\$37,144,617	\$38,138,992	\$51,692,181
Commodities	\$797,940	\$837,797	\$997,720
Capital Outlay	\$15,233	—	—
Debt Service	\$3,092,964	\$3,086,993	\$5,256,122
<b>Total Allocation by Expense Category</b>	<b>\$58,679,812</b>	<b>\$61,067,064</b>	<b>\$79,535,120</b>
<b>Allocation by Program</b>			
Administration	\$1,896,514	\$1,322,853	\$1,566,211
Capital Improvements	\$128,217	\$150,000	\$150,000
Housing Services	\$11,947,469	\$13,263,368	\$24,083,956
Land Bank	\$2,259,123	\$2,538,151	\$2,607,448
Neighborhood Preservation	\$9,357,590	\$7,129,111	\$7,644,640
Neighborhood Services	\$11,554,124	\$13,166,192	\$13,731,498
Trash and Recycling	\$21,536,775	\$23,497,389	\$29,751,367
<b>Total Allocation by Program</b>	<b>\$58,679,812</b>	<b>\$61,067,064</b>	<b>\$79,535,120</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$2,209,521	\$174,689	\$176,513
Central City Sales Tax	—	—	\$10,950,000
Community Development Funds	\$6,712,326	\$8,061,760	\$7,967,964
Domestic Violence Shelter Operations	\$438,257	\$285,000	\$364,800
Economic Development	\$86,938	—	—
General Fund	\$41,975,965	\$45,080,129	\$52,719,260
HOME Investment	\$2,566,419	\$2,550,000	\$2,255,000
Homesteading Authority	\$281,514	\$300,000	\$200,000
Housing Violation Fund	—	—	\$488,022
Inmate Security	\$342,591	\$291,945	—
Justice Assistance Grant	\$243,416	\$50,000	\$107,752
Land Bank	\$2,259,123	\$2,538,151	\$2,607,448
Love Thy Neighbor Fund	—	—	\$25,000
Neighborhood Grants	\$1,023,464	\$1,317,390	\$1,103,736
Neighborhood Tourist Development	—	—	\$69,625
STIF Linwood Shopping Center	—	—	\$350,000
STIF Midtown	\$192,732	\$150,000	—
Strategic Neighborhoods	\$267,088	\$118,000	—
Street Maintenance	\$80,458	\$150,000	\$150,000
<b>Total Allocation by Fund</b>	<b>\$58,679,812</b>	<b>\$61,067,064</b>	<b>\$79,535,120</b>

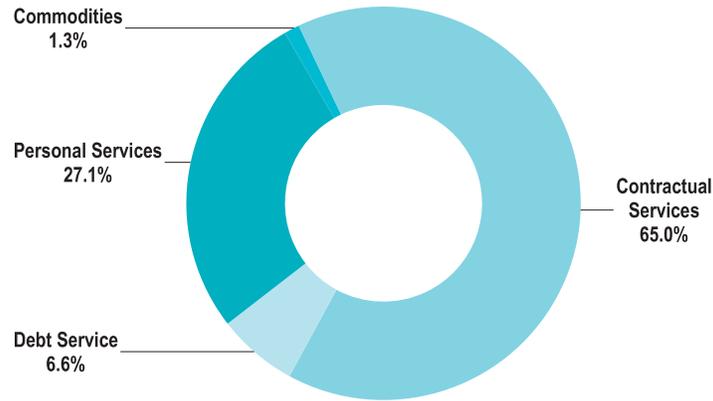
**DEPARTMENT ALLOCATION SUMMARY (CONTINUED)**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Full-Time Equivalent Positions</b>			
Administration	9.0	9.0	11.0
Housing Services	25.1	25.5	25.1
Land Bank	5.0	5.0	5.0
Neighborhood Preservation	79.0	72.0	74.0
Neighborhood Services	58.0	60.0	33.0
Trash and Recycling	86.0	164.0	169.0
Charge In-Out	3.0	2.2	3.2
<b>Total Full-Time Equivalent Positions</b>	<b>265.1</b>	<b>337.7</b>	<b>320.3</b>

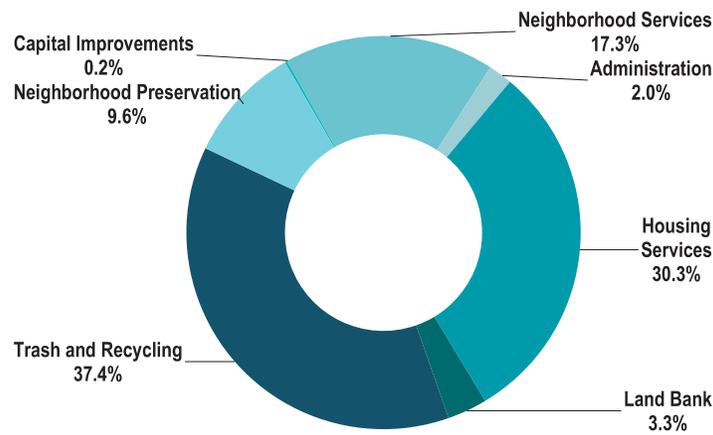
SUBMITTED FY 2020-21

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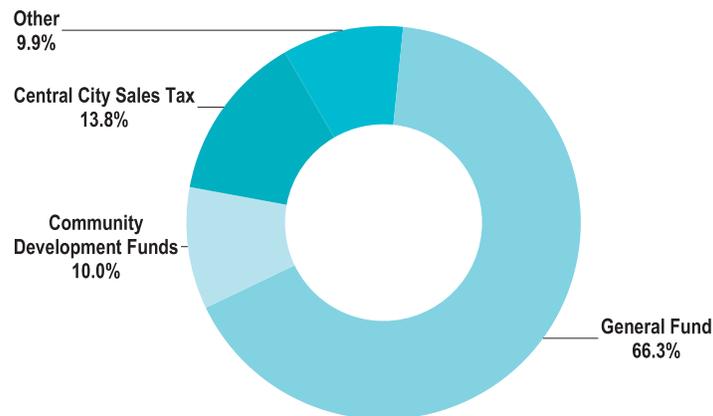
### Operating Expense by Category

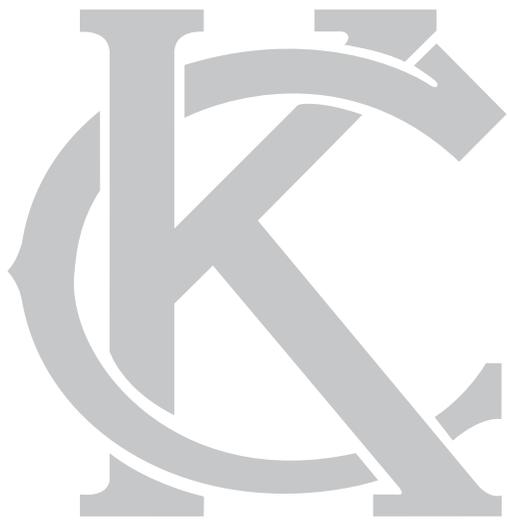


### Operating Expense by Program



### Operating Expense by Fund





## Administration

The Administration Division directs the service delivery system of the department for evaluation of programs and services, as well as the identification and development of new opportunities. Administration provides financial, human resources, and customer service support to the department for consistency, accuracy, and timeliness. Administration also promotes the department's programs and successes to citizens and staff; builds effective communication and relationships with internal and external customers; and communicates policies and procedures to staff to expand knowledge and ability.

### PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,249,193	\$1,087,076	\$1,229,843
Contractual Services	\$641,292	\$230,666	\$331,648
Commodities	\$4,366	\$5,111	\$4,720
Capital Outlay	\$1,663	—	—
<b>Total Allocation by Expense Category</b>	<b>\$1,896,514</b>	<b>\$1,322,853</b>	<b>\$1,566,211</b>
<b>Allocation by Activity</b>			
Administration	\$1,747,187	\$1,322,853	\$1,566,211
Correctional and Security Services	\$149,327	—	—
<b>Total Allocation by Activity</b>	<b>\$1,896,514</b>	<b>\$1,322,853</b>	<b>\$1,566,211</b>
<b>Allocation by Fund</b>			
Domestic Violence Shelter Operations	\$149,327	—	—
General Fund	\$1,747,187	\$1,322,853	\$1,496,586
Neighborhood Tourist Development	—	—	\$69,625
<b>Total Allocation by Fund</b>	<b>\$1,896,514</b>	<b>\$1,322,853</b>	<b>\$1,566,211</b>
<b>Full-Time Equivalent Positions</b>			
Administration	9.0	9.0	11.0
<b>Total Full-Time Equivalent Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>11.0</b>

#### Changes to the Budget

The FY 2020-21 Budget increases one position and transfers one position from the Office of the City Manager to Administration in the Neighborhood Tourist Development Fund.

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Contractual Services	\$128,217	\$150,000	\$150,000
<b>Total Allocation by Expense Category</b>	<b>\$128,217</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Allocation by Activity</b>			
Capital Improvements	\$128,217	\$150,000	\$150,000
<b>Total Allocation by Activity</b>	<b>\$128,217</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$47,759	—	—
Street Maintenance	\$80,458	\$150,000	\$150,000
<b>Total Allocation by Fund</b>	<b>\$128,217</b>	<b>\$150,000</b>	<b>\$150,000</b>

## Housing Services

Housing Services provides services to low income residents through public service programs, facilities improvements, housing rehabilitation, and the development of affordable and mixed income housing; administers, plans, implements, and monitors the Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant, and Continuum of Care funds; and develops and submits the five-year Consolidated Plan to the Department of Housing and Urban Development.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the conditions and livability of housing throughout the City.</b>			
Percent residents satisfied with accessibility of affordable housing	54.0%	59.0%	60.0%
<b>Objective: Reduce blight.</b>			
Emergency home repairs completed	338	390	390

### Major Program Accomplishments

- ✓ Completed over 330 minor home repair projects
- ✓ Partnered with developers to create 199 units of family housing

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,166,406	\$2,469,186	\$2,445,795
Contractual Services	\$9,168,917	\$10,190,242	\$21,022,161
Commodities	\$33,700	\$46,844	\$63,932
Capital Outlay	\$6,864	—	—
Debt Service	\$571,582	\$557,096	\$552,068
<b>Total Allocation by Expense Category</b>	<b>\$11,947,469</b>	<b>\$13,263,368</b>	<b>\$24,083,956</b>
<b>Allocation by Activity</b>			
CDBG Administration	\$1,681,977	\$1,954,648	\$1,771,661
Central City Sales Tax	—	—	\$10,950,000
Family Support Services	\$288,930	\$285,000	\$364,800
Homeless Initiatives	\$1,699,851	\$2,039,390	\$1,825,736
Housing Development	\$2,484,206	\$1,451,689	\$1,803,513
Housing Rehabilitation	\$808,993	\$619,945	\$658,022
Minor Home Repair	\$3,006,403	\$3,237,008	\$3,165,669
Neighborhood Revitalization	\$401,606	\$1,819,281	\$1,695,000
Public Facilities	\$742,051	\$1,000,000	\$1,000,000
Section 108 / Local Debt Repayments	\$399,619	\$382,407	\$375,555
Senior Adult Services	\$49,517	\$49,000	\$49,000
Youth Services	\$384,316	\$425,000	\$425,000
<b>Total Allocation by Activity</b>	<b>\$11,947,469</b>	<b>\$13,263,368</b>	<b>\$24,083,956</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$171,963	\$174,689	\$176,513
Central City Sales Tax	—	—	\$10,950,000
Community Development Funds	\$6,712,326	\$8,061,760	\$7,967,964
Domestic Violence Shelter Operations	\$288,930	\$285,000	\$364,800
Economic Development	\$86,938	—	—
General Fund	\$339,563	\$314,584	\$402,921
HOME Investment	\$2,566,419	\$2,550,000	\$2,255,000
Housing Violation Fund	—	—	\$488,022
Inmate Security	\$342,591	\$291,945	—
Love Thy Neighbor Fund	—	—	\$25,000
Neighborhood Grants	\$1,023,464	\$1,317,390	\$1,103,736
STIF Linwood Shopping Center	—	—	\$350,000
STIF Midtown	\$192,732	\$150,000	—
Strategic Neighborhoods	\$222,543	\$118,000	—
<b>Total Allocation by Fund</b>	<b>\$11,947,469</b>	<b>\$13,263,368</b>	<b>\$24,083,956</b>

**PROGRAM ALLOCATION SUMMARY (CONTINUED)**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Full-Time Equivalent Positions</b>			
CDBG Administration	17.1	17.5	16.1
Central City Sales Tax	—	—	1.0
Homeless Initiatives	—	—	—
Housing Rehabilitation	1.0	1.0	1.0
Minor Home Repair	7.0	7.0	7.0
Neighborhood Revitalization	—	—	—
Charge In-Out	3.1	6.0	4.7
<b>Total Full-Time Equivalent Positions</b>	<b>28.2</b>	<b>31.5</b>	<b>29.8</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases 1.4 positions in CDBG Administration, transfers one position in the Central City Sales Tax to Housing Services from City Planning and Development. The Budget also transfers \$10.9 million in construction and redevelopment contracts to Housing Services from City Planning and Development in the Central City Sales Tax Fund. The Budget also transfers \$513,000 from the Inmate Security Fund to the Housing Violation Fund and Love Thy Neighbor Fund for senior and indigent assistance for housing rehabilitation. The Budget increases \$350,000 for property management and improvements to the Linwood Shopping Center in the STIF Linwood Shopping Center Fund. The Budget decreases \$275,000 in contracts for property management, aquisition, and rehabilitation in the HOME Investment Fund and \$220,000 in the Neighborhood Grants Fund in anticipation of receiving less in homelessness assistance. The Budget decreases the STIF Midtown Fund \$150,000 in contracts for local development initiatives, \$118,000 in contracts for neighborhood services such as community support and trash collection. The Budget also decreases \$20,000 for the Christmas in October program.



## Land Bank

Land Bank repurposes vacant, abandoned, and blighted properties into productive uses to help contribute to the improvement of the Kansas City community and maintains properties through mowing, cleanup, and tree trimming to promote clean neighborhoods.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Reduce blight.</b>			
Percent of Land Bank approvals closed within 45 days	10.0%	40.0%	55.0%

### Major Program Accomplishments

- ✓ Sold 2,481 properties since the inception of the program
- ✓ Processed 536 properties in closing in FY 2019
- ✓ Increased the value of promised improvements by \$30.7 million since the inception of the program
- ✓ Generated \$259,000 in program revenue in FY 2019

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$606,772	\$699,126	\$655,896
Contractual Services	\$1,650,216	\$1,834,293	\$1,949,656
Commodities	\$1,659	\$4,732	\$1,896
Capital Outlay	\$476	—	—
<b>Total Allocation by Expense Category</b>	<b>\$2,259,123</b>	<b>\$2,538,151</b>	<b>\$2,607,448</b>
<b>Allocation by Activity</b>			
Land Bank	\$2,259,123	\$2,538,151	\$2,607,448
<b>Total Allocation by Activity</b>	<b>\$2,259,123</b>	<b>\$2,538,151</b>	<b>\$2,607,448</b>
<b>Allocation by Fund</b>			
General Fund	—	—	—
Land Bank	\$2,259,123	\$2,538,151	\$2,607,448
<b>Total Allocation by Fund</b>	<b>\$2,259,123</b>	<b>\$2,538,151</b>	<b>\$2,607,448</b>
<b>Full-Time Equivalent Positions</b>			
Land Bank	5.0	5.0	5.0
Charge In-Out	3.4	2.0	3.3
<b>Total Full-Time Equivalent Positions</b>	<b>8.4</b>	<b>7.0</b>	<b>8.3</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$160,000 for an additional mowing cycle.

## Neighborhood Preservation

Neighborhood Preservation provides strategies and resources for neighborhood stabilization and revitalization while monitoring all nuisance abatement and building demolition and inspects properties throughout Kansas City. The program for nuisance code or property maintenance code violations aims to improve neighborhood livability and monitors and demolishes dangerous buildings to maintain safe neighborhoods.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
% of initial inspections w/in 10 days	79.0%	90.0%	80.0%
<b>Objective: Reduce blight.</b>			
% of buildings on dangerous building list demolished/removed	69.0%	50.0%	50.0%
Percent of residents satisfied with physical appearance of neighborhoods	55.0%	60.0%	60.0%

### Major Program Accomplishments

- ✓ Reduced all backlogged structures on the Dangerous Buildings list
- ✓ Conducted 79,661 inspections on 24,000 properties
- ✓ Processed 2,300 citations and 8,250 tickets to Municipal Court
- ✓ Opened and created 28,810 cases

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$4,604,366	\$4,474,366	\$4,697,825
Contractual Services	\$3,509,943	\$1,448,488	\$1,651,308
Commodities	\$116,609	\$77,725	\$82,091
Debt Service	\$1,126,672	\$1,128,532	\$1,213,416
<b>Total Allocation by Expense Category</b>	<b>\$9,357,590</b>	<b>\$7,129,111</b>	<b>\$7,644,640</b>
<b>Allocation by Activity</b>			
Neighborhood Demolition	\$2,679,272	\$1,328,532	\$1,276,661
Nuisance and Property Code Inspections	\$4,887,272	\$4,664,886	\$5,169,798
Nuisance Code Abatement	\$1,791,046	\$1,135,693	\$1,198,181
<b>Total Allocation by Activity</b>	<b>\$9,357,590</b>	<b>\$7,129,111</b>	<b>\$7,644,640</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$1,989,799	—	—
General Fund	\$7,091,625	\$7,079,111	\$7,536,888
Justice Assistance Grant	\$243,416	\$50,000	\$107,752
Strategic Neighborhoods	\$32,750	—	—
<b>Total Allocation by Fund</b>	<b>\$9,357,590</b>	<b>\$7,129,111</b>	<b>\$7,644,640</b>
<b>Full-Time Equivalent Positions</b>			
Nuisance and Property Code Inspections	72.0	65.0	67.0
Nuisance Code Abatement	7.0	7.0	7.0
Charge In-Out	(4.5)	(7.0)	(6.0)
<b>Total Full-Time Equivalent Positions</b>	<b>74.5</b>	<b>65.0</b>	<b>68.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases two positions in Nuisance and Property Code Inspections. The Budget also increases \$22,000 for fleet repairs and \$86,000 for lease payments to replace fleet vehicles.

## Neighborhood Services

Neighborhood Services addresses public safety concerns that threaten neighborhood livability and quality of life.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Percent of vehicles towed without damage/loss claims	99.0%	99.0%	99.0%
Customer satisfaction with tow services	86.0%	85.0%	87.0%

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### Major Program Accomplishments

- ✓ Increased the number of field inspections during the weekdays, nights, and weekends
- ✓ Averaged tow truck response times of 7.65 minutes
- ✓ Maintained damage complaints on towed vehicles of less than 1 percent

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$3,821,233	\$4,044,518	\$2,431,419
Contractual Services	\$6,260,469	\$7,594,642	\$9,855,856
Commodities	\$77,712	\$125,667	\$55,573
Debt Service	\$1,394,710	\$1,401,365	\$1,388,650
<b>Total Allocation by Expense Category</b>	<b>\$11,554,124</b>	<b>\$13,166,192</b>	<b>\$13,731,498</b>

<b>Allocation by Activity</b>			
Animal Control	\$4,051,552	\$5,532,149	\$5,911,633
Neighborhood Capacity Building	\$958,737	\$1,117,639	\$1,017,639
Regulated Industries	\$1,753,938	\$2,010,025	\$2,043,003
Tow Services	\$4,789,897	\$4,506,379	\$4,759,223
<b>Total Allocation by Activity</b>	<b>\$11,554,124</b>	<b>\$13,166,192</b>	<b>\$13,731,498</b>

<b>Allocation by Fund</b>			
General Fund	\$11,260,815	\$12,866,192	\$13,531,498
Homesteading Authority	\$281,514	\$300,000	\$200,000
Strategic Neighborhoods	\$11,795	—	—
<b>Total Allocation by Fund</b>	<b>\$11,554,124</b>	<b>\$13,166,192</b>	<b>\$13,731,498</b>

<b>Full-Time Equivalent Positions</b>			
Animal Control	27.0	27.0	1.0
Regulated Industries	18.0	20.0	19.0
Tow Services	13.0	13.0	13.0
Charge In-Out	1.0	1.2	1.2
<b>Total Full-Time Equivalent Positions</b>	<b>59.0</b>	<b>61.2</b>	<b>34.2</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases 27 positions in Animal Control and transfers one position from Regulated Industries to Animal Control. The Budget increases \$2 million in contracts for animal control services and \$600,000 to operate the new animal shelter campus. The Budget decreases \$126,000 in contractual services for the outsourcing of Pet Licensing in Animal Control and \$440,000 in other commodity and service costs related to the outsourcing of Animal Control. The Budget also increases \$215,000 for towing and storage. The Budget also decreases \$100,000 in the Homesteading Authority Fund for contracts related to property improvements.

## Trash and Recycling

Trash and Recycling provides residential refuse collection services in a timely and cost effective manner to the residents of Kansas City to maintain a clean city. The program provides residents leaf and brush drop off centers, as well as recycling centers as an alternative to curbside collection, and coordinates with neighborhood groups for neighborhood cleanups, dumpsters, illegal dumping pick-up, and weed abatement.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Promote a clean community.</b>			
Bulky in collected in tons	6,164	7,000	7,000
Illegal dumping cleaned in tons	3,061	3,500	3,500
Recycling collected in tons	18,037	20,000	20,000
Trash tonnage collected	83,147	86,000	86,000

### Major Program Accomplishments

- ✓ Began development on a work management and routing system to improve operational efficiency
- ✓ Collected over 87,000 tons of trash
- ✓ Collected more than 16,000 tons of recycling
- ✓ Cleaned up more than 3,000 illegal dumping sites in the right-of-way
- ✓ Wrote 269 summons for illegal dumping with a 93 percent conviction rate

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,181,088	\$6,229,010	\$10,128,319
Contractual Services	\$15,785,563	\$16,690,661	\$16,731,552
Commodities	\$563,894	\$577,718	\$789,508
Capital Outlay	\$6,230	—	—
Debt Service	—	—	\$2,101,988
<b>Total Allocation by Expense Category</b>	<b>\$21,536,775</b>	<b>\$23,497,389</b>	<b>\$29,751,367</b>
<b>Allocation by Activity</b>			
Bulky Item	\$1,464,156	\$1,495,624	\$1,630,254
Clean Neighborhoods	\$440,742	\$531,304	\$547,351
Fleet Replacement	—	—	\$2,101,988
Illegal Dumping Abatement	\$2,137,128	\$2,210,901	\$2,202,341
Leaf and Brush Disposal	\$983,564	\$700,000	\$1,700,000
Recycling	\$4,689,886	\$4,884,175	\$9,902,578
Solid Waste	\$11,821,299	\$13,675,385	\$11,666,855
<b>Total Allocation by Activity</b>	<b>\$21,536,775</b>	<b>\$23,497,389</b>	<b>\$29,751,367</b>
<b>Allocation by Fund</b>			
General Fund	\$21,536,775	\$23,497,389	\$29,751,367
<b>Total Allocation by Fund</b>	<b>\$21,536,775</b>	<b>\$23,497,389</b>	<b>\$29,751,367</b>
<b>Full-Time Equivalent Positions</b>			
Bulky Item	6.0	6.0	6.0
Clean Neighborhoods	3.0	4.0	4.0
Illegal Dumping Abatement	22.0	22.0	23.0
Recycling	9.0	9.0	9.0
Solid Waste	46.0	123.0	127.0
<b>Total Full-Time Equivalent Positions</b>	<b>86.0</b>	<b>164.0</b>	<b>169.0</b>

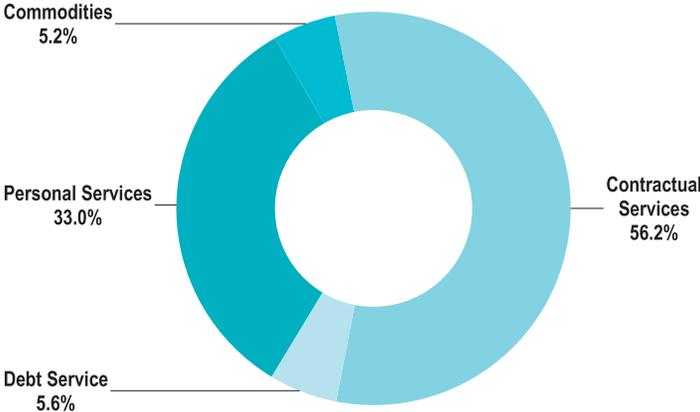
**Changes to the Budget**

The FY20-21 Budget increases four positions in Solid Waste and one position in Illegal Dumping Abatement. The Budget increases \$725,000 for dumping fees, \$786,000 for fleet maintenance, and \$180,000 for maintenance and apparel and safety equipment for new employees. The Budget also decreases \$7.5 million in refuse collection contracts as the City assumes solid waste service in the north and south areas of the city. The Budget increases \$1.4 million in debt payments for new trash trucks and transfers \$680,000 in debt payments for replacement of current trash trucks to Trash and Recycling from the General Service Department. The Budget increases \$5.0 million for recycling collection contracts due to a projected increase in the cost per residence. The Budget also transfers \$1.0 million for leaf and brush collection to Leaf and Brush Disposal from Water Services.

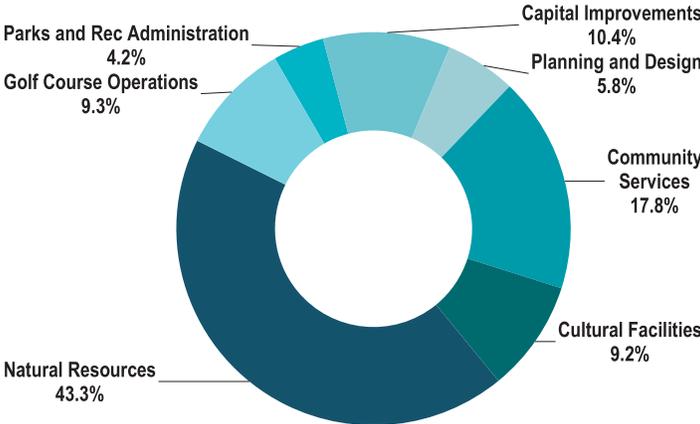
DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$19,854,627	\$23,180,091	\$23,253,787
Contractual Services	\$43,297,980	\$41,853,194	\$39,571,303
Commodities	\$1,919,622	\$3,400,737	\$3,656,090
Capital Outlay	\$2,158,299	\$1,625,000	—
Debt Service	\$4,110,273	\$2,812,009	\$3,965,459
<b>Total Allocation by Expense Category</b>	<b>\$71,340,801</b>	<b>\$72,871,031</b>	<b>\$70,446,639</b>
<b>Allocation by Program</b>			
Capital Improvements	\$12,588,978	\$9,336,735	\$7,358,685
Community Services	\$13,474,712	\$12,385,931	\$12,522,764
Cultural Facilities	\$7,194,534	\$6,318,330	\$6,468,618
Golf Course Operations	\$6,285,277	\$6,501,920	\$6,536,162
Natural Resources	\$27,052,430	\$31,155,064	\$30,513,906
Parks and Rec Administration	\$2,768,162	\$2,853,337	\$2,962,800
Planning and Design	\$1,976,708	\$4,319,714	\$4,083,704
<b>Total Allocation by Program</b>	<b>\$71,340,801</b>	<b>\$72,871,031</b>	<b>\$70,446,639</b>
<b>Allocation by Fund</b>			
Arterial Street Impact Fee	\$200,987	—	—
Capital Improvements	\$17,859,863	\$16,256,502	\$11,678,843
General Debt And Interest	\$738,949	\$736,150	\$734,963
General Fund	\$420,469	\$555,992	\$1,360,641
Golf Operations	\$6,285,277	\$6,501,920	\$6,536,162
Liberty Memorial Trust Fund	\$1,404,556	\$60,815	—
Museum	\$1,533,984	\$1,976,903	\$2,047,306
Parks and Recreation	\$41,050,549	\$44,572,749	\$45,791,498
Street Maintenance	\$1,846,167	\$2,210,000	\$2,297,226
<b>Total Allocation by Fund</b>	<b>\$71,340,801</b>	<b>\$72,871,031</b>	<b>\$70,446,639</b>
<b>Full-Time Equivalent Positions</b>			
Community Services	125.2	123.1	125.8
Cultural Facilities	16.7	16.7	16.7
Golf Course Operations	1.0	1.0	1.0
Natural Resources	191.9	191.9	191.7
Parks and Rec Administration	32.8	26.0	27.3
Planning and Design	20.0	21.0	20.0
Charge In-Out	(20.9)	0.5	0.5
<b>Total Full-Time Equivalent Positions</b>	<b>366.7</b>	<b>380.2</b>	<b>383.0</b>

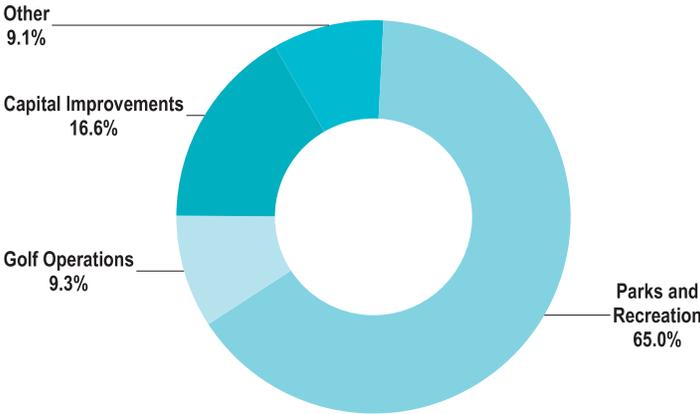
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$12,480,506	\$9,336,735	\$7,146,985
Commodities	\$32,845	—	—
Capital Outlay	\$75,627	—	—
Debt Service	—	—	\$211,700
<b>Total Allocation by Expense Category</b>	<b>\$12,588,978</b>	<b>\$9,336,735</b>	<b>\$7,358,685</b>
<b>Allocation by Activity</b>			
Capital Improvements - Blvds and Pkwy	\$4,257,760	—	—
Capital Improvements - Neighborhood Projects	\$8,027,791	\$9,036,735	\$6,746,985
Capital Improvements - Parks	\$20,688	—	\$211,700
Capital Improvements - Recreation	\$282,739	\$300,000	\$400,000
<b>Total Allocation by Activity</b>	<b>\$12,588,978</b>	<b>\$9,336,735</b>	<b>\$7,358,685</b>
<b>Allocation by Fund</b>			
Arterial Street Impact Fee	\$200,987	—	—
Capital Improvements	\$12,387,991	\$9,036,735	\$6,746,985
Parks and Recreation	—	\$300,000	\$611,700
<b>Total Allocation by Fund</b>	<b>\$12,588,978</b>	<b>\$9,336,735</b>	<b>\$7,358,685</b>



## Community Services

Community Services manages the athletics and aquatics programs, community centers, and the Youth Development program.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Youth participation in recreation programs	84,630	75,000	85,000
<b>Objective: Bolster community development, cultural activities, and resident engagement.</b>			
Percent of users satisfied/very satisfied with swimming pools and programs	88.0%	85.0%	85.0%
Patron visits to community centers	468,265	500,000	500,000

### Major Program Accomplishments

- ✓ Provided targeted recreational and health programming to 250 individuals as part of the City's Improve Life Expectancy Initiative
- ✓ Provided affordable summer camp programming to over 8,300 youth
- ✓ Provided extended hour programming to over 3,400 youth during the summer
- ✓ Partnered with local schools to provide affordable after school programming to over 500 youth
- ✓ Enhanced adaptive and inclusive programming and participation by over 100 percent from the previous year

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,492,373	\$5,900,816	\$6,094,038
Contractual Services	\$5,524,295	\$5,707,862	\$5,639,638
Commodities	\$447,013	\$323,753	\$336,838
Capital Outlay	\$81,826	—	—
Debt Service	\$1,929,205	\$453,500	\$452,250
<b>Total Allocation by Expense Category</b>	<b>\$13,474,712</b>	<b>\$12,385,931</b>	<b>\$12,522,764</b>
<b>Allocation by Activity</b>			
Aquatics	\$1,965,416	\$1,900,516	\$1,838,619
Athletics	\$2,152,418	\$2,142,879	\$2,157,113
Community Centers	\$8,183,626	\$6,748,142	\$6,964,293
Cultural Activities	\$327,023	\$342,486	\$379,043
Management and Marketing	\$493,888	\$657,993	\$645,796
Youth Services	\$352,341	\$593,915	\$537,900
<b>Total Allocation by Activity</b>	<b>\$13,474,712</b>	<b>\$12,385,931</b>	<b>\$12,522,764</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$1,476,000	—	—
Parks and Recreation	\$11,998,712	\$12,385,931	\$12,522,764
<b>Total Allocation by Fund</b>	<b>\$13,474,712</b>	<b>\$12,385,931</b>	<b>\$12,522,764</b>
<b>Full-Time Equivalent Positions</b>			
Aquatics	—	—	—
Athletics	12.6	11.0	12.6
Community Centers	106.6	105.6	106.7
Cultural Activities	1.5	1.5	1.5
Management and Marketing	4.5	5.0	5.0
Charge In-Out	0.9	0.5	0.5
<b>Total Full-Time Equivalent Positions</b>	<b>126.1</b>	<b>123.6</b>	<b>126.3</b>

**Changes to the Budget**

The FY 2020-21 Budget increases 1.6 positions in Athletics and 1.1 positions in Community Centers. The Budget reduces operations for Longview Aquatic Center by \$130,000.

## Cultural Facilities

The Cultural Facilities Program provides the community with programs and facilities that promote individual expression and participant enjoyment. The Liberty Memorial provides public education that emphasizes the importance of regional and national history. The Zoo provides public programming and education that emphasizes the importance of science and seeing non-native animals in their natural habitats. The Kansas City Museum preserves, interprets, and celebrates Kansas City through collections, exhibitions, and bold programs.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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#### Objective: Enhance the City as a destination for leisure and business travel.

Kansas City Zoo attendance	932,629	950,000	950,000
National WWI Museum/Liberty Memorial attendance	218,001	224,161	224,161

### Major Program Accomplishments

- ✓ Hosted 38,250 attendees during the 40th Annual Ethnic Enrichment Festival, at which 52 countries and ten not-for-profit organizations were represented
- ✓ Increased the number of major exhibitions at Bruce R. Watkins Cultural Heritage Center from three to eight
- ✓ Expanded youth summer camp, which focused on environmental justice, Shakespeare and the history of theatre, and a financial awareness seminar for area youth, from one week to three weeks due to popularity
- ✓ Raised \$3.5 million toward the goal of \$6.0 million for Stage One Corinthian Hall through the Kansas City Museum Foundation
- ✓ Created a team to begin the development of education and public programs at the Kansas City Museum using a restorative practices methodology based in equity and justice

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$968,642	\$1,172,891	\$1,114,616
Contractual Services	\$4,995,862	\$3,910,149	\$3,997,569
Commodities	\$66,437	\$74,246	\$84,625
Debt Service	\$1,163,593	\$1,161,044	\$1,271,808
<b>Total Allocation by Expense Category</b>	<b>\$7,194,534</b>	<b>\$6,318,330</b>	<b>\$6,468,618</b>

<b>Allocation by Activity</b>			
Bruce R Watkins Cultural Arts Center	\$299,383	\$325,823	\$338,525
Lakeside Nature Center	\$592,662	\$593,639	\$615,348
Liberty Memorial	\$2,029,556	\$685,815	\$725,250
Museum	\$1,533,984	\$1,976,903	\$2,047,306
Zoo	\$2,738,949	\$2,736,150	\$2,742,189
<b>Total Allocation by Activity</b>	<b>\$7,194,534</b>	<b>\$6,318,330</b>	<b>\$6,468,618</b>

<b>Allocation by Fund</b>			
Capital Improvements	—	—	\$50,125
General Debt And Interest	\$738,949	\$736,150	\$734,963
General Fund	\$299,383	\$325,823	\$338,525
Liberty Memorial Trust Fund	\$1,404,556	\$60,815	—
Museum	\$1,533,984	\$1,976,903	\$2,047,306
Parks and Recreation	\$3,217,662	\$3,218,639	\$3,297,699
<b>Total Allocation by Fund</b>	<b>\$7,194,534</b>	<b>\$6,318,330</b>	<b>\$6,468,618</b>

<b>Full-Time Equivalent Positions</b>			
Bruce R Watkins Cultural Arts Center	3.0	3.0	3.0
Lakeside Nature Center	7.4	7.4	7.4
Museum	6.3	6.3	6.3
Charge In-Out	0.8	1.3	1.3
<b>Total Full-Time Equivalent Positions</b>	<b>17.5</b>	<b>18.0</b>	<b>18.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$100,000 in debt payments for renovations to the Liberty Memorial.

## Golf Course Operations

Golf Course Operations provides recreational activities that promote health and well-being and improve quality of life.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Enhance the City as a destination for leisure and business travel.</b>			
Rounds of golf played at public golf courses	144,730	154,000	154,000

### Major Program Accomplishments

- ✓ Swope Memorial Golf Course rated “#3 Best Course You Can Play in the State of Missouri” by Golfweek/USA Today and “Top Public Golf Course 2019” by the Kansas City Business Journal
- ✓ Shoal Creek Golf Course rated “#9 Best Course You Can Play in the State of Missouri” by Golfweek/USA Today, “#1 in the State of Missouri” by golfadvisor.com, and 5 stars by weddingwire.com
- ✓ Completed renovation of Swope Memorial and Minor Park golf cart paths
- ✓ Completed new maintenance equipment storage facility at Minor Park Golf Course

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$40,622	\$36,699	\$39,857
Contractual Services	\$5,723,106	\$3,861,282	\$3,695,274
Commodities	\$552	\$1,800,724	\$1,994,023
Capital Outlay	\$19,947	\$125,000	—
Debt Service	\$501,050	\$678,215	\$807,008
<b>Total Allocation by Expense Category</b>	<b>\$6,285,277</b>	<b>\$6,501,920</b>	<b>\$6,536,162</b>
<b>Allocation by Activity</b>			
Golf Operations	\$6,285,277	\$6,501,920	\$6,536,162
<b>Total Allocation by Activity</b>	<b>\$6,285,277</b>	<b>\$6,501,920</b>	<b>\$6,536,162</b>
<b>Allocation by Fund</b>			
Golf Operations	\$6,285,277	\$6,501,920	\$6,536,162
<b>Total Allocation by Fund</b>	<b>\$6,285,277</b>	<b>\$6,501,920</b>	<b>\$6,536,162</b>
<b>Full-Time Equivalent Positions</b>			
Golf Operations	1.0	1.0	1.0
Charge In-Out	(0.5)	(0.5)	(0.5)
<b>Total Full-Time Equivalent Positions</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$200,000 for golf course renovation construction costs and \$125,000 for equipment. The Budget increases \$170,000 for operating materials and supplies, \$129,000 in debt payments for golf course irrigation, and \$24,000 in merchandise for retail or distribution.

## Natural Resources

Natural Resources maintains and beautifies park properties and other public areas.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Median number of days to close tree service requests from 311	10	10	10
<b>Objective: Promote a clean community.</b>			
Percent of citizens satisfied/very satisfied with maintenance of City parks	67.0%	75.0%	75.0%
<b>Objective: Develop environmentally sound and sustainable infrastructure strategies.</b>			
Percent of street trees removed compared to need	34.0%	44.0%	44.0%
Percent of street trees trimmed compared to need	7.0%	10.0%	10.0%

### Major Program Accomplishments

- ✓ Coordinated the mowing of close to 3,500 acres across the City including parks, parkways, boulevards, and right-of-ways
- ✓ Implemented Cartegraph, an asset management system, to track asset inventory, daily tasks, and maintenance plans
- ✓ Increased the number of staff who have completed the Park Planning and Maintenance Academy
- ✓ Reduced the cost of playground installation by increasing the number of playgrounds installed in-house

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$10,645,197	\$11,513,892	\$11,521,284
Contractual Services	\$13,395,022	\$17,011,151	\$17,093,185
Commodities	\$1,316,704	\$1,130,021	\$1,196,619
Capital Outlay	\$1,695,507	\$1,500,000	—
Debt Service	—	—	\$702,818
<b>Total Allocation by Expense Category</b>	<b>\$27,052,430</b>	<b>\$31,155,064</b>	<b>\$30,513,906</b>
<b>Allocation by Activity</b>			
Boulevard Maintenance	\$1,650,162	\$1,883,587	\$2,480,373
Park Maintenance Services	\$20,662,010	\$24,351,654	\$22,746,965
Street Trees and Mowing	\$4,740,258	\$4,919,823	\$5,286,568
<b>Total Allocation by Activity</b>	<b>\$27,052,430</b>	<b>\$31,155,064</b>	<b>\$30,513,906</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$3,595,377	\$4,150,000	\$3,000,000
General Fund	\$121,086	\$230,169	\$1,022,116
Parks and Recreation	\$21,489,800	\$24,564,895	\$24,194,564
Street Maintenance	\$1,846,167	\$2,210,000	\$2,297,226
<b>Total Allocation by Fund</b>	<b>\$27,052,430</b>	<b>\$31,155,064</b>	<b>\$30,513,906</b>
<b>Full-Time Equivalent Positions</b>			
Boulevard Maintenance	2.0	2.0	2.0
Park Maintenance Services	168.9	168.9	168.7
Street Trees and Mowing	21.0	21.0	21.0
Charge In-Out	(7.8)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>184.1</b>	<b>191.9</b>	<b>191.7</b>

**Changes to the Budget**

The FY 2020-21 Budget removes \$1.5 million in one-time capital replacement for fleet and increases \$700,000 in debt payments for fleet replacement.

## **Parks and Rec Administration**

Administration provides effective implementation of the policies of the Board of Parks and Recreation Commissioners, effectively administers the fiscal functions of the Department, and promotes the Department's various programs so that it operates efficiently and effectively.

### **Major Program Accomplishments**

- ✓ Successfully renewed status as an accredited agency with the Commission for Accreditation of Parks and Recreation Agencies. The Department has been continuously accredited since 1999, and is among a small percentage of parks and recreation agencies that has shown the dedication to best management practices necessary to achieve this status
- ✓ Increased Instagram following by 32 percent in 2019, with 14,800 followers
- ✓ Updated the Department business plan, which was approved by the Board of Parks and Recreation Commissioners in February 2019
- ✓ Engaged an Advisory Panel with the Urban Land Institute to help the Department align mission with resources, balance the demands of growth areas and existing communities, and better engage the residents of Kansas City, Missouri
- ✓ Increased Facebook presence by 22 percent in 2019, with 17,924 followers

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,323,472	\$2,585,261	\$2,639,213
Contractual Services	\$218,424	\$213,603	\$295,271
Commodities	\$40,357	\$54,473	\$28,316
Capital Outlay	\$185,909	—	—
<b>Total Allocation by Expense Category</b>	<b>\$2,768,162</b>	<b>\$2,853,337</b>	<b>\$2,962,800</b>
<b>Allocation by Activity</b>			
Parks and Rec Administration	\$2,768,162	\$2,853,337	\$2,962,800
<b>Total Allocation by Activity</b>	<b>\$2,768,162</b>	<b>\$2,853,337</b>	<b>\$2,962,800</b>
<b>Allocation by Fund</b>			
Parks and Recreation	\$2,768,162	\$2,853,337	\$2,962,800
<b>Total Allocation by Fund</b>	<b>\$2,768,162</b>	<b>\$2,853,337</b>	<b>\$2,962,800</b>
<b>Full-Time Equivalent Positions</b>			
Parks and Rec Administration	32.8	26.0	27.3
Charge In-Out	(1.3)	(0.8)	(0.8)
<b>Total Full-Time Equivalent Positions</b>	<b>31.5</b>	<b>25.2</b>	<b>26.5</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers one position from Planning and Design and adds 0.3 positions to Parks and Rec Administration.

## Planning and Design

Planning and Design provides responsive, professional planning for capital projects and the conservation of the City's natural environment.

### Major Program Accomplishments

- ✓ Completed major park improvements at Sycamore Park, Arleta Park, Sheila Kemper Dietrich Park, Tiffany Hills Park, and Hodge Park, including new sports fields, playground equipment, shelters, concrete trails, ADA ramp and parking improvements, drinking fountains, benches, picnic tables, and trash receptacles
- ✓ Completed GO Bond projects, including Delbert Haff Fountain Renovation, Penn Valley Park slope repair, Kansas City Facility for Animal Care, and Benton Circle
- ✓ Issued over 300 park infrastructure and utility construction permits
- ✓ Completed construction of walking trail along North Troost Ave. between Englewood Road and NE 49th St., reducing safety hazards for walking pedestrians
- ✓ Partnered with Variety KC and Children's Mercy Hospital to replace an existing playground with a new all-inclusive playground. Partner agencies participated at 62 percent of the project cost
- ✓ Reviewed over 60 development cases and issued parkland fees on 26 developments from May 2018 to May 2019

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$384,321	\$1,970,532	\$1,844,779
Contractual Services	\$960,765	\$1,812,412	\$1,703,381
Commodities	\$15,714	\$17,520	\$15,669
Capital Outlay	\$99,483	—	—
Debt Service	\$516,425	\$519,250	\$519,875
<b>Total Allocation by Expense Category</b>	<b>\$1,976,708</b>	<b>\$4,319,714</b>	<b>\$4,083,704</b>
<b>Allocation by Activity</b>			
Park Facilities Maintenance	\$1,308,871	\$2,169,250	\$2,019,875
Planning and Design	\$667,837	\$2,150,464	\$2,063,829
<b>Total Allocation by Activity</b>	<b>\$1,976,708</b>	<b>\$4,319,714</b>	<b>\$4,083,704</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$400,495	\$3,069,767	\$1,881,733
Parks and Recreation	\$1,576,213	\$1,249,947	\$2,201,971
<b>Total Allocation by Fund</b>	<b>\$1,976,708</b>	<b>\$4,319,714</b>	<b>\$4,083,704</b>
<b>Full-Time Equivalent Positions</b>			
Planning and Design	20.0	21.0	20.0
Charge In-Out	(13.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>7.0</b>	<b>21.0</b>	<b>20.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers one position from Planning and Design to Parks and Rec Administration. The Budget also decreases \$150,000 for park facility improvements.



# PLANNING, ZONING AND ECONOMIC DEVELOPMENT

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## **CITY PLANNING AND DEVELOPMENT**

City Planning and Development Administration  
Development Management  
Development Services  
Long Range Planning and Preservation  
Redevelopment Services

## **CONVENTION AND ENTERTAINMENT FACILITIES**

### **CONVENTION AND TOURISM**

Big 12 Support  
Figure Skating  
Jackson County Sports Authority  
Neighborhood Tourism and Development  
Sprint Arena Improvements  
VisitKC

## **ECONOMIC DEVELOPMENT**

Economic Development Corporation  
Economic Incentives Debt  
Economic Incentives Management  
Super TIF Projects  
Tax Increment Financing Projects

# GOAL: PLANNING, ZONING AND ECONOMIC DEVELOPMENT

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

## DEPARTMENTAL STRATEGIC OBJECTIVES

1. Create and implement aggressive neighborhood revitalization plans with special emphasis on historically disinvested corridors and neighborhoods. (Place-based)
2. Implement strategies to promote the social and economic well-being, inclusion, and mobility of City residents. (People-based)
3. Strategically target economic development throughout the City. (Policy-based)
4. Enhance the operational efficiency of City development activity.
5. Enhance the City as a destination for leisure and business travel. (Place-based)

## MEASURES OF SUCCESS

- Percent of residents satisfied with physical appearance of neighborhoods
- Percent of businesses rating the City as an excellent or good place to do business
- Percent of businesses satisfied with overall quality of services provided by the City
- Dollars of economic impact from tourism
- Number of hotel nights booked due to convention center activity per calendar year

## RESIDENT PRIORITIES

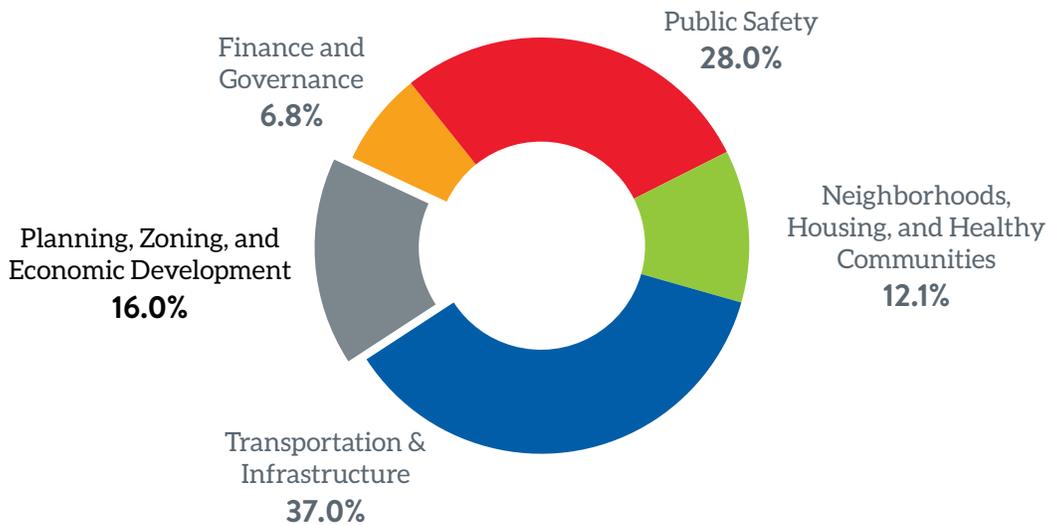
As reported in the 2018 Kansas City, Missouri Business Survey, the top five City services that businesses have been most satisfied with are: (1) fire incident response (96 percent), (2) ambulance/medical emergency response (90 percent), (3) fire inspections (86 percent), (4) KC Streetcar (84 percent), (5) health inspections (76 percent).

Businesses indicated that they were least satisfied with sidewalk maintenance (36 percent). The City services that are most important to businesses in Kansas City are (1) street maintenance and (2) police – crime/safety response.

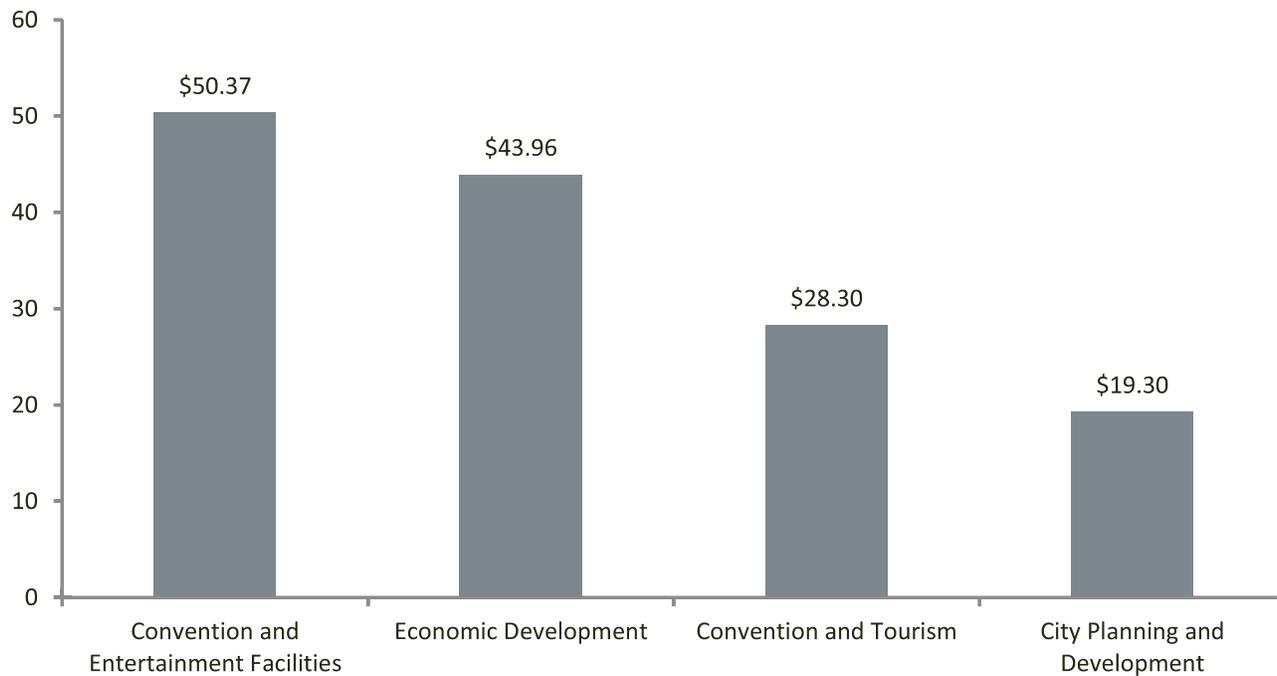
According to the 2018-19 Resident Survey, 69.1 percent were satisfied with the ease of moving through airport security and 62.8 percent were satisfied with the availability of parking. The two airport services that residents considered most important to improve were: (1) food, beverage, and other concessions (31.7 percent) and (2) ease of moving through airport security (69.1 percent).

SUBMITTED FY 2020-21

### TOTAL BUDGET



### PLANNING, ZONING, AND ECONOMIC DEVELOPMENT

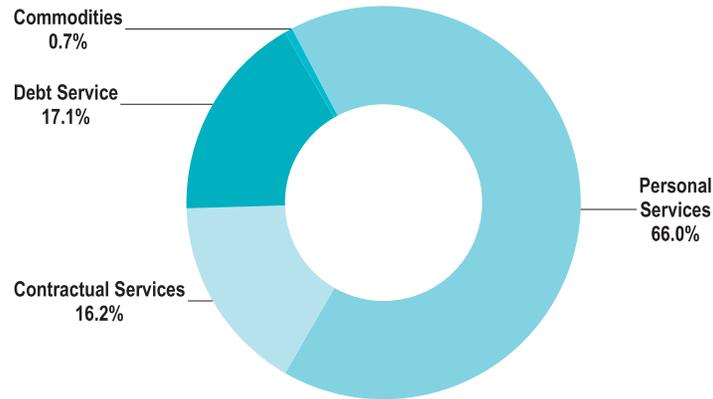


DEPARTMENT ALLOCATION SUMMARY

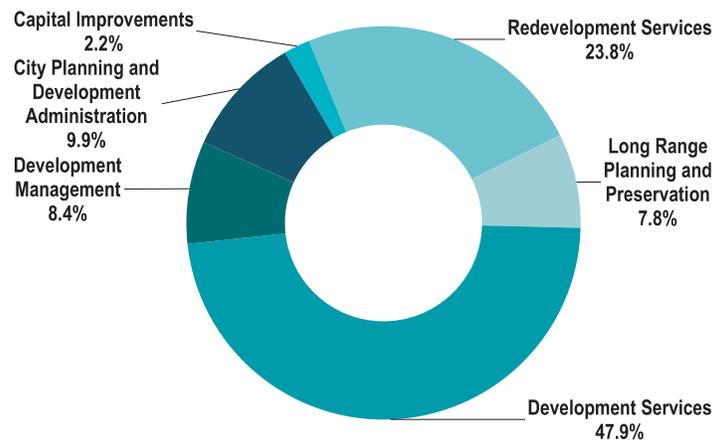
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$11,584,719	\$13,048,105	\$12,887,181
Contractual Services	\$4,171,922	\$13,428,398	\$3,169,605
Commodities	\$125,273	\$140,250	\$128,410
Capital Outlay	\$193,643	\$420,000	—
Debt Service	\$2,648,746	\$2,716,632	\$3,344,727
<b>Total Allocation by Expense Category</b>	<b>\$18,724,303</b>	<b>\$29,753,385</b>	<b>\$19,529,923</b>
<b>Allocation by Program</b>			
Capital Improvements	\$1,571,466	\$200,000	\$425,000
City Planning and Development Administration	\$1,640,186	\$1,596,442	\$1,941,681
Development Management	\$1,325,711	\$1,505,308	\$1,645,318
Development Services	\$8,930,274	\$10,250,156	\$9,354,197
Long Range Planning and Preservation	\$1,207,267	\$1,389,134	\$1,516,475
Redevelopment Services	\$4,049,399	\$14,812,345	\$4,647,252
<b>Total Allocation by Program</b>	<b>\$18,724,303</b>	<b>\$29,753,385</b>	<b>\$19,529,923</b>
<b>Allocation by Fund</b>			
Arterial Street Impact Fee	\$111,747	\$72,015	\$72,015
Brownfields Revolving	\$232,404	\$55,374	\$64,256
Capital Improvements	\$1,571,466	\$200,000	\$425,000
Central City Sales Tax	\$8,932	\$10,800,000	—
Development Services	\$11,990,722	\$13,748,408	\$13,230,089
Downtown Arena Project Fund	\$200,000	\$200,000	\$200,000
General Debt And Interest	\$1,825,150	\$1,889,650	\$1,981,650
General Fund	\$2,647,427	\$2,651,970	\$3,417,806
STIF Linwood Shopping Center	\$136,455	\$135,968	\$139,107
<b>Total Allocation by Fund</b>	<b>\$18,724,303</b>	<b>\$29,753,385</b>	<b>\$19,529,923</b>
<b>Full-Time Equivalent Positions</b>			
City Planning and Development Administration	16.5	16.5	16.5
Development Management	16.0	17.0	16.0
Development Services	106.0	107.0	107.0
Long Range Planning and Preservation	16.0	14.0	16.0
Redevelopment Services	5.0	5.0	5.0
Charge In-Out	(0.2)	0.1	0.5
<b>Total Full-Time Equivalent Positions</b>	<b>159.3</b>	<b>159.6</b>	<b>161.0</b>

SUBMITTED FY 2020-21

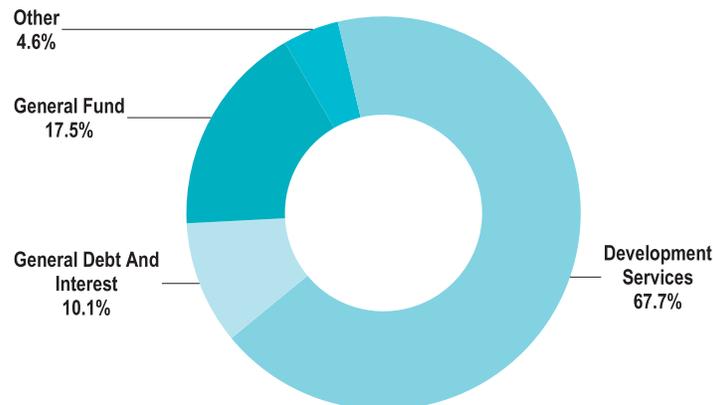
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$738	—	—
Contractual Services	\$1,370,728	—	\$225,000
Debt Service	\$200,000	\$200,000	\$200,000
<b>Total Allocation by Expense Category</b>	<b>\$1,571,466</b>	<b>\$200,000</b>	<b>\$425,000</b>
<b>Allocation by Activity</b>			
Capital Improvements - Neighborhood Projects	\$680,329	\$200,000	\$425,000
Capital Improvements - Redevelopment	\$332,154	—	—
Capital Improvements - Streetscapes	\$558,983	—	—
<b>Total Allocation by Activity</b>	<b>\$1,571,466</b>	<b>\$200,000</b>	<b>\$425,000</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$1,571,466	\$200,000	\$425,000
<b>Total Allocation by Fund</b>	<b>\$1,571,466</b>	<b>\$200,000</b>	<b>\$425,000</b>



## **City Planning and Development Administration**

City Planning and Development Administration conducts the day-to-day financial matters for the department, facilitates the employment process for the department, maintains public communication and website content, assists customers in every aspect of the development process, and coordinates the department training and certifications.

### **Major Program Accomplishments**

- ✓ Implemented electronic processes for receiving of invoices, accounts payable vouchers, and contract attachments for purchase orders
- ✓ Established a Departmental onboarding process for new employees
- ✓ Developed and implemented an attire/dress policy
- ✓ Developed new Construction Code Inspector job requirements relating to test requirements that will assist in developing and maintaining staff levels

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,318,714	\$1,327,461	\$1,383,641
Contractual Services	\$317,447	\$264,031	\$546,590
Commodities	\$4,025	\$4,950	\$11,450
<b>Total Allocation by Expense Category</b>	<b>\$1,640,186</b>	<b>\$1,596,442</b>	<b>\$1,941,681</b>
<b>Allocation by Activity</b>			
City Planning and Development Administration	\$1,640,186	\$1,596,442	\$1,941,681
<b>Total Allocation by Activity</b>	<b>\$1,640,186</b>	<b>\$1,596,442</b>	<b>\$1,941,681</b>
<b>Allocation by Fund</b>			
Brownfields Revolving	\$18,851	—	—
Development Services	\$1,419,269	\$1,477,022	\$1,745,193
General Fund	\$202,066	\$119,420	\$196,488
<b>Total Allocation by Fund</b>	<b>\$1,640,186</b>	<b>\$1,596,442</b>	<b>\$1,941,681</b>
<b>Full-Time Equivalent Positions</b>			
City Planning and Development Administration	16.5	16.5	16.5
Charge In-Out	(0.8)	(1.1)	(0.8)
<b>Total Full-Time Equivalent Positions</b>	<b>15.7</b>	<b>15.4</b>	<b>15.7</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$140,000 for workers compensation and \$87,000 for software maintenance.

## **Development Management**

The Development Management Division provides staff support to the City Planning Commission and the Board of Zoning Adjustment, assists the development community by making recommendations to those bodies regarding land use issues for current projects, and facilitates oversight in the creation of the new Kansas City, Missouri Zoning and Development Code.

### **Major Program Accomplishments**

- ✓ Drafted and facilitated the adoption of short-term rental (STR) regulation and created a City ordinance to register and approve the use of residential properties for STR in accordance with the City's Zoning and Buildings Codes

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,218,580	\$1,354,345	\$1,438,178
Contractual Services	\$101,172	\$141,563	\$197,740
Commodities	\$5,959	\$9,400	\$9,400
<b>Total Allocation by Expense Category</b>	<b>\$1,325,711</b>	<b>\$1,505,308</b>	<b>\$1,645,318</b>
<b>Allocation by Activity</b>			
Development Management	\$1,325,711	\$1,505,308	\$1,645,318
<b>Total Allocation by Activity</b>	<b>\$1,325,711</b>	<b>\$1,505,308</b>	<b>\$1,645,318</b>
<b>Allocation by Fund</b>			
Development Services	\$1,325,711	\$1,505,308	\$1,645,318
<b>Total Allocation by Fund</b>	<b>\$1,325,711</b>	<b>\$1,505,308</b>	<b>\$1,645,318</b>
<b>Full-Time Equivalent Positions</b>			
Development Management	16.0	17.0	16.0
<b>Total Full-Time Equivalent Positions</b>	<b>16.0</b>	<b>17.0</b>	<b>16.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases one position.

## Development Services

The Development Services Division ensures the safety and health of the citizens of Kansas City, Missouri as it relates to construction and development; issues construction-related permits, zoning determinations, and clearances; conducts primary field enforcement for all permitted construction activity; enforces compliance with the building code and its technical articles, the Zoning Ordinance, and the Floodplain Ordinance, thereby safeguarding public health and safety; and issues private, development-funded project permits for construction of major public infrastructure.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Enhance the operational efficiency of City development activity.**

Percent of requested inspections performed on day scheduled	95.0%	95.0%	96.0%
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### Major Program Accomplishments

- ✓ Implemented the requirement for all building plan submittals to be in an electronic format, saving the City the cost of handling and storing paper copies

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$7,474,473	\$8,688,006	\$8,242,121
Contractual Services	\$1,151,108	\$1,043,500	\$1,011,766
Commodities	\$111,050	\$98,650	\$100,310
Capital Outlay	\$193,643	\$420,000	—
<b>Total Allocation by Expense Category</b>	<b>\$8,930,274</b>	<b>\$10,250,156</b>	<b>\$9,354,197</b>
<b>Allocation by Activity</b>			
Development Services	\$8,930,274	\$9,930,156	\$9,354,197
Fleet Vehicles	—	\$320,000	—
<b>Total Allocation by Activity</b>	<b>\$8,930,274</b>	<b>\$10,250,156</b>	<b>\$9,354,197</b>
<b>Allocation by Fund</b>			
Arterial Street Impact Fee	\$111,747	\$72,015	\$72,015
Development Services	\$8,818,527	\$10,178,141	\$9,282,182
<b>Total Allocation by Fund</b>	<b>\$8,930,274</b>	<b>\$10,250,156</b>	<b>\$9,354,197</b>
<b>Full-Time Equivalent Positions</b>			
Development Services	106.0	107.0	107.0
Charge In-Out	1.6	1.2	0.8
<b>Total Full-Time Equivalent Positions</b>	<b>107.6</b>	<b>108.2</b>	<b>107.8</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$725,000 for vacancy savings.

## Long Range Planning and Preservation

The Long-Range Planning and Development Division produces blueprints for development in the form of area plans, maintains area plans for 18 geographic areas of the City, and provides the basis for the City's ability to determine appropriate zoning for a property as well as the property's use.

### Major Program Accomplishments

- ✓ Completed an update to the Greater Downtown Area Plan to begin maintaining a ten-year cycle of updating the 18 plans identified in the City's Comprehensive Plan, each of which involved high-level analysis, multi-jurisdictional coordination, and robust community engagement
- ✓ Completed an update to the City's Bike Plan that was adopted by the City Plan Commission in April 2019 and is waiting adoption by the City Council
- ✓ Developed a shared active transportation interim operating agreement to allow companies to provide micro transit options (scooter, ebike, etc.)

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$1,114,433	\$1,129,889	\$1,248,883
Contractual Services	\$89,064	\$253,245	\$261,592
Commodities	\$3,770	\$6,000	\$6,000
<b>Total Allocation by Expense Category</b>	<b>\$1,207,267</b>	<b>\$1,389,134</b>	<b>\$1,516,475</b>
<b>Allocation by Activity</b>			
Long-Range Planning and Preservation	\$1,207,267	\$1,389,134	\$1,516,475
<b>Total Allocation by Activity</b>	<b>\$1,207,267</b>	<b>\$1,389,134</b>	<b>\$1,516,475</b>
<b>Allocation by Fund</b>			
Development Services	\$341,300	\$382,704	\$347,872
General Fund	\$865,967	\$1,006,430	\$1,168,603
<b>Total Allocation by Fund</b>	<b>\$1,207,267</b>	<b>\$1,389,134</b>	<b>\$1,516,475</b>
<b>Full-Time Equivalent Positions</b>			
Long-Range Planning and Preservation	16.0	14.0	16.0
<b>Total Full-Time Equivalent Positions</b>	<b>16.0</b>	<b>14.0</b>	<b>16.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers in one position from the Development Services program and adds one position.

## Redevelopment Services

The Redevelopment Services Division assists and encourages development in Kansas City, Missouri; facilitates development with citizens, developers, and development agencies from the planning stage to project completion; and manages the Brownfields Office for the City.

### Major Program Accomplishments

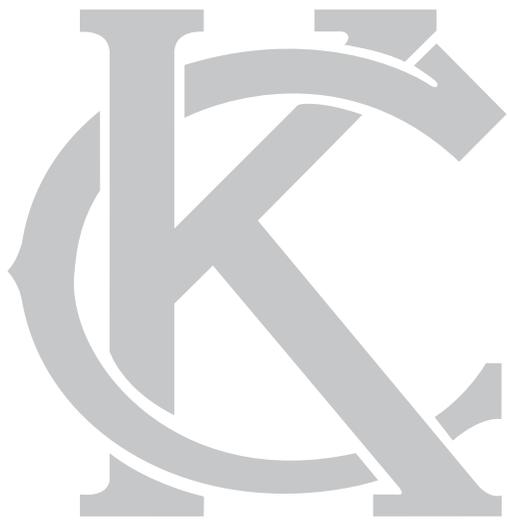
- ✓ Coordinated the design and approval of funding for the \$2.4 million City Market Walnut Street improvement project, which will reconnect the Market to the neighborhood street grid, and improve access to retail shops on the east side of the property
- ✓ Received the U.S. Department of Housing and Urban Development's (HUD) approval for the expenditure of \$3.6 million for projects to implement the Choice Neighborhood Initiative CCI Plan, which includes placemaking and streetscape improvements, exterior home improvements, park improvements, and other catalytic developments, all located within the Paseo Gateway area
- ✓ Received approval for a new \$450,000 grant for environmental cleanup through the Brownfields Revolving Loan Fund and completed cleanup of the historic Paseo YMCA with a \$400,000 blend of federal and local funds
- ✓ Renegotiated existing Revolving Loan Fund debt and added a new Revolving Load Fund loan for the cleanup of one building, saving an existing \$200,000 EPA grant for the project and resulting in cleanup back on schedule with prospective buyers encouraged and remaining engaged in the project
- ✓ Restored the historic former Paseo YMCA after vandals caused major flooding and damage, while the Brownfields program assisted the Negro Leagues Baseball Museum by increasing a subgrant from the Kansas City Brownfields Revolving Load Fund

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$457,781	\$548,404	\$574,358
Contractual Services	\$1,142,403	\$11,726,059	\$926,917
Commodities	\$469	\$21,250	\$1,250
Debt Service	\$2,448,746	\$2,516,632	\$3,144,727
<b>Total Allocation by Expense Category</b>	<b>\$4,049,399</b>	<b>\$14,812,345</b>	<b>\$4,647,252</b>
<b>Allocation by Activity</b>			
Debt Service	\$1,961,605	\$2,025,618	\$2,120,757
Redevelopment Services	\$2,087,794	\$12,786,727	\$2,526,495
<b>Total Allocation by Activity</b>	<b>\$4,049,399</b>	<b>\$14,812,345</b>	<b>\$4,647,252</b>
<b>Allocation by Fund</b>			
Brownfields Revolving	\$213,553	\$55,374	\$64,256
Central City Sales Tax	\$8,932	\$10,800,000	—
Development Services	\$85,915	\$205,233	\$209,524
Downtown Arena Project Fund	\$200,000	\$200,000	\$200,000
General Debt And Interest	\$1,825,150	\$1,889,650	\$1,981,650
General Fund	\$1,579,394	\$1,526,120	\$2,052,715
STIF Linwood Shopping Center	\$136,455	\$135,968	\$139,107
<b>Total Allocation by Fund</b>	<b>\$4,049,399</b>	<b>\$14,812,345</b>	<b>\$4,647,252</b>
<b>Full-Time Equivalent Positions</b>			
Redevelopment Services	5.0	5.0	5.0
Charge In-Out	(1.0)	—	0.5
<b>Total Full-Time Equivalent Positions</b>	<b>4.0</b>	<b>5.0</b>	<b>5.5</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers \$10,800,000 from the Central City Sales Tax from the City Planning and Development Department to the Neighborhood and Housing Services Department. The Budget increases \$656,000 in new debt service for the City Market Walnut Street project.



## CONVENTION AND ENTERTAINMENT FACILITIES

The Convention and Entertainment Facilities Department provides sports and entertainment activities and is an economic engine for the City of Kansas City. Tax revenue is generated through the hosting of various events including conventions, consumer shows, sporting events, concerts, and other performing arts events.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Average client satisfaction rating for contracted services on a 5 point scale	5	5	5
Average client satisfaction rating for facility services on a 5 point scale	4	5	5
Average client satisfaction rating for sales on 5 point scale	5	5	5
Average client satisfaction rating with event services on 5 point scale	5	5	5

### Major Program Accomplishments

- ✓ Generated an estimated economic impact of \$98.8 million for the City through the top 10 conventions booked in 2019 at the Convention Center
- ✓ Achieved an average score of 4.6 in Convention Sales and Event Management Divisions on Post Event Surveys on a rating scale of one through five
- ✓ Increased attendance in the Music Hall by 19 percent with a total attendance of 57,217 and increased \$819,780 in revenue generated through Broadway Across America, including the production of "Hamilton"
- ✓ Received the 2019 Environmental Achievement Award from the Kansas City Environmental Management Commission for promoting sustainability in Kansas City

## DEPARTMENT ALLOCATION SUMMARY

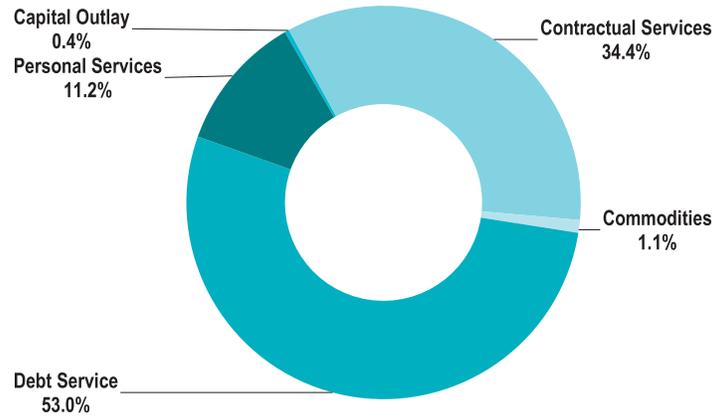
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,309,417	\$6,098,501	\$5,652,516
Contractual Services	\$15,566,217	\$17,045,455	\$17,323,091
Commodities	\$660,889	\$512,082	\$531,320
Capital Outlay	\$617,578	\$50,000	\$185,218
Debt Service	\$24,368,412	\$23,842,435	\$26,676,059
<b>Total Allocation by Expense Category</b>	<b>\$46,522,513</b>	<b>\$47,548,473</b>	<b>\$50,368,204</b>
<b>Allocation by Program</b>			
Convention and Entertainment Facilities	\$46,522,513	\$47,548,473	\$50,368,204
<b>Total Allocation by Program</b>	<b>\$46,522,513</b>	<b>\$47,548,473</b>	<b>\$50,368,204</b>
<b>Allocation by Fund</b>			
Convention And Sports Complex	\$25,871,522	\$27,819,741	\$22,855,059
Convention and Tourism	\$20,573,991	\$18,953,732	\$19,639,321
Convention Hotel Catering	—	—	\$7,748,824
Downtown Arena Project Fund	\$75,000	\$775,000	\$125,000
STIF Tower-909 Walnut	\$2,000	—	—
<b>Total Allocation by Fund</b>	<b>\$46,522,513</b>	<b>\$47,548,473</b>	<b>\$50,368,204</b>
<b>Full-Time Equivalent Positions</b>			
Convention and Entertainment Facilities	95.0	95.0	95.2
Charge In-Out	0.2	0.2	0.2
<b>Total Full-Time Equivalent Positions</b>	<b>95.2</b>	<b>95.2</b>	<b>95.4</b>

### Changes to the Budget

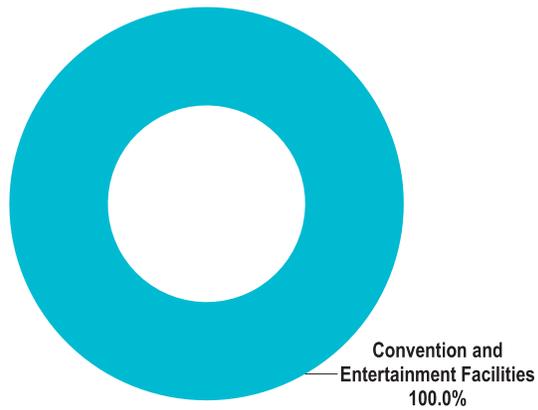
The FY 2020-21 Budget increases \$2.8 million in debt payments for Convention Center Hotel kitchen equipment, management fees, and developer payments. The Budget also includes reimbursable catering expenses for catering at the Convention Center Hotel.

SUBMITTED FY 2020-21

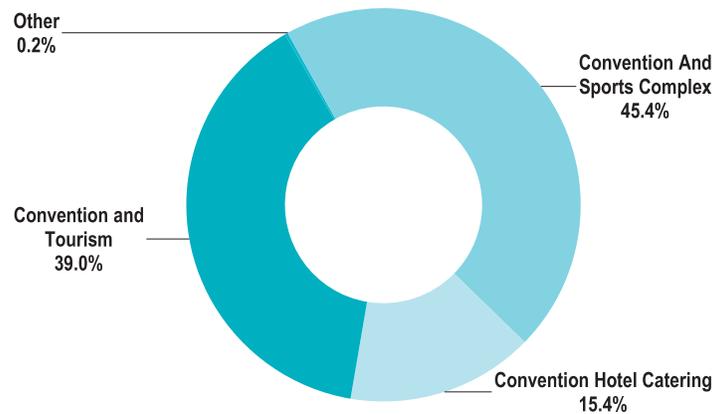
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## CONVENTION AND TOURISM

The Convention and Tourism Program promotes Kansas City as an attractive, superior destination for conventions, visitors, and tourism, thereby allowing the City to grow as a vibrant economic and entertainment center.

### Major Program Accomplishments

- ✓ Achieved 105 percent of room-night production goal through VisitKC—generating 295 bookings and 444,763 room nights for future meetings, accounting for more than \$330 million in future economic impact
- ✓ Hosted over 150 new customers through site visits and KC Experience Familiarization (FAM) trips
- ✓ Executed an integrated marketing campaign generating 292,000 incremental hotel room nights and an estimated \$73 million in economic impact
- ✓ Generated over 29.5 million impressions in convention marketing through trade advertising, earned media, e-mail marketing, paid search, and social media directed at meeting planners interested in Kansas City

## DEPARTMENT ALLOCATION SUMMARY

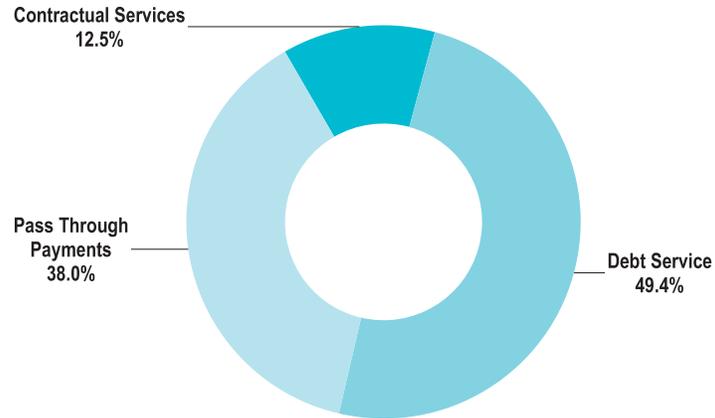
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$4,190,503	\$3,725,117	\$3,545,617
Pass Through Payments	\$11,068,513	\$11,245,320	\$10,762,355
Debt Service	\$13,994,895	\$13,999,493	\$13,994,569
<b>Total Allocation by Expense Category</b>	<b>\$29,253,911</b>	<b>\$28,969,930</b>	<b>\$28,302,541</b>
<b>Allocation by Program</b>			
Big 12 Support	\$175,000	\$175,000	\$175,000
Jackson County Sports Authority	\$2,000,000	\$2,000,000	\$2,000,000
Neighborhood Tourism and Development	\$1,815,805	\$1,235,117	\$1,170,617
Sprint Arena Improvements	\$13,994,895	\$13,999,493	\$13,994,569
VisitKC	\$11,268,211	\$11,560,320	\$10,962,355
<b>Total Allocation by Program</b>	<b>\$29,253,911</b>	<b>\$28,969,930</b>	<b>\$28,302,541</b>
<b>Allocation by Fund</b>			
Convention And Sports Complex	\$2,000,000	\$1,500,000	\$2,000,000
Convention and Tourism	\$10,163,523	\$10,400,320	\$9,822,575
Downtown Arena Project Fund	\$15,274,583	\$15,334,493	\$15,309,349
General Fund	—	\$500,000	—
Neighborhood Tourist Development	\$1,815,805	\$1,235,117	\$1,170,617
<b>Total Allocation by Fund</b>	<b>\$29,253,911</b>	<b>\$28,969,930</b>	<b>\$28,302,541</b>

### Changes to the Budget

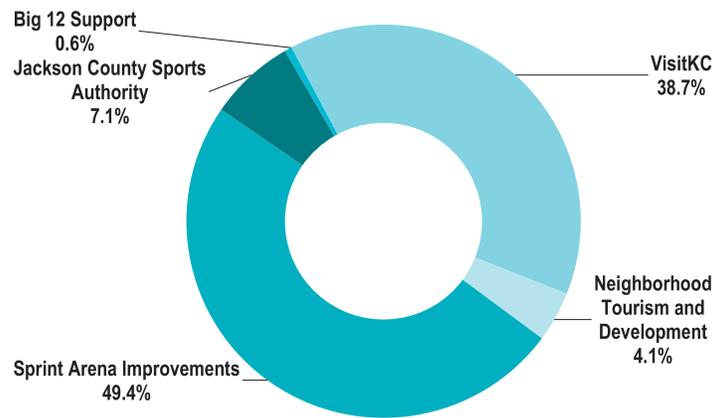
The FY 2020-21 Budget decreases \$660,000 to VisitKC and the Neighborhood Tourist Development Fund due to projected decreases in Hotel/Motel tax revenue.

SUBMITTED FY 2020-21

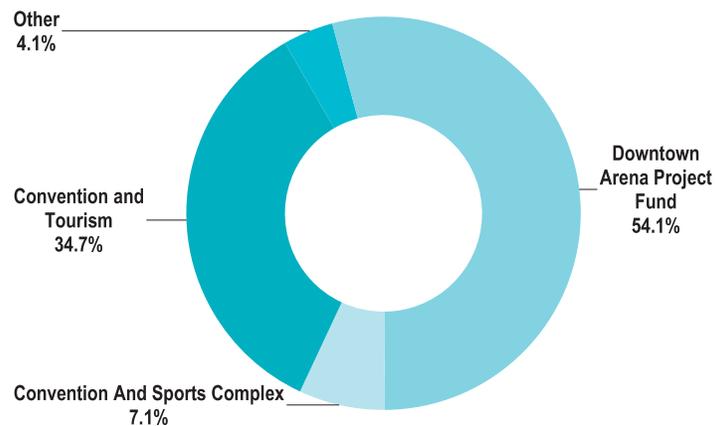
### Operating Expense by Category



### Operating Expense by Program



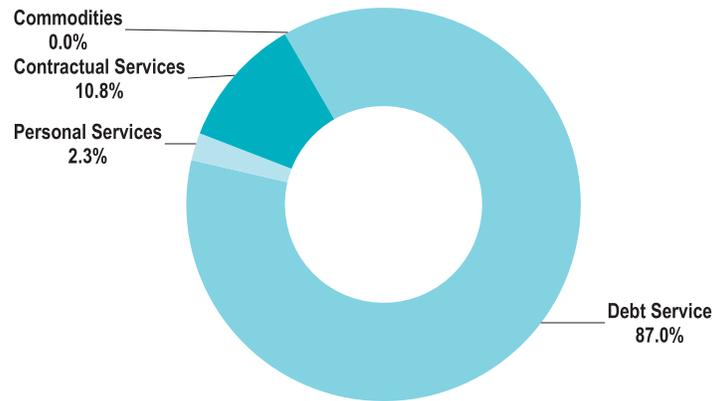
### Operating Expense by Fund



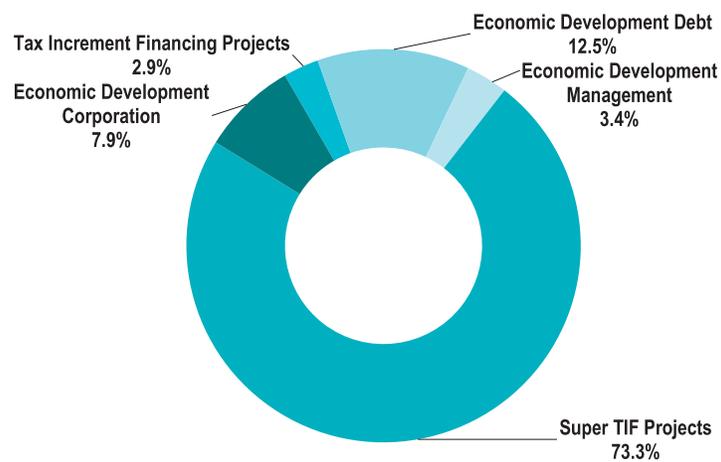
DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$960,285	\$958,277	\$996,174
Contractual Services	\$6,052,638	\$6,476,832	\$4,734,536
Commodities	\$515	\$3,600	\$3,800
Debt Service	\$46,232,582	\$39,507,468	\$38,224,962
<b>Total Allocation by Expense Category</b>	<b>\$53,246,020</b>	<b>\$46,946,177</b>	<b>\$43,959,472</b>
<b>Allocation by Program</b>			
Economic Development Corporation	\$3,825,000	\$3,952,500	\$3,452,500
Economic Development Debt	\$5,750,896	\$5,351,189	\$5,488,340
Economic Development Management	\$1,439,746	\$1,901,673	\$1,511,233
Super TIF Projects	\$39,683,229	\$34,276,531	\$32,226,762
Tax Increment Financing Projects	\$2,547,149	\$1,464,284	\$1,280,637
<b>Total Allocation by Program</b>	<b>\$53,246,020</b>	<b>\$46,946,177</b>	<b>\$43,959,472</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$419,152	\$416,848	\$417,494
Development Services	\$40,664	—	—
Downtown Redevelopment District Debt	\$20,005,039	\$22,562,911	\$22,660,006
Economic Development	\$5,224,082	\$5,554,173	\$4,963,733
General Fund	\$1,845,528	\$2,148,290	\$1,846,154
Parks and Recreation	\$965,345	\$965,216	\$970,339
STIF 12th and Wyandotte	\$4,933,714	—	—
STIF Brush Creek-Blue Pkwy Town Center	\$1,135,405	\$1,159,450	\$1,165,375
STIF East Village	\$3,288,352	\$3,374,450	\$3,471,641
STIF HOK Sport Garage	\$634,406	\$647,190	—
STIF Hotel President	\$1,812,343	\$1,586,280	\$1,677,439
STIF Linwood Shopping Center	\$1,207,330	\$1,209,704	\$1,212,517
STIF Midtown	\$5,039,150	\$4,705,475	\$3,990,000
STIF Tower-909 Walnut	\$4,420,372	\$848,321	—
Strategic Neighborhoods	\$307,301	\$303,585	\$304,137
TIF Special Allocation	\$1,967,837	\$1,464,284	\$1,280,637
<b>Total Allocation by Fund</b>	<b>\$53,246,020</b>	<b>\$46,946,177</b>	<b>\$43,959,472</b>
<b>Full-Time Equivalent Positions</b>			
Economic Development Management	9.2	9.2	9.2
<b>Total Full-Time Equivalent Positions</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>

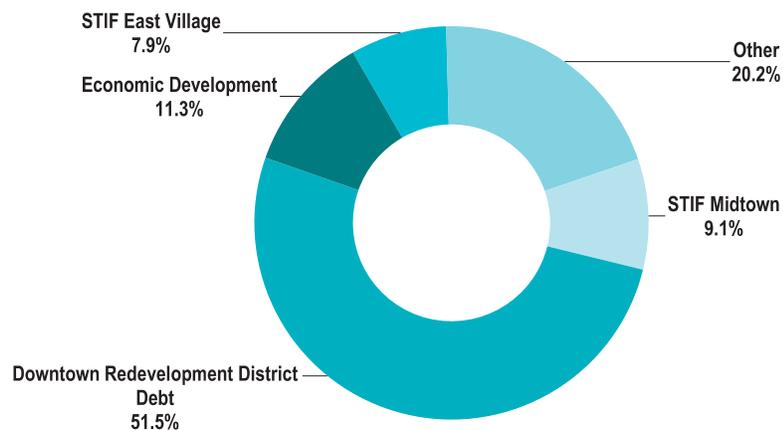
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## **Economic Development Corporation**

The Economic Development Corporation of Kansas City serves as the primary business attraction and retention agency within Kansas City; acts as a liaison between City staff and the development community to further strategic economic development goals; works closely with developers and site selectors to navigate the legislative process associated with development and incentives; chairs and oversees affiliated statutory redevelopment agencies; and conducts and hosts initiatives designed to foster entrepreneurship and economic prosperity.

### **Major Program Accomplishments**

- ✓ Managed and oversaw just under \$1.25 billion of redevelopment and capital investment projects
- ✓ Generated 3,744 new announced jobs and \$226.0 million of new payroll through 31 new business attraction and expansion projects
- ✓ Conducted and documented 357 business visits
- ✓ Fundraised a combined \$2.4 million in corporate, civic, and philanthropic donations for the Launch KC and KC UP startup initiatives
- ✓ Maintained an investment to incentive ratio of 5:1

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Contractual Services	\$3,825,000	\$3,952,500	\$3,452,500
<b>Total Allocation by Expense Category</b>	<b>\$3,825,000</b>	<b>\$3,952,500</b>	<b>\$3,452,500</b>
<b>Allocation by Activity</b>			
Economic Development Corporation	\$3,825,000	\$3,952,500	\$3,452,500
<b>Total Allocation by Activity</b>	<b>\$3,825,000</b>	<b>\$3,952,500</b>	<b>\$3,452,500</b>
<b>Allocation by Fund</b>			
Economic Development	\$3,825,000	\$3,952,500	\$3,452,500
<b>Total Allocation by Fund</b>	<b>\$3,825,000</b>	<b>\$3,952,500</b>	<b>\$3,452,500</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases base funding for the Economic Development Corporation of Kansas City by \$1.0 million and provides \$500,000 in targeted economic development initiatives.

## **Economic Development Debt**

Economic Development Debt implements the City's Economic Development Initiatives, provides public equity contributions for public/private partnerships, and redirects TIF, Super TIF, City EATs, General Fund, and general municipal revenue contributions, if needed, to provide annual funding for City debt obligations.

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Contractual Services	\$1,000,000	\$600,000	\$740,000
Debt Service	\$4,750,896	\$4,751,189	\$4,748,340
<b>Total Allocation by Expense Category</b>	<b>\$5,750,896</b>	<b>\$5,351,189</b>	<b>\$5,488,340</b>
<b>Allocation by Activity</b>			
Economic Development Debt	\$5,750,896	\$5,351,189	\$5,488,340
<b>Total Allocation by Activity</b>	<b>\$5,750,896</b>	<b>\$5,351,189</b>	<b>\$5,488,340</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$419,152	\$416,848	\$417,494
Downtown Redevelopment District Debt	\$2,178,915	\$2,182,466	\$2,180,555
General Fund	\$1,845,528	\$1,848,290	\$1,846,154
STIF Midtown	\$1,000,000	\$600,000	\$740,000
Strategic Neighborhoods	\$307,301	\$303,585	\$304,137
<b>Total Allocation by Fund</b>	<b>\$5,750,896</b>	<b>\$5,351,189</b>	<b>\$5,488,340</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$140,000 in the Midtown STIF Fund for projects along Armour Boulevard pursuant to Ordinance Nos. 110756, 140023, 150580, and 160006.

## Economic Development Management

The Office of Economic Development Management serves as a central point of contact for City staff, elected officials, and the general public for matters concerning economic development; provides policy development support to Mayor and City Council on economic development related issues; implements policy objectives as directed by City Council and City Manager; negotiates development contracts to ensure compliance with City policy; and collaborates with the Economic Development Corporation to achieve economic development goals Citywide.

### Major Program Accomplishments

- ✓ Oversaw and advised upon the passage of 21 major development projects totaling over \$733 million of investment
- ✓ Initiated the implementation of the Revive the East Side policy, in collaboration with the Economic Development Corporation and supportive City departments, to foster equitable development within communities of need
- ✓ Served on the housing policy task force by providing research and data support, while conducting public outreach and partnering with the Neighborhoods and Housing Department
- ✓ Engaged City departments and the public to provide expertise and input on the creation of policies related to medical marijuana, affordable housing, tax incentive reform, economic mobility, parking, data collection, and transit-oriented development
- ✓ Provided increased transparency into the economic development process through the creation of an Economic Development Dashboard and a new web page for the Office of Economic Development

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$960,285	\$958,277	\$996,174
Contractual Services	\$478,946	\$939,796	\$511,259
Commodities	\$515	\$3,600	\$3,800
<b>Total Allocation by Expense Category</b>	<b>\$1,439,746</b>	<b>\$1,901,673</b>	<b>\$1,511,233</b>
<b>Allocation by Activity</b>			
Economic Development Management	\$1,439,746	\$1,901,673	\$1,511,233
<b>Total Allocation by Activity</b>	<b>\$1,439,746</b>	<b>\$1,901,673</b>	<b>\$1,511,233</b>
<b>Allocation by Fund</b>			
Development Services	\$40,664	—	—
Economic Development	\$1,399,082	\$1,601,673	\$1,511,233
General Fund	—	\$300,000	—
<b>Total Allocation by Fund</b>	<b>\$1,439,746</b>	<b>\$1,901,673</b>	<b>\$1,511,233</b>
<b>Full-Time Equivalent Positions</b>			
Economic Development Management	9.2	9.2	9.2
<b>Total Full-Time Equivalent Positions</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$300,000 for the Keystone Development District, \$90,000 for contracts with the Tax Increment Finance (TIF) Commission, and \$90,000 in grant pass-through funding. The Budget adds \$50,000 in professional services for TIF accounting.

## **Super TIF Projects**

Super TIF enhances local incentives for hotel and select developments, leverages state initiatives to provide more tax reimbursement, and supports Council priorities for development initiatives.

### **Major Program Accomplishments**

- ✓ Retired bonds for the HOK Sport Garage Super TIF plan

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Contractual Services	\$130,011	\$943,582	—
Debt Service	\$39,553,218	\$33,332,949	\$32,226,762
<b>Total Allocation by Expense Category</b>	<b>\$39,683,229</b>	<b>\$34,276,531</b>	<b>\$32,226,762</b>
<b>Allocation by Activity</b>			
Super TIF Projects	\$39,683,229	\$34,276,531	\$32,226,762
<b>Total Allocation by Activity</b>	<b>\$39,683,229</b>	<b>\$34,276,531</b>	<b>\$32,226,762</b>
<b>Allocation by Fund</b>			
Downtown Redevelopment District Debt	\$17,826,124	\$20,380,445	\$20,479,451
Parks and Recreation	\$965,345	\$965,216	\$970,339
STIF 12th and Wyandotte	\$4,933,714	—	—
STIF Brush Creek-Blue Pkwy Town Center	\$1,135,405	\$1,159,450	\$1,165,375
STIF East Village	\$3,288,352	\$3,374,450	\$3,471,641
STIF HOK Sport Garage	\$634,406	\$647,190	—
STIF Hotel President	\$1,233,031	\$1,586,280	\$1,677,439
STIF Linwood Shopping Center	\$1,207,330	\$1,209,704	\$1,212,517
STIF Midtown	\$4,039,150	\$4,105,475	\$3,250,000
STIF Tower-909 Walnut	\$4,420,372	\$848,321	—
<b>Total Allocation by Fund</b>	<b>\$39,683,229</b>	<b>\$34,276,531</b>	<b>\$32,226,762</b>

**Changes to the Budget**

The FY 2020-21 Budget retires \$650,000 in debt for the HOK Sport Garage, and \$850,000 in debt for the Midtown TIF plan. The Budget decreases \$850,000 in pay-as-you-go developer contributions for the 909 Walnut Super TIF by converting them to direct developer contributions. The Budget retires \$95,000 in direct contributions for the President Hotel, and increases debt service by \$190,000.

## **Tax Increment Financing Projects**

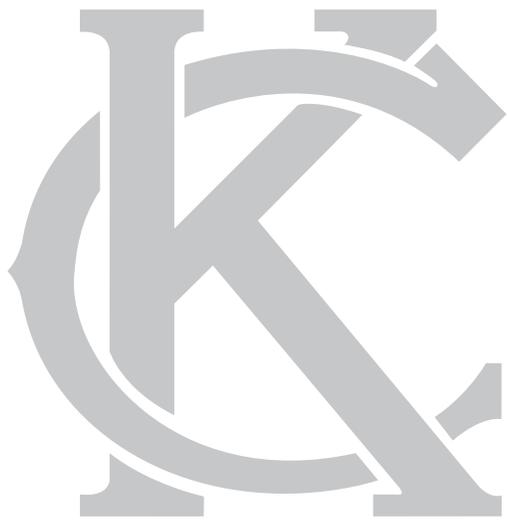
Tax Increment Financing facilitates development in blighted, conservation, and economic development areas; induces private investment for development opportunities; and improves public infrastructure throughout Kansas City.

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Contractual Services	\$618,681	\$40,954	\$30,777
Debt Service	\$1,928,468	\$1,423,330	\$1,249,860
<b>Total Allocation by Expense Category</b>	<b>\$2,547,149</b>	<b>\$1,464,284</b>	<b>\$1,280,637</b>
<b>Allocation by Activity</b>			
Tax Increment Financing Projects	\$2,547,149	\$1,464,284	\$1,280,637
<b>Total Allocation by Activity</b>	<b>\$2,547,149</b>	<b>\$1,464,284</b>	<b>\$1,280,637</b>
<b>Allocation by Fund</b>			
STIF Hotel President	\$579,312	—	—
TIF Special Allocation	\$1,967,837	\$1,464,284	\$1,280,637
<b>Total Allocation by Fund</b>	<b>\$2,547,149</b>	<b>\$1,464,284</b>	<b>\$1,280,637</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$180,000 in debt service for the Chouteau and I-35 Special Assesment.



# PUBLIC SAFETY

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## **FIRE**

Communications  
Emergency Operations  
Office of the Fire Chief  
Systems Support  
Technical Services Bureau

## **MUNICIPAL COURT**

Correctional and Security Services  
Court Operations  
Indigent Legal Defense  
Rehabilitative Services

## **POLICE**

Administration Bureau  
Executive Services Bureau  
Investigations Bureau  
Management Bureau  
Patrol Bureau  
Professional Development and Research

# GOAL: PUBLIC SAFETY

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

## DEPARTMENTAL STRATEGIC OBJECTIVES

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

## MEASURES OF SUCCESS

- Total crimes against persons\*
- Percent of residents satisfied with the City's overall efforts to prevent crime
- Percent of cardiac arrests (vfib/vtac rhythm) with return of spontaneous circulation (ROSC)
- Percent of KCFD uniform personnel who are minorities
- Percent of KCPD sworn personnel who are minorities
- Municipal Court Case Clearance Rate
- Percent of traffic cases disposed within 90 days
- Percent of pets licensed

\* Based on data from RMS according to NIBRS standards

## RESIDENT PRIORITIES

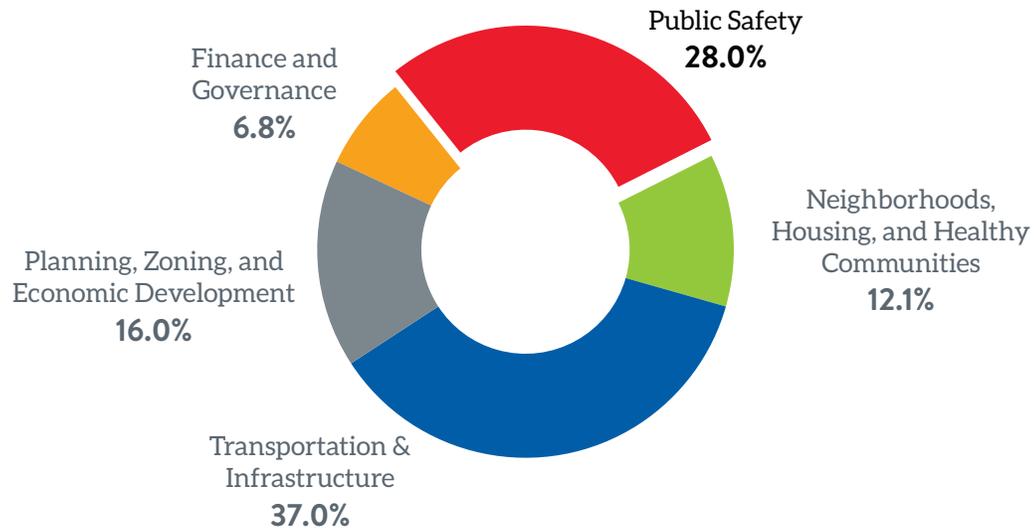
According to the 2018-19 Resident Survey, 58.8 percent of respondents indicated that they were satisfied or very satisfied with the feeling of safety in their neighborhood, up slightly from 58.2 percent in 2017-18; 80.9 percent were satisfied with the overall quality of local fire protection and rescue; and 79.2 percent were satisfied with how quickly Fire and Rescue personnel respond to emergencies.

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

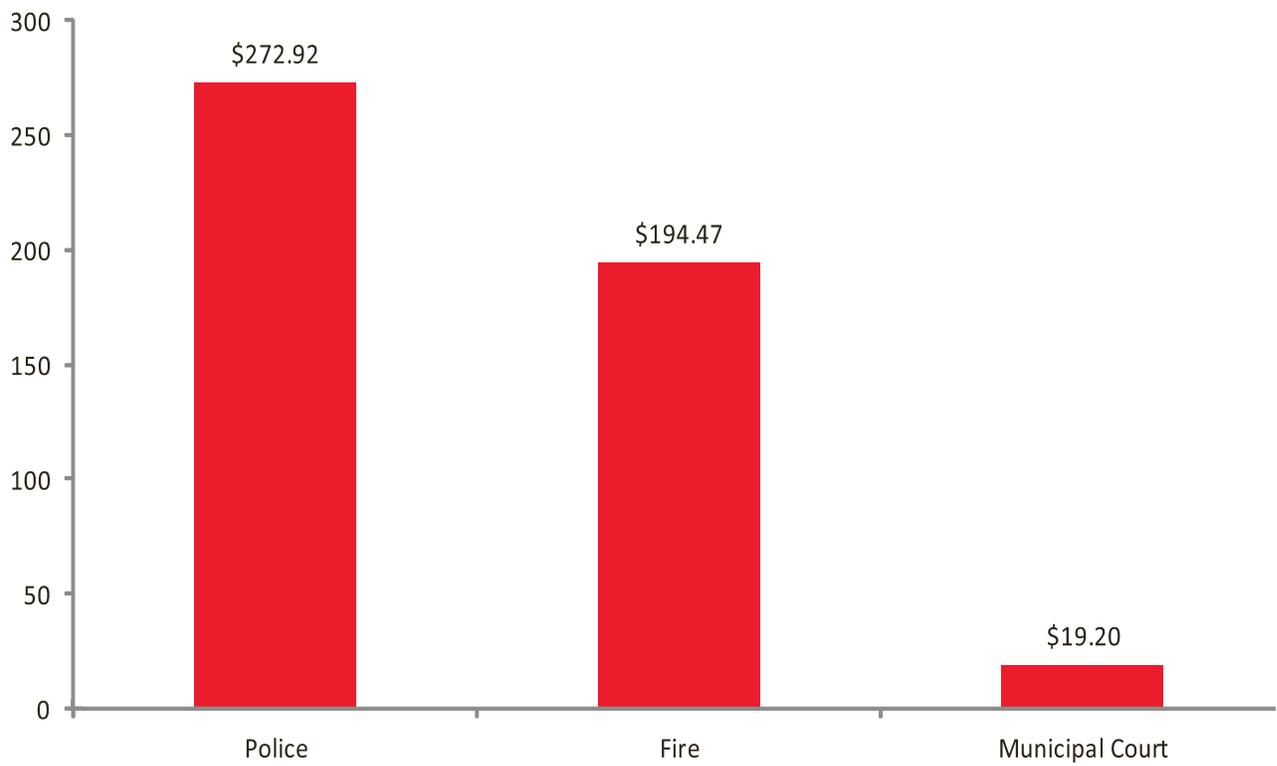
The two Police services that residents thought were the most important for the City to improve were: (1) the City's overall efforts to prevent crime (32.9 percent satisfied) and (2) the visibility of police in neighborhoods (40.2 percent satisfied). The two Fire and Emergency Medical services that residents thought were the most important for the City to improve were: (1) how quickly Emergency Medical personnel respond to emergencies (75.2 percent satisfied) and (2) how quickly Fire and Rescue personnel respond to emergencies (79.2 percent satisfied).

SUBMITTED FY 2020-21

### TOTAL BUDGET



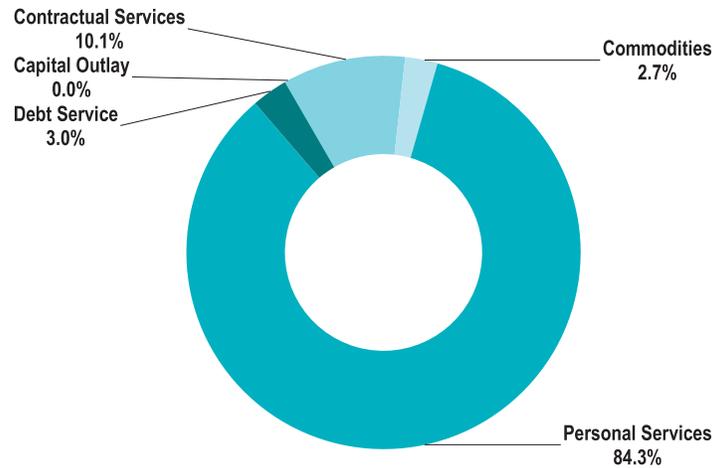
### PUBLIC SAFETY



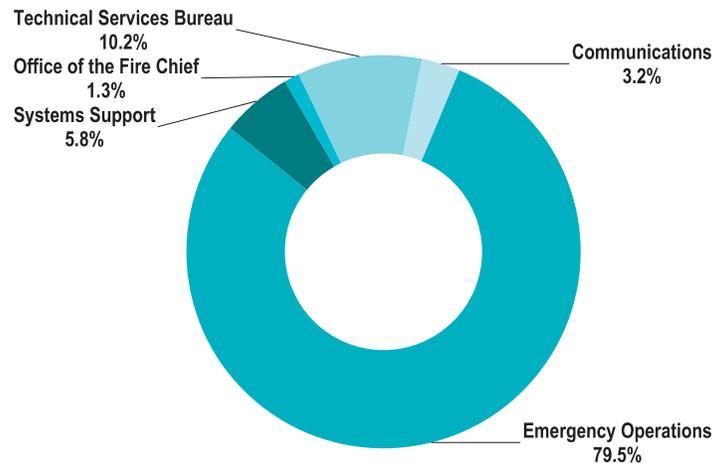
**DEPARTMENT ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$152,137,433	\$157,816,329	\$163,903,362
Contractual Services	\$18,425,641	\$19,853,050	\$19,635,540
Commodities	\$6,141,268	\$4,661,437	\$5,168,938
Capital Outlay	\$732,135	—	\$1,750
Debt Service	\$4,312,158	\$5,762,019	\$5,763,518
<b>Total Allocation by Expense Category</b>	<b>\$181,748,635</b>	<b>\$188,092,835</b>	<b>\$194,473,108</b>
<b>Allocation by Program</b>			
Communications	\$5,937,040	\$6,134,834	\$6,146,571
Emergency Operations	\$145,479,844	\$150,139,911	\$154,654,593
Office of the Fire Chief	\$1,694,607	\$2,356,131	\$2,447,487
Systems Support	\$10,387,052	\$10,325,859	\$11,371,470
Technical Services Bureau	\$18,250,092	\$19,136,100	\$19,852,987
<b>Total Allocation by Program</b>	<b>\$181,748,635</b>	<b>\$188,092,835</b>	<b>\$194,473,108</b>
<b>Allocation by Fund</b>			
Fire Sales Tax	\$22,768,678	\$36,300,786	\$37,309,958
General Fund	\$158,979,957	\$151,792,049	\$157,163,150
<b>Total Allocation by Fund</b>	<b>\$181,748,635</b>	<b>\$188,092,835</b>	<b>\$194,473,108</b>
<b>Full-Time Equivalent Positions</b>			
Communications	55.0	57.0	56.0
Emergency Operations	1,158.0	1,118.0	1,116.0
Office of the Fire Chief	8.0	8.0	7.0
Systems Support	74.0	71.0	74.0
Technical Services Bureau	56.0	56.0	55.0
Charge In-Out	0.5	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>1,351.5</b>	<b>1,310.0</b>	<b>1,308.0</b>

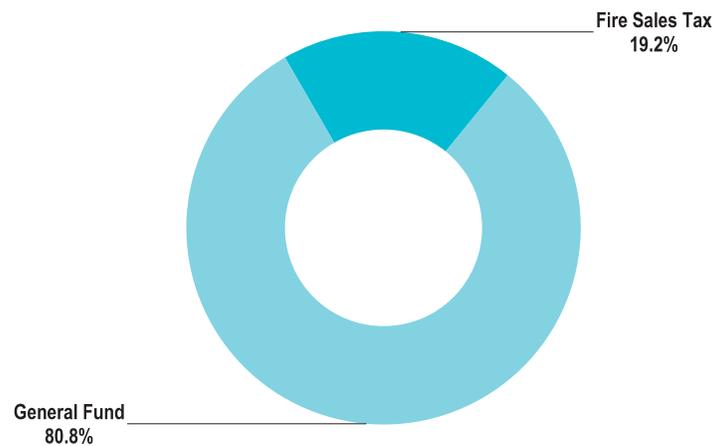
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Communications

The Fire Communications Center answers 911 emergency and non-emergency telephone calls, gathers critical information from callers, and dispatches the appropriate fire suppression and/or advanced life support units to safeguard residents, businesses, and visitors within the City of Kansas City, Missouri.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.**

Calls received to 911 Communications Center	309,115	300,000	300,000
Call handling time for life threatening emergencies (percent answered in less than 1 minute)	84.0%	96.0%	96.0%

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,621,183	\$5,937,654	\$5,926,281
Contractual Services	\$236,345	\$175,670	\$210,352
Commodities	\$50,507	\$21,510	\$9,938
Capital Outlay	\$29,005	—	—
<b>Total Allocation by Expense Category</b>	<b>\$5,937,040</b>	<b>\$6,134,834</b>	<b>\$6,146,571</b>
<b>Allocation by Activity</b>			
Communications	\$5,937,040	\$6,134,834	\$6,146,571
<b>Total Allocation by Activity</b>	<b>\$5,937,040</b>	<b>\$6,134,834</b>	<b>\$6,146,571</b>
<b>Allocation by Fund</b>			
Fire Sales Tax	\$279,590	\$197,180	\$220,290
General Fund	\$5,657,450	\$5,937,654	\$5,926,281
<b>Total Allocation by Fund</b>	<b>\$5,937,040</b>	<b>\$6,134,834</b>	<b>\$6,146,571</b>
<b>Full-Time Equivalent Positions</b>			
Communications	55.0	57.0	56.0
Charge In-Out	0.5	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>55.5</b>	<b>57.0</b>	<b>56.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers two positions from Emergency Operations. The Budget also transfers three positions to Systems Support.

## Emergency Operations

The Emergency Operations Division provides emergency and non-emergency services to fulfill the Department's four core missions: EMS, Suppression, Hazardous Materials, and Technical Rescue; deploys personnel and equipment to fires, sudden medical emergencies, and other dangerous situations so that loss of life and property is minimized; and provides fire suppression and emergency medical services to KCI and Wheeler Downtown Airport.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.**

EMS incidents (life threatening)	23,358	23,500	23,500
EMS responses (all other)	71,825	70,000	72,000
Fire responses	17,255	17,000	17,000
HazMat responses	395	408	408

### Major Program Accomplishments

- ✓ Maintained outstanding fire protection for the residents and businesses of Kansas City along with providing the necessary Fire/EMS mutual aid to the outlying municipalities within the greater Kansas City, Missouri region
- ✓ Opened Fire Station 15 to expand and improve response times to the expanding northeast sector of the City

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$131,717,803	\$137,082,122	\$141,737,599
Contractual Services	\$12,735,937	\$12,999,289	\$12,841,120
Commodities	\$380,636	\$58,500	\$75,874
Capital Outlay	\$645,468	—	—
<b>Total Allocation by Expense Category</b>	<b>\$145,479,844</b>	<b>\$150,139,911</b>	<b>\$154,654,593</b>
<b>Allocation by Activity</b>			
Emergency Operations	\$145,479,844	\$150,139,911	\$154,654,593
<b>Total Allocation by Activity</b>	<b>\$145,479,844</b>	<b>\$150,139,911</b>	<b>\$154,654,593</b>
<b>Allocation by Fund</b>			
Fire Sales Tax	\$8,211,381	\$19,282,069	\$19,657,206
General Fund	\$137,268,463	\$130,857,842	\$134,997,387
<b>Total Allocation by Fund</b>	<b>\$145,479,844</b>	<b>\$150,139,911</b>	<b>\$154,654,593</b>
<b>Full-Time Equivalent Positions</b>			
Emergency Operations	1,158.0	1,118.0	1,116.0
<b>Total Full-Time Equivalent Positions</b>	<b>1,158.0</b>	<b>1,118.0</b>	<b>1,116.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers two positions to Communications. The Budget increases \$2.5 million for fire pension, \$1.8 million in overtime wages paid at regular hourly rate, and \$766,000 in health insurance costs. The Budget decreases \$500,000 in anticipation of staff vacancies.

## **Office of the Fire Chief**

The Office of the Fire Chief provides overall leadership, strategic direction, coordination, support services, and public relations for the Fire Department to ensure the community receives efficient, effective, and caring service delivery.

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$908,224	\$1,093,497	\$947,989
Contractual Services	\$780,834	\$1,255,184	\$1,493,901
Commodities	\$5,549	\$7,450	\$5,197
Capital Outlay	—	—	\$400
<b>Total Allocation by Expense Category</b>	<b>\$1,694,607</b>	<b>\$2,356,131</b>	<b>\$2,447,487</b>
<b>Allocation by Activity</b>			
Office of the Fire Chief	\$1,694,607	\$2,356,131	\$2,447,487
<b>Total Allocation by Activity</b>	<b>\$1,694,607</b>	<b>\$2,356,131</b>	<b>\$2,447,487</b>
<b>Allocation by Fund</b>			
Fire Sales Tax	\$785,995	\$1,062,634	\$1,499,498
General Fund	\$908,612	\$1,293,497	\$947,989
<b>Total Allocation by Fund</b>	<b>\$1,694,607</b>	<b>\$2,356,131</b>	<b>\$2,447,487</b>
<b>Full-Time Equivalent Positions</b>			
Office of the Fire Chief	8.0	8.0	7.0
<b>Total Full-Time Equivalent Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>7.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases one position. The Budget increases \$20,000 for drug testing, \$20,000 for rent of office copiers, and \$60,000 for the department's Employee Assistance Program.

## Systems Support

The Systems Support Division leads the development, implementation, monitoring, and evaluation of programs to connect KCFD with the community, including public communications, enforcing ordinances, public education, billing and collections, safety, personnel management, data and reporting, and training.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Evaluate and identify areas of opportunity in the emergency response delivery system to ensure the best possible patient outcomes.**

Percent of citizens satisfied with quality of local emergency medical service	75.0%	76.0%	76.0%
Dispatched calls	150,016	150,000	150,000
Medical transports billed	73,976	70,000	76,196

### Major Program Accomplishments

- ✓ Increased field supervision for Emergency Medical Services to allow for onsite supervision during calls and increased feedback and follow-up
- ✓ Expanded the Basic Life Support transfer project
- ✓ Implemented a smoke detector tracking program and a computer-based program to determine areas within the City in need of smoke detectors
- ✓ Implemented a public outreach program with emphasis on hands-only CPR, especially within the LifeX zip codes

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$8,644,561	\$8,506,608	\$9,837,095
Contractual Services	\$1,690,593	\$1,758,501	\$1,480,218
Commodities	\$51,898	\$60,750	\$54,157
<b>Total Allocation by Expense Category</b>	<b>\$10,387,052</b>	<b>\$10,325,859</b>	<b>\$11,371,470</b>
<b>Allocation by Activity</b>			
Emergency Medical Services	\$2,970,521	\$3,057,329	\$3,621,280
Fire Marshal	\$3,590,092	\$3,714,071	\$3,922,161
Professional Development	\$3,826,439	\$3,554,459	\$3,828,029
<b>Total Allocation by Activity</b>	<b>\$10,387,052</b>	<b>\$10,325,859</b>	<b>\$11,371,470</b>
<b>Allocation by Fund</b>			
Fire Sales Tax	\$1,677,853	\$1,819,251	\$1,534,375
General Fund	\$8,709,199	\$8,506,608	\$9,837,095
<b>Total Allocation by Fund</b>	<b>\$10,387,052</b>	<b>\$10,325,859</b>	<b>\$11,371,470</b>
<b>Full-Time Equivalent Positions</b>			
Emergency Medical Services	25.0	23.0	25.0
Fire Marshal	27.0	27.0	27.0
Professional Development	22.0	21.0	22.0
<b>Total Full-Time Equivalent Positions</b>	<b>74.0</b>	<b>71.0</b>	<b>74.0</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers two positions to Emergency Medical Services and one position to Professional Development from Communications. The Budget increases \$591,000 for overtime wages and \$712,000 for wages and benefits. The Budget decreases \$131,000 for workers compensation insurance and \$97,000 in contracts for strategic planning.

## Technical Services Bureau

The Technical Services Bureau oversees and manages all logistical and equipment needs of the department to ensure mission-critical equipment is available for response; designs, manages, and maintains all information technology for mapping and routing responding units to calls for service; develops, implements, and supports all technology and information systems to support all missions of KCFD; recommends, designs, and maintains all emergency and non-emergency response apparatus to ensure delivery of services to the public; oversees and manages maintenance and repairs of 35 facilities to maintain a safe and comfortable environment for all KCFD personnel; develops and oversees budgeting processes to ensure compliance with all policies and procedures related to the fiscal and procurement needs of the department; and develops, maintains, and manages systems to ensure contractual compliance with daily staffing.

### Major Program Accomplishments

- ✓ Implemented a new virtual server farm for the dispatch CAD system to replace outdated servers at both the primary dispatch center and at the backup dispatch center
- ✓ Replaced 65 onboard CAD computers in ambulances and command vehicles
- ✓ Replaced and outfitted all administrative vehicles and boat haulers
- ✓ Completed the specification writing for new ambulances

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,245,662	\$5,196,448	\$5,454,398
Contractual Services	\$2,981,932	\$3,664,406	\$3,609,949
Commodities	\$5,652,678	\$4,513,227	\$5,023,772
Capital Outlay	\$57,662	—	\$1,350
Debt Service	\$4,312,158	\$5,762,019	\$5,763,518
<b>Total Allocation by Expense Category</b>	<b>\$18,250,092</b>	<b>\$19,136,100</b>	<b>\$19,852,987</b>
<b>Allocation by Activity</b>			
Fleet	\$9,565,399	\$10,979,267	\$10,977,510
Technical Services Bureau	\$8,684,693	\$8,156,833	\$8,875,477
<b>Total Allocation by Activity</b>	<b>\$18,250,092</b>	<b>\$19,136,100</b>	<b>\$19,852,987</b>
<b>Allocation by Fund</b>			
Fire Sales Tax	\$11,813,859	\$13,939,652	\$14,398,589
General Fund	\$6,436,233	\$5,196,448	\$5,454,398
<b>Total Allocation by Fund</b>	<b>\$18,250,092</b>	<b>\$19,136,100</b>	<b>\$19,852,987</b>
<b>Full-Time Equivalent Positions</b>			
Fleet	14.0	14.0	13.0
Technical Services Bureau	42.0	42.0	42.0
<b>Total Full-Time Equivalent Positions</b>	<b>56.0</b>	<b>56.0</b>	<b>55.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases one position in Fleet. The Budget increases \$236,000 for overtime wages and holiday pay, \$171,000 for fuel, \$142,000 for fire fans, extraction equipment, and small engine equipment, \$85,000 for fire hose replacement, \$64,000 for fire station cleaning supplies, and \$30,000 for fire station flags.

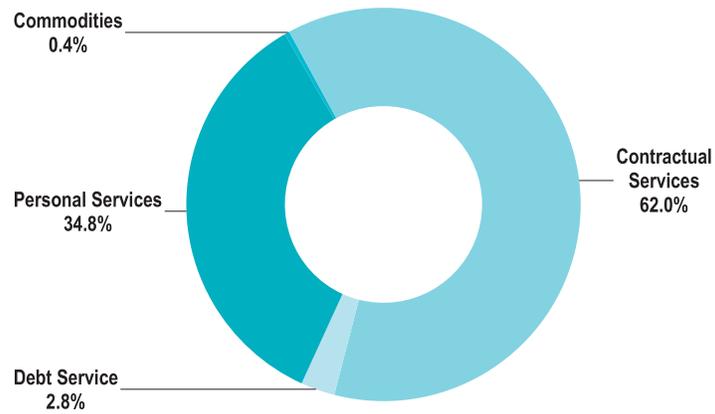
DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$6,178,425	\$6,435,501	\$6,688,253
Contractual Services	\$11,250,208	\$12,387,214	\$11,895,231
Commodities	\$289,677	\$82,161	\$74,426
Capital Outlay	\$2,140	—	—
Debt Service	\$536,113	\$536,148	\$537,150
<b>Total Allocation by Expense Category</b>	<b>\$18,256,563</b>	<b>\$19,441,024</b>	<b>\$19,195,060</b>
<b>Allocation by Program</b>			
Correctional and Security Services	\$7,267,357	\$7,651,780	\$7,560,459
Court Operations	\$7,619,335	\$7,589,673	\$8,361,588
Indigent Legal Defense	\$1,441,143	\$1,336,337	\$1,336,337
Rehabilitative Services	\$1,928,728	\$2,863,234	\$1,936,676
<b>Total Allocation by Program</b>	<b>\$18,256,563</b>	<b>\$19,441,024</b>	<b>\$19,195,060</b>
<b>Allocation by Fund</b>			
Assessment and Triage Center Fund	—	—	\$1,000,000
Domestic Violence Shelter Operations	\$9,382	—	—
General Fund	\$14,864,919	\$15,525,493	\$16,062,169
Inmate Security	\$3,382,262	\$3,915,531	\$519,104
Municipal Court Building Fund	—	—	\$537,150
Probation Fund	—	—	\$438,107
Specialty Court Fund	—	—	\$638,530
<b>Total Allocation by Fund</b>	<b>\$18,256,563</b>	<b>\$19,441,024</b>	<b>\$19,195,060</b>
<b>Full-Time Equivalent Positions</b>			
Correctional and Security Services	23.4	23.4	20.4
Court Operations	43.0	43.2	53.2
Rehabilitative Services	9.0	9.0	10.0
<b>Total Full-Time Equivalent Positions</b>	<b>75.4</b>	<b>75.6</b>	<b>83.6</b>

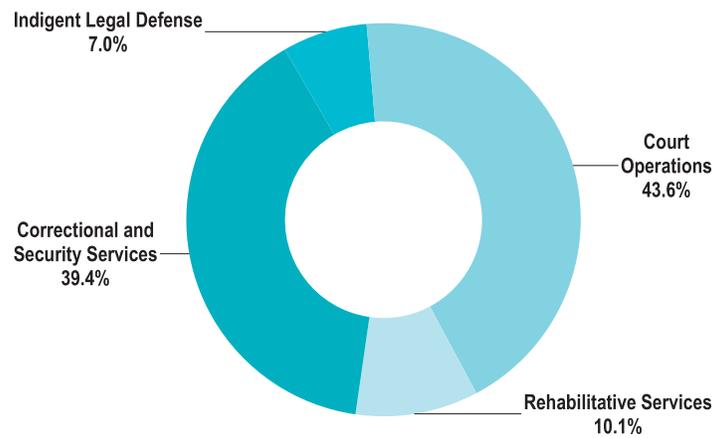
SUBMITTED FY 2020-21

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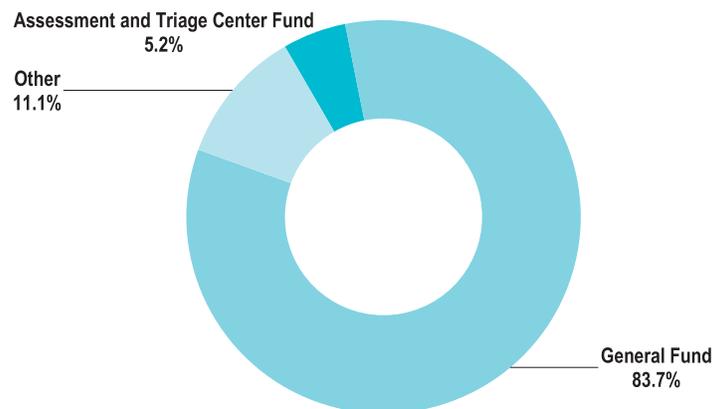
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## **Correctional and Security Services**

The Correctional and Security Services Division provides safe and secure daily transportation for the pre- and post-adjudicated defendants housed at various contracted facilities; ensures that each in-custody defendant is monitored while in the Municipal Court, creating a safe environment for all attendees to any Court proceeding; provides contracted KCPD services to judges, court staff, and the public while utilizing services of the Municipal Court; and ensures accurate record keeping of all inmate populations and those serving alternative sentences.

### **Major Program Accomplishments**

- ✓ Facilitated smooth transition from the Jackson County Regional Correctional Center to various contracted facilities

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,419,530	\$1,480,844	\$1,206,161
Contractual Services	\$5,838,799	\$6,149,575	\$6,333,098
Commodities	\$9,028	\$21,361	\$21,200
<b>Total Allocation by Expense Category</b>	<b>\$7,267,357</b>	<b>\$7,651,780</b>	<b>\$7,560,459</b>
<b>Allocation by Activity</b>			
Correctional and Security Services	\$7,267,357	\$7,651,780	\$7,560,459
<b>Total Allocation by Activity</b>	<b>\$7,267,357</b>	<b>\$7,651,780</b>	<b>\$7,560,459</b>
<b>Allocation by Fund</b>			
General Fund	\$6,895,869	\$7,587,899	\$7,428,696
Inmate Security	\$371,488	\$63,881	\$131,763
<b>Total Allocation by Fund</b>	<b>\$7,267,357</b>	<b>\$7,651,780</b>	<b>\$7,560,459</b>
<b>Full-Time Equivalent Positions</b>			
Correctional and Security Services	23.4	23.4	20.4
<b>Total Full-Time Equivalent Positions</b>	<b>23.4</b>	<b>23.4</b>	<b>20.4</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers three positions to Court Operations.

## Court Operations

The Court Operations Division adjudicates all cases docketed and probations ordered, ensures all City ordinance violations are properly and efficiently processed, properly accounts for and deposits all fines and bond forfeitures, maintains a high level of record accuracy, continues to implement cost effective options for records management, conducts citizen and employee surveys to further enhance the Municipal Court’s service delivery, and offers enhanced payment options to customers to efficiently resolve cases that result in a fine.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Increase effectiveness and efficiencies of operations at Municipal Court in order to achieve the best possible outcomes for those served.**

Case clearance rate	85.0%	100.0%	100.0%
Percent of fines collected within the same year - other	70.0%	68.0%	70.0%
Percent of fines collected within the same year - traffic	88.0%	90.0%	90.0%
Percent of traffic cases disposed within 90 days	91.0%	90.0%	90.0%
Percent of probationers successfully completing probation conditions	59.0%	65.0%	65.0%

### Major Program Accomplishments

- ✓ Named as a national pilot site for enhancing community engagement within the judicial system by the National Center for State Courts
- ✓ Partnered with the Kansas City Police Department, City Prosecutor’s Office, and other City agencies to implement a new ticketing solution for citations

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$4,152,730	\$4,339,519	\$4,798,955
Contractual Services	\$2,724,055	\$2,679,506	\$2,999,083
Commodities	\$204,297	\$34,500	\$26,400
Capital Outlay	\$2,140	—	—
Debt Service	\$536,113	\$536,148	\$537,150
<b>Total Allocation by Expense Category</b>	<b>\$7,619,335</b>	<b>\$7,589,673</b>	<b>\$8,361,588</b>
<b>Allocation by Activity</b>			
Court Operations	\$7,083,222	\$7,053,525	\$7,824,438
Debt Service	\$536,113	\$536,148	\$537,150
<b>Total Allocation by Activity</b>	<b>\$7,619,335</b>	<b>\$7,589,673</b>	<b>\$8,361,588</b>
<b>Allocation by Fund</b>			
General Fund	\$6,437,907	\$6,466,257	\$7,162,136
Inmate Security	\$1,181,428	\$1,123,416	\$387,341
Municipal Court Building Fund	—	—	\$537,150
Specialty Court Fund	—	—	\$274,961
<b>Total Allocation by Fund</b>	<b>\$7,619,335</b>	<b>\$7,589,673</b>	<b>\$8,361,588</b>
<b>Full-Time Equivalent Positions</b>			
Court Operations	43.0	43.2	53.2
<b>Total Full-Time Equivalent Positions</b>	<b>43.0</b>	<b>43.2</b>	<b>53.2</b>

**Changes to the Budget**

The FY 2020-21 Budget increases seven positions in Court Operations and transfers three position from Correctional and Security Services. The Budget also increases \$347,000 for court security and \$121,000 for general liability insurance. The Budget transfers \$537,000 to the new Municipal Court Building Fund and \$275,000 to the new Specialty Court Fund from the Inmate Security Fund.

## Indigent Legal Defense

Indigent Legal Defense contracts with Legal Aid of Western Missouri to proactively analyze and monitor long-term solutions for the legal needs of the indigent population of Kansas City, Missouri.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Reduce crime among all age groups, placing an emphasis on young offenders.</b>			
Number of indigent clients represented	7,961	9,000	9,000

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$1,441,143	\$1,336,337	\$1,336,337
<b>Total Allocation by Expense Category</b>	<b>\$1,441,143</b>	<b>\$1,336,337</b>	<b>\$1,336,337</b>
<b>Allocation by Activity</b>			
Indigent Legal Defense	\$1,441,143	\$1,336,337	\$1,336,337
<b>Total Allocation by Activity</b>	<b>\$1,441,143</b>	<b>\$1,336,337</b>	<b>\$1,336,337</b>
<b>Allocation by Fund</b>			
General Fund	\$1,441,143	\$1,336,337	\$1,336,337
<b>Total Allocation by Fund</b>	<b>\$1,441,143</b>	<b>\$1,336,337</b>	<b>\$1,336,337</b>

**Changes to the Budget**

There are no material changes to the FY 2020-21 Budget.

## Rehabilitative Services

Rehabilitative Services provides court-monitored services to participants in the various specialty court programs; ensures that the court's newly implemented, random urine analysis program provides adequate data for court officials to make informed treatment decisions; secures transitional housing for defendants participating in a court's mandated probation period or specialty court program; facilitates ongoing and new relationships with partner agencies to secure program services; and monitors the overall successes and identifies gaps in services that are being provided to defendants.

### Major Program Accomplishments

- ✓ Piloted a new GPS monitoring program to enhance alternatives to incarceration options
- ✓ Created specialized dockets to better serve the needs of defendants and prevent recidivism (Domestic Violence Drug Court and Reinstatement Court)

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$606,165	\$615,138	\$683,137
Contractual Services	\$1,246,211	\$2,221,796	\$1,226,713
Commodities	\$76,352	\$26,300	\$26,826
<b>Total Allocation by Expense Category</b>	<b>\$1,928,728</b>	<b>\$2,863,234</b>	<b>\$1,936,676</b>
<b>Allocation by Activity</b>			
Rehabilitative Services	\$1,928,728	\$2,863,234	\$1,936,676
<b>Total Allocation by Activity</b>	<b>\$1,928,728</b>	<b>\$2,863,234</b>	<b>\$1,936,676</b>
<b>Allocation by Fund</b>			
Assessment and Triage Center Fund	—	—	\$1,000,000
Domestic Violence Shelter Operations	\$9,382	—	—
General Fund	\$90,000	\$135,000	\$135,000
Inmate Security	\$1,829,346	\$2,728,234	—
Probation Fund	—	—	\$438,107
Specialty Court Fund	—	—	\$363,569
<b>Total Allocation by Fund</b>	<b>\$1,928,728</b>	<b>\$2,863,234</b>	<b>\$1,936,676</b>
<b>Full-Time Equivalent Positions</b>			
Rehabilitative Services	9.0	9.0	10.0
<b>Total Full-Time Equivalent Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>

**Changes to the Budget**

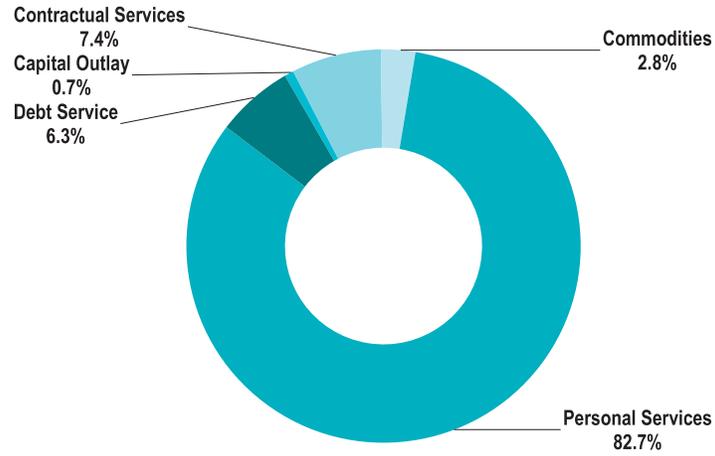
The FY 2020-21 Budget increases one position in Rehabilitative Services and decreases \$1.0 million for overestimation of the Assessment and Triage Center pass-through from area hospitals. The Budget transfers \$438,000 to the new Probation Fund and \$364,000 to the new Specialty Court Fund from the Inmate Security Fund.

## DEPARTMENT ALLOCATION SUMMARY

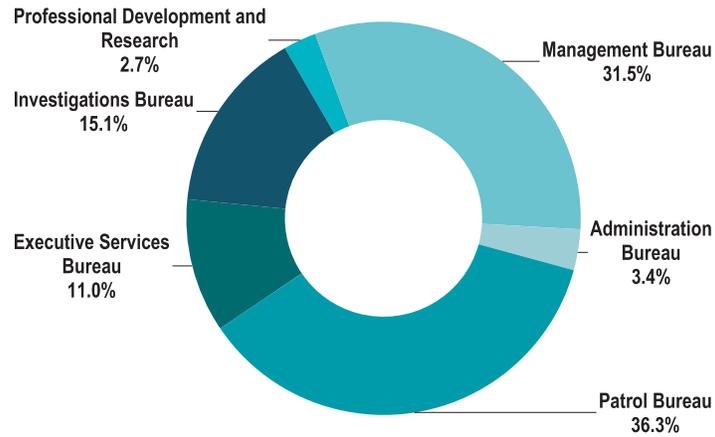
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$212,412,021	\$218,465,885	\$225,792,907
Contractual Services	\$19,885,769	\$18,138,957	\$20,117,440
Commodities	\$6,754,349	\$7,015,678	\$7,664,051
Capital Outlay	\$2,445,467	\$2,990,000	\$2,046,000
Debt Service	\$15,068,256	\$15,636,885	\$17,295,367
<b>Total Allocation by Expense Category</b>	<b>\$256,565,862</b>	<b>\$262,247,405</b>	<b>\$272,915,765</b>
<b>Allocation by Program</b>			
Administration Bureau	\$9,726,378	\$9,027,851	\$9,184,469
Executive Services Bureau	\$29,344,431	\$30,770,474	\$30,024,922
Investigations Bureau	\$37,293,271	\$39,158,683	\$41,274,309
Management Bureau	\$81,239,299	\$82,646,225	\$86,035,684
Patrol Bureau	\$91,346,992	\$93,074,244	\$99,040,255
Professional Development and Research	\$7,615,491	\$7,569,928	\$7,356,126
<b>Total Allocation by Program</b>	<b>\$256,565,862</b>	<b>\$262,247,405</b>	<b>\$272,915,765</b>
<b>Allocation by Fund</b>			
General Debt And Interest	\$12,123,788	\$12,282,288	\$12,440,338
General Fund	\$228,125,283	\$231,186,072	\$238,502,374
Health	\$146,356	\$160,000	\$382,000
Justice Assistance Grant	\$117,881	—	—
Parking	\$338,995	\$470,205	\$518,590
Police Drug Enforcement	\$2,431,592	\$2,739,928	\$2,915,994
Police Grant	\$7,500,916	\$8,354,315	\$10,601,440
Public Safety Sales Tax	\$5,781,051	\$7,054,597	\$7,555,029
<b>Total Allocation by Fund</b>	<b>\$256,565,862</b>	<b>\$262,247,405</b>	<b>\$272,915,765</b>
<b>Full-Time Equivalent Positions</b>			
Administration Bureau	125.0	125.0	125.0
Executive Services Bureau	247.0	247.0	248.0
Investigations Bureau	424.0	425.0	426.0
Management Bureau	80.0	80.0	80.0
Patrol Bureau	1,006.0	1,015.0	1,038.0
Professional Development and Research	102.0	114.0	103.0
Charge In-Out	(1.0)	(1.0)	(1.0)
<b>Total Full-Time Equivalent Positions</b>	<b>1,983.0</b>	<b>2,005.0</b>	<b>2,019.0</b>

SUBMITTED FY 2020-21

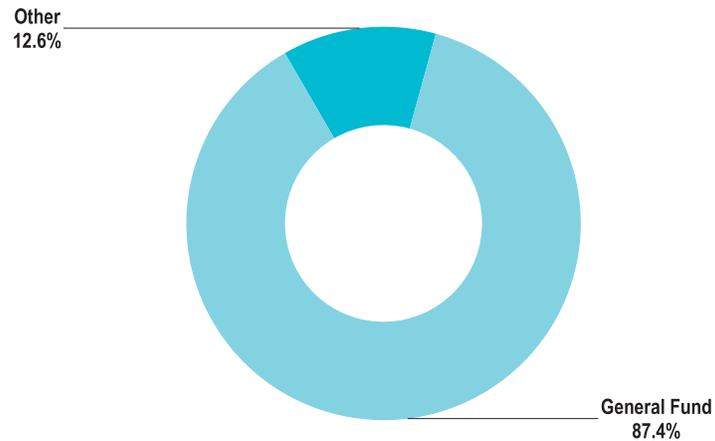
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration Bureau

The Administration Bureau includes the Information Services Division, which is responsible for technological support and maintenance of computers, the department network, criminal history record information, report writing programs, and a records management system. It also includes the Property and Evidence Unit, which is responsible for receiving and storing evidence and property.

### Major Program Accomplishments

- ✓ Implemented a new report writing system, NICHE, for improved report writing capabilities and a more robust database
- ✓ Designed and implemented a transition from REJIS to MULES Criminal Justice Information System
- ✓ Designed and implemented Thin Blue Line, a new ticket writing system, to streamline the Department's ticket-writing capabilities

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$8,830,305	\$8,204,215	\$8,163,387
Contractual Services	\$452,232	\$313,636	\$506,082
Commodities	\$3,377	\$10,000	\$15,000
Capital Outlay	\$440,464	\$500,000	\$500,000
<b>Total Allocation by Expense Category</b>	<b>\$9,726,378</b>	<b>\$9,027,851</b>	<b>\$9,184,469</b>
<b>Allocation by Activity</b>			
Information Management	\$3,161,608	\$2,949,635	\$3,033,063
Information Services	\$6,564,770	\$6,078,216	\$6,151,406
<b>Total Allocation by Activity</b>	<b>\$9,726,378</b>	<b>\$9,027,851</b>	<b>\$9,184,469</b>
<b>Allocation by Fund</b>			
General Fund	\$9,249,769	\$8,404,164	\$8,542,845
Police Grant	\$132,247	\$123,687	\$141,624
Public Safety Sales Tax	\$344,362	\$500,000	\$500,000
<b>Total Allocation by Fund</b>	<b>\$9,726,378</b>	<b>\$9,027,851</b>	<b>\$9,184,469</b>
<b>Full-Time Equivalent Positions</b>			
Information Management	54.0	54.0	54.0
Information Services	71.0	71.0	71.0
<b>Total Full-Time Equivalent Positions</b>	<b>125.0</b>	<b>125.0</b>	<b>125.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$130,000 for an estimated increase in mandatory physicals, exposure testing, and psychological wellness of personnel. The Budget also increase \$105,000 for professional services such as promotional processing, written examinations, pre-employment psychological evaluations, shooting / critical incidence debriefing, and special evaluations (fitness for duty / retirement).

## Executive Services Bureau

The Executive Services Bureau is comprised of three elements: Fiscal Division, Logistical Support Division, and Building Operations Unit. The Bureau is responsible for the day-to-day financial operations of the department, including payroll, payment of pensions, and FICA taxes, as well as building operations, including the cleaning, maintenance, and security of Department facilities. The Bureau is also responsible for communications, radio installation and radio repairs, and fleet operations.

### Major Program Accomplishments

- ✓ Completed 655 Criminal Justice Information Systems (CJIS) security screenings for access to police occupied structures
- ✓ Initiated the rejection of 89 applicants due to outstanding warrants and felony convictions
- ✓ Completed over 10,000 repairs to the fleet of vehicles by Fleet Operations Unit
- ✓ Maintained an average of 96 percent Fleet Availability Rate (four percent of vehicles down for repairs)
- ✓ Fabricated four training vehicles for tactical vehicle intervention (TVI) program
- ✓ Implemented Festool dustless sanding system in body shop
- ✓ Procured a state of the art VIRTRA simulation machine for training officers in shoot/don't shoot situations
- ✓ Received a clean audit opinion for financial records within the Fiscal Division
- ✓ Obtained full staffing in the Accounting Section
- ✓ Maintained 44 federal grants totaling over \$4.8 million
- ✓ Replaced and updated a portion of the motorcycle fleet

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$13,118,129	\$14,135,477	\$13,557,280
Contractual Services	\$8,533,580	\$8,234,040	\$9,155,168
Commodities	\$5,887,067	\$6,100,957	\$6,312,474
Capital Outlay	\$1,805,655	\$2,300,000	\$1,000,000
<b>Total Allocation by Expense Category</b>	<b>\$29,344,431</b>	<b>\$30,770,474</b>	<b>\$30,024,922</b>
<b>Allocation by Activity</b>			
Communications	\$8,320,850	\$8,781,870	\$8,656,652
Facilities Maintenance	\$7,872,108	\$7,826,066	\$7,956,553
Fiscal	\$2,123,557	\$2,226,663	\$2,328,549
Fleet Management	\$6,601,182	\$7,914,082	\$6,727,242
Purchasing	\$4,426,734	\$4,021,793	\$4,355,926
<b>Total Allocation by Activity</b>	<b>\$29,344,431</b>	<b>\$30,770,474</b>	<b>\$30,024,922</b>
<b>Allocation by Fund</b>			
General Fund	\$26,715,091	\$27,408,857	\$27,653,422
Police Grant	\$336,953	\$361,617	\$371,500
Public Safety Sales Tax	\$2,292,387	\$3,000,000	\$2,000,000
<b>Total Allocation by Fund</b>	<b>\$29,344,431</b>	<b>\$30,770,474</b>	<b>\$30,024,922</b>
<b>Full-Time Equivalent Positions</b>			
Communications	129.0	129.0	129.0
Facilities Maintenance	41.0	41.0	41.0
Fiscal	29.0	29.0	30.0
Fleet Management	37.0	37.0	37.0
Purchasing	11.0	11.0	11.0
Charge In-Out	(1.0)	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>246.0</b>	<b>247.0</b>	<b>248.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases one position in Fiscal. The Budget increases \$136,000 for property insurance and \$60,000 for weed cutting and mowing. The Budget decreases \$800,000 for motor vehicles and police vehicle cameras. The Budget also adds \$1.0 million in program efficiencies.

## Investigations Bureau

The Investigations Bureau is responsible for the investigation of reported crimes leading to the identification, apprehension, and prosecution of persons responsible for crimes against people, crimes related to deceit, fraud, or forgery, and those involved in the possession and distribution of illegal narcotics. Support services are provided through a systematic and analytical process of criminal intelligence and collection, preservation, and forensic examination of evidence, as well as investigating missing persons, including juveniles.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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#### Objective: Reduce crime among all age groups, placing an emphasis on young offenders.

Crimes against persons	14,021	13,507	13,320
Crimes against property	30,717	30,902	29,181

### Major Program Accomplishments

- ✓ Implemented and completed Operation Triple Beam, a three-month operation worked in conjunction with federal and local law enforcement partners that resulted in 355 arrests for outstanding warrants, violent crimes, and drugs and netted the recovery of 69 firearms and more than 2,000 rounds of ammunition
- ✓ Interdicted illegal narcotics with a street value of \$35.4 million which resulted in 619 arrests, 65 firearms recovered, and \$1.6 million in US currency seized
- ✓ Concluded a joint operation with federal partners, which resulted in the indictment of 22 gang members operating in the Kansas City area and led to the recovery of 23 guns, \$75,000 in US currency, and 350 grams of heroin
- ✓ Created a Violent Offender Squad which identified and located suspects involved in robberies, aggravated assaults, and other violent firearms-related offenses
- ✓ Partnered with the US Attorney's Office and the Kansas City Crime Commission through the Project Safe Neighborhood Grant to fund a non-sworn analyst to work with the Crime Gun Intelligence Center
- ✓ Reorganized the Investigations Bureau by adding a Unit Commander to focus on violent crime and moving the Assaults Squad from the Homicide Unit to a separate Assault Unit to assign a higher level of priority to non-fatal assaults, allowing the Homicide Unit to focus entirely on death investigations
- ✓ Moved the Gun Intelligence Center into the Violent Crimes Division-Assault Unit, allowing the Assault Squad and CGIC to work together to reduce violent gun crime
- ✓ Partnered with the Police Foundation of Kansas City to facilitate the training of two homicide detectives at the annual Henry F. Williams Homicide Seminar

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$34,836,918	\$36,562,719	\$37,781,003
Contractual Services	\$1,859,871	\$1,998,224	\$2,611,826
Commodities	\$451,840	\$447,740	\$695,480
Capital Outlay	\$144,642	\$150,000	\$186,000
<b>Total Allocation by Expense Category</b>	<b>\$37,293,271</b>	<b>\$39,158,683</b>	<b>\$41,274,309</b>

<b>Allocation by Activity</b>			
Crime Lab	\$6,046,923	\$6,700,910	\$7,005,041
Homeland Security	\$55,764	\$92,413	\$47,050
Investigations	\$7,470,610	\$8,348,192	\$9,395,538
Narcotics and Vice	\$11,009,553	\$11,408,624	\$12,490,982
Violent Crimes	\$12,710,421	\$12,608,544	\$12,335,698
<b>Total Allocation by Activity</b>	<b>\$37,293,271</b>	<b>\$39,158,683</b>	<b>\$41,274,309</b>

<b>Allocation by Fund</b>			
General Fund	\$31,366,549	\$32,379,664	\$33,077,972
Justice Assistance Grant	\$117,881	—	—
Police Drug Enforcement	\$2,178,049	\$2,436,961	\$2,605,488
Police Grant	\$3,630,792	\$4,342,058	\$5,590,849
<b>Total Allocation by Fund</b>	<b>\$37,293,271</b>	<b>\$39,158,683</b>	<b>\$41,274,309</b>

<b>Full-Time Equivalent Positions</b>			
Crime Lab	81.0	81.0	81.0
Homeland Security	1.0	1.0	—
Investigations	97.0	98.0	109.0
Narcotics and Vice	102.0	102.0	102.0
Violent Crimes	143.0	143.0	134.0
Charge In-Out	(0.6)	(1.6)	(1.6)
<b>Total Full-Time Equivalent Positions</b>	<b>423.4</b>	<b>423.4</b>	<b>424.4</b>

**Changes to the Budget**

The FY 2020-21 Budget transfers out one position in Homeland Security and nine positions in Violent Crimes, and increases eleven positions in Investigations. The Budget increases \$117,000 for supplies in the Crime Lab, \$284,000 for overtime in Investigations, \$302,000 for estimated increases in grant funding, and \$160,000 for repairs and rent of equipment in Narcotics and Vice.

## Management Bureau

The Management Bureau provides direct management and policy making for the department. It also serves as an information resource to and from the community. The Human Resources Division is responsible for employee benefits for active and retired employees, hiring qualified employees, the coordination of off-duty employment, reviewing personnel matters, and processing grievances filed by department members. The Personnel Division is charged with finding, screening, recruiting, and training job applicants, as well as administering employee benefit programs.

### Major Program Accomplishments

- ✓ Implemented Risk Terrain Modeling (RTM), a crime prediction and risk reduction patrol strategy
- ✓ Added five new Police Chaplains, with two more in the approval process
- ✓ Conducted a successful Youth Police Initiative Program (YPI)
- ✓ Implemented the Police Explorers Program

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$73,243,327	\$76,176,949	\$79,607,967
Contractual Services	\$7,995,972	\$6,429,276	\$6,417,717
Capital Outlay	—	\$40,000	\$10,000
<b>Total Allocation by Expense Category</b>	<b>\$81,239,299</b>	<b>\$82,646,225</b>	<b>\$86,035,684</b>
<b>Allocation by Activity</b>			
Administration	\$12,150,722	\$10,777,647	\$10,892,875
Community Access	\$416,529	\$505,483	\$541,136
Human Resources	\$67,358,523	\$70,064,816	\$73,291,160
Internal Affairs	\$1,313,525	\$1,298,279	\$1,310,513
<b>Total Allocation by Activity</b>	<b>\$81,239,299</b>	<b>\$82,646,225</b>	<b>\$86,035,684</b>
<b>Allocation by Fund</b>			
General Fund	\$80,537,145	\$81,878,888	\$85,238,555
Police Grant	\$702,154	\$767,337	\$797,129
<b>Total Allocation by Fund</b>	<b>\$81,239,299</b>	<b>\$82,646,225</b>	<b>\$86,035,684</b>
<b>Full-Time Equivalent Positions</b>			
Administration	57.0	57.0	57.0
Community Access	6.0	6.0	6.0
Internal Affairs	17.0	17.0	17.0
<b>Total Full-Time Equivalent Positions</b>	<b>80.0</b>	<b>80.0</b>	<b>80.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$2.8 million for pension and \$1.5 million for insurance and benefits. The Budget also adds \$1.2 million in program efficiencies.

## Patrol Bureau

The Patrol Bureau is comprised of nine divisions: the KCI Airport Operations Division, six geographically-based patrol divisions, the Traffic Division, and the Special Operations Division. Bureau resources are directed toward uniformed patrol functions, the most critical of which is the response to 9-1-1 emergency calls for service. The Bureau also provides tactical response to critical incidents, traffic enforcement and control, and directed patrol activities.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Reduce crime among all age groups, placing an emphasis on young offenders.</b>			
Traffic Enforcement Citations issued**	81,986	109,716	86,085

### Major Program Accomplishments

- ✓ Coordinated Shoal Creek IMPACT to provide additional resources at Worlds of Fun to ensure a safe environment for thousands of visitors
- ✓ Increased the number of detention officers to improve operations and eliminate the need to “buy back” detention officers
- ✓ Organized the first annual Public Safety and Health Fair with over 40 vendors and services
- ✓ Completed 39 Operation 100’s on armed barricaded subjects
- ✓ Coordinated and developed security plans for visits from both the President and Vice President of the United States
- ✓ Provided 74 active shooter trainings for various churches, businesses, and schools
- ✓ Coordinated security for 35 protest/civil unrest events
- ✓ Hosted a full-scale training exercise for the United States Department of Defense
- ✓ Worked with the IT section of the Administration Bureau and the Thin Blue Line Company to develop and implement a new electronic citation system

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$74,924,294	\$75,957,186	\$79,457,368
Contractual Services	\$911,641	\$1,068,192	\$1,335,423
Commodities	\$388,095	\$411,981	\$602,097
Capital Outlay	\$54,706	—	\$350,000
Debt Service	\$15,068,256	\$15,636,885	\$17,295,367
<b>Total Allocation by Expense Category</b>	<b>\$91,346,992</b>	<b>\$93,074,244</b>	<b>\$99,040,255</b>
<b>Allocation by Activity</b>			
Debt Service	\$5,439,306	\$5,538,435	\$6,965,217
Patrol and Patrol Administration	\$59,158,819	\$59,424,099	\$63,135,139
Patrol Support	\$14,222,076	\$14,870,215	\$15,169,195
Tactical Operations	\$3,857,750	\$4,015,315	\$3,963,147
Traffic	\$8,669,041	\$9,226,180	\$9,807,557
<b>Total Allocation by Activity</b>	<b>\$91,346,992</b>	<b>\$93,074,244</b>	<b>\$99,040,255</b>
<b>Allocation by Fund</b>			
General Debt And Interest	\$12,123,788	\$12,282,288	\$12,440,338
General Fund	\$73,200,439	\$74,110,539	\$77,068,960
Health	\$146,356	\$160,000	\$382,000
Parking	\$338,995	\$470,205	\$518,590
Police Grant	\$2,393,112	\$2,496,615	\$3,575,338
Public Safety Sales Tax	\$3,144,302	\$3,554,597	\$5,055,029
<b>Total Allocation by Fund</b>	<b>\$91,346,992</b>	<b>\$93,074,244</b>	<b>\$99,040,255</b>
<b>Full-Time Equivalent Positions</b>			
Patrol and Patrol Administration	819.0	819.0	845.0
Patrol Support	44.0	44.0	44.0
Tactical Operations	48.0	48.0	48.0
Traffic	95.0	104.0	101.0
Charge In-Out	0.6	0.6	0.6
<b>Total Full-Time Equivalent Positions</b>	<b>1,006.6</b>	<b>1,015.6</b>	<b>1,038.6</b>

**Changes to the Budget**

The FY 2020-21 Budget increases 26 positions in Patrol and Patrol Administration and decreases three positions in Traffic. The Budget increases \$1.4 million in debt service for in-car camera system units and associated software management, as well as \$385,000 for police helicopter debt service. The Budget increases \$557,000 for pension and insurance, \$509,000 for overtime wages, \$2.1 million for wages and benefits, and \$220,000 for minor equipment costs to include replacement of expiring police safety equipment. The Budget also increases \$222,000 for contracts maintaining social workers at each district. The Budget adds \$250,000 in program efficiencies.

## Professional Development and Research

The Professional Development and Research Bureau is comprised of two Divisions: Training Division and Research and Development Division. The Training Division provides basic law enforcement training for new recruits and continuing education for internal members and external agencies that focuses on current best practices in law enforcement. The Youth Services Unit is included within the Training Division, and provides youth with life skills, sporting, and drug resistance education while being mentored by police officers. The Research and Development Division provides procedural and policy proposals, impartial research, and program evaluations.

### Major Program Accomplishments

- ✓ Revamped the Employee Evaluations Policy
- ✓ Won the IALEP award for best Annual Report, created by the Media Unit
- ✓ Implemented a new uniform option for sworn members
- ✓ Revamped the Reserve Sworn Officer Program
- ✓ Won the bid to host the IALEP conference for 2020
- ✓ Incorporated Tactical Vehicle Intervention (TVI) into the pursuit policy
- ✓ Revised the Line-of Duty Death/Critical Injury Notifications Procedural Instruction
- ✓ Completed 178 surveys for the Major Cities Chiefs Association and other outside agencies
- ✓ Implemented Combat Breathing as a continuous piece of core curriculum in our Firearms training section

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$7,459,048	\$7,429,339	\$7,225,902
Contractual Services	\$132,473	\$95,589	\$91,224
Commodities	\$23,970	\$45,000	\$39,000
<b>Total Allocation by Expense Category</b>	<b>\$7,615,491</b>	<b>\$7,569,928</b>	<b>\$7,356,126</b>
<b>Allocation by Activity</b>			
Planning and Research	\$1,382,521	\$1,432,609	\$1,468,956
Training	\$4,822,036	\$4,782,541	\$4,652,492
Youth Outreach	\$1,410,934	\$1,354,778	\$1,234,678
<b>Total Allocation by Activity</b>	<b>\$7,615,491</b>	<b>\$7,569,928</b>	<b>\$7,356,126</b>
<b>Allocation by Fund</b>			
General Fund	\$7,056,290	\$7,003,960	\$6,920,620
Police Drug Enforcement	\$253,543	\$302,967	\$310,506
Police Grant	\$305,658	\$263,001	\$125,000
<b>Total Allocation by Fund</b>	<b>\$7,615,491</b>	<b>\$7,569,928</b>	<b>\$7,356,126</b>
<b>Full-Time Equivalent Positions</b>			
Planning and Research	17.0	17.0	17.0
Training	72.0	84.0	73.0
Youth Outreach	13.0	13.0	13.0
<b>Total Full-Time Equivalent Positions</b>	<b>102.0</b>	<b>114.0</b>	<b>103.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases 11 positions in Training.



# TRANSPORTATION AND INFRASTRUCTURE

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## **PUBLIC WORKS**

- Administration
- Capital Projects
- Coordination Services
- Parking Control
- Street and Traffic Operations
- Street Lighting

## **TRANSPORTATION AUTHORITIES**

- Area Transportation
- Street Car

# TRANSPORTATION AND INFRASTRUCTURE

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

## DEPARTMENTAL STRATEGIC OBJECTIVES

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

## RESIDENT PRIORITIES

A combination of low satisfaction and high importance means residents continue to rank maintenance of streets, sidewalks, and infrastructure as the City's highest priority in the 2018-19 Resident Survey. Public transportation was the third highest priority, unchanged from 2017-18.

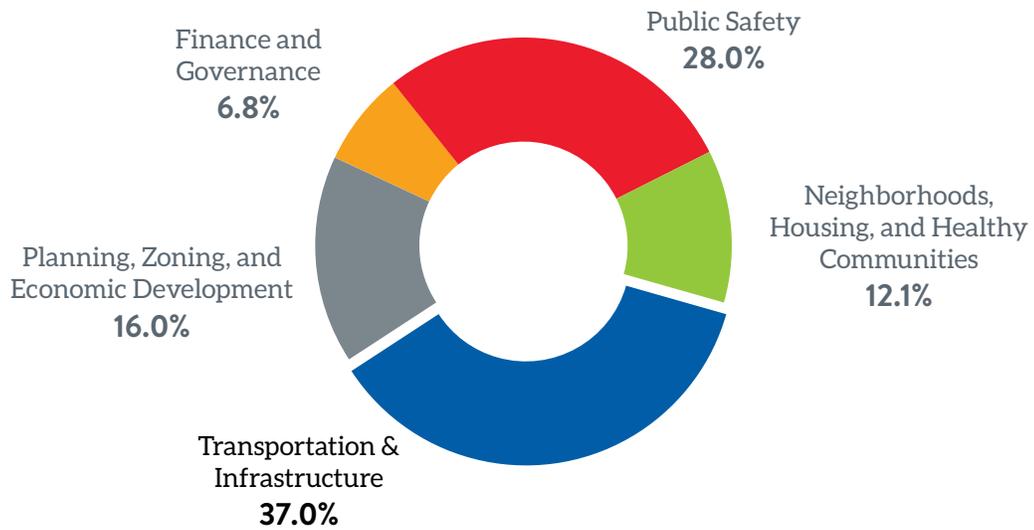
Residents were most satisfied with: (1) snow removal on major City streets in the past 12 months (58.2 percent) and (2) maintenance of street signs and traffic signals (57.1 percent). Residents were least satisfied with: (1) condition of sidewalks in the City (20.0 percent) and (2) the maintenance of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

## MEASURES OF SUCCESS

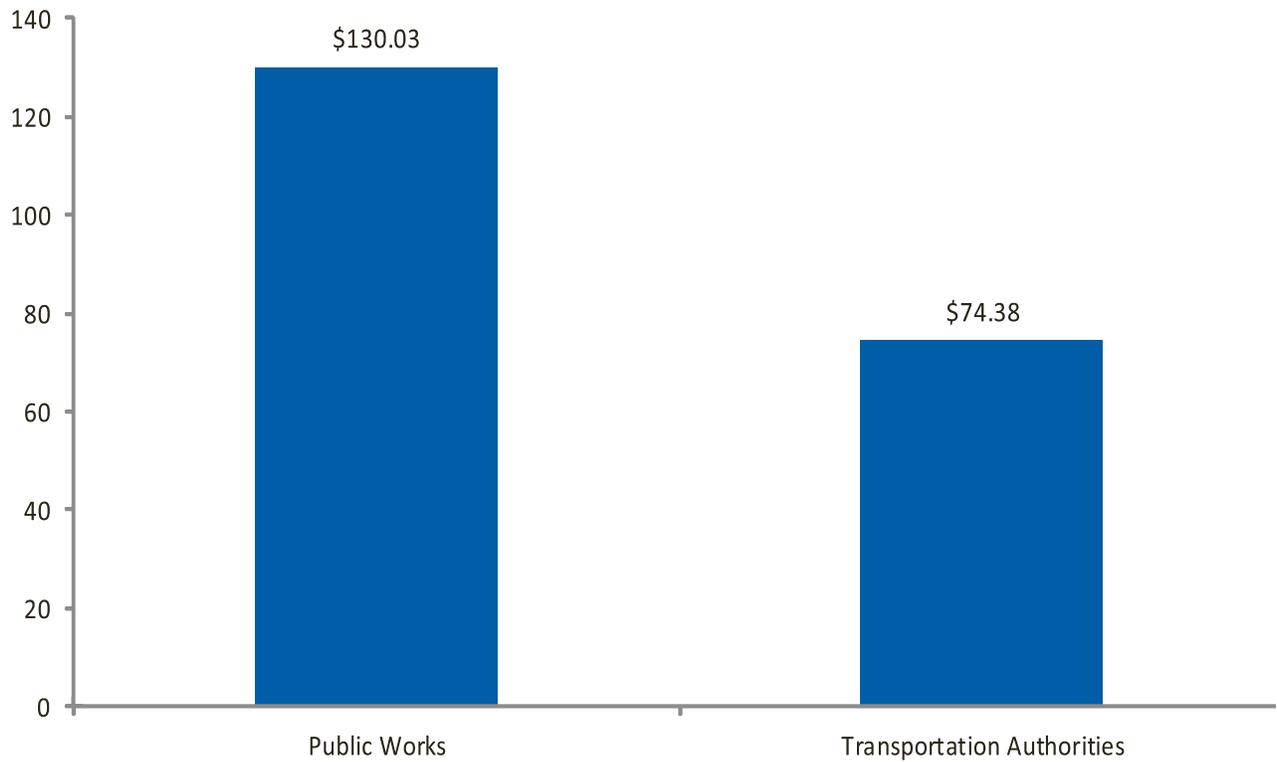
- Percent of residents satisfied with condition of sidewalks in YOUR neighborhood
- Percent of residents satisfied with overall quality of public transportation
- Percent of residents satisfied with on-street bicycle infrastructure
- Greenhouse gas emissions from municipal operations (Thousand MT CO<sub>2</sub>e) per calendar year
- Percent of residents satisfied with the City's stormwater runoff/stormwater management system
- Percent of residents satisfied with the maintenance of city streets, sidewalks, and infrastructure
- Percent of curbs ramped to street surface
- Percent of bridges rated good or excellent (Bridge Condition Rating)
- Percent of payments for construction contracts that the City awards annually to minority and/or women-owned (MWBE) businesses
- Percent of payments for professional services contracts that the City awards annually to minority and/or women-owned (MWBE) businesses

SUBMITTED FY 2020-21

### TOTAL BUDGET



### TRANSPORTATION AND INFRASTRUCTURE



DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$20,890,788	\$21,741,731	\$21,517,291
Contractual Services	\$61,644,243	\$58,132,990	\$54,578,895
Commodities	\$4,254,508	\$4,120,679	\$4,370,692
Capital Outlay	\$3,766,648	\$1,341,690	\$19,451
Debt Service	\$51,543,041	\$50,888,697	\$63,729,442
<b>Total Allocation by Expense Category</b>	<b>\$142,099,228</b>	<b>\$136,225,787</b>	<b>\$144,215,771</b>

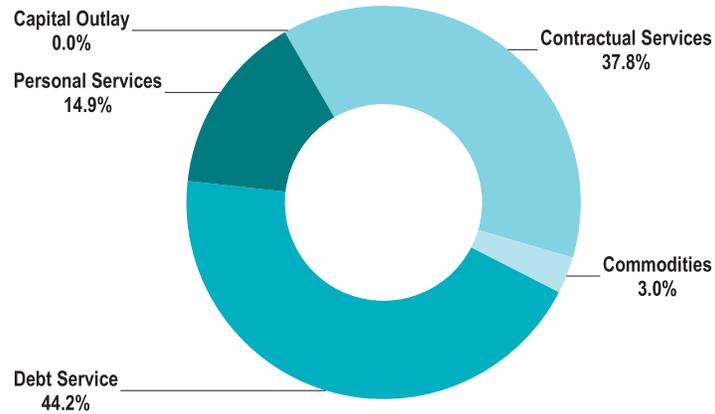
<b>Allocation by Program</b>			
Administration	\$1,771,087	\$1,937,992	\$2,068,125
Capital Projects	\$84,779,862	\$83,804,732	\$89,994,210
Coordination Services	\$2,125,122	\$2,310,316	\$2,163,681
Parking Control	\$21,864,528	\$16,865,675	\$17,202,502
Street and Traffic Operations	\$17,042,226	\$17,042,332	\$18,234,740
Street Lighting	\$14,516,403	\$14,264,740	\$14,552,513
<b>Total Allocation by Program</b>	<b>\$142,099,228</b>	<b>\$136,225,787</b>	<b>\$144,215,771</b>

<b>Allocation by Fund</b>			
Arterial Street Impact Fee	\$368,761	—	—
Capital Improvements	\$46,919,243	\$43,932,375	\$49,120,561
Downtown Arena Project Fund	\$125,334	\$70,000	\$70,000
G.O. Recovery Zone Bonds	\$527,528	\$527,595	\$527,695
General Debt And Interest	\$25,367,318	\$30,120,809	\$33,482,598
General Fund	\$304,307	—	—
N.I.D. GO Bond Fund	\$47,200	\$47,750	\$46,000
Parking	\$12,358,283	\$7,450,740	\$7,782,998
Performing Arts Center Garage	\$9,380,911	\$9,344,935	\$9,349,504
Public Mass Transportation	\$5,037,900	\$5,117,244	\$1,369,407
STIF Midtown	\$30,025	—	—
Street Car	\$3,691,477	\$194,416	\$400,871
Street Maintenance	\$37,172,841	\$38,654,923	\$41,303,637
Streetlight Debt Fund	\$768,100	\$765,000	\$762,500
<b>Total Allocation by Fund</b>	<b>\$142,099,228</b>	<b>\$136,225,787</b>	<b>\$144,215,771</b>

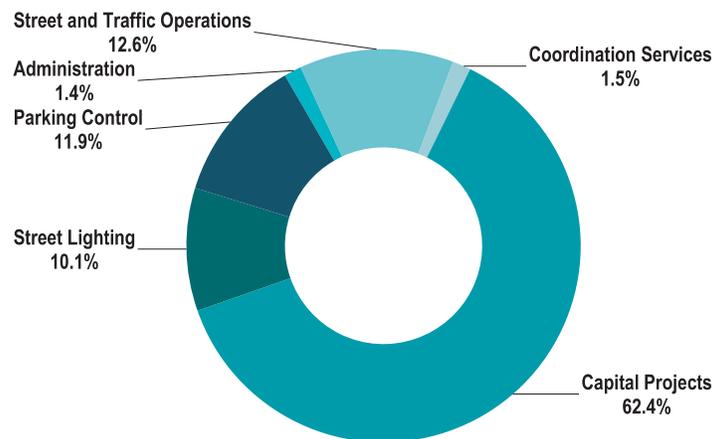
<b>Full-Time Equivalent Positions</b>			
Administration	17.0	17.0	18.0
Capital Projects	142.6	147.6	145.9
Coordination Services	12.0	11.0	11.0
Parking Control	2.0	2.0	2.0
Street and Traffic Operations	138.0	145.0	145.0
Street Lighting	9.0	9.0	9.0
Charge In-Out	(30.7)	(21.8)	(21.8)
<b>Total Full-Time Equivalent Positions</b>	<b>289.9</b>	<b>309.8</b>	<b>309.1</b>

SUBMITTED FY 2020-21

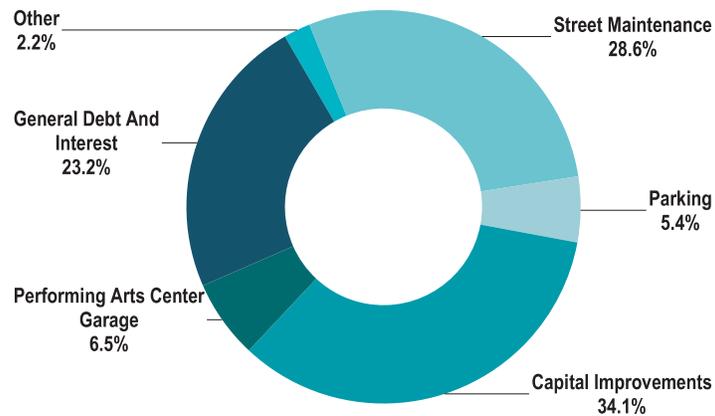
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration

Administration coordinates and oversees Public Works' budget process, performance management, all financial needs for Public Works, participates in public forums related to Public Works projects, handles workflow related to Public Works payroll and benefits, and includes a Human Resources liaison working out of the Public Works Director's office.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Employee retention rate at 80% or higher	79.0%	78.0%	80.0%
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Percent of projects completed on budget	82.0%	80.0%	85.0%

### Major Program Accomplishments

- ✓ Improved Strategic Plan by implementing performance measures that connected what Public Works does to strategic goals
- ✓ Held six ribbon cuttings and groundbreakings for completed projects and held 12 open houses for upcoming projects
- ✓ Processed 5,962 invoices, 63 percent of which the department paid within 30 days

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,382,184	\$1,767,589	\$1,858,189
Contractual Services	\$318,961	\$167,153	\$205,136
Commodities	\$69,942	\$3,250	\$4,800
<b>Total Allocation by Expense Category</b>	<b>\$1,771,087</b>	<b>\$1,937,992</b>	<b>\$2,068,125</b>
<b>Allocation by Activity</b>			
Administration	\$1,771,087	\$1,937,992	\$2,068,125
<b>Total Allocation by Activity</b>	<b>\$1,771,087</b>	<b>\$1,937,992</b>	<b>\$2,068,125</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$255,722	\$509,313	\$491,272
General Fund	(\$200)	—	—
Public Mass Transportation	\$39	—	—
Street Maintenance	\$1,515,526	\$1,428,679	\$1,576,853
<b>Total Allocation by Fund</b>	<b>\$1,771,087</b>	<b>\$1,937,992</b>	<b>\$2,068,125</b>
<b>Full-Time Equivalent Positions</b>			
Administration	17.0	17.0	18.0
Charge In-Out	(3.5)	(1.2)	(1.2)
<b>Total Full-Time Equivalent Positions</b>	<b>13.5</b>	<b>15.8</b>	<b>16.8</b>

**Changes to the Budget**

The FY 2020-21 Budget adds one position in Public Works Administration.

## Capital Projects

The Capital Projects Division manages key transportation and improvement projects and provides a leadership role in project management, project delivery, process improvements, standardization of transportation engineering, and project delivery practices for the City.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Increase percent of lane miles rated at good or better	15.0%	25.0%	28.0%
<b>Objective: Develop environmentally sound and sustainable infrastructure strategies.</b>			
Percent of signals that meet the City's climate protection plan	76.0%	78.0%	80.0%
<b>Objective: Enhance the City's connectivity through a safe, efficient, convenient, and sustainable multi-modal transportation system.</b>			
Percent of permits inspected before permit is closed	20.0%	40.0%	60.0%

### Major Program Accomplishments

- ✓ Completed construction on multiple major projects including 135th St, Wornall to M-150 - Roadway Improvements Phase Three, 22nd/23rd Roadway Improvements Phase Three-Prospect to Indiana, Beacon Hill Southwest Quadrant, Wornall Road from 85th St to 89th St – Reconstruction, Bennington Ave from 66th St to 67th St - Reconstruction
- ✓ Designed and began implementation of a complete signal maintenance program
- ✓ Managed over 46 bond and in-district projects, encumbering over \$41 million in project contracts
- ✓ Increased sidewalks that are in good or walkable condition to 75 percent of all sidewalks

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$9,442,774	\$9,849,792	\$9,880,487
Contractual Services	\$35,983,164	\$33,906,825	\$29,649,618
Commodities	\$1,946,580	\$1,404,799	\$1,515,417
Capital Outlay	\$3,704,068	\$144,890	\$19,451
Debt Service	\$33,703,276	\$38,498,426	\$48,929,237
<b>Total Allocation by Expense Category</b>	<b>\$84,779,862</b>	<b>\$83,804,732</b>	<b>\$89,994,210</b>

<b>Allocation by Activity</b>			
Capital Improvements - Bridge Construction	\$586,088	—	—
Capital Improvements - Curbs and Sidewalks	\$240,003	—	—
Capital Improvements - Neighborhood Projects	\$9,522,315	\$12,992,345	\$14,126,472
Capital Improvements - Special Projects	\$7,727,055	\$3,219,864	\$5,291,706
Capital Improvements Roadway Improvements	\$13,111,276	—	—
Debt Service	\$30,181,472	\$34,942,629	\$43,300,168
Engineering Services	\$2,058,385	\$2,776,044	\$2,770,731
Street Markings	\$1,081,313	\$1,632,043	\$1,575,585
Street Preservation	\$10,673,834	\$17,369,845	\$11,750,000
Street Signs	\$1,582,257	\$1,435,353	\$1,501,253
Traffic Permits	\$2,123,508	\$2,229,467	\$2,205,720
Traffic Signals	\$3,976,203	\$5,040,599	\$5,249,983
Transportation Engineering and Planning	\$1,916,153	\$2,166,543	\$2,222,592
<b>Total Allocation by Activity</b>	<b>\$84,779,862</b>	<b>\$83,804,732</b>	<b>\$89,994,210</b>

<b>Allocation by Fund</b>			
Arterial Street Impact Fee	\$368,761	—	—
Capital Improvements	\$39,987,690	\$37,554,423	\$42,540,060
G.O. Recovery Zone Bonds	\$527,528	\$527,595	\$527,695
General Debt And Interest	\$25,367,318	\$30,120,809	\$33,482,598
General Fund	\$101,149	—	—
N.I.D. GO Bond Fund	\$47,200	\$47,750	\$46,000
Public Mass Transportation	\$4,845,861	\$4,921,344	\$1,369,407
STIF Midtown	\$30,025	—	—
Street Car	\$3,691,477	\$194,416	\$400,871
Street Maintenance	\$9,812,853	\$10,438,395	\$11,627,579
<b>Total Allocation by Fund</b>	<b>\$84,779,862</b>	<b>\$83,804,732</b>	<b>\$89,994,210</b>

<b>Full-Time Equivalent Positions</b>			
Engineering Services	41.8	43.8	43.8
Street Markings	15.0	19.0	19.0
Street Preservation	7.8	6.8	6.8

**PROGRAM ALLOCATION SUMMARY (CONTINUED)**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
Street Signs	17.0	17.0	17.0
Traffic Permits	22.0	22.0	22.0
Traffic Signals	17.0	17.0	16.0
Transportation Engineering and Planning	22.0	22.0	21.3
Charge In-Out	(27.2)	(20.6)	(20.6)
<b>Total Full-Time Equivalent Positions</b>	<b>115.4</b>	<b>127.0</b>	<b>125.3</b>

**Changes to the Budget**

The FY 2020-21 Budget removes one position in Traffic Signals and 0.7 positions in Transportation Engineering and Planning. The Budget increases \$7.1 million in debt service for the final payment on the 2016 Accelerated Projects Bond, and \$3.3 million in debt service for the GO KC Bond program. The Budget decreases \$3.2 million for street preservation in the Capital Improvements Sales Tax Fund and \$3.3 million in the Public Mass Transit Sales Tax Fund. The Budget increases \$1.0 million for street preservation in the Street Maintenance Fund and \$5.6 million in the GO KC Bond program five-year plan for FY 2020-21. The Budget increases \$130,000 in materials for street sign fabrication and road striping. The Budget increases funding for In-District Neighborhood Conservation projects by \$1,134,127.



## Coordination Services

Coordination Services oversees seven areas within the department: right-of-way acquisition and management, project controls, agreement tracking, asset management, utility coordination, Citywide partnership liaison; and public information management.

### Major Program Accomplishments

- ✓ Coordinated implementation of E-Builder for multiple departments to improve project management
- ✓ Supported development of a five-year pavement rehabilitation program through the use of Cartegraph data
- ✓ Coordinated asset management improvements through adding additional divisions' work and assets into Cartegraph
- ✓ Assisted other departments with their asset implementation into Cartegraph
- ✓ Supported KCATA activities and coordination on Prospect MAX implementation

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,056,154	\$1,093,409	\$1,125,063
Contractual Services	\$1,067,958	\$1,211,781	\$1,034,157
Commodities	\$1,010	\$5,126	\$4,461
<b>Total Allocation by Expense Category</b>	<b>\$2,125,122</b>	<b>\$2,310,316</b>	<b>\$2,163,681</b>
<b>Allocation by Activity</b>			
Asset Management	\$1,227,414	\$1,445,777	\$1,474,452
Coordination Services	\$705,708	\$668,639	\$689,229
Employee Bus Pass Program	\$192,000	\$195,900	—
<b>Total Allocation by Activity</b>	<b>\$2,125,122</b>	<b>\$2,310,316</b>	<b>\$2,163,681</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$695,569	\$668,639	\$689,229
Public Mass Transportation	\$192,000	\$195,900	—
Street Maintenance	\$1,237,553	\$1,445,777	\$1,474,452
<b>Total Allocation by Fund</b>	<b>\$2,125,122</b>	<b>\$2,310,316</b>	<b>\$2,163,681</b>
<b>Full-Time Equivalent Positions</b>			
Asset Management	5.0	5.0	5.0
Coordination Services	7.0	6.0	6.0
<b>Total Full-Time Equivalent Positions</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>

**Changes to the Budget**

The FY 2020-21 Budget reduces the Employee Bus Pass Program by \$196,000 in conjunction with the Zero Fare Transit Initiative.

## Parking Control

Parking Control manages the City's parking resources, including 1,550 parking meters, ten garages, and 19 surface lots.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Engage in efforts to strategically invest in the City's infrastructure.**

Maintain on street parking pavement system at 95% or higher	94.0%	95.0%	95.0%
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### Major Program Accomplishments

- ✓ Housed over 2.5 million vehicles parked in municipal facilities
- ✓ Started a parking analysis for the Crossroads and Downtown parking areas
- ✓ Completed a pilot study on meter operations
- ✓ Brought five garage utilization message boards online

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$208,435	\$215,879	\$197,953
Contractual Services	\$4,709,683	\$5,217,675	\$5,275,133
Commodities	\$22,583	\$17,620	\$17,621
Capital Outlay	\$61,931	—	—
Debt Service	\$16,861,896	\$11,414,501	\$11,711,795
<b>Total Allocation by Expense Category</b>	<b>\$21,864,528</b>	<b>\$16,865,675</b>	<b>\$17,202,502</b>
<b>Allocation by Activity</b>			
Parking Control	\$759,415	\$1,124,171	\$1,115,707
Parking Garages	\$21,105,113	\$15,741,504	\$16,086,795
<b>Total Allocation by Activity</b>	<b>\$21,864,528</b>	<b>\$16,865,675</b>	<b>\$17,202,502</b>
<b>Allocation by Fund</b>			
Downtown Arena Project Fund	\$125,334	\$70,000	\$70,000
Parking	\$12,358,283	\$7,450,740	\$7,782,998
Performing Arts Center Garage	\$9,380,911	\$9,344,935	\$9,349,504
<b>Total Allocation by Fund</b>	<b>\$21,864,528</b>	<b>\$16,865,675</b>	<b>\$17,202,502</b>
<b>Full-Time Equivalent Positions</b>			
Parking Control	2.0	2.0	2.0
<b>Total Full-Time Equivalent Positions</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

**Changes to the Budget**

The FY 2020-21 Budget retires \$840,000 in debt payments for the Auditorium-Plaza Garage. The Budget increases \$180,000 in debt payments for a parking consultant for the Auditorium Plaza Garage, \$732,000 in debt payments for land acquisition, and \$220,000 in debt payments for improvements to the Kemper Arena Garage.

## Street and Traffic Operations

Street and Traffic Operations provides routine maintenance and repair services on the City's roads, bridges, and traffic signals to ensure conformance with established performance and safety standards.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Percent of fleet with automated vehicle location for snow removal	50.0%	95.0%	95.0%
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Complete at least four mowing cycles each year	2	3	4

### Major Program Accomplishments

- ✓ Completed two full mowing cycles
- ✓ Completed the 2018 biennial bridge inspection and began a bridge maintenance plan
- ✓ Re-striped all long lines within one year
- ✓ Filled 34 percent of potholes before they became a 311 request, for a total of 59,069 potholes filled

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$7,978,062	\$7,935,414	\$7,556,475
Contractual Services	\$6,649,375	\$5,021,973	\$5,535,232
Commodities	\$2,205,020	\$2,677,375	\$2,817,123
Capital Outlay	—	\$1,196,800	—
Debt Service	\$209,769	\$210,770	\$2,325,910
<b>Total Allocation by Expense Category</b>	<b>\$17,042,226</b>	<b>\$17,042,332</b>	<b>\$18,234,740</b>
<b>Allocation by Activity</b>			
ADA Curb Cuts and Corner Rehab	\$561,891	\$559,774	\$500,000
Bridge Maintenance	\$1,322,435	\$1,390,007	\$1,410,000
Fleet Replacement	—	—	\$2,113,140
Snow Removal	\$4,833,359	\$2,960,770	\$2,962,770
Street Maintenance	\$10,324,541	\$12,131,781	\$11,248,830
<b>Total Allocation by Activity</b>	<b>\$17,042,226</b>	<b>\$17,042,332</b>	<b>\$18,234,740</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$261,002	—	—
General Fund	\$203,358	—	—
Street Maintenance	\$16,577,866	\$17,042,332	\$18,234,740
<b>Total Allocation by Fund</b>	<b>\$17,042,226</b>	<b>\$17,042,332</b>	<b>\$18,234,740</b>
<b>Full-Time Equivalent Positions</b>			
ADA Curb Cuts and Corner Rehab	6.0	6.0	6.0
Bridge Maintenance	12.0	12.0	12.0
Street Maintenance	120.0	127.0	127.0
<b>Total Full-Time Equivalent Positions</b>	<b>138.0</b>	<b>145.0</b>	<b>145.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases \$1.2 million for a one-time cost related to equipment for right-of-way mowing and increases \$150,000 for the rent of asphalt patching and road repair equipment. The Budget transfers \$2.1 million in fleet debt payments for Street Maintenance from the General Services Department to Street and Traffic Operations.

## Street Lighting

The Street Lighting Division owns, operates, and maintains approximately 95,000 street lights in Kansas City, Missouri; is responsible for the design, construction, and maintenance review of the streetlight system; and executes plan review, contract management, asset management, and billing consolidation of the streetlight system.

### Major Program Accomplishments

- ✓ Completed the Bartle Hall lighting project
- ✓ Added 292 new fixtures to the street lighting system bringing the total number of streetlights to 95,221
- ✓ Converted 170 streetlight fixtures to LED fixtures, for a total of 6,472 LED fixtures in the system

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$823,179	\$879,648	\$899,124
Contractual Services	\$12,915,102	\$12,607,583	\$12,879,619
Commodities	\$9,373	\$12,509	\$11,270
Capital Outlay	\$649	—	—
Debt Service	\$768,100	\$765,000	\$762,500
<b>Total Allocation by Expense Category</b>	<b>\$14,516,403</b>	<b>\$14,264,740</b>	<b>\$14,552,513</b>
<b>Allocation by Activity</b>			
Street Lighting	\$14,516,403	\$14,264,740	\$14,552,513
<b>Total Allocation by Activity</b>	<b>\$14,516,403</b>	<b>\$14,264,740</b>	<b>\$14,552,513</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$5,719,260	\$5,200,000	\$5,400,000
Street Maintenance	\$8,029,043	\$8,299,740	\$8,390,013
Streetlight Debt Fund	\$768,100	\$765,000	\$762,500
<b>Total Allocation by Fund</b>	<b>\$14,516,403</b>	<b>\$14,264,740</b>	<b>\$14,552,513</b>
<b>Full-Time Equivalent Positions</b>			
Street Lighting	9.0	9.0	9.0
<b>Total Full-Time Equivalent Positions</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>

**Changes to the Budget**

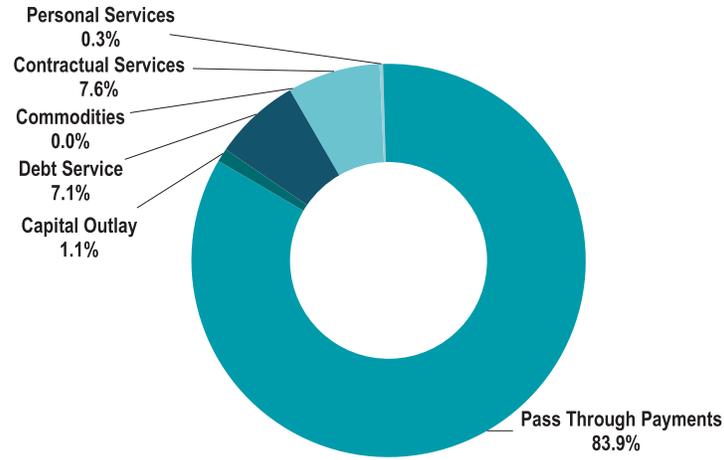
The FY 2020-21 Budget increases \$200,000 for Streetlight Maintenance contracts and reduces funding for Utility Location Services by the same amount. The Budget increases \$250,000 in electricity for street lighting.

DEPARTMENT ALLOCATION SUMMARY

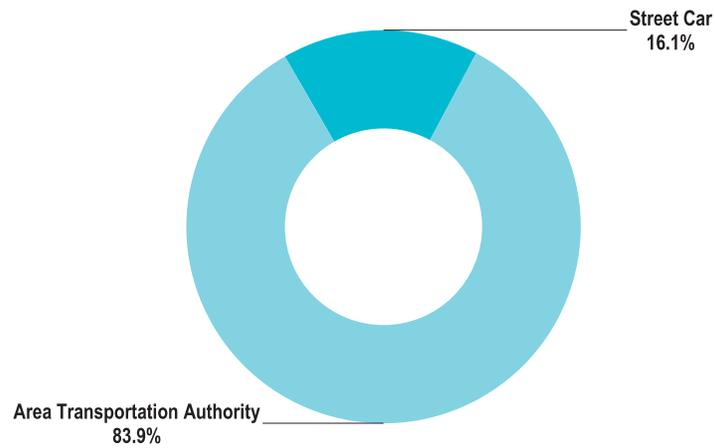
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$185,394	\$206,000	\$212,180
Contractual Services	\$6,770,772	\$5,142,013	\$5,651,407
Commodities	\$7,867	\$8,487	\$8,741
Capital Outlay	\$231,743	—	\$825,000
Pass Through Payments	\$58,792,317	\$57,618,700	\$62,380,000
Debt Service	\$5,009,849	\$5,013,245	\$5,299,027
<b>Total Allocation by Expense Category</b>	<b>\$70,997,942</b>	<b>\$67,988,445</b>	<b>\$74,376,355</b>
<b>Allocation by Program</b>			
Area Transportation Authority	\$60,092,317	\$57,618,700	\$62,380,000
Street Car	\$10,905,625	\$10,369,745	\$11,996,355
<b>Total Allocation by Program</b>	<b>\$70,997,942</b>	<b>\$67,988,445</b>	<b>\$74,376,355</b>
<b>Allocation by Fund</b>			
KCATA Sales Tax	\$33,113,199	\$30,100,000	\$30,100,000
Public Mass Transportation	\$26,979,118	\$27,518,700	\$32,280,000
Street Car	\$10,905,625	\$10,369,745	\$11,996,355
<b>Total Allocation by Fund</b>	<b>\$70,997,942</b>	<b>\$67,988,445</b>	<b>\$74,376,355</b>

SUBMITTED FY 2020-21

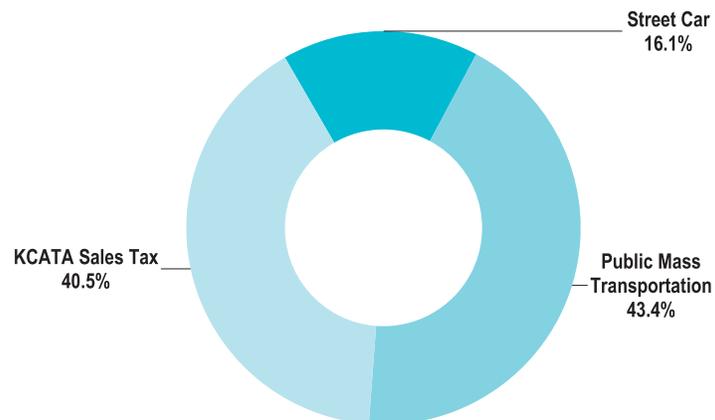
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Area Transportation Authority

The Kansas City Area Transportation Authority provides reliable and affordable transit services to all residents and visitors to the metropolitan area.

### Major Program Accomplishments

- ✓ Broke ground on the new East Village Transit Center at 12th and Charlotte and the transit center at 75th and Prospect
- ✓ Initiated RideKC Next, a comprehensive service analysis to evaluate the most efficient and effective manner to provide transit service
- ✓ Provided 12,459,309 rides on fixed-route transit
- ✓ Launched mobile ticketing capability
- ✓ Improved safety on buses by installing driver partitions and executing an agreement with the Kansas City Police Department to provide two full-time officers to reduce response times to incidents

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$1,300,000	—	—
Pass Through Payments	\$58,792,317	\$57,618,700	\$62,380,000
<b>Total Allocation by Expense Category</b>	<b>\$60,092,317</b>	<b>\$57,618,700</b>	<b>\$62,380,000</b>
<b>Allocation by Activity</b>			
Area Transportation Authority	\$60,092,317	\$57,618,700	\$62,380,000
<b>Total Allocation by Activity</b>	<b>\$60,092,317</b>	<b>\$57,618,700</b>	<b>\$62,380,000</b>
<b>Allocation by Fund</b>			
KCATA Sales Tax	\$33,113,199	\$30,100,000	\$30,100,000
Public Mass Transportation	\$26,979,118	\$27,518,700	\$32,280,000
<b>Total Allocation by Fund</b>	<b>\$60,092,317</b>	<b>\$57,618,700</b>	<b>\$62,380,000</b>

**Changes to the Budget**

The FY 2020-21 Budget increases \$4.8 million in operational funding for the Kansas City Transportation Authority (KCATA) for Zero Fare Transit.

## Street Car

The Kansas City Streetcar Authority (KCSA) is a not-for-profit organization formed for the purpose of managing, operating, and maintaining the streetcar. In addition to overseeing streetcar operations, the KCSA supports system branding, marketing, safety oversight, public communication, and community engagement.

### Major Program Accomplishments

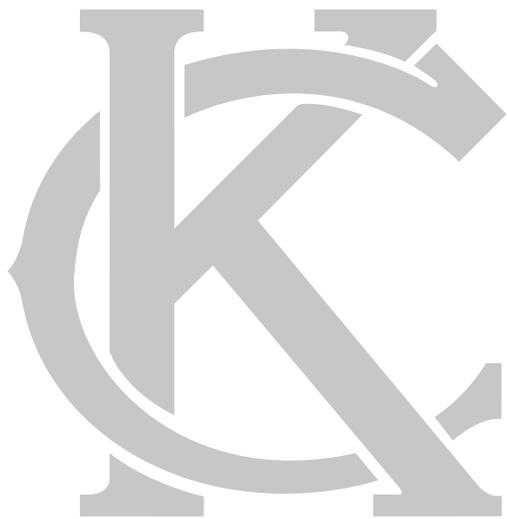
- ✓ Increased annual ridership to 2,187,585 (unlinked passenger trips), an 8.5 percent increase
- ✓ Designed and fabricated two new shelters for the North Loop streetcar stop located at Main St. and 7th St.
- ✓ Designed and fabricated two new streetcar vehicles
- ✓ Completed Environmental Assessment and 15 percent design for Main Street Extension
- ✓ Implemented the Share What You See public safety and security campaign

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$185,394	\$206,000	\$212,180
Contractual Services	\$5,470,772	\$5,142,013	\$5,651,407
Commodities	\$7,867	\$8,487	\$8,741
Capital Outlay	\$231,743	—	\$825,000
Debt Service	\$5,009,849	\$5,013,245	\$5,299,027
<b>Total Allocation by Expense Category</b>	<b>\$10,905,625</b>	<b>\$10,369,745</b>	<b>\$11,996,355</b>
<b>Allocation by Activity</b>			
Street Car	\$10,905,625	\$10,369,745	\$11,996,355
<b>Total Allocation by Activity</b>	<b>\$10,905,625</b>	<b>\$10,369,745</b>	<b>\$11,996,355</b>
<b>Allocation by Fund</b>			
Street Car	\$10,905,625	\$10,369,745	\$11,996,355
<b>Total Allocation by Fund</b>	<b>\$10,905,625</b>	<b>\$10,369,745</b>	<b>\$11,996,355</b>

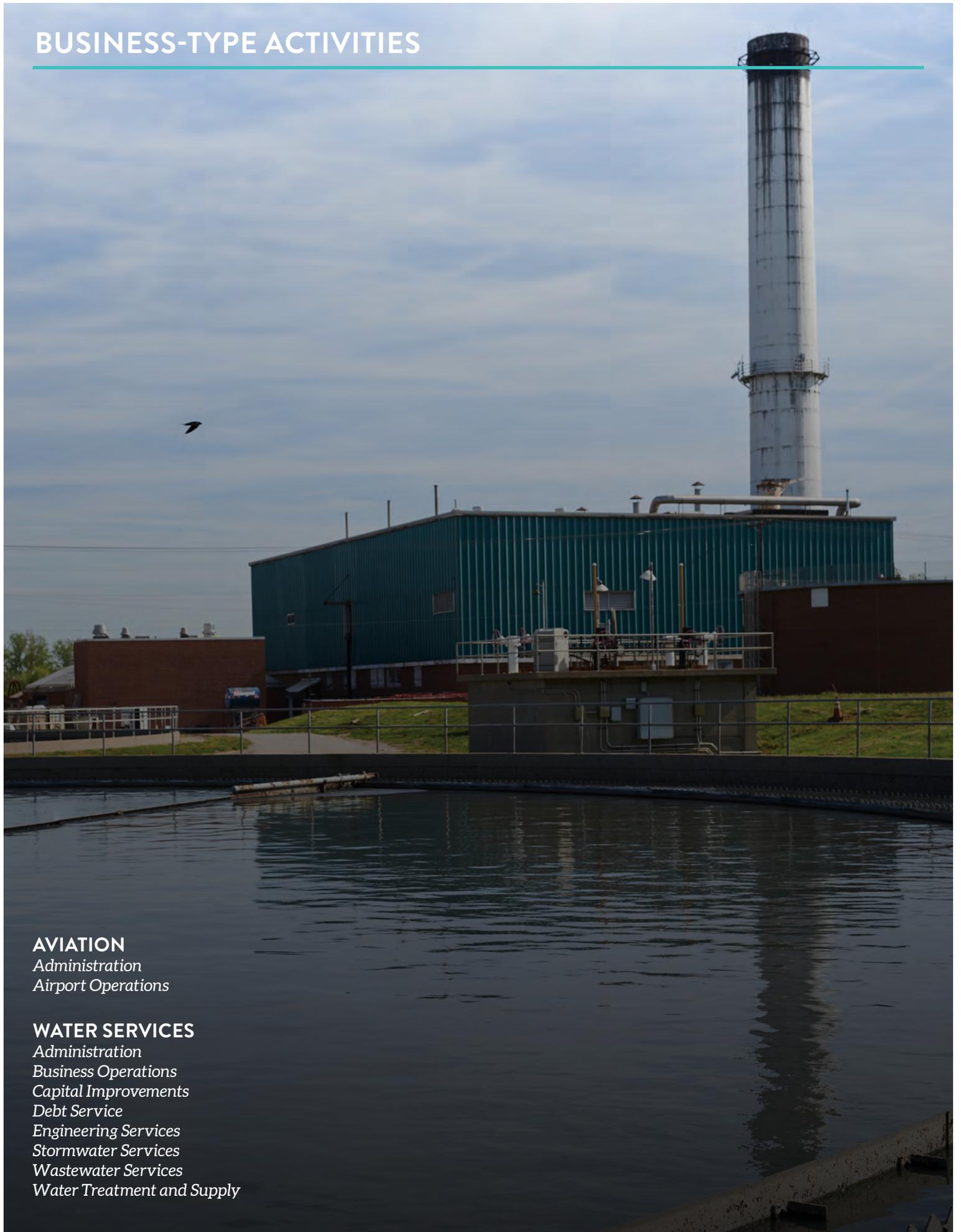
**Changes to the Budget**

The FY 2020-21 Budget increases \$1.6 million for payments to the Kansas City Street Car Authority, including \$515,000 in operational expenses, \$825,000 in funding for capital equipment, and \$285,000 in debt service payments for Streetcar Phase Two design work.



# BUSINESS-TYPE ACTIVITIES

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## **AVIATION**

*Administration  
Airport Operations*

## **WATER SERVICES**

*Administration  
Business Operations  
Capital Improvements  
Debt Service  
Engineering Services  
Stormwater Services  
Wastewater Services  
Water Treatment and Supply*

## BUSINESS-TYPE ACTIVITIES

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### **GOAL: PLANNING, ZONING AND ECONOMIC DEVELOPMENT**

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

### **GOAL: TRANSPORTATION AND INFRASTRUCTURE**

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

### **DEPARTMENTAL STRATEGIC OBJECTIVES**

1. Enhance the City as a destination for leisure and business travel (Place-based)
1. Develop environmentally sound and sustainable infrastructure strategies

### **RESIDENT PRIORITIES**

According to the 2018-19 Resident Survey, 69.1 percent were satisfied with the ease of moving through airport security and 62.8 percent were satisfied with the availability of parking. The two airport services that residents considered most important to improve were: (1) food, beverage, and other concessions (31.7 percent) and (2) ease of moving through airport security (33.5 percent).

Water services that residents were most satisfied with were: (1) quality of Water Services customer service (43.5 percent) and (2) the condition of catch basins in neighborhoods (41.9 percent).

### **MEASURES OF SUCCESS**

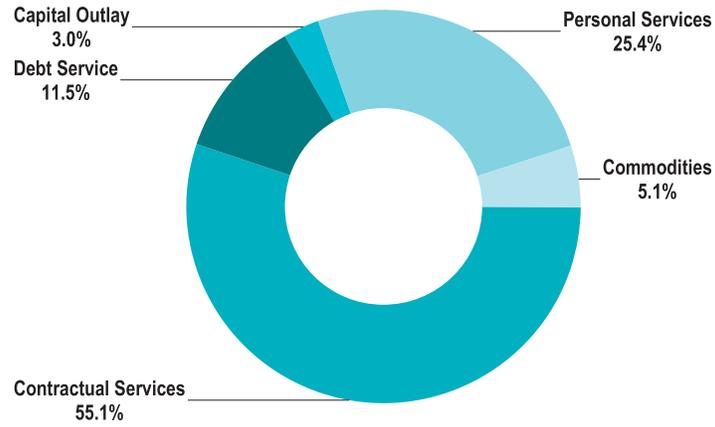
- Dollars of economic impact from tourism
- Percent of residents satisfied with the City's stormwater runoff/stormwater management system



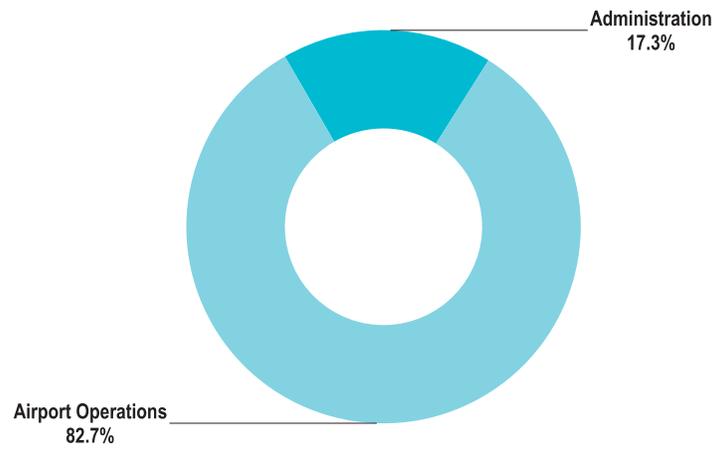
DEPARTMENT ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$32,269,378	\$33,832,258	\$34,529,153
Contractual Services	\$89,622,991	\$106,806,241	\$74,880,526
Commodities	\$5,810,625	\$6,924,222	\$6,909,200
Capital Outlay	\$7,344,175	\$3,833,000	\$4,021,000
Debt Service	\$43,422,935	\$27,456,055	\$15,679,562
<b>Total Allocation by Expense Category</b>	<b>\$178,470,104</b>	<b>\$178,851,776</b>	<b>\$136,019,441</b>
<b>Allocation by Program</b>			
Administration	\$23,551,372	\$23,273,196	\$23,495,372
Airport Operations	\$154,918,732	\$155,578,580	\$112,524,069
<b>Total Allocation by Program</b>	<b>\$178,470,104</b>	<b>\$178,851,776</b>	<b>\$136,019,441</b>
<b>Allocation by Fund</b>			
Aviation	\$140,594,710	\$156,530,776	\$117,699,191
Customer Facility Charges	\$21,528,270	\$6,000,000	\$9,000,000
DEA Drug Forfeiture	\$54,082	\$75,000	\$75,000
Passenger Facility Charge	\$16,293,042	\$16,246,000	\$9,245,250
<b>Total Allocation by Fund</b>	<b>\$178,470,104</b>	<b>\$178,851,776</b>	<b>\$136,019,441</b>
<b>Full-Time Equivalent Positions</b>			
Administration	74.3	75.3	73.3
Airport Operations	445.0	443.5	446.0
Charge In-Out	1.3	1.4	1.4
<b>Total Full-Time Equivalent Positions</b>	<b>520.6</b>	<b>520.2</b>	<b>520.7</b>

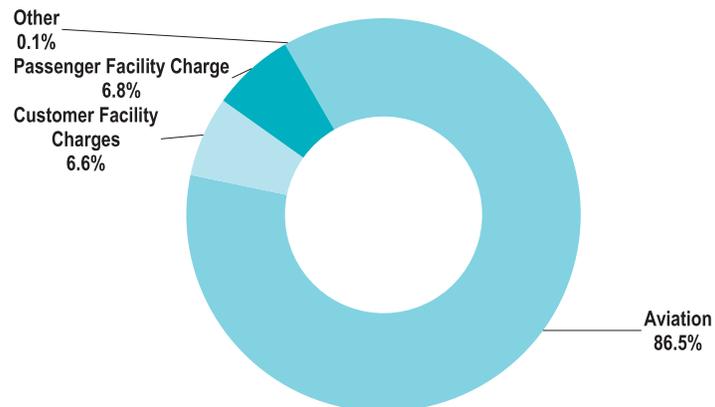
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration

Aviation Administration provides leadership and management oversight to the Aviation Department so that the delivery of safe, outstanding airport services to citizens, travelers, airlines, and all customers can be achieved through innovation, teamwork, and continuous improvement.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Identify and take advantage of opportunities for cost-savings and efficiencies.</b>			
Air cargo (pounds in millions)	213	201	215
<b>Objective: Implement policies and procedures to reduce workplace accidents and injuries and associated costs.</b>			
Number of accidents	25	25	35

### Major Program Accomplishments

- ✓ Negotiated a new airline Use and Lease Agreement, which contractually binds the airport's airline partners to a long-time lease and alters the financial structure of the agreement from a compensatory to a residual model
- ✓ Completed issuance of first tranche of financing for the new terminal project for \$887.7 million at an interest rate of 3.9 percent
- ✓ Set passenger traffic records in the months of September 2019 and October 2019 and completed calendar year 2019 as the second busiest year in the airport's history with a 3.0 percent increase in passengers from the previous year

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$6,509,236	\$7,212,045	\$7,195,272
Contractual Services	\$11,270,896	\$14,528,677	\$14,537,388
Commodities	\$735,691	\$1,389,506	\$1,286,400
Capital Outlay	\$4,893,299	—	\$240,000
Debt Service	\$142,250	\$142,968	\$236,312
<b>Total Allocation by Expense Category</b>	<b>\$23,551,372</b>	<b>\$23,273,196</b>	<b>\$23,495,372</b>
<b>Allocation by Activity</b>			
Administration	\$5,342,484	\$9,414,601	\$9,444,164
Information Services	\$7,858,966	\$3,105,558	\$3,213,033
Marketing Services	\$10,349,922	\$10,753,037	\$10,838,175
<b>Total Allocation by Activity</b>	<b>\$23,551,372</b>	<b>\$23,273,196</b>	<b>\$23,495,372</b>
<b>Allocation by Fund</b>			
Aviation	\$18,005,532	\$17,273,196	\$17,495,372
Customer Facility Charges	\$5,545,840	\$6,000,000	\$6,000,000
<b>Total Allocation by Fund</b>	<b>\$23,551,372</b>	<b>\$23,273,196</b>	<b>\$23,495,372</b>
<b>Full-Time Equivalent Positions</b>			
Administration	45.3	47.3	44.3
Information Services	15.0	14.0	15.0
Marketing Services	14.0	14.0	14.0
Charge In-Out	1.3	1.4	1.4
<b>Total Full-Time Equivalent Positions</b>	<b>75.6</b>	<b>76.7</b>	<b>74.7</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases three positions in Administration and increases one position in Information Services. The Budget increases \$200,000 for electrical updates to all Lakefront Management Building conference rooms and \$40,000 for a one-time pickup truck purchase. The Budget decreases \$103,000 for building maintenance materials, video equipment, computer and word processing software, general office supplies, minor equipment, and hand tools. The Budget increases \$91,000 for debt payments on the City's financial system.

## Airport Operations

Airport Operations provides safe and efficient operation of the airfield in compliance with Federal Aviation Regulations Part 139 and acts as a liaison to all KCI Airport tenants so that the overall operation of all airport functions is efficiently provided to airport users.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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#### Objective: Enhance the City as a destination for leisure and business travel.

Aircraft based at Charles B. Wheeler Downtown Airport	199	212	205
Daily Departures (Average per quarter)	168	169	170
Number of passengers	11,889,535	11,670,242	12,100,000
% of time meeting TSA Security Alarm Response Time	100.0%	100.0%	100.0%

### Major Program Accomplishments

- ✓ Initiated the Build KCI project with a formal groundbreaking event in March 2019, the start of a \$1.5 billion construction project
- ✓ Completed demolition of the old Terminal A and Garage in July 2019, completing the end for two 50 year-old structures

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$25,760,142	\$26,620,213	\$27,333,881
Contractual Services	\$78,352,095	\$92,277,564	\$60,343,138
Commodities	\$5,074,934	\$5,534,716	\$5,622,800
Capital Outlay	\$2,450,876	\$3,833,000	\$3,781,000
Debt Service	\$43,280,685	\$27,313,087	\$15,443,250
<b>Total Allocation by Expense Category</b>	<b>\$154,918,732</b>	<b>\$155,578,580</b>	<b>\$112,524,069</b>
<b>Allocation by Activity</b>			
Airport Management	\$2,704,073	\$2,625,994	\$2,890,260
Building Maintenance	\$25,111,645	\$24,478,801	\$23,321,267
Debt Service	\$43,280,685	\$27,313,087	\$15,443,250
Downtown Airport	\$3,756,814	\$3,721,120	\$4,319,822
Field Maintenance	\$6,370,563	\$7,886,836	\$8,226,937
Fleet Maintenance	\$3,884,085	\$3,394,960	\$4,033,861
KCI Capital Improvements	\$38,404,063	\$50,750,000	\$19,250,000
Parking and Bus Service	\$17,536,780	\$20,644,021	\$20,007,712
Safety	\$13,870,024	\$14,763,761	\$15,030,960
<b>Total Allocation by Activity</b>	<b>\$154,918,732</b>	<b>\$155,578,580</b>	<b>\$112,524,069</b>
<b>Allocation by Fund</b>			
Aviation	\$122,589,178	\$139,257,580	\$100,203,819
Customer Facility Charges	\$15,982,430	—	\$3,000,000
DEA Drug Forfeiture	\$54,082	\$75,000	\$75,000
Passenger Facility Charge	\$16,293,042	\$16,246,000	\$9,245,250
<b>Total Allocation by Fund</b>	<b>\$154,918,732</b>	<b>\$155,578,580</b>	<b>\$112,524,069</b>
<b>Full-Time Equivalent Positions</b>			
Airport Management	20.0	20.0	20.0
Building Maintenance	127.0	127.0	127.0
Downtown Airport	22.0	22.0	22.0
Field Maintenance	65.0	66.0	65.0
Fleet Maintenance	24.0	21.0	24.0
Parking and Bus Service	68.0	70.0	69.0
Safety	119.0	117.5	119.0
<b>Total Full-Time Equivalent Positions</b>	<b>445.0</b>	<b>443.5</b>	<b>446.0</b>

**Changes to the Budget**

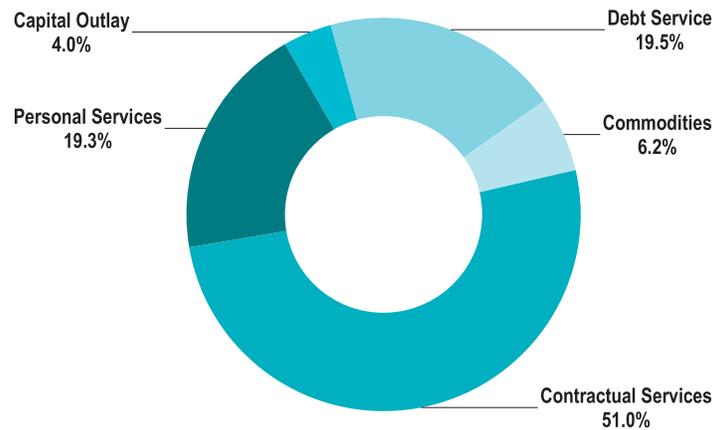
The FY 2020-21 Budget decreases one position in Field Maintenance, one position in Parking and Bus Services, and increases three positions in Fleet Maintenance and 1.5 positions in Safety. The Budget increases \$500,000 for auto parts. The Budget decreases \$31,500,000 for contractual services in accordance with the Capital Improvement Plan and \$11.9 million in debt due to retirement of General Improvement Airport Refunding Revenue Bonds.

DEPARTMENT ALLOCATION SUMMARY

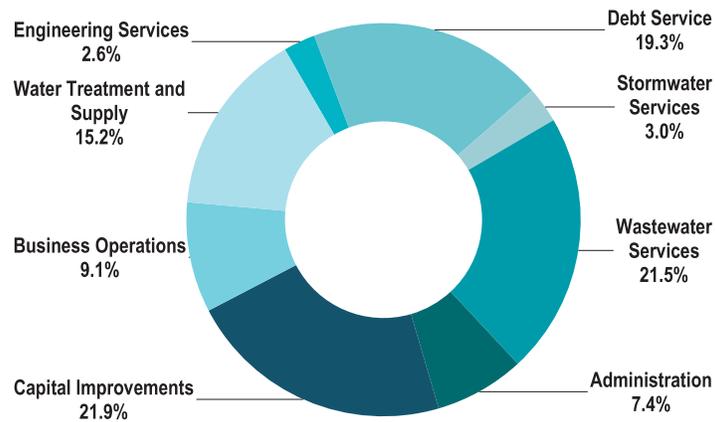
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$71,874,667	\$78,407,262	\$81,901,404
Contractual Services	\$164,625,081	\$208,004,195	\$215,706,266
Commodities	\$21,708,785	\$28,842,170	\$26,228,357
Capital Outlay	\$11,292,890	\$21,131,475	\$17,014,606
Debt Service	\$81,493,665	\$87,813,095	\$82,511,562
<b>Total Allocation by Expense Category</b>	<b>\$350,995,088</b>	<b>\$424,198,197</b>	<b>\$423,362,195</b>
<b>Allocation by Program</b>			
Administration	\$27,364,310	\$30,242,446	\$31,398,066
Business Operations	\$32,334,362	\$37,465,051	\$38,407,072
Capital Improvements	\$58,575,223	\$95,917,752	\$92,566,125
Debt Service	\$80,684,952	\$86,522,981	\$81,707,371
Engineering Services	\$7,528,261	\$9,612,364	\$11,061,202
Stormwater Services	\$11,678,438	\$13,022,797	\$12,589,021
Wastewater Services	\$71,552,804	\$90,269,269	\$91,122,613
Water Treatment and Supply	\$61,276,738	\$61,145,537	\$64,510,725
<b>Total Allocation by Program</b>	<b>\$350,995,088</b>	<b>\$424,198,197</b>	<b>\$423,362,195</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$2,080,435	\$3,025,648	\$2,066,125
General Fund	—	—	\$1,750,000
Public Safety Sales Tax	—	\$289,000	\$289,000
Sewer	\$180,636,624	\$231,469,637	\$230,127,499
Stormwater	\$15,486,743	\$15,920,802	\$13,245,376
Water	\$152,791,286	\$173,493,110	\$175,884,195
<b>Total Allocation by Fund</b>	<b>\$350,995,088</b>	<b>\$424,198,197</b>	<b>\$423,362,195</b>
<b>Full-Time Equivalent Positions</b>			
Administration	69.0	63.0	61.5
Business Operations	211.5	202.5	202.5
Engineering Services	103.0	101.0	104.0
Stormwater Services	105.0	106.0	104.0
Wastewater Services	328.0	319.0	321.0
Water Treatment and Supply	281.0	276.0	278.0
Charge In-Out	10.0	6.0	6.0
<b>Total Full-Time Equivalent Positions</b>	<b>1,107.5</b>	<b>1,073.5</b>	<b>1,077.0</b>

SUBMITTED FY 2020-21

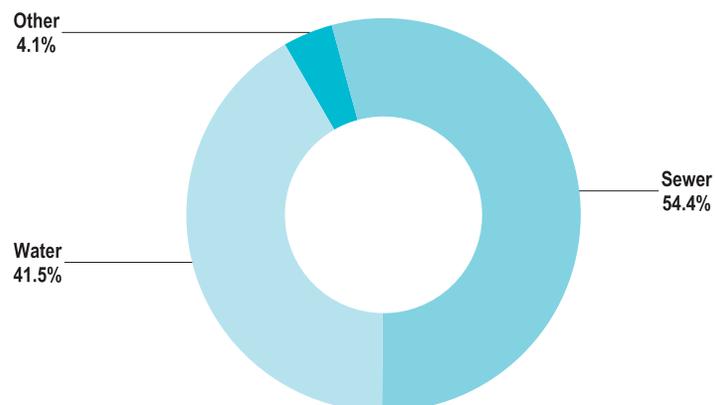
### Operating Expense by Category



### Operating Expense by Program



### Operating Expense by Fund



## Administration

The Administration Division provides professional leadership and direction in the administration of policies and coordinates and supervises the operations of the Water Services Department.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Implement policies and procedures to reduce workplace accidents and injuries and associated costs.**

Percent Reduction in Preventable Injuries	32.0%	10.0%	10.0%
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### Major Program Accomplishments

- ✓ Completed 228 safety classes for Water Services employees
- ✓ Installed new security surveillance systems across various sites, including Buckeye Creek pump station, Blue River wastewater treatment plant, Waukomis pump station, and East Bottoms pump station
- ✓ Decreased lost time to injuries by five percent
- ✓ Executed a total of 105 contracts in the amount of \$149.5 million in a timely manner
- ✓ Implemented and utilized the e-Builder system for contract and payment processing, and trained staff and contractors on how to use the e-Builder System

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$5,994,949	\$6,367,206	\$6,818,103
Contractual Services	\$20,205,578	\$21,511,098	\$21,840,030
Commodities	\$273,752	\$405,676	\$449,966
Capital Outlay	\$563,970	\$1,217,000	\$1,610,901
Debt Service	\$326,061	\$741,466	\$679,066
<b>Total Allocation by Expense Category</b>	<b>\$27,364,310</b>	<b>\$30,242,446</b>	<b>\$31,398,066</b>
<b>Allocation by Activity</b>			
Administration	\$666,298	\$1,179,964	\$827,392
Building Operations	\$2,150,253	\$2,659,746	\$3,249,024
Engineering - Safety Management	\$388,939	\$414,205	\$476,479
ERP Peoplesoft	\$1,502,236	\$1,650,121	\$2,116,107
Human Resources	\$711,361	\$855,292	\$1,057,033
Information Technology	\$2,470,404	\$3,254,581	\$3,692,244
Office of the Director	\$17,287,603	\$17,553,937	\$17,236,680
Security Operations	\$1,908,471	\$2,251,082	\$2,239,689
Training and Development	\$278,745	\$423,518	\$503,418
<b>Total Allocation by Activity</b>	<b>\$27,364,310</b>	<b>\$30,242,446</b>	<b>\$31,398,066</b>
<b>Allocation by Fund</b>			
Sewer	\$11,779,006	\$13,590,047	\$14,422,947
Stormwater	\$1,252,043	\$1,315,576	\$1,315,125
Water	\$14,333,261	\$15,336,823	\$15,659,994
<b>Total Allocation by Fund</b>	<b>\$27,364,310</b>	<b>\$30,242,446</b>	<b>\$31,398,066</b>
<b>Full-Time Equivalent Positions</b>			
Administration	8.0	8.0	8.0
Building Operations	10.0	10.0	10.0
Engineering - Safety Management	6.0	5.0	5.0
Human Resources	11.5	10.5	10.0
Information Technology	15.0	13.0	13.0
Office of the Director	14.5	12.5	11.5
Security Operations	4.0	4.0	4.0
Charge In-Out	10.5	7.0	7.8
<b>Total Full-Time Equivalent Positions</b>	<b>79.5</b>	<b>70.0</b>	<b>69.3</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases one position in the Office of the Director and 0.5 positions in Human Resources. The Budget increases \$210,000 for new non-City security contracts, \$528,000 for software maintenance, and \$414,000 for PC, laptop, and tablet replacements.

## Business Operations

Business Operations provides financial services and maintains the public relations of the Water Services Department.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Improve the internal and external customer experience.</b>			
Call abandonment rate for Water Services Call Center	8.0%	5.0%	5.0%

### Major Program Accomplishments

- ✓ Upgraded the customer web portal resulting in a significant increase in customer self-service activity, including a 78 percent increase in web auto-pay enrollments, a 550 percent increase in web payment arrangements, and an 81 percent increase in E-bill enrollments
- ✓ Implemented KCW Viewer for use with the Customer Information System that allows customer service representatives to access all critical account information on one page by moving between different tabs
- ✓ Updated the Contact Center recruiting process including an update to the assessment tool administered during the hiring process to identify candidates who score high on attributes deemed critical for a Customer Service Representative
- ✓ Redesigned KC Water bill format and content using best practices and feedback from customers, including large total due and due date fields, usage at a glance, usage history, and increased capacity for bill messages and news
- ✓ Partnered with IT and vendor Tek-Collect to implement the Proactive Customer Outreach and Collections Contract to help reach customers before they are eligible for disconnection of services

**PROGRAM ALLOCATION SUMMARY**

	<b>Actual FY 2018-19</b>	<b>Adopted FY 2019-20</b>	<b>Submitted FY 2020-21</b>
<b>Allocation by Expense Category</b>			
Personal Services	\$12,725,687	\$13,556,736	\$14,042,033
Contractual Services	\$15,659,567	\$18,848,759	\$19,465,598
Commodities	\$3,714,327	\$5,014,556	\$4,849,941
Capital Outlay	\$234,781	\$45,000	\$49,500
<b>Total Allocation by Expense Category</b>	<b>\$32,334,362</b>	<b>\$37,465,051</b>	<b>\$38,407,072</b>

<b>Allocation by Activity</b>			
Accounts	\$2,378,596	\$2,801,416	\$2,786,453
Customer Services	\$12,630,761	\$13,813,665	\$14,687,903
Fleet Maintenance	\$6,099,226	\$5,634,130	\$6,129,136
Independent Audit	\$85,633	\$91,500	\$75,190
Marketing and Public Relations	\$552,860	\$680,655	\$774,143
Reading and Service	\$9,393,241	\$11,176,828	\$10,664,508
Revenue Protection	\$492,064	\$2,421,926	\$2,491,304
Storeroom and Security	\$701,981	\$844,931	\$798,435
<b>Total Allocation by Activity</b>	<b>\$32,334,362</b>	<b>\$37,465,051</b>	<b>\$38,407,072</b>

<b>Allocation by Fund</b>			
Sewer	\$8,602,339	\$9,164,667	\$9,232,728
Stormwater	\$405,904	\$402,638	\$398,920
Water	\$23,326,119	\$27,897,746	\$28,775,424
<b>Total Allocation by Fund</b>	<b>\$32,334,362</b>	<b>\$37,465,051</b>	<b>\$38,407,072</b>

<b>Full-Time Equivalent Positions</b>			
Accounts	30.0	31.0	30.0
Customer Services	73.5	70.5	71.5
Marketing and Public Relations	6.0	5.0	5.0
Reading and Service	84.0	79.0	77.0
Revenue Protection	7.0	7.0	8.0
Storeroom and Security	11.0	10.0	11.0
Charge In-Out	1.5	1.5	1.1
<b>Total Full-Time Equivalent Positions</b>	<b>213.0</b>	<b>204.0</b>	<b>203.6</b>

**Changes to the Budget**

The FY 2020-21 Budget increases one position in Customer Services, one position in Revenue Protection, and one position in Storeroom and Security, and decreases one position in Accounts and two positions in Reading and Service. The Budget increases \$100,000 for a One Call and utility locate contract and \$300,000 for bank fees.

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$117,025	—	—
Contractual Services	\$56,593,611	\$80,777,000	\$87,341,000
Capital Outlay	\$1,381,935	\$14,592,104	\$5,100,000
Debt Service	\$482,652	\$548,648	\$125,125
<b>Total Allocation by Expense Category</b>	<b>\$58,575,223</b>	<b>\$95,917,752</b>	<b>\$92,566,125</b>
<b>Allocation by Activity</b>			
Capital Improvements - Flood Control/Drainage	\$101,849	\$548,648	\$125,125
Capital Improvements - Neighborhood Projects	\$1,978,586	\$2,477,000	\$1,941,000
Capital Improvements - Overflow Control Program	\$26,138,852	\$31,800,000	\$31,800,000
Capital Improvements - Stormwater	\$1,346,696	\$500,000	—
Capital Improvements - Wastewater	\$5,673,337	\$30,600,000	\$30,100,000
Capital Improvements - Water	\$23,335,903	\$29,992,104	\$28,600,000
<b>Total Allocation by Activity</b>	<b>\$58,575,223</b>	<b>\$95,917,752</b>	<b>\$92,566,125</b>
<b>Allocation by Fund</b>			
Capital Improvements	\$2,080,435	\$3,025,648	\$2,066,125
Sewer	\$42,138,894	\$64,684,000	\$61,900,000
Stormwater	\$1,346,696	\$500,000	—
Water	\$13,009,198	\$27,708,104	\$28,600,000
<b>Total Allocation by Fund</b>	<b>\$58,575,223</b>	<b>\$95,917,752</b>	<b>\$92,566,125</b>

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Debt Service	\$80,684,952	\$86,522,981	\$81,707,371
<b>Total Allocation by Expense Category</b>	<b>\$80,684,952</b>	<b>\$86,522,981</b>	<b>\$81,707,371</b>
<b>Allocation by Activity</b>			
Debt Service	\$80,684,952	\$86,522,981	\$81,707,371
<b>Total Allocation by Activity</b>	<b>\$80,684,952</b>	<b>\$86,522,981</b>	<b>\$81,707,371</b>
<b>Allocation by Fund</b>			
Sewer	\$43,951,506	\$49,772,441	\$48,728,164
Stormwater	\$455,184	\$457,715	\$453,312
Water	\$36,278,262	\$36,292,825	\$32,525,895
<b>Total Allocation by Fund</b>	<b>\$80,684,952</b>	<b>\$86,522,981</b>	<b>\$81,707,371</b>

## Engineering Services

Engineering Services oversees the design, review, and inspection of construction and maintenance projects so that they are constructed in accordance with established standards.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Engage in efforts to strategically invest in the City's infrastructure.**

Sewer main rehabilitation and replacement in miles	57	28	28
Water main replacement in miles	23	28	28

### Major Program Accomplishments

- ✓ Rehabilitated the Turkey Creek water pump station and reservoir including concrete repairs to both the interior and exterior to improve its reliability and resiliency
- ✓ Increased the electrical capacity and reliability of the water treatment plant to include the addition of one new electrical feed and three new substations which will allow for future expansion and capacity increases
- ✓ Completed the installation of 26 high-mast lights for external lighting at the Blue River wastewater treatment plant, Blue River secondary wastewater treatment plant, and the Birmingham wastewater treatment plant to improve safety and security

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$6,841,564	\$8,827,377	\$9,652,112
Contractual Services	\$606,170	\$619,437	\$1,224,735
Commodities	\$50,675	\$148,450	\$128,950
Capital Outlay	\$29,852	\$17,100	\$55,405
<b>Total Allocation by Expense Category</b>	<b>\$7,528,261</b>	<b>\$9,612,364</b>	<b>\$11,061,202</b>
<b>Allocation by Activity</b>			
Engineering Services	\$7,528,261	\$9,612,364	\$11,061,202
<b>Total Allocation by Activity</b>	<b>\$7,528,261</b>	<b>\$9,612,364</b>	<b>\$11,061,202</b>
<b>Allocation by Fund</b>			
Sewer	\$2,338,703	\$3,591,931	\$4,717,284
Stormwater	\$347,422	\$511,076	\$527,998
Water	\$4,842,136	\$5,509,357	\$5,815,920
<b>Total Allocation by Fund</b>	<b>\$7,528,261</b>	<b>\$9,612,364</b>	<b>\$11,061,202</b>
<b>Full-Time Equivalent Positions</b>			
Engineering Services	103.0	101.0	104.0
Charge In-Out	—	0.5	—
<b>Total Full-Time Equivalent Positions</b>	<b>103.0</b>	<b>101.5</b>	<b>104.0</b>

**Changes to the Budget**

The FY 2020-21 Budget increases three positions in Engineering Services. The Budget increases \$500,000 for consulting services to implement the Esri utility network data model.

## Stormwater Services

Stormwater Services plans and operates a comprehensive stormwater management program so that stormwater runoff is controlled and contained during high water conditions.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Promote a clean community.</b>			
Catch basins cleaned	17,503	15,000	15,000
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Catch basins repaired	346	323	323

### Major Program Accomplishments

- ✓ Renewed Municipal Separate Storm Sewer System (MS4) Permit
- ✓ Maintained MS programs implementation at a level that meets or exceeds Missouri Department of Natural Resources and Environmental Protection Agency compliance standards
- ✓ Coordinated citywide compliance with State Land Disturbance permit for public projects through oversight inspections, project tracking, and quarterly reporting
- ✓ Completed all Environmental Management System requirements for KC Water including annual facility inspections and reporting
- ✓ Implemented a seasonal curbside collection of leaves and brush

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$6,555,604	\$6,415,707	\$7,097,761
Contractual Services	\$3,422,001	\$4,455,359	\$3,418,360
Commodities	\$912,256	\$1,147,731	\$1,102,900
Capital Outlay	\$788,577	\$1,004,000	\$970,000
<b>Total Allocation by Expense Category</b>	<b>\$11,678,438</b>	<b>\$13,022,797</b>	<b>\$12,589,021</b>
<b>Allocation by Activity</b>			
Stormwater Line Maintenance	\$8,202,742	\$7,996,260	\$8,881,831
Stormwater Services	\$3,475,696	\$5,026,537	\$3,707,190
<b>Total Allocation by Activity</b>	<b>\$11,678,438</b>	<b>\$13,022,797</b>	<b>\$12,589,021</b>
<b>Allocation by Fund</b>			
General Fund	—	—	\$1,750,000
Public Safety Sales Tax	—	\$289,000	\$289,000
Stormwater	\$11,678,438	\$12,733,797	\$10,550,021
<b>Total Allocation by Fund</b>	<b>\$11,678,438</b>	<b>\$13,022,797</b>	<b>\$12,589,021</b>
<b>Full-Time Equivalent Positions</b>			
Stormwater Line Maintenance	85.0	85.0	85.0
Stormwater Services	20.0	21.0	19.0
Charge In-Out	1.0	—	—
<b>Total Full-Time Equivalent Positions</b>	<b>106.0</b>	<b>106.0</b>	<b>104.0</b>

**Changes to the Budget**

The FY 2020-21 Budget decreases two positions in Stormwater Services. The Budget transfers \$1.0 million for leaf and brush pick up to Neighborhoods and Housing Services and transfers \$1.75 million for streetsweeping from the Stormwater Fund to the General Fund.

## Wastewater Services

Wastewater Services operates and maintains seven wastewater treatment plants, 40 wastewater pumping stations, and 18 flood pumping stations to protect the quality of rivers and streams.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Wastewater processed (billion gallons)	42	37	36
Sewer basement backups	1,377	1,175	1,175
<b>Objective: Develop environmentally sound and sustainable infrastructure strategies.</b>			
Miles of sewer line CCTV'd	143	150	142
Miles of sewer line cleaned	641	550	305

### Major Program Accomplishments

- ✓ Developed a programmatic approach to addressing longstanding minor safety issues and completed 94 of 178 items at various plants and pump stations
- ✓ Developed a Division Instrumentation Plan to repair, replace, and upgrade instrumentation at wastewater treatment plants for operational compliance, monitoring, and reporting
- ✓ Completed the cleanout of the Todd Creek Wastewater Treatment Plant's sludge holding cell three, with 4.6 million gallons of sludge used for fertilizer
- ✓ Reduced backlog by 40 percent and reduced emergency backlog by 94 percent
- ✓ Received collections certifications for General Supervisors and Utility Supervisors from the Missouri Water Environment Association

## PROGRAM ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$21,624,042	\$23,550,901	\$23,987,210
Contractual Services	\$39,452,011	\$52,806,719	\$52,644,153
Commodities	\$5,254,029	\$11,318,947	\$8,603,450
Capital Outlay	\$5,222,722	\$2,592,702	\$5,887,800
<b>Total Allocation by Expense Category</b>	<b>\$71,552,804</b>	<b>\$90,269,269</b>	<b>\$91,122,613</b>
<b>Allocation by Activity</b>			
Household Hazardous Waste	\$1,328,108	\$1,865,709	\$1,897,068
Overflow Control	\$1,654,816	\$5,871,104	\$4,219,425
Sewer Line Maintenance	\$31,412,658	\$32,022,832	\$32,946,007
Wastewater Treatment	\$37,157,222	\$50,509,624	\$52,060,113
<b>Total Allocation by Activity</b>	<b>\$71,552,804</b>	<b>\$90,269,269</b>	<b>\$91,122,613</b>
<b>Allocation by Fund</b>			
Sewer	\$71,551,748	\$90,269,269	\$91,122,613
Stormwater	\$1,056	—	—
<b>Total Allocation by Fund</b>	<b>\$71,552,804</b>	<b>\$90,269,269</b>	<b>\$91,122,613</b>
<b>Full-Time Equivalent Positions</b>			
Household Hazardous Waste	1.0	1.0	1.0
Overflow Control	15.0	11.0	14.0
Sewer Line Maintenance	166.0	166.0	165.0
Wastewater Treatment	146.0	141.0	141.0
Charge In-Out	(3.4)	(3.4)	(3.3)
<b>Total Full-Time Equivalent Positions</b>	<b>324.6</b>	<b>315.6</b>	<b>317.7</b>

**Changes to the Budget**

The FY 2020-21 Budget increases three positions in Overflow Control and decreases one position in Sewer Line Maintenance. The Budget increases \$3.6 million for plant equipment, partially offset by a decrease of \$1.1 million for building improvements and \$1.9 million for electrical supplies, chemicals, and rock materials.

## Water Treatment and Supply

Water Treatment and Supply provides maintenance and operation of the City's water treatment plants and other facilities so that an adequate and dependable water supply is produced and distributed for consumer consumption and fire protection.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Engage in efforts to strategically invest in the City's infrastructure.</b>			
Water produced (billion gallons)	35	38	35
Main breaks per 100 miles	34	25	35
Valves assessed	9,785	9,800	9,800

### Major Program Accomplishments

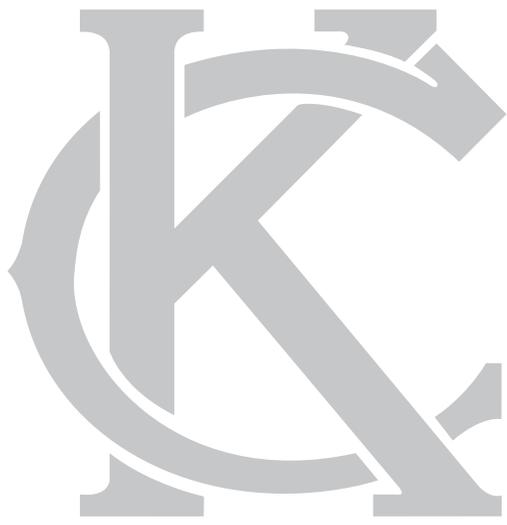
- ✓ Supplied 35,281 million gallons of drinking water to Kansas City customers in FY 2019 with no violations assessed against the treatment plant
- ✓ Rehabilitated and refreshed the transfer pump and motor at Turkey Creek pump station
- ✓ Completed phase three of three to modernize, replace, and upgrade equipment for water supply
- ✓ Installed two new drainage pumps in three final basins, allowing the basins to completely drain to the saucer section
- ✓ Performed electrical upgrades to two major power supplies and Turkey Creek
- ✓ Replaced intake pump due to age and impeller failure, cleaned pump and motors number six at Turkey Creek pump station, installed new bearings, balanced impellers, and upgraded seals

**PROGRAM ALLOCATION SUMMARY**

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$18,015,796	\$19,689,335	\$20,304,185
Contractual Services	\$28,686,143	\$28,985,823	\$29,772,390
Commodities	\$11,503,746	\$10,806,810	\$11,093,150
Capital Outlay	\$3,071,053	\$1,663,569	\$3,341,000
<b>Total Allocation by Expense Category</b>	<b>\$61,276,738</b>	<b>\$61,145,537</b>	<b>\$64,510,725</b>
<b>Allocation by Activity</b>			
Water Line Maintenance	\$28,782,150	\$27,553,752	\$28,483,828
Water Quality Assurance	\$2,991,974	\$3,847,038	\$3,736,174
Water Treatment and Supply	\$29,502,614	\$29,744,747	\$32,290,723
<b>Total Allocation by Activity</b>	<b>\$61,276,738</b>	<b>\$61,145,537</b>	<b>\$64,510,725</b>
<b>Allocation by Fund</b>			
Sewer	\$274,428	\$397,282	\$3,763
Water	\$61,002,310	\$60,748,255	\$64,506,962
<b>Total Allocation by Fund</b>	<b>\$61,276,738</b>	<b>\$61,145,537</b>	<b>\$64,510,725</b>
<b>Full-Time Equivalent Positions</b>			
Water Line Maintenance	139.0	138.0	140.0
Water Quality Assurance	35.0	35.0	35.0
Water Treatment and Supply	107.0	103.0	103.0
Charge In-Out	0.4	0.4	0.4
<b>Total Full-Time Equivalent Positions</b>	<b>281.4</b>	<b>276.4</b>	<b>278.4</b>

**Changes to the Budget**

The FY 2020-21 Budget increases two positions in Water Line Maintenance. The Budget increases \$2.0 million for repair and replacement of plant equipment at the plant and the pump stations.





## CONSOLIDATED FUNDS

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CITY LEGAL EXPENSE

FLEET SERVICES

GENERAL SERVICES

INFORMATION TECH REIMB SERV

INSURANCE PREMIUM RESERVE

PARKS & REC REIMBURSABLE FUND

PW REIMBURSABLE SERVICES FUND

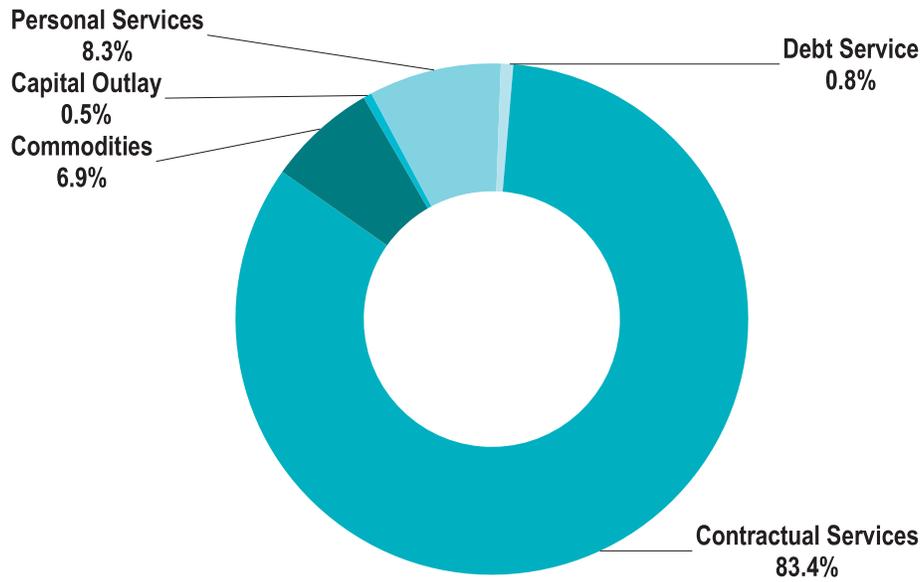
WORKERS COMPENSATION

## SUMMARY BY ALLOCATION

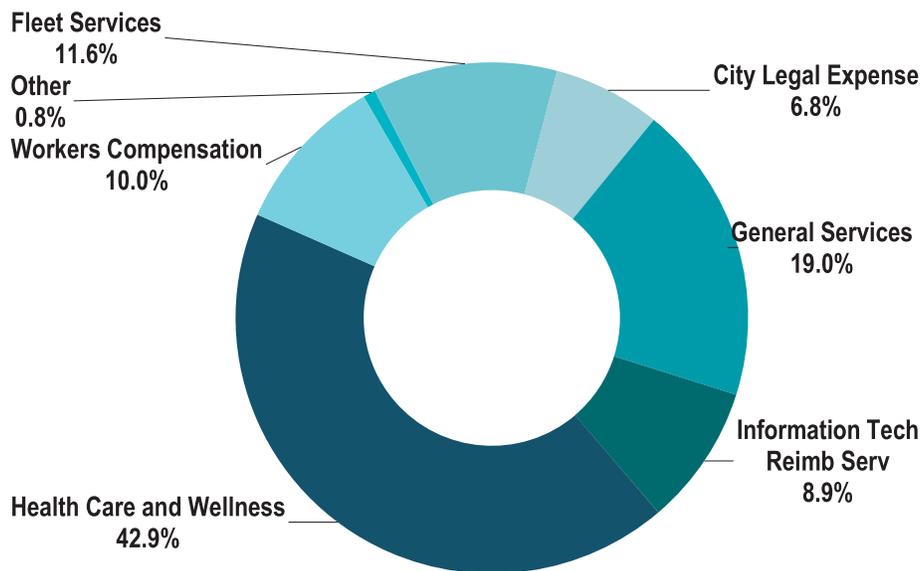
	Actual FY 2017-18	Adopted FY 2018-19	Submitted FY 2019-20
<b>Allocation by Expense Category</b>			
Personal Services	\$13,141,365	\$11,152,794	\$11,106,627
Contractual Services	\$143,085,731	\$150,950,989	\$159,398,622
Commodities	\$12,263,967	\$13,984,585	\$13,938,702
Capital Outlay	\$1,269,185	\$1,507,328	\$1,231,950
Debt Service	\$683,614	\$1,506,417	\$1,509,585
<b>Total Allocation by Expense Category</b>	<b>\$170,443,862</b>	<b>\$179,102,113</b>	<b>\$187,185,486</b>
<b>Allocation by Department</b>			
Fire	\$6,954	—	—
General Services	\$155,790,575	\$162,467,191	\$170,785,326
Human Resources	\$1,074,121	\$1,410,644	\$797,054
Law	\$7,284,998	\$11,137,775	\$10,811,289
Neighborhoods and Housing Services	\$403,254	\$466,503	\$479,817
Parks and Recreation	\$566,642	\$1,000,000	\$1,200,000
Police	\$2,607,459	\$2,620,000	\$3,112,000
Public Works	\$2,709,859	—	—
<b>Total Allocation by Department</b>	<b>\$170,443,862</b>	<b>\$179,102,113</b>	<b>\$187,185,486</b>
<b>Allocation by Fund</b>			
City Legal Expense	\$9,971,798	\$13,693,881	\$13,124,857
Fleet Services	\$20,923,554	\$22,389,704	\$22,530,659
General Services	\$35,492,889	\$37,547,181	\$36,250,469
Health Care and Wellness	\$70,363,493	\$73,268,037	\$78,769,272
Information Tech Reimb Serv	\$10,417,410	\$11,896,905	\$11,596,867
Insurance Premium Reserve	\$17,280	—	—
Parks & Rec Reimbursable Fund	\$566,642	\$1,000,000	\$1,200,000
PW Reimbursable Services Fund	\$3,113,113	\$466,503	\$479,817
Workers Compensation	\$19,577,683	\$18,839,902	\$23,233,545
<b>Total Allocation by Fund</b>	<b>\$170,443,862</b>	<b>\$179,102,113</b>	<b>\$187,185,486</b>
<b>Full-Time Equivalent Positions</b>			
City Legal Expense	24.0	24.0	21.0
Fleet Services	88.0	86.0	86.0
General Services	4.0	3.0	—
Health Care and Wellness	3.0	5.0	5.0
Information Tech Reimb Serv	9.0	9.0	9.0
PW Reimbursable Services Fund	30.8	—	—
Workers Compensation	9.0	9.0	9.0
Charge In-Out	2.6	1.3	3.3
<b>Grand Total</b>	<b>170.4</b>	<b>137.3</b>	<b>133.3</b>

SUBMITTED FY 2020-21

### Operating Expense by Category



### Operating Expense by Fund



## CITY LEGAL EXPENSE

The City Legal Expense Fund provides insurance and loss control services on a reimbursable basis so that risks are mitigated in the most efficient manner. This includes legal claims on behalf of the City when City property is damaged, allegations that the City or a City employee has caused bodily injury or property damage, and workers compensation settlements.

### FUND ALLOCATION SUMMARY

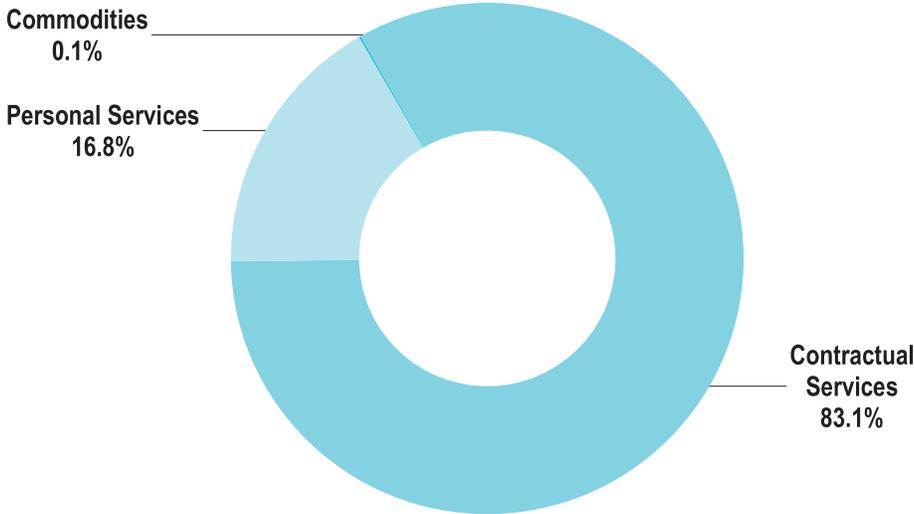
	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$2,106,796	\$2,023,686	\$2,186,479
Contractual Services	\$10,781,662	\$11,088,601	\$10,784,722
Commodities	\$207,579	\$12,570	\$12,521
<b>Total Allocation by Expense Category</b>	<b>\$13,096,037</b>	<b>\$13,124,857</b>	<b>\$12,983,722</b>
<b>Allocation by Program</b>			
Corporate Legal Services	\$290,469	\$300,000	\$300,000
Education and Training	\$10,500	\$100,000	\$100,000
Labor and Employee Relations	\$316,842	—	—
Legal Claims	\$10,236,935	\$10,170,075	\$9,763,722
Risk Management-Worker Safety	\$2,108,365	\$2,402,500	\$2,675,000
Unemployment Compensation	\$132,926	\$152,282	\$145,000
<b>Total Allocation by Program</b>	<b>\$13,096,037</b>	<b>\$13,124,857</b>	<b>\$12,983,722</b>
<b>Allocation by Fund</b>			
City Legal Expense	\$13,096,037	\$13,124,857	\$12,983,722
<b>Total Allocation by Fund</b>	<b>\$13,096,037</b>	<b>\$13,124,857</b>	<b>\$12,983,722</b>
<b>Full-Time Equivalent Positions</b>			
Benefits	—	—	—
Labor and Employee Relations	4.0	—	—
Legal Claims	20.0	21.0	21.0
Charge In-Out	1.6	0.3	0.7
<b>Grand Total</b>	<b>25.6</b>	<b>21.3</b>	<b>21.7</b>

#### Changes to the Budget

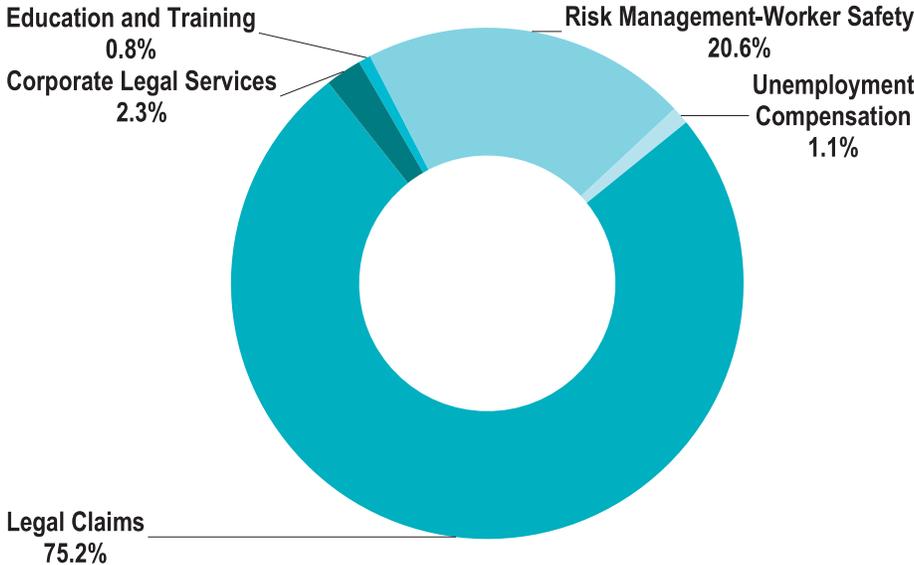
The FY 2020-21 Budget decreases \$568,000 for indemnities and awards in the Legal Claims Division. The Budget increases \$161,000 in property insurance and \$49,000 for new social crime insurance and drone insurance policies.

SUBMITTED FY 2020-21

### Operating Expense by Category



### Operating Expense by Program



## FLEET SERVICES

The Fleet Service Fund is responsible for the acquisition, maintenance, repair, and management of 3,100 vehicles, including cars, trucks, buses, sewer cleaning trucks, trash trucks, fire engines, and deconstruction equipment.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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### Objective: Identify and take advantage of opportunities for cost-savings and efficiencies

Percent of maintenance budget used for preventive maintenance	20%	50%	50%
Percent of fleet available	90%	94%	95%
Percent of fleet within lifecycle	53%	74%	80%
Percent of fleet utilized effectively	76%	90%	90%

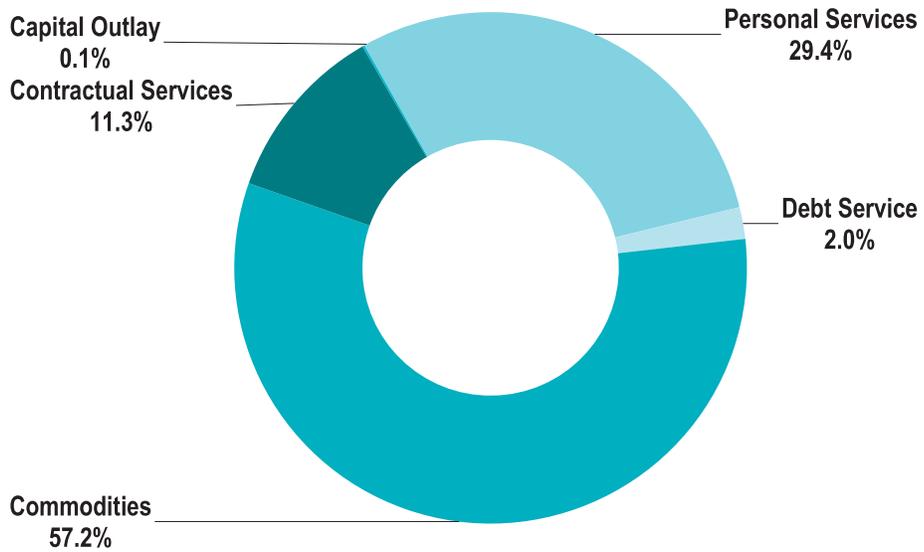
## FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$6,107,454	\$6,444,722	\$6,541,870
Contractual Services	\$2,403,608	\$2,237,379	\$2,515,290
Commodities	\$12,002,721	\$13,293,898	\$12,736,292
Capital Outlay	\$35,444	\$106,500	\$31,500
Debt Service	\$445,098	\$448,160	\$446,016
<b>Total Allocation by Expense Category</b>	<b>\$20,994,325</b>	<b>\$22,530,659</b>	<b>\$22,270,968</b>
<b>Allocation by Program</b>			
Administration	\$98,045	\$108,138	\$111,551
Facilities Management	\$258,761	\$270,402	\$261,722
Fleet Management	\$20,637,519	\$22,152,119	\$21,897,695
<b>Total Allocation by Program</b>	<b>\$20,994,325</b>	<b>\$22,530,659</b>	<b>\$22,270,968</b>
<b>Allocation by Fund</b>			
Fleet Services	\$20,994,325	\$22,530,659	\$22,270,968
<b>Total Allocation by Fund</b>	<b>\$20,994,325</b>	<b>\$22,530,659</b>	<b>\$22,270,968</b>
<b>Full-Time Equivalent Positions</b>			
Administration	1.0	1.0	1.0
Fleet Management	87.0	85.0	85.0
<b>Grand Total</b>	<b>88.0</b>	<b>86.0</b>	<b>86.0</b>

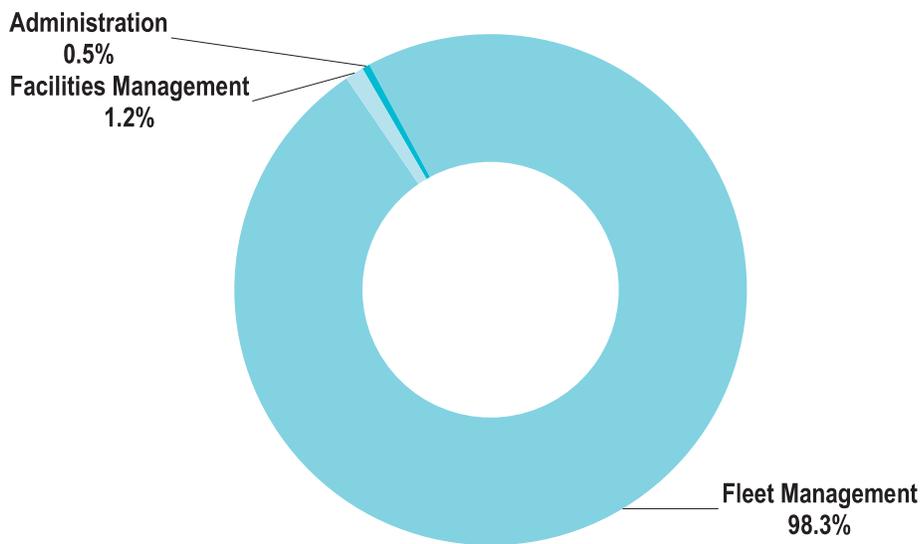
### Changes to the Budget

The FY 2020-21 Budget increases workers compensation insurance by \$191,000 and \$83,000 in third-party administrator contracts for parts storeroom staffing in the Fleet Management Division. The Budget decreases \$700,000 for motor vehicle contract repair and increases \$200,000 for motor vehicle repair parts in the Fleet Management Division.

### Operating Expense by Category



### Operating Expense by Program



## GENERAL SERVICES

The General Services Fund includes reimbursable utilities payments, full-service mail, shipping and receiving services, duplicating services, and security at City facilities.

### FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$258,201	\$229,392	\$248,706
Contractual Services	\$33,287,273	\$35,737,482	\$35,739,230
Commodities	\$23,786	\$23,145	\$23,584
Capital Outlay	\$52,070	\$450	\$450
Debt Service	\$260,988	\$260,000	\$260,000
<b>Total Allocation by Expense Category</b>	<b>\$33,882,318</b>	<b>\$36,250,469</b>	<b>\$36,271,970</b>
<b>Allocation by Program</b>			
Administration	\$58,303	—	—
Duplicating Services	\$781,802	\$753,031	\$754,213
Facilities Management	\$28,390,030	\$30,800,000	\$30,800,000
Fleet Management	\$3,419	—	—
Mail and Storeroom Services	\$1,211,924	\$1,162,594	\$1,171,210
Municipal Systems	\$260,988	\$260,000	\$260,000
Security	\$3,175,852	\$3,274,844	\$3,286,547
<b>Total Allocation by Program</b>	<b>\$33,882,318</b>	<b>\$36,250,469</b>	<b>\$36,271,970</b>
<b>Allocation by Fund</b>			
General Services	\$33,882,318	\$36,250,469	\$36,271,970
<b>Total Allocation by Fund</b>	<b>\$33,882,318</b>	<b>\$36,250,469</b>	<b>\$36,271,970</b>
<b>Full-Time Equivalent Positions</b>			
Administration	1.0	—	—
Facilities Management	3.0	—	3.0
Charge In-Out	—	3.0	—
<b>Grand Total</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>

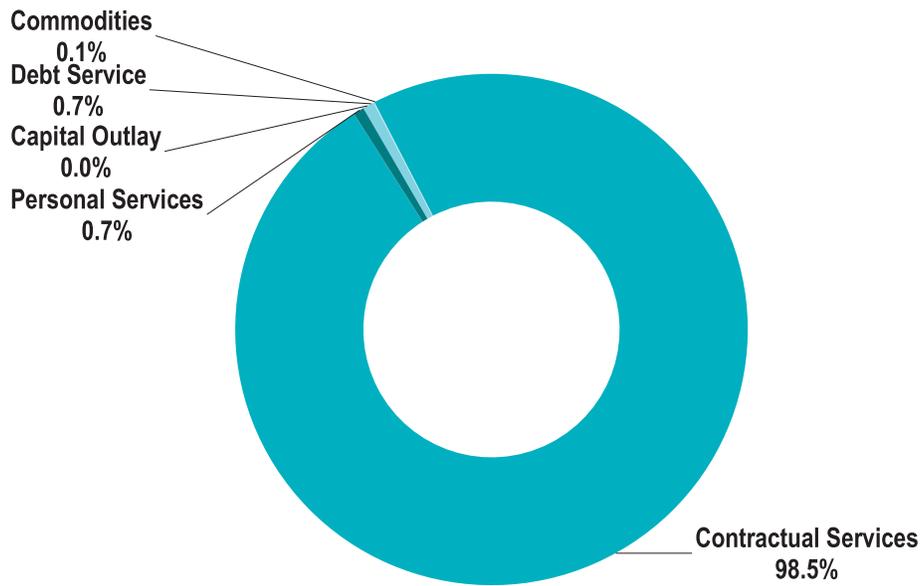
#### Changes to the Budget

There are no material changes to the FY 2020-21 Budget.

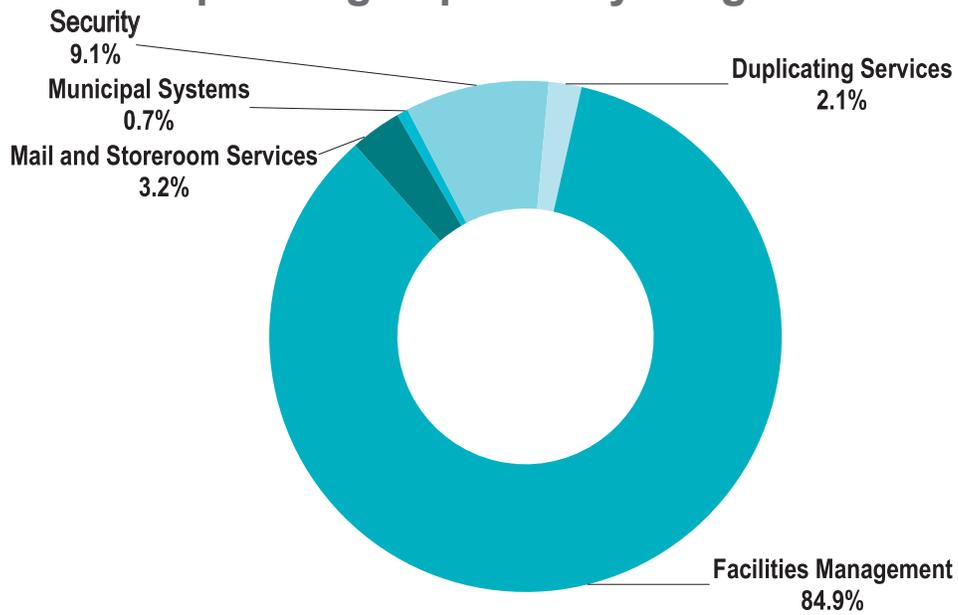
SUBMITTED FY 2020-21

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### Operating Expense by Category



### Operating Expense by Program



## HEALTH CARE AND WELLNESS

The Health Care and Wellness Fund accounts for a self-funded healthcare plan for City employees and retirees.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
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**Objective: Provide a work environment that supports active living and healthy eating**

Number of unique participants in Wellness programs	2,465	2,750	2,800
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### FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$423,637	\$441,459	\$497,021
Contractual Services	\$72,163,249	\$78,501,483	\$81,476,642
Commodities	\$22	\$500	\$500
<b>Total Allocation by Expense Category</b>	<b>\$72,586,908</b>	<b>\$78,943,442</b>	<b>\$81,974,163</b>

**Allocation by Program**

Benefits	\$340,033	\$357,823	\$413,275
Health Care Trust	\$71,992,878	\$78,324,000	\$81,274,000
Wellness Program	\$253,997	\$261,619	\$286,888
<b>Total Allocation by Program</b>	<b>\$72,586,908</b>	<b>\$78,943,442</b>	<b>\$81,974,163</b>

**Allocation by Fund**

Health Care and Wellness	\$72,586,908	\$78,943,442	\$81,974,163
<b>Total Allocation by Fund</b>	<b>\$72,586,908</b>	<b>\$78,943,442</b>	<b>\$81,974,163</b>

**Full-Time Equivalent Positions**

Benefits	4.0	4.0	4.0
Wellness Program	1.0	1.0	1.0
<b>Grand Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

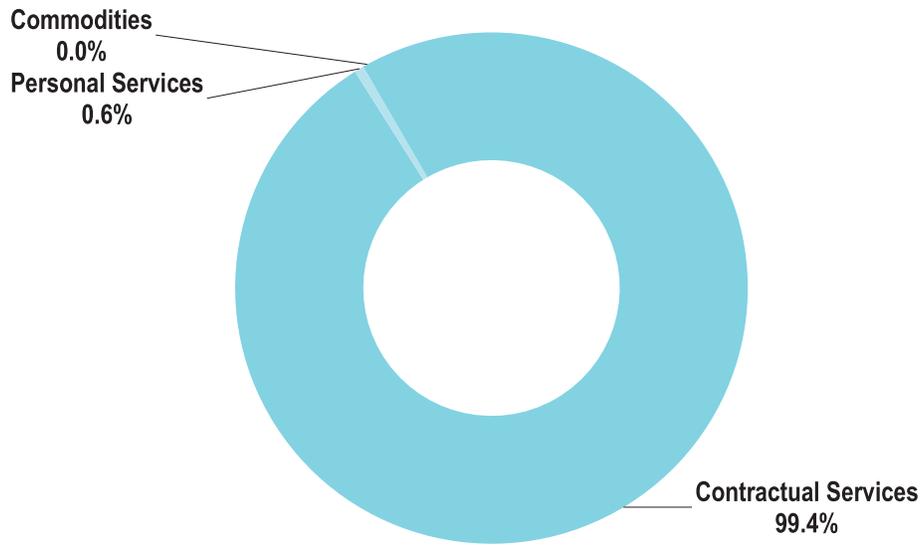
**Changes to the Budget**

The FY 2020-21 Budget increases health insurance claims by \$2.6 million and health insurance administration by \$350,000.

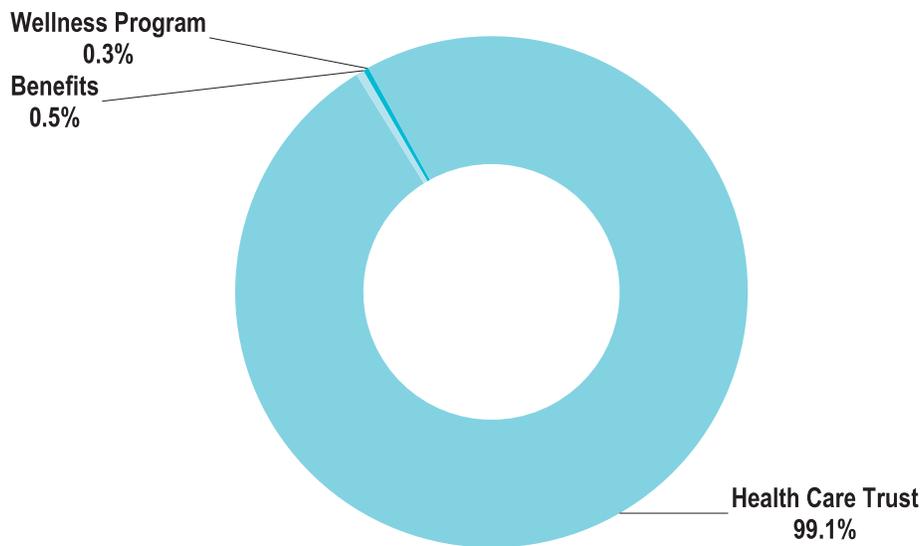
SUBMITTED FY 2020-21

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### Operating Expense by Category



### Operating Expense by Program



## INFORMATION TECHNOLOGY REIMBURSABLE

The Information Technology Reimbursable Services Fund provides telecommunications technology on a reimbursable basis, maintains voice networks, data networks, and phones, and responds to requests for service from departments.

### FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$885,214	\$950,823	\$5,510,729
Contractual Services	\$7,882,818	\$8,715,586	\$9,659,278
Commodities	\$23,481	\$4,033	\$20,354
Capital Outlay	\$1,526,974	\$1,125,000	\$1,009,400
Debt Service	\$793,887	\$801,425	\$801,925
<b>Total Allocation by Expense Category</b>	<b>\$11,112,374</b>	<b>\$11,596,867</b>	<b>\$17,001,686</b>
<b>Allocation by Program</b>			
Application Support	\$4,527	—	\$2,292,589
Education and Training	\$99,500	\$99,500	\$99,500
Enterprise System Maintenance	\$10,211,907	\$10,695,942	\$12,365,054
Municipal Systems	\$793,887	\$801,425	\$801,925
PC Support	\$2,553	—	\$1,220,455
Project and Application Management	—	—	\$222,163
<b>Total Allocation by Program</b>	<b>\$11,112,374</b>	<b>\$11,596,867</b>	<b>\$17,001,686</b>
<b>Allocation by Fund</b>			
Information Tech Reimb Serv	\$11,112,374	\$11,596,867	\$17,001,686
<b>Total Allocation by Fund</b>	<b>\$11,112,374</b>	<b>\$11,596,867</b>	<b>\$17,001,686</b>
<b>Full-Time Equivalent Positions</b>			
Information Technology	9.0	9.0	53.0
<b>Grand Total</b>	<b>9.0</b>	<b>9.0</b>	<b>53.0</b>

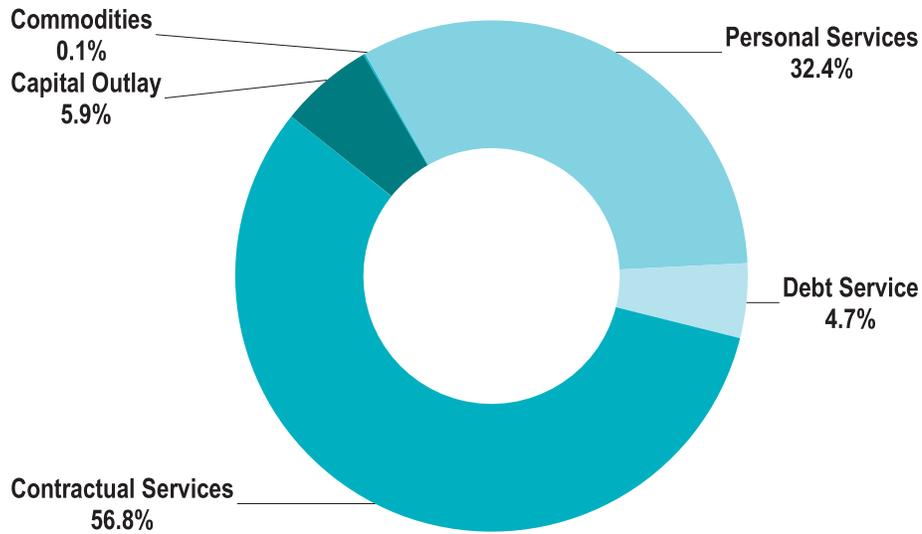
#### Changes to the Budget

The FY 2020-21 Budget transfers 42 positions from the General Fund to the Information Technology Reimbursable Fund, along with all associated operational costs. The Budget increases two positions in Information Technology and decreases \$115,000 for PC Lifecycle.

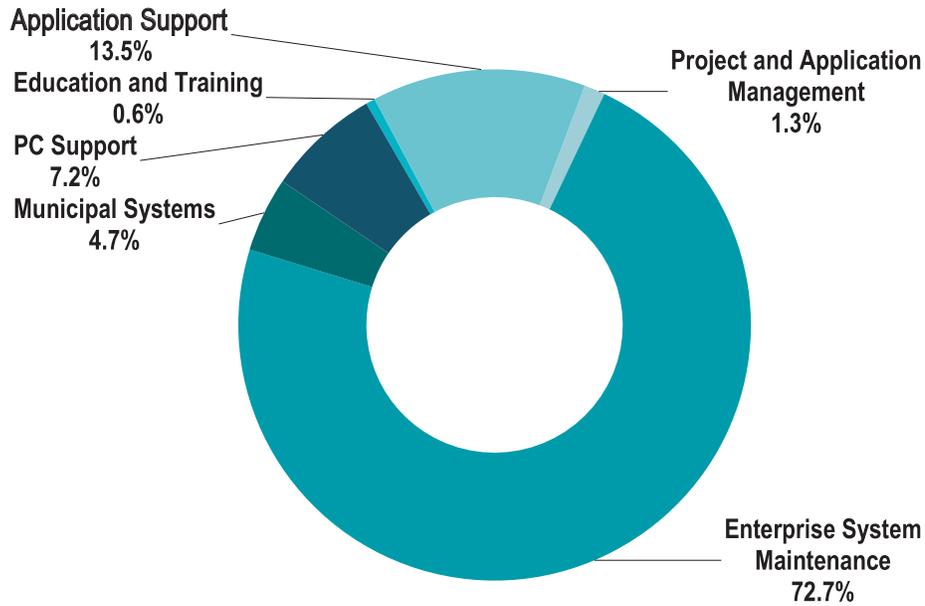
SUBMITTED FY 2020-21

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### Operating Expense by Category



### Operating Expense by Program



## PARKS AND RECREATION REIMBURSABLE FUND

The Parks and Recreation Reimbursable Fund manages storeroom supplies for the Parks and Recreation Department including building maintenance materials, minor equipment, agricultural supplies, electrical and plumbing supplies, wearing apparel, and general office supplies.

Performance Indicators	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
Number of storeroom requisitions filled	535	550	550
<b>Objective: Bolster community development, cultural activities, and resident engagement</b>			
Number of orders placed for the department through the Storeroom Fund	4,386	4,500	4,500

### FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$375,251	\$600,000	\$803,996
Commodities	\$599,047	\$600,000	\$396,004
<b>Total Allocation by Expense Category</b>	<b>\$974,298</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>
<b>Allocation by Program</b>			
Storeroom	\$974,298	\$1,200,000	\$1,200,000
<b>Total Allocation by Program</b>	<b>\$974,298</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>
<b>Allocation by Fund</b>			
Parks & Rec Reimbursable Fund	\$974,298	\$1,200,000	\$1,200,000
<b>Total Allocation by Fund</b>	<b>\$974,298</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>

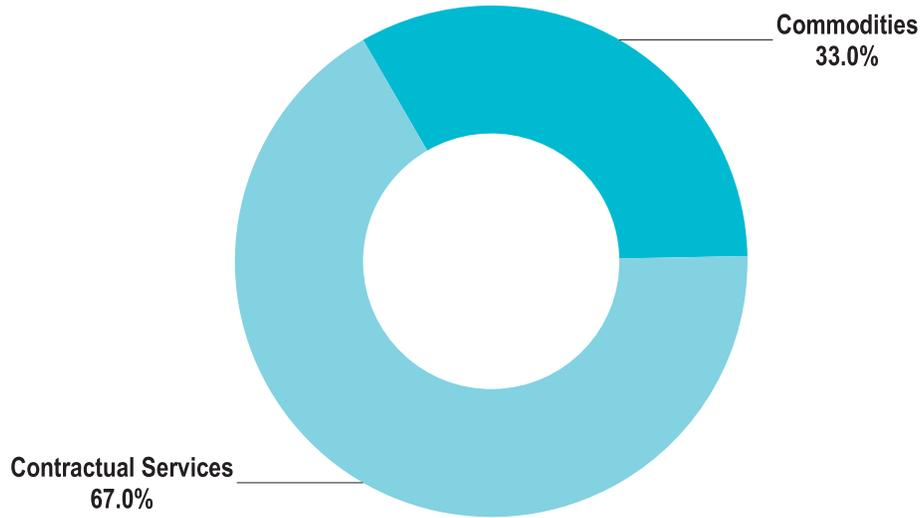
#### Changes to the Budget

There are no material changes to the FY 2020-21 Budget.

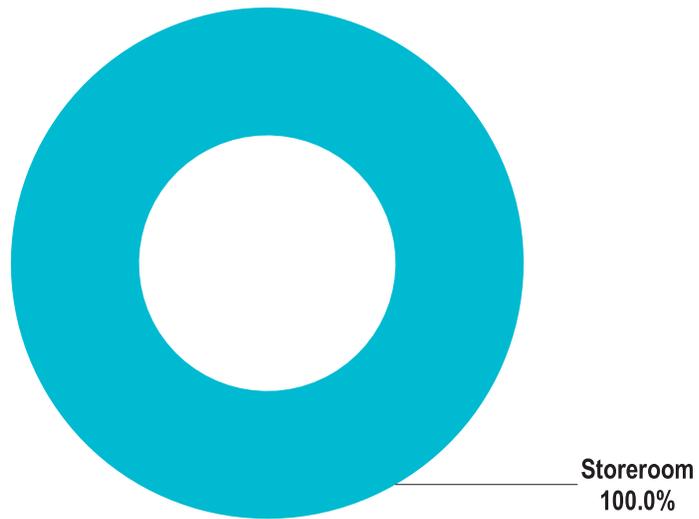
SUBMITTED FY 2020-21

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### Operating Expense by Category



### Operating Expense by Program



## PW REIMBURSABLE SERVICES FUND

The Public Works Reimbursable Services Fund includes the City-owned facilities solid waste contract.

### FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Contractual Services	\$318,222	\$479,817	\$300,000
<b>Total Allocation by Expense Category</b>	<b>\$318,222</b>	<b>\$479,817</b>	<b>\$300,000</b>
<b>Allocation by Program</b>			
Engineering Services	—	—	—
Solid Waste	\$318,222	\$479,817	\$300,000
<b>Total Allocation by Program</b>	<b>\$318,222</b>	<b>\$479,817</b>	<b>\$300,000</b>
<b>Allocation by Fund</b>			
PW Reimbursable Services Fund	\$318,222	\$479,817	\$300,000
<b>Total Allocation by Fund</b>	<b>\$318,222</b>	<b>\$479,817</b>	<b>\$300,000</b>

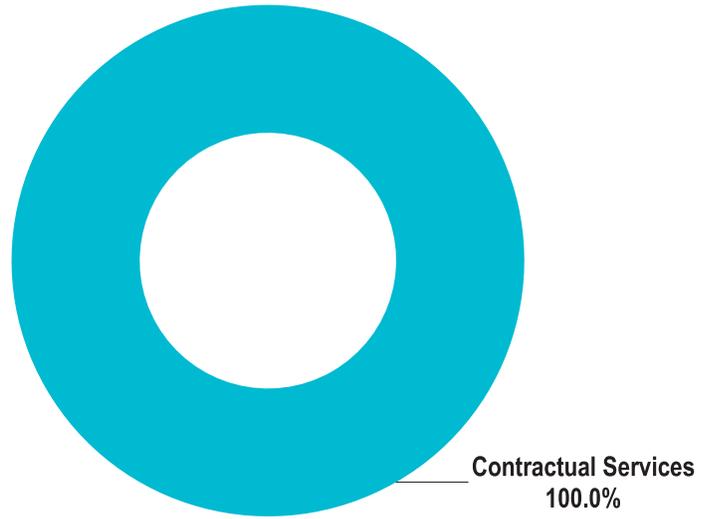
#### Changes to the Budget

The FY 2020-21 Budget decreases \$180,000 in contracts for solid waste removal at City facilities.

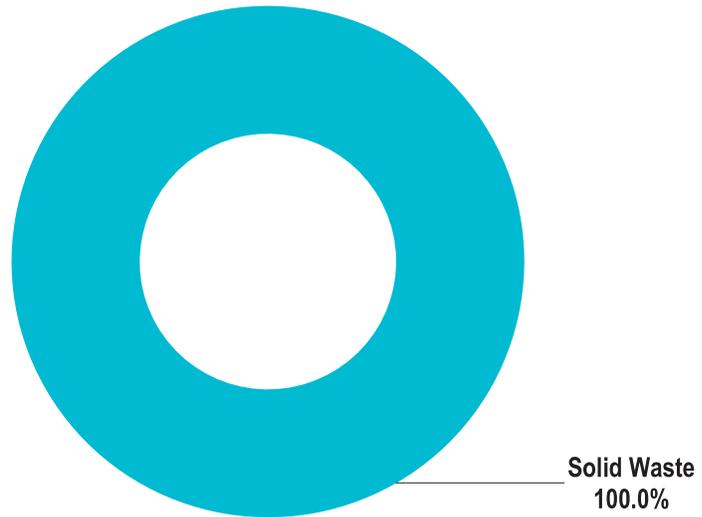
SUBMITTED FY 2020-21

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## Operating Expense by Category



## Operating Expense by Program



## WORKERS COMPENSATION

The Workers Compensation Fund administers employee workplace injury claims pursuant to Missouri law.

### Performance Indicators

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Objective: Minimize the impact of employee injury by reducing the overall cost of claims</b>			
Percent of injured employees provided with Return to Work (transitional duty) assignments	78%	95%	95%
Workers' compensation claim frequency rate (per 100 employees)	15.9	15.0	14.0

## FUND ALLOCATION SUMMARY

	Actual FY 2018-19	Adopted FY 2019-20	Submitted FY 2020-21
<b>Allocation by Expense Category</b>			
Personal Services	\$1,006,775	\$1,016,545	\$969,772
Contractual Services	\$21,531,052	\$22,362,444	\$18,234,039
Commodities	\$41,408	\$4,556	\$4,710
Capital Outlay	\$1,487	—	—
<b>Total Allocation by Expense Category</b>	<b>\$22,580,722</b>	<b>\$23,383,545</b>	<b>\$19,208,521</b>
<b>Allocation by Program</b>			
Administration	\$1,782,984	\$2,441,586	\$1,582,221
Legal Claims	\$330,817	\$341,214	\$342,270
Risk Management-Worker Safety	\$17,886,401	\$17,338,745	\$17,284,030
Workers Compensation	\$2,580,520	\$3,262,000	—
<b>Total Allocation by Program</b>	<b>\$22,580,722</b>	<b>\$23,383,545</b>	<b>\$19,208,521</b>
<b>Allocation by Fund</b>			
Workers Compensation	\$22,580,722	\$23,383,545	\$19,208,521
<b>Total Allocation by Fund</b>	<b>\$22,580,722</b>	<b>\$23,383,545</b>	<b>\$19,208,521</b>
<b>Full-Time Equivalent Positions</b>			
Administration	6.0	6.0	6.0
Legal Claims	3.0	3.0	3.0
Charge In-Out	(0.3)	—	—
<b>Grand Total</b>	<b>8.7</b>	<b>9.0</b>	<b>9.0</b>

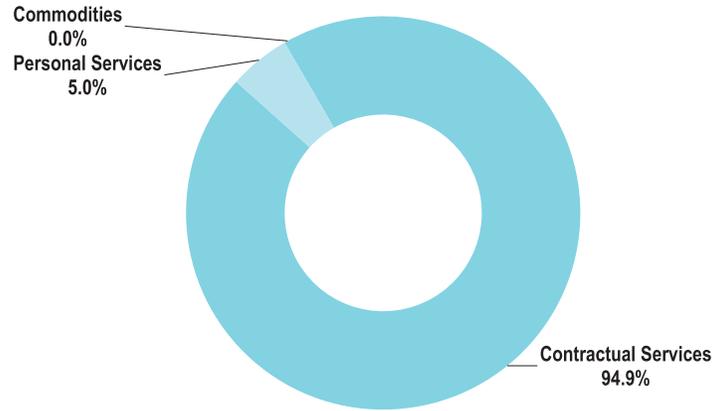
### Changes to the Budget

The FY 2020-21 Budget transfers the Kansas City Police Department from the Workers Compensation Fund to the General Fund, resulting in a decrease of \$3.2 million in contractual services. The Budget reduces expenditures for workers compensation medical payments by \$1.0 million to match actuarial report analysis. The Budget increases \$78,000 for a third-party administrator contract for the City's Workers Compensation Program.

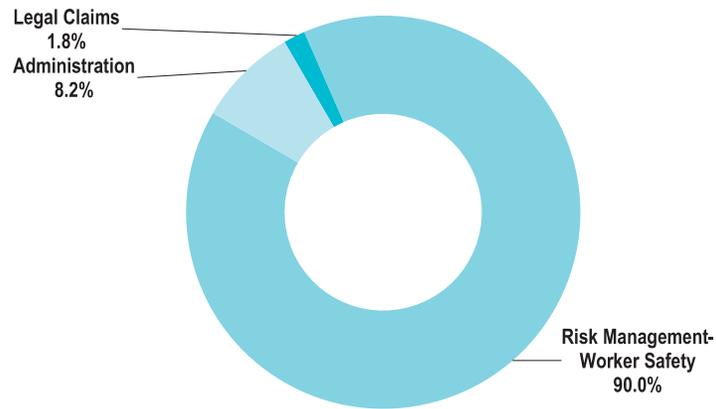
SUBMITTED FY 2020-21

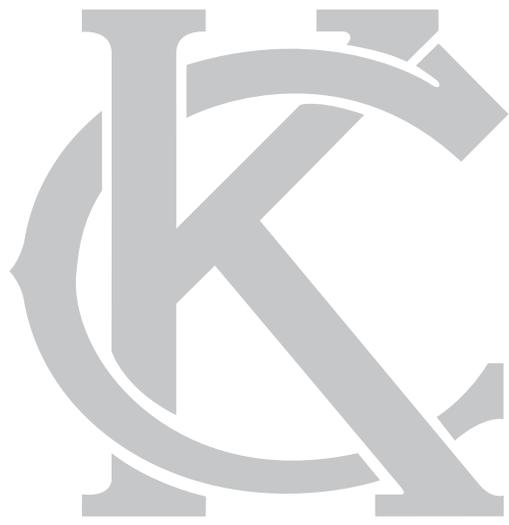
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### Operating Expense by Category



### Operating Expense by Program





# CAPITAL AND DEBT OVERVIEW



## CAPITAL IMPROVEMENTS PROGRAM

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 percent sales tax, which provides the majority of revenue for the CIP, has restrictions. Fifteen percent of sales tax proceeds are earmarked for capital maintenance, and thirty-five percent is invested in neighborhood conservation improvements.

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

The Five-Year Capital Improvements Plan is reflective of the City Council's stated emphasis on basic infrastructure. Funding decisions are based on need as reflected in infrastructure condition assessments and demographic growth patterns, with an additional effort made to complete projects begun in previous years. The majority of the planned projects occur in the central city. The infrastructure in this area is the oldest and most heavily used and has experienced 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.

## CAPITAL IMPROVEMENTS PROGRAM

### RESOURCES

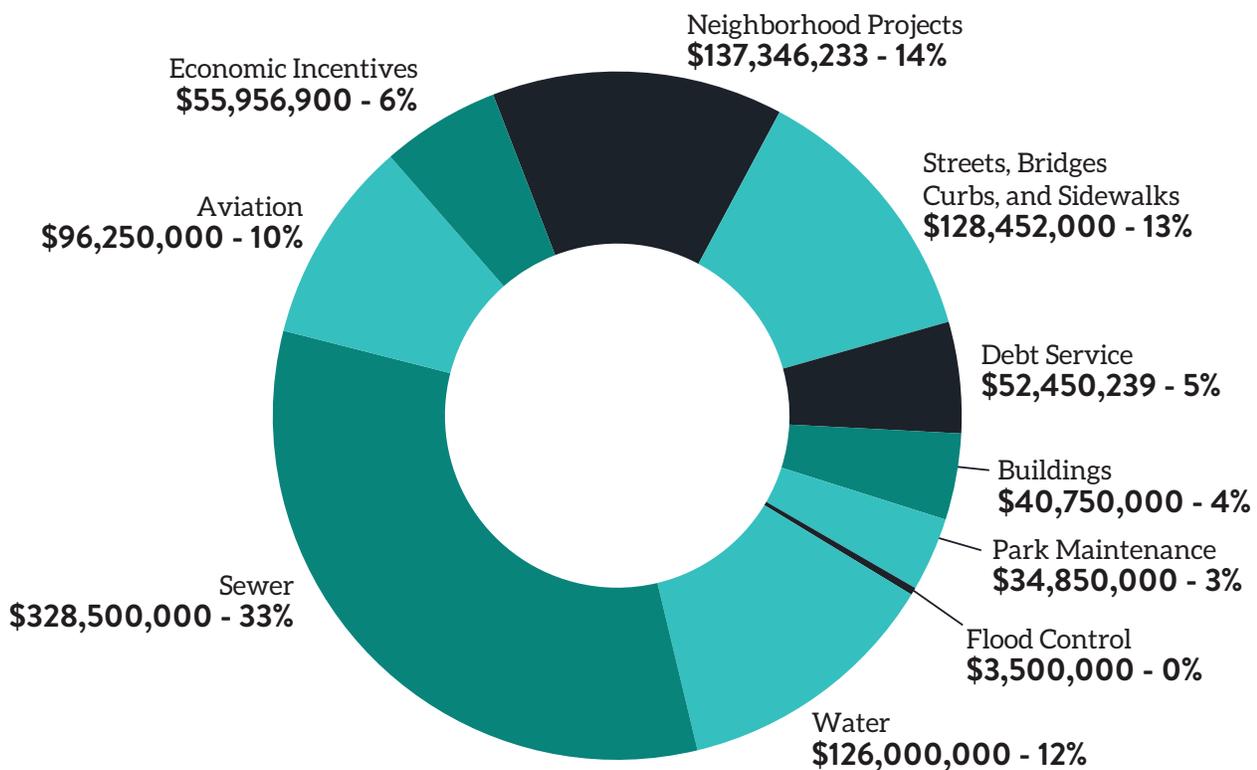
Capital improvements in the City of Kansas City, Missouri are funded from a variety of sources including dedicated taxes, enterprise revenues, general governmental funds, and debt instruments. The largest resource for capital improvements, the Capital Improvement Fund, is funded primarily from the one percent sales tax for capital improvements. Two other one-quarter percent sales taxes are earmarked for public safety facilities. 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.

### EXPENDITURES

The table below shows the Adopted 2021-2025 Capital Improvements Program as recommended by the Public Improvements Advisory Committee (PIAC) and by the City Manager.

#### PIAC RECOMMENDATION FY 2021-25 CAPITAL IMPROVEMENTS PROGRAM GENERAL MUNICIPAL FUNDS

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### 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 for Governmental Activities, not including maintenance projects, and the estimated impact on the City's operating budget.

# FY 2021-25 CAPITAL IMPROVEMENTS PLAN

	<u>Projected 2020-2021</u>	<u>Projected 2021-2022</u>	<u>Projected 2022-2023</u>	<u>Projected 2023-2024</u>	<u>Projected 2024-2025</u>	<u>5-YEAR TOTAL</u>
<b>Neighborhood Project Title</b>						
In-District Neighborhood Allocation	\$ 26,448,195	\$ 26,847,382	\$ 27,089,599	\$ 27,678,255	\$ 28,282,802	\$ 136,346,233
In-District Neighborhood Debt	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Sub- Total Neighborhood</b>	<b>\$ 26,648,195</b>	<b>\$ 27,047,382</b>	<b>\$ 27,289,599</b>	<b>\$ 27,878,255</b>	<b>\$ 28,482,802</b>	<b>\$ 137,346,233</b>
<b>CITYWIDE - GOVERNMENTAL ACTIVITIES</b>						
<b>Debt, Mandated &amp; Obligated</b>						
TIF Allocations	\$ 11,576,900	\$ 11,213,700	\$ 11,627,800	\$ 11,065,900	\$ 10,472,600	\$ 55,956,900
Streetlight Debt	761,150	762,500	-	-	-	1,523,650
Traffic Signal Safety - Debt	337,363	336,988	334,988	332,488	336,557	1,678,384
Buck O'Neil Bridge	-	5,024,250	5,023,000	5,021,750	5,025,250	20,094,250
Zona Rosa/Prospect North/Fairyland Debt	5,291,706	1,632,892	1,306,996	652,148	650,058	9,533,800
Vineyard Improvements	176,513	173,275	173,725	174,750	175,400	873,663
ADA Debt	449,650	445,770	444,895	448,145	448,445	2,236,905
2016B Special Obligation Bond - ADA	529,999	529,132	529,170	528,647	528,816	2,645,764
2016B Special Obligation Bond - Accel. Projects	9,243,875	-	-	-	-	9,243,875
18th & Vine Historic District	417,494	417,570	419,211	420,366	420,032	2,094,673
Liberty Memorial Improvements 2020	100,250	1,070,250	1,066,750	-	-	2,237,250
Dodson/Turkey Creek Debt Service	-	96,900	-	-	-	96,900
Swope Park Industrial District	125,125	66,000	-	-	-	191,125
<b>Sub-Total Debt, Mandated &amp; Obligated</b>	<b>\$ 29,010,025</b>	<b>\$ 21,769,227</b>	<b>\$ 20,926,535</b>	<b>\$ 18,644,194</b>	<b>\$ 18,057,158</b>	<b>\$ 108,407,139</b>
<b>MAINTENANCE PROGRAM</b>						
<b>Public Works Department</b>						
Street Preservation & Marking	\$ 11,100,000	\$ 16,700,000	\$ 16,700,000	\$ 16,700,000	\$ 16,700,000	\$ 77,900,000
Street Preservation - Complete Streets Bike & Ped	500,000	500,000	500,000	500,000	500,000	2,500,000
Streetlight Maintenance	5,400,000	5,600,000	5,800,000	6,000,000	6,200,000	29,000,000
Streetlight Efficiency Upgrade	-	150,000	150,000	500,000	500,000	1,300,000
Bridge Rehabilitation	1,410,000	1,490,000	1,570,000	1,650,000	1,740,000	7,860,000
Traffic Signal Grants	242,000	100,000	100,000	100,000	100,000	642,000
Traffic Signal Safety Improvements	1,000,000	1,000,000	1,000,000	1,400,000	1,600,000	6,000,000
ADA Curb Cuts & Corner Rehab	500,000	500,000	500,000	500,000	500,000	2,500,000
Median Maintenance	150,000	150,000	150,000	150,000	150,000	750,000
<b>Sub-Total Public Works Department</b>	<b>\$ 20,302,000</b>	<b>\$ 26,190,000</b>	<b>\$ 26,470,000</b>	<b>\$ 27,500,000</b>	<b>\$ 27,990,000</b>	<b>\$ 128,452,000</b>
<b>General Services Department</b>						
Swope Ridge Geriatric Center	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Fire Station Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Fiber Optic Maintenance	250,000	250,000	250,000	250,000	250,000	1,250,000
Municipal Building Inventory Assessment	200,000	200,000	200,000	200,000	200,000	1,000,000
Municipal Building Rehabilitation	5,000,000	6,500,000	6,500,000	7,500,000	7,500,000	33,000,000
<b>Sub-Total General Services Department</b>	<b>\$ 6,050,000</b>	<b>\$ 7,550,000</b>	<b>\$ 7,550,000</b>	<b>\$ 8,550,000</b>	<b>\$ 8,550,000</b>	<b>\$ 38,250,000</b>
<b>Convention &amp; Entertainment</b>						
Conventions Facility Improvement	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Sub-Total Convention &amp; Entertainment</b>	<b>\$ 500,000</b>	<b>\$ 2,500,000</b>				
<b>Parks and Recreation Department</b>						
Tree Trimming	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 15,000,000
Street Preservation & Marking - Parks	500,000	500,000	500,000	500,000	500,000	2,500,000
Starlight Theater	400,000	400,000	400,000	400,000	400,000	2,000,000
Community Center Maintenance	500,000	500,000	500,000	500,000	500,000	2,500,000
Parks Facilities Maintenance	600,000	600,000	600,000	750,000	750,000	3,300,000
Park Maintenance	800,000	800,000	800,000	1,150,000	1,150,000	4,700,000
Bruce R Watkins Drive Maintenance	350,000	500,000	500,000	500,000	500,000	2,350,000
Swimming Pool Maintenance	100,000	100,000	100,000	100,000	100,000	500,000
Trail Maintenance	150,000	150,000	150,000	150,000	150,000	750,000
City Fountain Maintenance	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Sub-Total Parks and Recreation Department</b>	<b>\$ 6,650,000</b>	<b>\$ 6,800,000</b>	<b>\$ 6,800,000</b>	<b>\$ 7,300,000</b>	<b>\$ 7,300,000</b>	<b>\$ 34,850,000</b>
<b>Water Services Department</b>						
Flood Control Maintenance	\$ -	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 3,500,000
<b>Sub-Total Water Services Department</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 3,500,000</b>
<b>TOTAL GOVERNMENTAL ACTIVITIES</b>	<b>\$ 89,160,220</b>	<b>\$ 90,379,621</b>	<b>\$ 90,581,146</b>	<b>\$ 91,439,961</b>	<b>\$ 91,963,403</b>	<b>\$ 453,526,988</b>

# FY 2021-25 CAPITAL IMPROVEMENTS PLAN

	<u>Projected 2020-2021</u>	<u>Projected 2021-2022</u>	<u>Projected 2022-2023</u>	<u>Projected 2023-2024</u>	<u>Projected 2024-2025</u>	<u>5-YEAR TOTAL</u>
<b>CITYWIDE - ENTERPRISE ACTIVITIES</b>						
<b>Sewer</b>	-	-	-	-	-	-
Overflow Control Program	\$ 31,800,000	\$ 31,800,000	\$ 31,800,000	\$ 31,800,000	\$ 31,800,000	\$ 159,000,000
Sewers	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	75,000,000
Treatment Facilities - Sewer	10,000,000	11,000,000	11,000,000	10,000,000	10,000,000	52,000,000
Street Preservation	-	500,000	500,000	500,000	500,000	2,000,000
Pump Stations	8,100,000	8,100,000	8,100,000	8,100,000	8,100,000	40,500,000
<b>Sub-Total Sewer</b>	<b>\$ 64,900,000</b>	<b>\$ 66,400,000</b>	<b>\$ 66,400,000</b>	<b>\$ 65,400,000</b>	<b>\$ 65,400,000</b>	<b>\$ 328,500,000</b>
<b>Water</b>	-	-	-	-	-	-
Water Main Replacement Program	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 40,000,000
Water Main Construction and Rehab	750,000	750,000	750,000	750,000	750,000	3,750,000
Oversized Main - Match	250,000	250,000	250,000	250,000	250,000	1,250,000
Large Transmission Mains	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Treatment Facilities - Water	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Valve Replacement	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Fire Hydrant Installation	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
Admin/Service Facility Improvements	5,700,000	5,700,000	5,700,000	5,700,000	5,700,000	28,500,000
Water Main Relocations	5,100,000	5,100,000	5,100,000	5,100,000	5,100,000	25,500,000
<b>Sub-Total Water</b>	<b>\$ 25,600,000</b>	<b>\$ 25,100,000</b>	<b>\$ 25,100,000</b>	<b>\$ 25,100,000</b>	<b>\$ 25,100,000</b>	<b>\$ 126,000,000</b>
<b>Stormwater</b>	-	-	-	-	-	-
<b>Sub-Total Stormwater</b>	<b>\$ -</b>	<b>\$ -</b>				
<b>Aviation Department</b>	-	-	-	-	-	-
Kansas City International Improvements	\$ 16,250,000	\$ 16,250,000	\$ 16,250,000	\$ 16,250,000	\$ 16,250,000	\$ 81,250,000
Customer Facility Charge	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>Sub-Total Aviation Department</b>	<b>\$ 19,250,000</b>	<b>\$ 96,250,000</b>				
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$ 109,750,000</b>	<b>\$ 110,750,000</b>	<b>\$ 110,750,000</b>	<b>\$ 109,750,000</b>	<b>\$ 109,750,000</b>	<b>\$ 550,750,000</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 198,910,220</b>	<b>\$ 201,106,609</b>	<b>\$ 201,286,134</b>	<b>\$ 201,122,449</b>	<b>\$ 201,629,960</b>	<b>\$ 1,004,055,372</b>

## Citywide Capital Improvements Plan Fiscal Year 2021-2025 Total Planned Expenditure by Fund

	<u>Projected 2020-2021</u>	<u>Projected 2021-2022</u>	<u>Projected 2022-2023</u>	<u>Projected 2023-2024</u>	<u>Projected 2024-2025</u>	<u>5-YEAR TOTAL</u>
<b>Fund Name</b>						
Capital Improvements	\$ 80,051,582	\$ 80,531,996	\$ 81,397,771	\$ 82,189,961	\$ 82,603,403	\$ 406,774,713
Public Mass Transportation	400,000	400,000	400,000	400,000	400,000	2,000,000
Street Maintenance	3,747,363	4,000,000	4,100,000	4,200,000	4,310,000	20,360,000
Public Safety Sales Tax	250,000	250,000	250,000	250,000	250,000	1,250,000
Health	100,000	100,000	100,000	100,000	100,000	500,000
Fire Sales Tax	500,000	500,000	500,000	500,000	500,000	2,500,000
Parks and Recreation	2,850,125	3,335,125	3,333,375	3,300,000	3,300,000	16,118,625
Streetlight Debt Fund	761,150	762,500	-	-	-	1,523,650
Convention and Entertainment Facilities	500,000	500,000	500,000	500,000	500,000	2,500,000
Water	28,600,000	28,100,000	28,100,000	28,100,000	28,100,000	141,000,000
Sewer	61,900,000	63,400,000	63,400,000	62,400,000	62,400,000	313,500,000
Aviation	16,250,000	16,250,000	16,250,000	16,250,000	16,250,000	81,250,000
Customer Facility Charge	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>TOTAL ALL FUNDS</b>	<b>\$ 198,910,220</b>	<b>\$ 201,129,621</b>	<b>\$ 201,331,146</b>	<b>\$ 201,189,961</b>	<b>\$ 201,713,403</b>	<b>\$ 1,004,276,988</b>

# FY21 BUDGET NEIGHBORHOOD CONSERVATION

## FIRST DISTRICT IN-DISTRICT PROJECTS FOR YEAR 37 (2020-21)

<u>Project Name</u>	<u>Request #</u>	<u>Amount</u>
<b><u>Roadways</u></b>		
48th Street at North Topping South <i>Design Study - Streetscape improvements</i>	370537, 370553 and 370554	\$ 100,000
Chouteau Elementary - 3701 North Jackson Avenue <i>Crossing signal installation</i>	370466	25,500
North Brighton Improvements <i>Bridge Repair on 72nd just west of North Brighton</i>		300,000
	<b>Sub-Total</b>	<b>\$ 425,500</b>
<b><u>Parks and Recreation</u></b>		
Buckeye Greenway Park <i>Install a shelter in Buckeye Greenway Park entry area</i>	370829	\$ 100,000
Searcy Creek Greenway Park <i>Park improvement - Installation of parking</i>	370854	150,000
Francois Chouteau and Native American Heritage Fountain <i>Funds for Phase 2 improvements - Fountain installation, bluff, waterfall then sculpture installation</i>	370595 and 370603	200,000
Cooley Park <i>Design of trail, 7' wide, 2,200 foot in length and addition of parking lot expansion</i>	370601	892,000
Lakewood Greenway <i>Design and construction of small shelter</i>	370604	174,000
North Troost Park <i>Installation of new play surface and fence</i>		115,000
Infrastructure Study <i>Clay County EDC for Shoal Creek area</i>		70,000
ATVs for Shoal Creek Police		34,717
Regional Law Enforcement Memorial <i>Design plans for Regional Law Enforcement Memorial</i>		140,000
Worker's Memorial <i>Design plans for Worker's Memorial (District 1 Match)</i>		100,000
	<b>Sub-Total</b>	<b>\$ 1,975,717</b>

**FY 2021 BUDGET NEIGHBORHOOD CONSERVATION**

**Drainage/Flooding Improvements**

Drainage Improvement 3746 Northeast Winn Road redirect runoff from northwest across the Winn Road to the south	370611 and 370612	\$ 265,000
<b>Sub-Total</b>		<b>\$ 265,000</b>

**Curbs/Sidewalk/Driveway Improvements**

Sidewalk Installation Eastside of North Mersington 92nd to 91st Terrace to Northview Elementary	370005	\$ 47,000
Sidewalk Installation Southwest along westside of Chouteau from 46th to Chouteau Crossing	370179	150,000
Sidewalk Design Gracemor Elementary School	370701	125,000
Sidewalk Design Maplewood Elementary School	370853	85,000
Sidewalk Design Davidson Elementary School	370547	550,000
<b>Sub-Total</b>		<b>\$ 957,000</b>

**Street or Roadway Improvements**

Liberty Oaks Installation of traffic signals		\$ 23,000
<b>Sub-Total</b>		<b>\$ 23,000</b>

**Other Improvements**

District 1 Contingency		\$ 795,149
<b>Sub-Total</b>		<b>\$ 795,149</b>

<b>TOTAL for District 1</b>		<b>\$ 4,441,366</b>
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**SECOND DISTRICT IN-DISTRICT PROJECTS FOR YEAR 37 (2020-21)**

<u>Project Name</u>	<u>Request #</u>	<u>Amount</u>
<b><u>Parks and Recreation</u></b>		
KCI Corridor Trail Segment 1 <i>Project # : 89020225</i> <i>Local match of \$500,000 federal grant for construction in 2020</i>	360966	\$ 91,000
Route 152 Trail Segment 2 <i>Project # : 89020264</i> <i>Half of local match of \$500,000 federal grant for construction</i>		396,000
Second Creek Trail Segment 1 <i>Project # : 89020253</i> <i>City's share per partnership agreement with Platte County under Ordinance 160307.</i>		300,000
Francois Chouteau and Native American Heritage Fountain	370619 and 370639	50,000
Tiffany Springs Parkway <i>Construction of upgrades to 96th Street between North Oak and North Harrison</i>		1,000,000
Barry Road Park <i>Tennis court repair and resurfacing. Half of the cost to be shared with Park Hill High School</i>	370492	350,000
	<b>Sub-Total</b>	<b>\$ 2,187,000</b>
<b><u>Street or Roadway Improvements</u></b>		
North Broadway south of Barry Road <i>Street resurfacing of both sides of North Broadway from Northwest 82nd Street to Gladstone city limits</i>	370347	\$ 182,000
Street Lighting at Maple Woods Community College <i>Install street light at entrance to Maple Woods Community College at 2601 Northeast Barry Road</i>	370387	35,000
Northeast 96th Street and North Oak Trafficway <i>Retaining wall on east side of North Oak Trafficway, north of North Locust past Northeast 97th Terrace about 200 feet</i>	370259	\$10,000
	<b>Sub-Total</b>	<b>\$ 227,000</b>
<b><u>Drainage/Flooding Improvements</u></b>		
Tremont Bank Stabilization Study	370128	250,000
	<b>Sub-Total</b>	<b>\$ 250,000</b>

## FY 2021 BUDGET NEIGHBORHOOD CONSERVATION

### Curbs/Sidewalk/Driveway Improvements

North Broadway Curb and Sidewalk Study <i>Study of corridor from south of Barry Road to Gladstone city limits to determine cost to upgrade to urban street with curb and sidewalk on one side of the street.</i>	370418	\$	100,000
Northwest 64th Terrace - Curbs/Driveway Approaches <i>Reconstruct curb and driveway approaches in front of 1523 NW 64th Terrace</i>	370411		45,000
Northwest 81st Terrace - Sidewalks <i>Reconstruct sidewalk at 5504 N.W. 81st Terr.</i>	370440		13,000
Northwest 80th Street - Sidewalks/Curbs/Driveway Approaches <i>Reconstruct sidewalks, curbs and driveway approaches at 4905 Northwest 80th St.</i>	370443		27,000
North Oak Trafficway - Sidewalks/Curbs <i>Installation of curbing and sidewalks on Northeast 86th Terrace, from North McGee St. to North Oak Trafficway, and relocation of lighting</i>	370652		127,000
Northwest Rhode Avenue - Sidewalks/Curbs/Driveway Approaches <i>Reconstruct sidewalks, curbs, driveway approaches on West side of 7600-7620 North Rhode Avenue</i>	370703		150,000
	<b>Sub-Total</b>	\$	<b>462,000</b>

### Other Improvements

Neighborhood Revitalization		\$	150,000
District 2 Contingency			1,165,366
	<b>Sub-Total</b>	\$	<b>1,315,366</b>

<b>TOTAL for District 2</b>		\$	<b>4,441,366</b>
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### THIRD DISTRICT IN-DISTRICT PROJECTS FOR YEAR 37 (2020-21)

<u>Project Name</u>	<u>Request #</u>	<u>Amount</u>
<b><u>Parks and Recreation</u></b>		
Spring Valley Park <i>Plaque repair</i>	370707	\$ 10,000
Montgall Park <i>Installation of a park bench</i>	370809	3,000
Yvonne Wilson Park <i>Installation of lighting</i>	370877	10,000
<b>Sub-Total</b>		<b>\$ 23,000</b>
<b><u>Curbs/Sidewalk/Driveway Improvements</u></b>		
Walrond 26th Street to 26th Terrace <i>Reconstructing sidewalk, curbs, and drive approaches</i>	370154	\$ 244,000
4800 Vermont <i>Reconstructing curbs and drive approaches</i>	370219	60,000
Northside of East 24th Street - Hardesty Avenue to Van Brunt Boulevard <i>Reconstructing sidewalk, curbs, and drive approaches</i>	370353	366,000
East side of Indiana Ave - East 28th Street to E 29th Street <i>New construction and reconstructing sidewalk, curbs, and drive approaches</i>	370614	369,000
Phase 1 East side and West side of Agnes Ave-Swope Pkwy to E 49th St. <i>New construction and reconstructing sidewalk, curbs, and drive approaches</i>	370692	188,000
South side of East 28th Street - Benton Boulevard to Walrond Avenue <i>Reconstructing sidewalk, curbs, and drive approaches</i>	370750	53,000
West side of Jackson Avenue - East 44th Street to East 45th Street <i>Reconstructing sidewalk, curbs, and drive approaches</i>	370808	150,000
East side of Prospect Avenue - East 30th Street to East Linwood Boulevard <i>New sidewalk, curbs, and drive approaches and ADA ramps</i>	370855	331,000
Montgall Avenue - East 25th Street to East 26th Street <i>Reconstructing sidewalk, curbs, and drive approaches</i>	370515	377,000
<b>Sub-Total</b>		<b>\$ 2,138,000</b>
<b><u>Drainage/Flooding Improvements</u></b>		
33rd and 34th Stadium Drive <i>Drainage Study and Design</i>	370878	\$ 100,000
<b>Sub-Total</b>		<b>\$ 100,000</b>

**FY 2021 BUDGET NEIGHBORHOOD CONSERVATION**

**Street or Roadway Improvements**

Resurface Alley <i>2000 block of Monroe</i>	370040	\$ 52,000
Resurface Alley <i>2526 Montgall Avenue</i>	370481	25,000
Ivanhoe Road Extension <i>38th Terrace to Garfield Avenue</i>	370629	290,472
	<b>Sub-Total</b>	<b>\$ 367,472</b>

**Multi Year Disbursements**

Lykins Square Park <i>Install walking trail (\$150,000 Year 38 and \$150,000 Year 39)</i>	370665	\$ 150,000
Ashland Square Park <i>(\$267,000 Year 38; \$267,000 Year 39; \$267,000 Year 40) Pool improvements</i>	370806	267,000
Troost Park <i>Park Improvements 31st Street and Paseo (\$233,000 Year 38; \$233,000 Year 39; \$233,000 Year 40)</i>	370504	233,000
	<b>Sub-Total</b>	<b>\$ 650,000</b>

**Other Improvements**

Sidewalk Contingency		\$ 100,000
Installation of one alley light <i>3436 Flora Avenue</i>	370071	2,000
18th and Vine Historic District Improvements <i>Project # : 64017100 District 3 in-district match</i>	360995	200,000
District 3 Contingency		860,894
	<b>Sub-Total</b>	<b>\$ 1,162,894</b>

**TOTAL for District 3** **\$ 4,441,366**

**FOURTH DISTRICT IN-DISTRICT PROJECTS FOR YEAR 37 (2020-21)**

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<u>Project Name</u>	<u>Request #</u>	<u>Amount</u>
<b><u>Parks and Recreation</u></b>		
Green Belt (contingent) <i>East-west connector from the freight house to Paseo Boulevard (north side of terminal railroad right-of-way)</i>	370654	\$ 200,000
Francois Chouteau and Native American Heritage Fountain Memorial <i>Phase 2 (bluff and water fall area)</i> <i>Local match for design and construction</i>	370566	25,000
Workers Memorial <i>Waterworks Park</i>	370684	25,000
Cliff Drive <i>Installation of cameras</i>	370406	50,000
Cliff Drive <i>Disc Golf course area enhancement</i>	370377	25,000
Mulkey Park <i>Project completion for sand volleyball court</i>	370000	10,000
Tony Aguirre Community Center <i>Community center improvements (installation of bathing suit dryer and painting)</i>	370686 and 370687	16,000
Roanoke Park <i>Installation of traffic calming device</i>	370616	140,000
Westwood Park <i>Bike rack concrete work</i>	370742	15,000
Case Park <i>Wall restoration, sidewalk improvement, and park bench replacement</i>	370646	100,000
<b>Sub-Total</b>		<b>\$ 606,000</b>
<b><u>Drainage/Flooding Improvements</u></b>		
3612 Karnes Boulevard at the north end of Roanoke Park <i>Storm water improvements due to water flooding</i>	370520	\$ 100,000
Water Service Department Continuing Funding Request <i>Design for Brookside project</i>		100,000
<b>Sub-Total</b>		<b>\$ 200,000</b>

## FY 2021 BUDGET NEIGHBORHOOD CONSERVATION

### Curbs/Sidewalk/Driveway Improvements

West Bottom Flats <i>Reconstruct sidewalks, curbs, and drive approaches</i>	370354	\$	200,000
J. Reiger/East Bottoms <i>Reconstruct sidewalks, curbs, and drive approaches</i>	370374		100,000
Loose Park <i>Phase 2 Installation of curbs</i>	370748		192,500
Mark Twain/KC Athletic Club <i>Reconstruct sidewalks</i>	370866		200,000
West Plaza Neighborhood <i>Priority sidewalk areas to be determined with neighborhood</i>	370714, 370715, 370716, 370718, 370719, 370720, 370721, 370722, and 370725		750,000
Westside (Block of 2600 Madison Avenue) <i>Reconstruct sidewalks, curbs, and drive approaches</i>	370160 and 370631		200,000
	<b>Sub-Total</b>	<b>\$</b>	<b>1,642,500</b>

### Street or Roadway Improvements

Columbus Park <i>Install underpass lighting</i>	350071	\$	100,000
Indian Mound/St. John <i>Along St. John Avenue from Elmwood Avenue to Belmont Avenue Installation of traffic calming devices</i>	370760		500,000
Railroad crossing on 5th Street, just East of Broadway <i>Railroad track removal</i>	370002		50,000
Roasterie <i>Traffic engineering study and installation of traffic calming device</i>	370155		200,000
Summit Street and Southwest Boulevard <i>Install underpass lighting</i>	370567		100,000
Public Works Continuing Funding Request <i>20th Street along Grand to McGee Street</i>			75,000
Public Works Continuing Funding Request <i>52nd and Brookside (Installation of traffic calming device)</i>			25,000
Public Works Continuing Funding Request <i>11th and 12th Street bike-ways (contingent) (Year 1 of 2)</i>			112,500
	<b>Sub-Total</b>	<b>\$</b>	<b>1,162,500</b>

**FY 2021 BUDGET NEIGHBORHOOD CONSERVATION**

**Other Improvements**

Fourth District Contingency		\$ 148,366
Alleys <i>Resurface alleyways (contingent) along Oak and Grand from 3rd to 5th Streets</i>	370536	25,000
12th and Cherry <i>Installation of crosswalk</i>	370233	75,000
Citizens of the World <i>Traffic study, signage, and crosswalk enhancement</i>	370427 and 370582	100,000
Crossroads Academy <i>Installation of crosswalk</i>	370109	52,000
Crosswalk Crossroads <i>Southwest Boulevard and Central</i>	370126	80,000
Troost Corridor Study <i>Local match for design and construction (District 3, 4, 5, and 6 Match)</i>	370776	25,000
Troost cameras <i>District Six match</i>	370700	75,000
West Bottoms <i>Way-finding</i>	370840	50,000
Briarcliff Parkway	370794	200,000
	<b>Sub-Total</b>	<b>\$ <u>830,366</u></b>
<b>TOTAL for District 4</b>		<b>\$ <u><u>4,441,366</u></u></b>

## FIFTH DISTRICT IN-DISTRICT PROJECTS FOR YEAR 37 (2020-21)

Project Name	Request #	Amount
<b><u>Curbs/Sidewalk/Driveway Improvements</u></b>		
6313 East 102nd Terrace <i>Curb repair due to water main break</i>	370134	\$ 25,000
Elmwood Avenue <i>Reconstructing sidewalks near Blue Parkway and Elmwood Avenue Bridge</i>	370691	203,000
View High Drive and Harris Avenue <i>Sidewalk improvement</i>	370586	308,000
5005 Norledge <i>Reconstructing sidewalks</i>	370217	12,000
1919 E. 58th Street <i>Curb approach reconstruction</i>	370096	13,000
9608 High Court Wedgewood Pointe <i>Reconstructing sidewalks and curbs</i>	370190	104,000
Unity Gardens Drainage Improvement <i>Drainage study</i>	370146	75,000
Summit Woods <i>Reconstruct sidewalks, curbs, and drive approaches</i>		1,000,000
Sidewalks <i>Construct new sidewalks along Lane Avenue from 87th Street to 89th Street</i>	370393	750,000
Construct curbs and sidewalks <i>Construct new sidewalks, reconstruct curbs along 99th Street from Blue Ridge Boulevard to James A. Reed Road</i>	370395	100,000
	<b>Sub-Total</b>	<b>\$ 2,590,000</b>
<b><u>Drainage/Flooding Improvements</u></b>		
Green Infrastructure Site at Rachel Morado <i>Installation of trail lighting</i>	351039	\$ 350,000
73rd and Cleveland <i>Drainage improvements to alleviate flooding on 73rd Street for project completion</i>	360459	206,000
Town Fork Creek <i>Continued buyout of 2 to 11 homes in the 100 - year flood zone along Town Fork Creek</i>		350,000
4954 Logan Avenue <i>Design, right-of-way, and construction for inlets and storm sewer improvements</i>		350,000
	<b>Sub-Total</b>	<b>\$ 1,256,000</b>

**FY 2021 BUDGET NEIGHBORHOOD CONSERVATION**

**Parks and Recreation**

White Oak Park <i>Construct a football/soccer field, basketball court, and installation of grill</i>	370397	\$ 183,000
James A. Reed Park <i>Install a shelter</i>	370396	100,000
	<b>Sub-Total</b>	<b>\$ <u>283,000</u></b>

**Street or Roadway Improvements**

Troost Complete Street Study <i>Along 75th Street to 89th Street</i>	370822	\$ 34,000
Feasibility Study <i>Install pedestrian crossing along Swope Parkway and Blue Parkway</i>	370694	47,000
	<b>Sub-Total</b>	<b>\$ <u>81,000</u></b>

**Other Improvements**

Swope Ridge Geriatric Center <i>Installation of a camera surveillance system</i>	370884	\$ 60,000
Swope Ridge Geriatric Center <i>Installation of two generators (transfer switches)</i>	370883	72,555
Tree Planting <i>Along Swope Parkway from Blue Parkway southward to 55th street (62 trees)</i>	370857	25,000
Troost Corridor Study <i>Along Troost Avenue from 45th to 85th Street</i>	370776	23,000
Troost Corridor Study (Match with Districts) 3, 4, 5, and 6 <i>District 5 match</i>		18,000
<i>District 5 Contingency</i>		32,811
	<b>Sub-Total</b>	<b>\$ <u>231,366</u></b>

<b>TOTAL for District 5</b>		<b>\$ <u><u>4,441,366</u></u></b>
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## SIXTH DISTRICT IN-DISTRICT PROJECTS FOR YEAR 37 (2020-21)

<u>Project Name</u>	<u>Request #</u>	<u>Amount</u>
<b><u>Parks and Recreation</u></b>		
Migliazzo Park <i>Installation of new playground and park equipment</i>	370889	\$ 262,150
Sunnyside Park <i>Park Improvement. Trees and trash cans installation</i>	370225	31,218
Arno Park <i>Park improvement - Design Phase 1</i>	370421	150,000
Iser Park (Ruskin) <i>Installation of cameras</i>	370364	79,200
69th Street and Brookside Road <i>Funds for Phase 1, design only - bridge/trolley trail</i>	370778	89,200
Indian Creek Trail <i>Reconstruct 103rd to Wornall</i>	370676	65,000
<b>Sub-Total</b>		<b>\$ 676,768</b>
<b><u>Drainage/Flooding Improvements</u></b>		
Armour Center, Edgevale Road, 69th Street, Brookside Road <i>Park and drainage improvements study</i>	370777	\$ 25,000
7600 Block continuing funding request <i>Drainage Improvement</i>	370778	300,000
112 Glen Arbor <i>Drainage improvement</i>	370277	170,000
<b>Sub-Total</b>		<b>\$ 495,000</b>
<b><u>Street or Roadway Improvements</u></b>		
63rd Street Corridor Improvements - Wornall to Troost	370223	\$ 500,000
Bristol Terrace and 107th St <i>Installation of pedestrian light</i>	370398	80,000
Meyer Boulevard and Brookside Plaza/Wyandotte Street Crossing	370723	22,000
Gregory Boulevard between Wornall and Oak Street <i>Design and construction</i>	370842	805,000
<b>Sub-Total</b>		<b>\$ 1,407,000</b>

**FY 2021 BUDGET NEIGHBORHOOD CONSERVATION**

**Curbs/Sidewalk/Driveway Improvements**

Primrose School Sidewalks <i>Reconstructing the sidewalks, curbs, and drive approach on Meadow Lake Pkwy. in front of The Primrose School (1309 Meadow Lake Pkwy.)</i>	370051	\$ 82,500
107th Street Greenwood to James A. Reed <i>Sidewalks on Greenwood Road, 107th and Greenwood Road on Greenwood Road to James A. Reed</i>	370494	520,000
South side of 79th Street from Washington to Summit Street <i>Sidewalk installation Phase II</i>	370754	520,000
South side of 62nd Terrace between Brookside Boulevard and Brookside Plaza, and on the north side of 62nd Terrace between Brookside Plaza and Main Street. Southtown Council request <i>Sidewalk installation</i>	370726	211,000
Hale Cook Elementary Sidewalks <i>South side of 73rd Street in front of Hale Cook Elementary (7302 Pennsylvania, KCMO, 64114) just west of intersection of 73rd Street and Pennsylvania Ave.</i>	370468	96,000
Ward Parkway and Madison <i>Spot repair of sidewalks on block between 83rd and 84th East side of Ward Parkway and 7200 block of Madison</i>	370556 and 370339	100,000
<b>Sub-Total</b>		<b>\$ 1,529,500</b>

**Other Improvements**

Wornall Road Central Street south <i>Bus pedestrian pad connection to sidewalks, crosswalk, and signage</i>	370097	\$ 34,500
Ruskin Highschool Football Soccer Fields <i>Refurbishment to</i>	370386	240,000
Troost Corridor Study <i>Districts 3, 4, 5, and 6 participation. Southtown Council request</i>	370700	25,000
District 6 Contingency		33,598
<b>Sub-Total</b>		<b>\$ 333,098</b>

<b>TOTAL for District 6</b>		<b>\$ 4,441,366</b>
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## GO KC BOND PLAN

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; and/or
- 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 General Obligation (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



**TABLE F - GO KC GENERAL OBLIGATION BOND PROGRAM**

Project Title	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 2024-2025	Projected 5-Year
<b>General Obligation Bond</b>						
<b>QUESTION 1 - ROADS, BRIDGES, SIDEWALKS</b>						
Gregory Blvd. over Big Blue River (Design)	\$ 6,150,000	\$ -	\$ -	\$ -	\$ -	\$ 6,150,000
<b>NW 68th St. Reconstruction - US-169 to Waukomis</b>	<b>6,000,000</b>	-	-	-	-	<b>6,000,000</b>
<b>Street Preservation</b>	<b>5,600,000</b>	-	-	-	-	<b>5,600,000</b>
<b>Sidewalk Repair</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>7,500,000</b>	<b>10,000,000</b>	<b>32,500,000</b>
Noland Road at M-350 Highway	3,700,000	-	-	-	-	3,700,000
Arlington Road Link	3,000,000	3,000,000	3,000,000	-	-	9,000,000
ADA Curb Ramps	2,500,000	2,500,000	2,500,000	-	-	7,500,000
<b>Ward Parkway/ Wornall Signals</b>	<b>1,000,000</b>	<b>800,000</b>	<b>1,325,330</b>	<b>1,875,000</b>	<b>1,800,000</b>	<b>6,800,330</b>
<b>Lee's Summit Road - Lakewood to Anderson</b>	<b>910,000</b>	<b>7,900,000</b>	-	-	-	<b>8,810,000</b>
Grand Blvd. Complete Streets Improvements	750,000	5,250,000	-	-	-	6,000,000
Benton Bridge over Brush Creek	750,000	100,000	4,000,000	-	-	4,850,000
Raytown Road over Lumpkin	650,000	3,300,000	-	-	-	3,950,000
22nd/23rd St. - Benton to I-70	650,000	600,000	3,750,000	-	-	5,000,000
<b>Elmwood to 63rd St.</b>	<b>600,000</b>	-	-	-	-	<b>600,000</b>
<b>63rd St. and Zoo Drive</b>	<b>555,000</b>	-	-	-	-	<b>555,000</b>
<b>Law Enforcement Memorial - Sidewalks</b>	<b>250,000</b>	-	-	-	-	<b>250,000</b>
<b>63rd St. Reconstruction - Woodland to Prospect</b>	-	<b>7,100,000</b>	-	-	-	<b>7,100,000</b>
<b>Green Hills Road (78th St. to Barry Road)</b>	-	<b>6,000,000</b>	-	-	-	<b>6,000,000</b>
<b>Blue River Road Stabilization</b>	-	<b>500,000</b>	<b>2,000,000</b>	-	-	<b>2,500,000</b>
North Oak Reconstruction (NE 42nd to Vivion)	-	-	8,500,000	-	-	8,500,000
Marlborough Community Infrastructure	-	-	1,350,000	-	-	1,350,000
Candlelight Ridge Infrastructure	-	-	900,000	-	-	900,000
Byram's Ford Bridge	-	-	250,000	1,600,000	-	1,850,000
<b>Holmes Road - Blue Ridge to 135th St.</b>	-	-	-	<b>10,934,000</b>	-	<b>10,934,000</b>
Wornall Reconstruction - Gregory Blvd. to 75th	-	-	-	5,200,000	-	5,200,000
<b>Gregory Blvd I-435 to Blue Ridge Blvd.</b>	-	-	-	<b>3,252,216</b>	-	<b>3,252,216</b>
<b>Raytown Road - 87th St. to I-470</b>	-	-	-	-	<b>3,000,000</b>	<b>3,000,000</b>
<b>Hillcrest Road over Small Creek</b>	-	-	-	-	<b>350,000</b>	<b>350,000</b>
<i>Public Art - Streets</i>	<i>384,495</i>	<i>424,747</i>	<i>329,044</i>	<i>306,679</i>	<i>153,030</i>	<i>1,597,995</i>
<b>Sub-Total Roads, Bridges, Sidewalks</b>	<b>\$ 38,449,495</b>	<b>\$ 42,474,747</b>	<b>\$ 32,904,374</b>	<b>\$ 30,667,895</b>	<b>\$ 15,303,030</b>	<b>\$ 159,799,541</b>
<b>QUESTION 2 - FLOOD CONTROL</b>						
<b>Swope Park Industrial (Includes right-of-way)</b>	<b>\$ 4,550,000</b>	<b>\$ 2,200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,750,000</b>
<b>Buckeye Creek Bank Stabilization</b>	<b>600,000</b>	-	-	-	-	<b>600,000</b>
<b>Turkey Creek</b>	-	<b>3,230,000</b>	-	-	-	<b>3,230,000</b>
Lower Brush Creek	-	-	3,000,000	-	-	3,000,000
Swope Park Flyover Bridge	-	-	-	10,000,000	-	10,000,000
Brookside Interceptor	-	-	-	-	6,000,000	6,000,000
<i>Public Art - Flood Control</i>	<i>52,020</i>	<i>54,848</i>	<i>30,303</i>	<i>101,010</i>	<i>60,606</i>	<i>298,788</i>
<b>Sub-Total Flood Control</b>	<b>\$ 5,202,020</b>	<b>\$ 5,484,848</b>	<b>\$ 3,030,303</b>	<b>\$ 10,101,010</b>	<b>\$ 6,060,606</b>	<b>\$ 29,878,788</b>
<b>QUESTION 3 - PUBLIC BUILDINGS</b>						
Starlight ADA	\$ 3,550,000	\$ -	\$ -	\$ -	\$ -	\$ 3,550,000
<b>City Hall Repairs</b>	<b>950,000</b>	-	-	-	-	<b>950,000</b>
<b>Kansas City Zoo ADA Compliance</b>	-	<b>2,500,000</b>	<b>1,500,000</b>	<b>2,000,000</b>	-	<b>6,000,000</b>
<i>Public Art</i>	<i>45,455</i>	<i>25,253</i>	<i>15,152</i>	<i>20,202</i>	-	<i>106,061</i>
<b>Sub-Total Public Buildings</b>	<b>\$ 4,545,455</b>	<b>\$ 2,525,253</b>	<b>\$ 1,515,152</b>	<b>\$ 2,020,202</b>	<b>\$ -</b>	<b>\$ 10,606,061</b>
<b>Total GO Bond</b>	<b>\$ 48,196,970</b>	<b>\$ 50,484,848</b>	<b>\$ 37,449,828</b>	<b>\$ 42,789,107</b>	<b>\$ 21,363,636</b>	<b>\$ 200,284,390</b>

\*Bold text designates a new or amended project from FY 2019-24 Adopted plan

## MUNICIPAL DEBT

The residents of the City of Kansas City have committed to maintaining and enhancing the quality of life in the City through the renovation and construction of facilities that ensure future development and continue cultural and recreational opportunities. These projects, requiring a large capital investment, have been financed using one or more of the following mechanisms: general obligation bonds, revenue bonds, capital leases, and contractual obligations.

As of April 30, 2019, Kansas City had a total of \$1.52 billion of outstanding bonds issued and contractual payment obligations incurred by both the City and on its behalf through special purpose issuers and secured by either an unlimited general obligation pledge or a pledge of General Municipal revenues subject to annual appropriation. Special purpose issuers are the Kansas City Municipal Assistance Corporation (KCMAC), the Industrial Development Authority (IDA), and the Planned Industrial Expansion Authority (PIEA). While these special purpose obligations are secured by project specific revenue sources, the City's General Municipal annual appropriation pledge has been provided as additional security to bond holders. It is anticipated that for the fiscal year ending April 30, 2020, the annual debt service requirement for all existing debt will total \$176.4 million. Of that amount, \$45.9 million represents debt service for general obligation (GO) bonds secured by the City's debt levy (including debt paid by special assessments). The balance of the debt service is associated with the project specific General Municipal appropriation debt.

As of April 30, 2019, Kansas City had a total of \$1.107 billion of outstanding bonds and obligations, issued or incurred, by the City for use by its Business-Type activities which are secured solely by specified revenue sources of the Water, Sewer, and Airport systems ("Systems"). The security is either a lien on or an annual appropriation of the revenue sources of a particular System.

The following table summarizes the outstanding debt issued or backed by the City as of April 30, 2019 and April 30, 2018:

### LONG-TERM DEBT (IN THOUSANDS)<sup>(1)</sup>

	Governmental Activities		Business-type Activities		Total	
	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18
Bonded debt outstanding:						
General obligation bonds	\$ 356,755	\$ 327,275	\$ —	\$ —	\$ 356,755	\$ 327,275
Revenue bonds	—	—	1,008,189	1,098,346	1,008,189	1,098,346
Limited obligation debt	1,162,495	1,252,616	98,460	—	1,260,955	1,252,616
Total	\$ <u>1,519,250</u>	\$ <u>1,579,891</u>	\$ <u>1,106,649</u>	\$ <u>1,098,346</u>	\$ <u>2,625,899</u>	\$ <u>2,678,237</u>

(1) Amounts are not net of unamortized premium and discount

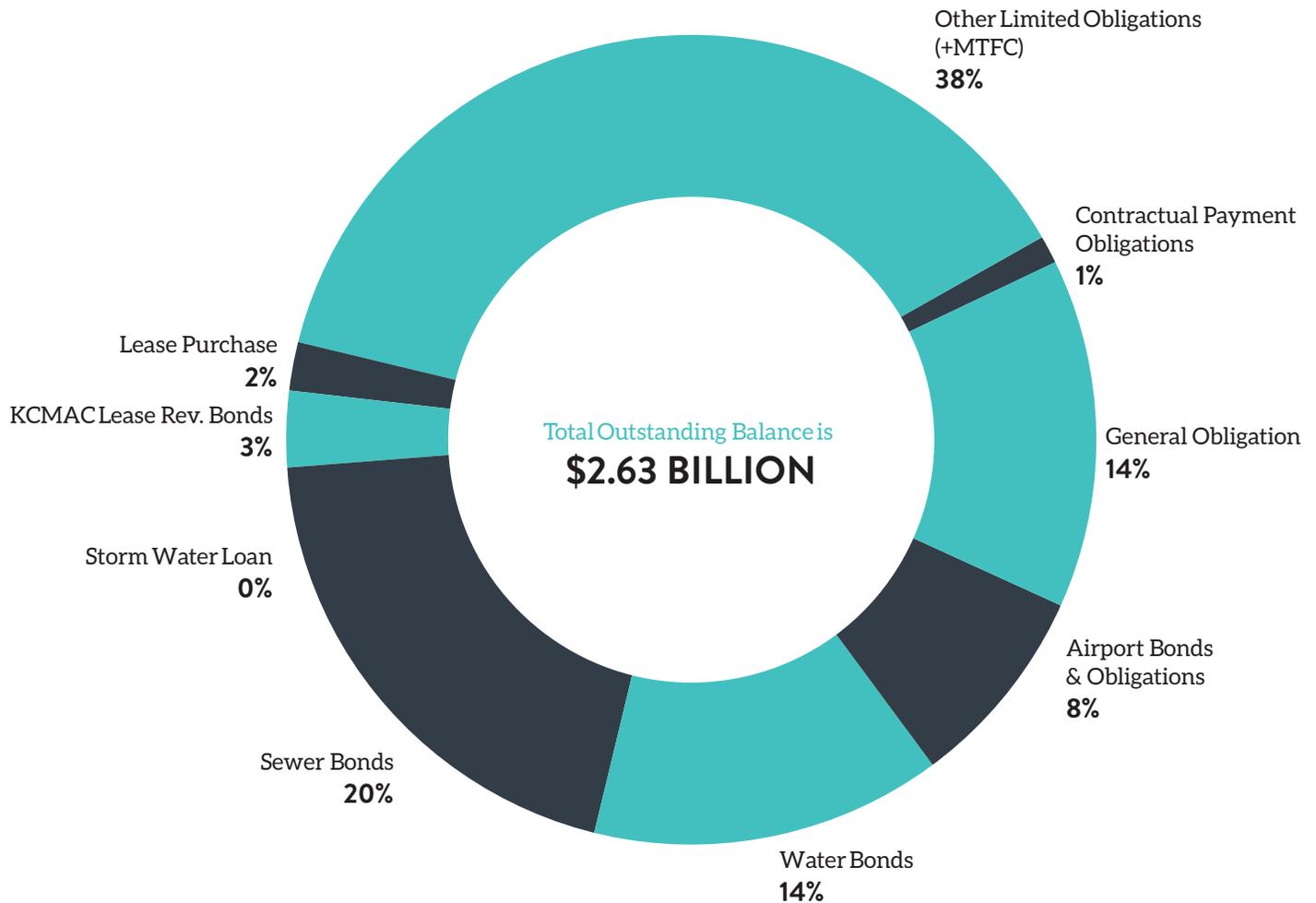
## CAPITAL AND DEBT OVERVIEW

The following is a breakdown of the City's debt by category type:

### OUTSTANDING BALANCE AS OF APRIL 30, 2019

TYPE OF BONDS	OUTSTANDING PRINCIPAL BALANCE	%
General Obligation	\$356,755	14%
Airport Bonds and Obligations	208,875	8%
Water Bonds	374,880	14%
Sewer Bonds	521,555	20%
Storm Water Loan	1,339	0%
KCMAC Lease Rev. Bonds	74,716	3%
Lease Purchase	63,722	2%
Other Limited Obligations	988,309	38%
Contractual Payment Obligations	35,748	1%
<b>Total</b>	<b>\$2,625,899</b>	

### OUTSTANDING BALANCE AS OF APRIL 30, 2019



## GENERAL OBLIGATION AND NEIGHBORHOOD IMPROVEMENT DISTRICT BONDS

**General Obligation Bonds:** The City is authorized to issue general obligation bonds payable from property taxes to finance capital improvements upon a four-sevenths (4/7) majority vote of qualified voters at general municipal, primary, or general elections and a two-thirds (2/3) majority vote at all other elections. The voters of Kansas City, Missouri, in an election on April 4, 2017, approved general obligation bonding authority under three different ballot initiatives totaling \$800,000,000. Details of the bonding authority amount and purpose of each ballot initiative are displayed in the Authorized Unissued Debt table in this document. As of April 30, 2019, the City had \$701,005,000 remaining general obligation bond authority.

**Neighborhood Improvement District Bond:** : The City may also issue certain neighborhood improvement district (“NID”) bonds without a vote and these bonds are payable as to both principal and interest from special assessments against real property benefited by the acquisition and construction of improvements and, if not so paid, from current income, revenues, and surplus funds of the City. The City indebtedness of NID bonds is treated equally as general obligation indebtedness, except that the City is not authorized to impose any new or increased ad valorem property tax to pay principal and interest on the NID bonds without voter approval.

As of April 30, 2019, the City had an outstanding total aggregate principal amount of \$356,755,000 of general obligation bonds, which includes the outstanding balance of \$120,000 Neighborhood Improvement District Bonds.

## LEASE REVENUE BONDS AND EQUIPMENT LEASES

The City may enter into financing arrangements for building projects through lease-leaseback purchase agreements with not-for-profit corporations or bond issuing authorities, which may issue tax-exempt bonds without voter approval to finance City projects. The City has financed several projects through the Kansas City Municipal Assistance Corporation (“KCMAC”). The City makes annual lease payments under these lease arrangements in an amount required to pay debt service on the bonds. The City’s obligations under these leases are subject to annual appropriation, must be budgeted each year, and do not constitute the indebtedness of the City beyond the current lease term. As of April 30, 2019, the City had an outstanding balance of KCMAC bonds of \$74,716,041.

From time to time, the City enters into lease purchase agreements for real property and equipment, such as the purchase of land, buildings, communications equipment, vehicles, and computer hardware. As of April 30, 2019, the City had an outstanding aggregate principal total of \$63,722,414 of such equipment leases.

## LIMITED OBLIGATION NOTES AND BONDS

As of April 30, 2019, the City had an outstanding total of \$988,309,245 aggregate principal in limited obligation notes and bonds that do not constitute an indebtedness of the City beyond the requirement to annually appropriate the required debt service.

On September 6, 2019, the City, as the obligated person, defeased \$3,230,000 of the Taxable Industrial Revenue (300 Wyandotte Parking Garage Project) Series 2005 Bonds (“Series 2005 Bonds”) of the Planned Industrial Expansion Authority of Kansas City, Missouri (“PIEA”) for a final redemption on October 9, 2019. \$3,079,868.39 of the \$3,279,868.39 defeasance requirement was funded from proceeds of the sale of a parking garage by the PIEA to a private developer that was originally financed by the Series 2005 Bonds. The defeasance requirement included the amount of \$3,230,000 in outstanding par amount of the Series 2005 bonds and accrued interest of \$49,868.39 to the redemption date on October 9, 2019.

## CAPITAL AND DEBT OVERVIEW

<b>BONDS</b>	<b>OUTSTANDING PRINCIPAL AS OF APRIL 30, 2018 (IN THOUSANDS)</b>
Convention Center Hotel, taxable Series 2018A	\$34,065
Various Capital Projects, taxable Series 2017A	30,320
Various Capital Projects and 2014D Refunding, Series 2017B	14,855
Refunding Project, Series 2017D (Midtown)	9,645
Various Refunding Projects, Series 2016C	17,130
Various Capital Projects, taxable Series 2016B	26,315
Various Capital Projects, Series 2016A	43,215
Various Capital Projects, Series 2015A	13,925
Various Capital Projects, Series 2014A and 2014B	67,325
Various Capital Projects, Series 2013B and 2013C	42,220
Various Capital Projects, Series 2012A and 2012B	46,550
Various Capital Projects, 2010B and 2010C	4,890
Performing Arts Center Garage, Series 2009E	36,660
Chouteau, Series 2009C and 2009D	4,245
President Hotel, Series 2009B	11,315
Bartle Hall, Series 2008E and 2008F	105,209
Downtown Arena, Series 2016E and 2008D	183,640
East Village, Series Series 2010A and 2016D	27,255
KC Live Entertainment District, IDA Series 2011A and Special Obligation Series 2014C, 2017C	262,265
Third and Wyandotte Garage, PIEA Series 2005 (1)	3,230
HUD Note	4,035
<b>TOTAL</b>	<b>\$988,309</b>

*(1) Third and Wyandotte Garage was sold and bonds were defeased on September 6, 2019.*

### CONTRACTUAL OBLIGATION PAYMENTS.

On January 18, 2018, the City entered into a Second Amended and Restated Master Financing Agreement (“Agreement”) with KC Hotel Developers LLC (“Developer”) related to the development of a downtown convention hotel. Pursuant to the Agreement, the City is obligated to make contract payments (“Payments”) to the Developer for fifteen years beginning on June 1, 2020. Upon the opinion of the City’s external auditor at the time, BKD, LLP, the Payments represented a long-term liability incurred in the fiscal year ending April 30, 2018. As a result, the City recorded a long-term liability of \$35,747,587 representing the par value of these payments, discounted at 4.25%.

### REVENUE BONDS, NOTES, AND LOANS

Other than refunding bonds, the City’s general obligation and revenue bonds require a vote of the electorate. All revenue bonds issued by the City are payable out of the revenues derived from the operation of the facility that is financed from the proceeds of such bonds. Revenue bonds do not carry the full faith and credit of the City in servicing the bonded indebtedness and such bonds are not considered in determining the legal debt margin.

As of April 30, 2019, the City had an outstanding total of \$1,008,189,400 principal amount of revenue bonds which includes \$374,880,000 in water revenue bonds, \$521,555,600 in sewer revenue bonds (including storm water), and \$110,415,000 in airport revenue bonds. To match funds from grants for storm water projects, the City has entered into loans with the Missouri Department of Natural Resources (“MDNR”). As of April 30, 2019, the City had an outstanding balance of \$1,338,800 aggregate principal amount of MDNR storm water loans.

On July 2, 2019 the City issued \$59,735,000 of its Sanitary Sewer Revenue Bonds, Series 2019A (“Sewer 2019A Bonds”). After issuance of the Sewer Series 2019A bonds, the total principal amount of sewer revenue bonds outstanding was \$581,290,600 and \$100,002,242 in remaining voted authority for sewer revenue bonds.

On August 7, 2019, the City issued \$72,865,000 of its Water Refunding Revenue Bonds, Series 2019A (“Water 2019A Bonds”). The Water 2019A Bonds were issued to refund of \$87,375,000 of outstanding principal of the Water Improvement and Refunding Revenue Bonds, Series 2009A (“Water 2009A Bonds”) and pay costs of issuance. After issuance of the Water 2019A Bonds and defeasance of the Water 2009A Bonds, the total principal amount of water revenue bonds outstanding was \$360,370,000.00. Under Missouri law, the City does not need to obtain voter authorization to issue water revenue bonds that will be used to refund outstanding water revenue bonds of the City. Therefore, the issuance of the Water Series 2019A Bonds does not count against the City’s prior water revenue bond voted authorization.

**VOTED AUTHORITY**

As of December 1, 2019, the City had remaining voted authority for \$701,005,000 in general obligation bonds, \$240,416,000 in airport revenue bonds, \$362,080,000 in water revenue bonds, \$100,000,242 in sewer revenue bonds, and \$5,000,000 in museum revenue bonds. The Authorized Unissued Debt Table below illustrates the voted bond authority for all types of bonds.

**AUTHORIZED UNISSUED DEBT**  
(Amounts Expressed in Thousands)

TYPE/PURPOSE	DATE	AMOUNT	AMOUNT ISSUED	TOTAL UNISSUED
<b>GENERAL OBLIGATION BONDS:</b>				
Question 1 - Roads, Bridges and Sidewalks	April 4, 2017	600,000	65,880	534,120
Question 2 - Flood Control	April 4, 2017	150,000	11,525	138,475
Question 3 - Public Buildings	April 4, 2017	50,000	21,590	28,410
<b>REVENUE BONDS:</b>				
Kansas City Museum	Mar. 8, 1988	5,000	0	5,000
Airport	Aug. 8, 2000	395,000	154,584	240,416
Water System	April 8, 2014	500,000	137,920	362,080
Sewer	Aug. 7, 2012	500,000	399,998	100,002
<b>TOTAL</b>		<b>\$ 2,200,000</b>	<b>\$ 791,497</b>	<b>\$ 1,408,503</b>

**DEBT COVERAGE ON ENTERPRISE FUND BONDS**

The water bond covenants require that the water system meet an annual rate covenant. Net operating revenues in each fiscal year will equal at least (i) 1.25x of all annual senior bonds debt service requirement, (ii) 1.15x of the annual debt service requirement on all bonds and (iii) 1.10x of the annual debt service requirement on all bonds and other system obligations.

The sewer bond covenants require that the net sanitary sewer revenues available for debt service will not be less than 1.10x of the annual debt service amount required to be paid by the City in a fiscal year plus capital lease payments.

The airport bond covenants require that the airport will establish, fix, prescribe and collect rates, tolls, fees, rentals, and charges in connection with the airport system so that during each fiscal year the net revenues, together with any transfer, will be equal to at least 1.25x of annual debt service on the outstanding bonds in a fiscal year.

## MUNICIPAL DEBT

### DEBT COVERAGE ON ENTERPRISE FUND REVENUE BONDS IN FISCAL YEAR 2019

REVENUE BONDS	DEBT COVERAGE
Water Revenue Bonds (senior water revenue bonds only)	2.84
Water Revenue Bonds (all water revenue bonds)	2.62
Water Revenue Bonds (all water revenue bonds and other system obligation)	2.62
Sewer Revenue Bonds	3.43
Airport Revenue Bonds	3.09

As of April 30, 2018, the City's bond credit ratings are shown in the following table:

TYPE OF BONDS ISSUED	MOODY'S RATING	STANDARD AND POOR'S RATING	FITCH'S RATING
General obligation bonds	Aa2	AA	AA- <sup>(1)</sup>
Kansas City, Missouri Special Obligation Bonds	A1	AA-	Not Rated <sup>(2)</sup>
Water revenue bonds (senior lien bonds)	Aa2	AA+	Not Rated
Sewer revenue bonds (junior lien bonds)	Aa2	AA	Not Rated
Airport revenue bonds (senior lien bonds)	A1	A+	Not Rated
Airport revenue bonds (subordinate lien bonds)	A2	A	A <sup>(3)</sup>

<sup>(1)</sup> A rating from Fitch was not sought for City General Obligation Refunding (Advanced Partial Refunding of General Obligation Series 2007A Bonds) Series 2015A.

<sup>(2)</sup> Some of the City's annual appropriation pledge bonds are rated "A+" by Fitch.

<sup>(3)</sup> On May 24, 2019, S&P Global Ratings lowered its rating on the senior lien general airport revenue bonds to 'A' from 'A+' at the same time that it issued an 'A' rating on the airport's annual appropriation obligations.

### DEBT LIMIT

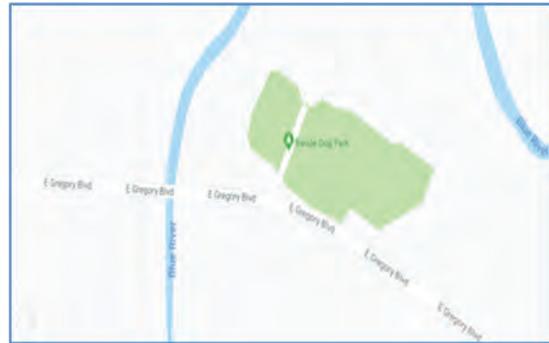
Article VI, Sections 26(b) and (c) of the state constitution permits the City, by a vote of the qualified electors, to incur indebtedness for City purposes in an aggregate amount not to exceed 10% of the assessed value of property within the City. Article VI, Section 26(d) of the state constitution permits the City, by a vote of the qualified electors, to incur indebtedness for the purposes of acquiring right-of-way, construction, extending and improving streets and improving sanitary or storm sewer systems in an aggregate amount not to exceed 10% of the assessed value of property within the City. Article VI, Section 26(e) of the state constitution permits the City, by a vote of the qualified electors, to incur indebtedness for the purposes of purchasing or constructing waterworks, electric or other light plants in an aggregate amount not to exceed 10% of the assessed value of property within the City provided the total General Obligation indebtedness does not exceed 20% of assessed valuation of property within the City.

The City's constitutional debt limit calculated as of April 30, 2019 is \$1.62 billion. The City's current legal debt margin is \$1.262 billion, which takes into account outstanding general obligation bonds less debt service fund balances, which net to \$356.29 million.

### DEBT RATIOS SELECTED APRIL 30, 2019 DEBT RATIOS:

Debt Outstanding as a Percent of Market Value	4.6%
Debt Outstanding as a Percent of Governmental Funds Revenue	143.2%
Debt Service (Fiscal Year 2018) as a Percent of GMR	17.2%
Percent of Debt Retired in 10 Years	64%

## Gregory Boulevard over Big Blue River (Design)



### Description

This seven-span, concrete, open-spandrel arch bridge is located east of Elmwood Avenue and serves a load limit of 20 tons. This project provides necessary right-of-way acquisition and design and will enable future asset rehabilitation for the Gregory Boulevard bridge.

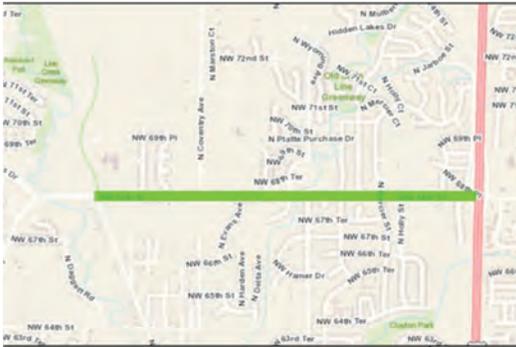
	<b>Funding Source</b>					<u>Total</u>
	<u>Budget</u> 2020-21	<u>Projected</u> 2021-22	<u>Projected</u> 2022-23	<u>Projected</u> 2023-24	<u>Projected</u> 2024-25	
<b>City Resources</b>						
GO Bond	6,150,000					6,150,000
<b>Funding By Element</b>						
<b>Element</b>						
Engineering	6,150,000					6,150,000
<b>Total Project</b>	<b>\$6,150,000</b>					<b>\$6,150,000</b>

### Context

The Gregory Boulevard Bridge over the Big Blue River is one of the highest volume traffic bridges with one of the most deficient structural ratings (stability). The bridge was built in 1917 and subsequently rebuilt in 1984. The arches, columns, and floor beams have cracking, spalling, and exposed reinforcing steel. Additionally, concrete under the leaking expansion devices is heavily deteriorated.

Operational Impact: A decrease in costs in the budget. - replaces existing infrastructure

## NW 68th Street Reconstruction: US-169 to Waukomis



### Description

This portion of NW 68th Street requires the reconstruction of the complete street cross section and full depth base replacement. The funding in FY 2020-21 allows for the full scope of the project to be completed.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
GO Bond	6,000,000					6,000,000
		<b>Funding By Element</b>				
<b>Element</b>						
Construction	6,000,000					6,000,000
<b>Total Project</b>	<b>\$6,000,000</b>					<b>\$6,000,000</b>

### Context

The existing concrete pavement from US-169 to Waukomis has failed and requires replacement and reconstruction.

Operational Impact: No Impact - maintenance

## Street Preservation & Marking



### Description

The City's network of streets, boulevards, and parkways total over 6,400 lane-miles. Each year, the condition of each road within this network is evaluated to determine if it should be resurfaced, sealed, or rehabilitated in order to extend its useful life, reduce maintenance costs, and improve ride quality. Using an established rating system, streets are selected for the appropriate maintenance and treatment. Preservation efforts are most effective when they are done while a street is still in fair condition. Based on the standard life expectancy of arterial and residential streets, approximately 540 lane-miles of streets should be resurfaced each year.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
Sales Tax	10,700,000	16,300,000	16,300,000	16,300,000	16,300,000	75,900,000
Street Maint.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Public Mass Trans.	400,000	400,000	400,000	400,000	400,000	2,000,000
GO Bond	5,600,000					5,600,000

Element	Funding By Element					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
Construction	17,000,000	17,000,000	17,000,000	17,000,000	17,000,000	85,000,000
Overhead	700,000	700,000	700,000	700,000	700,000	3,500,000
<b>Total Project</b>	<b>\$17,700,000</b>	<b>\$17,700,000</b>	<b>\$17,700,000</b>	<b>\$17,700,000</b>	<b>\$17,700,000</b>	<b>\$88,500,000</b>

### Context

Preservation needs exceed 190 miles each year and street reconstruction efforts are three times more costly than resurfacing. The Street Preservation Program should be funded at \$40.0 million per year to conform to best practices.

Operational Impact: No impact - maintenance

## Sidewalk Repair Program



### Description

In 2017, Kansas City residents approved a new GO KC bond program and designated \$150 million for a citywide sidewalk program. The program goals are to improve walkable connectivity from block to block; access destinations including jobs, schools, and shopping; and utilize a data-driven system to maximize outcomes and connectivity. This includes creating a comprehensive inventory of existing sidewalks; inspecting sidewalks on a 10-year cycle to identify gaps and needs; developing a prioritization system including proximity to activity centers; and addressing population density, employment density, and

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond	5,000,000	5,000,000	5,000,000	7,500,000	10,000,000	32,500,000
	Funding By Element					
<u>Element</u>						
Construction	5,000,000	5,000,000	5,000,000	7,500,000	10,000,000	32,500,000
<b>Total Project</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>	<b>\$7,500,000</b>	<b>\$10,000,000</b>	<b>\$32,500,000</b>

### Context

Initial projects address the current shovel-ready project backlog and complete spot repairs to entire blocks to ensure the whole block is traversable after repairs are complete. The new inspection process streamlines identification of needed repairs and removes the burden off of property owners. Program funding continues annually for the life of the bond.

Operational Impact: No Impact - maintenance

## Noland Road at M-350 Highway

### Description

Staff is currently working with MoDOT to acquire right-of-way for the reconstruction of the existing road and add a diverging diamond intersection. Currently, the intersection geometrics are inadequate for the volume of traffic flow and also hamper large vehicle turning. Additionally, storm drainage issues, undefined access points, and limited pedestrian accommodations contribute to project need. Previous funding allowed for an assessment of right-of-way need and provided a local match to complete right-of-way acquisition in FY 2012-13 and FY 2013-14 respectively. The remaining funding will provide the local match to



	<b>Funding Source</b>					
	<u>Budget</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>Total</u>
<b><u>City Resources</u></b>						
Sales Tax						
GO Bond	3,700,000					3,700,000
<b><u>Other Resources</u></b>						
Federal Grant						
<b>Funding By Element</b>						
<b><u>Element</u></b>						
Construction		3,700,000				3,700,000
<b>Total Project</b>		<b>\$3,700,000</b>				<b>\$3,700,000</b>

### Context:

The intersection at Route 350 and Noland Road is the gateway to the Little Blue Valley area of Kansas City and serves as a link between I-435 and I-470. However, the intersection currently serves as a "choke point" to efficient traffic movement on both routes. The old railroad overpass over 350 Highway

Operational Impact: An increase in costs in the budget.

# Arlington Road Link

## Description

The Arlington Road Link is part of the Arlington Road TIF and will be designed and constructed by Hunt Midwest with oversight from City staff. This project will provide a newly constructed roadway with pedestrian accommodations along with water line and sanitary sewer improvements.

Funds programmed in FY 2020-21, FY2021-22, and FY 2022-23 will reimburse the Arlington Road TIF for expenses incurred as part of the construction of these improvements.



	Funding Source					Total
	Budget	Projected	Projected	Projected	Projected	
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond	3,000,000	3,000,000	3,000,000			9,000,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction	3,000,000	3,000,000	3,000,000			9,000,000
<b>Total Project</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>			<b>\$9,000,000</b>

## Context

This project is a 3/4 - mile extension of Arlington Road to support a 180-acre expansion of a business center located northeast of I-435 and 210 Highway. The business center is projected to provide 3.0 million square feet of new industrial buildings and an estimated 2,000- 4,100 new jobs.

Operational Impact: An increase in costs in the budget.

## ADA Curb Ramps



### Description

This program aims to bring the City public right-of-way into compliance with the Americans with Disabilities Act (ADA). In order to become compliant, the City must provide accessible curb ramps at street crossings with sidewalks. The City is also committed to provide Audible Pedestrian Systems (APS) at traffic signals.

The program has two major features: curb ramps and APS. There are 400 signals that need APS and 1,950 corners need to be replaced. The cost per signal is \$25,000, and the average cost per corner is \$5,000.

Funding will continue the systematic program to address accessibility issues along with the street resurfacing program and allows staff to respond to community-generated complaints regarding access of curbs not related to resurfacing. This funding also allows the Public Works Department to respond to requests for audible pedestrian signals.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
GO Bond	2,500,000	2,500,000	2,500,000			7,500,000
Sales Tax	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction	3,000,000	3,000,000	3,000,000	500,000	500,000	10,000,000
<b>Total Project</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$10,000,000</b>

### Context

The City has executed a settlement agreement with the Department of Justice (DOJ) in July 2012 that includes timeline goals for the improvements within the public right-of-way.

Additionally, the emergency component of this program addresses accessibility at corners in response to citizens' requests, complaints, or prioritized observed deficiencies and is administered separately through the Public Works Capital Projects Division in cooperation with the Parks and Recreation

Operational Impact: An increase in costs in the budget.

## Ward Parkway Signals Brookside to Wornall

**Description**

Multiple signals along the corridor are listed as needing to be replaced due to being out of date. At present current, there are no signals that meet the boulevard and parkway standards that have been adopted for the corridor.



	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b><u>City Resources</u></b>						
GO Bond	1,000,000	800,000	1,325,330	1,875,000	1,800,000	6,800,330
	<b>Funding By Element</b>					
<b><u>Element</u></b>						
Construction	1,000,000	800,000	1,325,330	1,875,000	1,800,000	6,800,330
<b>Total Project</b>	<b>\$1,000,000</b>	<b>\$800,000</b>	<b>\$1,325,330</b>	<b>\$1,875,000</b>	<b>\$1,800,000</b>	<b>\$6,800,330</b>

**Context**

Signals along Ward Parkway have been planned for replacement since the 1990s. There have been multiple coordination efforts between the Public Works and Parks and Recreation departments to replace them.

Operational Impact: No impact - maintenance



# Grand Boulevard: Complete Streets Pedestrian and Bicycle Bridge



### Description

This project will connect the River Market and the River Front areas with a dedicated biking and walking facility. The bicycle bridge will parallel the existing Grand Boulevard roadway bridge from approximately Grand Boulevard and East 2nd Street to a tie-in location near the existing bridge abutment in the Berkley River Front area, adjacent to the existing bridge and trail.

### Funding Source

	Budget	Projected	Projected	Projected	Projected	Total
	2020-21	2021-22	2022-23	2023-24	2024-25	
<b>City Resources</b>						
GO Bond	750,000	5,250,000				6,000,000

### Funding By Element

Element	Budget	Projected	Total
Construction	750,000	5,250,000	6,000,000
<b>Total Project</b>	<b>\$750,000</b>	<b>\$5,250,000</b>	<b>\$6,000,000</b>

### Context

This project will connect two developing areas in the greater downtown region and continue the effort to advance City goals identified by the Kansas City Complete Streets Ordinance, Kansas City's Walkability Plan, the Greater Downtown Area Plan, the draft Bicycle Master Plan, and the Trails KC Plan.

Operational Impact: An increase in cost in the budget.

## Benton Bridge over Brush Creek



### Description

This eight-span, open-spandrel, concrete arch bridge is located just north of Blue Parkway and is posted for a maximum load limit of 17 tons. This project will complete a total rehabilitation of the structure, which will include new pedestrian accommodations, re-lamination of the bridge deck, and other structural improvements.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
GO Bond	750,000	100,000	4,000,000			4,850,000
	Funding By Element					
Element						
Construction	750,000	100,000	4,000,000			4,850,000
<b>Total Project</b>	<b>\$750,000</b>	<b>\$100,000</b>	<b>\$4,000,000</b>			<b>\$4,850,000</b>

### Context

The Benton Bridge over Brush Creek is ranked one of the ten most deficient bridges based on sufficiency rating (use) and structural rating (stability). The bridge was built in 1923 and subsequently reconstructed in 1983. The concrete deck has patched spalls, and approximately 20 percent of the deck is delaminated. The concrete arch members have spalling with exposed reinforcing steel. Additionally, Benton Boulevard is part of the Bike KC Plan and the bridge will include pedestrian accommodations per the Walkability Plan. The rehabilitation of the bridge is included as a priority street

Operational Impact: A decrease in costs in the budget.

## Raytown Road over Lumpkins Fork



### Description

This two-span, concrete beam bridge is located north of 150 Highway. Funds programmed in FY 2020-21 provides design and initiates right-of-way acquisition. The programmed FY 2021-22 funding will allow for construction of a total bridge replacement.

	Funding Source					Total
	Budget	Projected	Projected	Projected	Projected	
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond	650,000	3,300,000				3,950,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction	650,000	3,300,000				3,950,000
<b>Total Project</b>	<b>\$650,000</b>	<b>\$3,300,000</b>				<b>\$3,950,000</b>

### Context

The Raytown Road Bridge over Lumpkins Fork is one of the City's bridges with one of the most deficient structural rating. The bridge is misaligned, currently utilizes a steel plate to cover a hole in the bridge deck, and faces erosion of surrounding channel banks. The erosion affects the north abutment, which threatens the geotechnical stability of the structure. Funding results in a full replacement of this asset.

Operation Impact: An increase in costs in the budget.

## 22nd/23rd Street - Benton to I-70

### Description

Programmed funding will allow for the design, right-of-way acquisition, and construction for the final section of the corridor. The reconstruction involves all new pavement, curb and gutter, sidewalks on both sides of the roadway, storm sewer upgrades, street lighting, and bicycle facilities.



	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond	650,000	600,000	3,750,000			5,000,000
	Funding By Element					
<u>Element</u>						
Construction	650,000	600,000	3,750,000			5,000,000
<b>Total Project</b>	<b>\$650,000</b>	<b>\$600,000</b>	<b>\$3,750,000</b>			<b>\$5,000,000</b>

### Context

This is the final phase of a long-term project that will complete capacity improvements on 23rd Street between US 71 Highway and I-70. This section of roadway is a highly traveled route on the east side of the City. The first phase of this project began in the 1990s with the most recent phase completed in the fall of 2018.

Operational Impact: An increase in cost in the budget.

## Elmwood to 63rd Street

**Description**

This project includes the widening of the roadway, the addition of new curbs and gutters, a storm sewer, and sidewalk. This project includes approximately 200 feet of Elmwood between 62nd Terrace and 63rd Street.



	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						600,000
GO Bond	600,000					
<b>Funding By Element</b>						
<b>Element</b>						
Construction	600,000					600,000
<b>Total Project</b>	<b>\$600,000</b>					<b>\$600,000</b>

**Context**

Operational Impact: An increase in cost in the budget.

## 63rd Street and Zoo Drive



### Description

This project incorporates improvements for a new traffic signal at 63rd Street and Zoo Drive and realigns Elmwood Avenue.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond	555,000					555,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction	555,000					555,000
<b>Total Project</b>	<b>\$555,000</b>					<b>\$555,000</b>

### Context

This project will reconstruct the intersection of 63rd Street and Zoo Drive to improve traffic safety and enhance traffic flow.

Operational Impact: An increase in costs to the budget.

## Law Enforcement Memorial: Sidewalks

### Description

This final phase of this project constructs sidewalks that will run along Searcy Creek Parkway and leading to the Police Academy.



	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b><u>City Resources</u></b>						
GO Bond	250,000					250,000
<b>Funding By Element</b>						
<b><u>Element</u></b>						
Construction	250,000					250,000
<b>Total Project</b>	<b>\$250,000</b>					<b>\$250,000</b>

### Context

The garden was constructed in partnership with the Kansas City Police Officers Memorial Foundation. The Foundation assisted with funding the project and will assist in funding maintenance of the memorial. Additional PIAC dollars were also contributed to initial project funding. The garden was constructed in recognition of the Kansas City Metropolitan Area Law Enforcement Officers who gave their lives in the line of duty.

Operational Impact: An increase in costs in the budget.

# Planned 2022

## 63rd Street Reconstruction: Woodland to Prospect

### Description

This design and build reconstruction project includes improvements to 63rd Street between Woodland and Prospect. The project will add to, upgrade, and partially replace existing sidewalks; add LED lights; and replace sections of failing pavement. It also includes the Public Works portion of the planned Smart Sewer improvements. Pedestrian bus stop pads will also be constructed. Additional highlights include the use of recycled materials for pavement upgrades and trees that will be planted.



### Funding Source

	Budget	Projected	Projected	Projected	Projected	Total
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond		7,100,000				7,100,000

### Funding By Element

<u>Element</u>		
Construction	7,100,000	7,100,000
<b>Total Project</b>	<b>\$7,100,000</b>	<b>\$7,100,000</b>

### Context

Originally for one phase, the 63rd Street reconstruction project is now split into two phases while staff determines the best options for the 63rd Street and Paseo intersection. This project is also part of the Walkability plan.

Operational Impact: No impact - maintenance.

# Planned 2022

## Green Hills Road: 78th Street to Barry Road



### Description

This is the second phase of capacity improvement construction to Green Hills Road. FY 2021-22 programmed funds will provide for construction of the roadway improvements. This section of roadway is a highly traveled route on the north side of the City and the improvements will upgrade an unimproved street to a three lane street with curbs, gutters, sidewalks, and street lights. It will connect the street with a portion to the south which is currently slated for construction. Staff is currently working with a consultant to complete the design plans and purchase right-of-way.

### Funding Source

	Budget	Projected	Projected	Projected	Projected	Total
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond		6,000,000				6,000,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction		6,000,000				6,000,000
<b>Total Project</b>		<b>\$6,000,000</b>				<b>\$6,000,000</b>

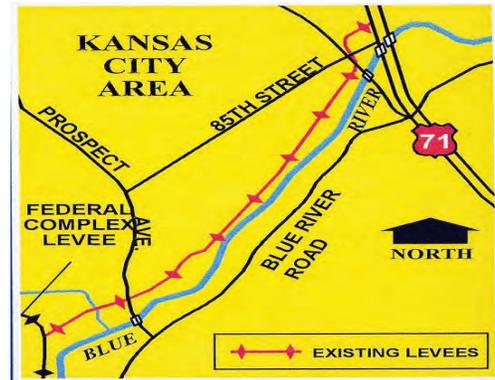
### Context

This section of roadway is a highly-traveled route on the north side of the City that will connect the street with a portion of road to the south which is currently slated for construction.

Operational Impact: An increase in costs in the budget.

# Planned 2022

## Blue River Road Stabilization (Section 1)



### Description

This cooperative project with the U.S. Corp of Engineers and the Water Services Department will reopen Blue River Road between 87th Street to Cleveland Road. The U.S. Corps of Engineers is currently evaluating slope improvements in this section. The City is required to provide an anticipated local match of 35 percent for the project as well as funding all roadway and upper slope improvements. The Water Services Department is identifying local funding options to match potential federal funds through the U.S. Corps of Engineers. Public Works is working on roadway plans to be incorporated into the project.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond		500,000	2,000,000			2,500,000
		<b>Funding By Element</b>				
<b>Element</b>						
Construction		500,000	2,000,000			2,500,000
<b>Total Project</b>		<b>\$500,000</b>	<b>\$2,000,000</b>			<b>\$2,500,000</b>

### Context

Blue River Road provides a connection from Red Bridge Road to Hickman Mills Drive. The street is currently closed from Bannister Road to Red Bridge Road due to a catastrophic failure caused by high rainfalls in 2010. The street was closed when the high river level caused the base and slope to fail. The southbound lanes are now one to four feet below the northbound lanes. Previously, smaller projects were completed to hold the road together but large storms exacerbated the road's condition.

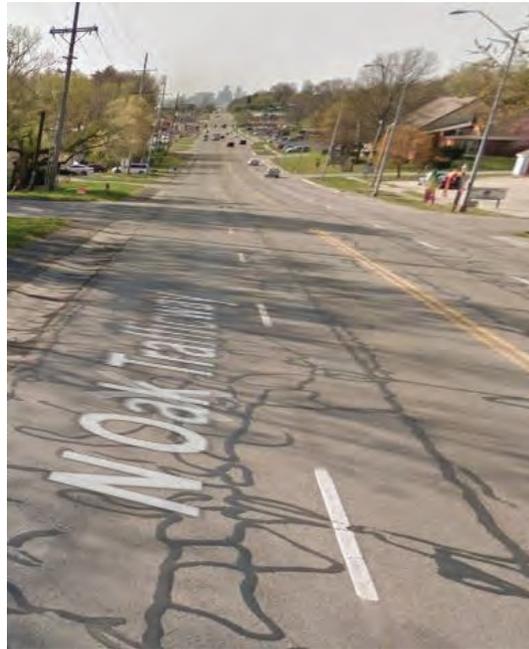
Operational Impact: An increase in cost in the budget.

# Planned 2023

## North Oak Reconstruction

### Description

This project reconstructs North Oak Trafficway from NE 42nd Street to Vivion Road. It includes a complete pavement, curbs, gutters, and stormwater conveyance reconstruction.



	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
GO Bond			8,500,000			8,500,000
			<b>Funding By Element</b>			
<b>Element</b>						
Construction			8,500,000			8,500,000
<b>Total Project</b>			<b>\$8,500,000</b>			<b>\$8,500,000</b>

### Context

Project improvements will continue the multi-modal enhancements of the previous phases including sidewalks, bike facilities, and KCATA bus pads. The project also incorporates many corridor study amenities.

Operational Impact: A decrease in costs in the budget.



# Planned 2023

## Candlelight Ridge Infrastructure



### Description

This project constructs a stormwater detention that is necessary before further planned road construction is performed in this area. The Water Services Department has received funding for stormwater improvements and may leverage those funds for this project.

	Funding Source					Total	
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>		
<b>City Resources</b>							
GO Bond			900,000			900,000	
		<b>Funding By Element</b>					
<b>Element</b>							
Construction			900,000			900,000	
<b>Total Project</b>			<b>\$900,000</b>			<b>\$900,000</b>	

### Context

This project received \$400,000 in FY 2017-18 and \$900,000 in FY 2018-19 for design and construction of Palmer Avenue and 74th Terrace in the Candlelight Ridge Second Plat subdivision. Construction of these two streets allows for the development of 18 lots that have been previously platted. However, during design, it was discovered that a stormwater detention is required for the completion of buildout.

Operational Impact: An increase in costs in the budget.

# Planned 2023

## Byram’s Ford Bridge



### Description

This project phase is for the design portion of Byram’s Ford bridge, which runs from Byram’s Ford Road over Round Grove Creek (Raytown Road).

	Funding Source					Total
	Budget	Projected	Projected	Projected	Projected	
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond			250,000	1,600,000		1,850,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction			250,000	1,600,000		1,850,000
<b>Total Project</b>			<b>\$250,000</b>	<b>\$1,600,000</b>		<b>\$1,850,000</b>

### Context

Byram’s Ford Bridge has been closed for multiple years. This will recreate the neighborhood connection to Raytown Road.

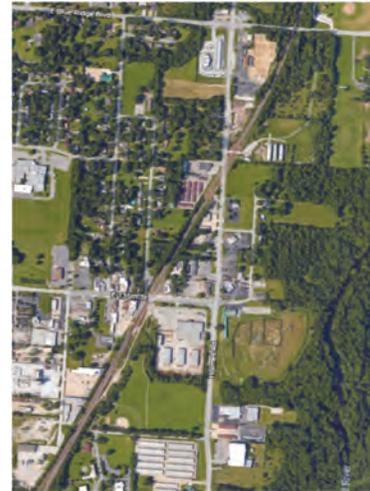
Operational Impact: A decrease in costs in the budget.

# Planned 2024

## Holmes Road: Blue Ridge to 135th Street

**Description**

This cooperative project with the Martin City CID will complete the construction of capacity improvements to Holmes Road running from Blue Ridge Road to 135th Street. Funding is for the final plans, right-of-way, and construction.



**Funding Source**

	Budget	Projected	Projected	Projected	Projected	
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>Total</u>
<b>City Resources</b>						
GO Bond				10,934,000		10,934,000

**Funding By Element**

<u>Element</u>		
Construction	10,934,000	10,934,000
<b>Total Project</b>	<b>\$10,934,000</b>	<b>\$10,934,000</b>

**Context**

This section of roadway is a highly traveled route on the south side of the City. City staff is currently working with a consultant to complete preliminary plans.

Operational Impact: An increase in costs in the budget.

# Planned 2024

## Wornall Road Reconstruction: Gregory Boulevard to 75th Street



### Description

This project will be completed with a design-build project delivery contract and will reconstruct the pavement, curbs, gutters, and sidewalks on Wornall Road from Gregory Boulevard to 75th Street. This includes the addition of sidewalks in areas that currently lack them. A design-build reconstruction requires the entire funding to be provided to complete the project. These funds must be allocated to complete the improvements.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond				5,200,000		5,200,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction				5,200,000		5,200,000
<b>Total Project</b>				<b>\$5,200,000</b>		<b>\$5,200,000</b>

### Context

This portion Wornall Road pavement is need of replacement. New sidewalks are included as per the Walkability Plan and pedestrian bus stop pads will be constructed. The pavement will include recycled materials and additional trees will be planted. This street is included as a priority in the

Operational Impact: A decrease in costs in the budget - existing infrastructure.

# Planned 2024

## Gregory Boulevard: I-435 to Blue Ridge Boulevard



### Description

This project will reconstruct Gregory Boulevard from I-435 to Blue Ridge Boulevard. Improvements include sidewalks, storm drainage systems, street lighting, and dedicated turn lanes at busy intersections.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond				3,252,216		3,252,216
<b>Funding By Element</b>						
<b>Element</b>						
Construction				3,252,216		3,252,216
<b>Total Project</b>				<b>\$3,252,216</b>		<b>\$3,252,216</b>

### Context

This road is an unimproved two-lane street. Additional improvements to the street includes bicycle and pedestrian facilities.

Operational Impact: An increase in costs in the budget.

# Planned 2025

## Raytown Road: 87th Street to I-470

### Description

This project includes upgrades to Raytown Road including curbs, gutters, sidewalks, trails, bicycle lanes, enclosed drainage systems, and street lighting.



### Funding Source

	Budget	Projected	Projected	Projected	Projected	Total
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond					3,000,000	3,000,000

### Funding By Element

<b>Element</b>		
Construction	3,000,000	3,000,000
<b>Total Project</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>

### Context

The section of Raytown Road between 87th Street and I-470 is an unimproved two-lane street which serves residential and commercial properties. Funding was previously provided in FY 2017-18 and 2018-19 to complete a study and preliminary plans for this portion of Raytown Road. The study determined the upgrades needed on this unimproved street, including the appropriate number of lanes based on the traffic and options for bicycle and pedestrian facilities.

Operational Impact: An increase in costs in the budget.

# Planned 2025

## Hillcrest Road over Small Creek



### Description

This two span filled spandrel concrete arch bridge is located 200 feet south of Oldham Road and services a load limit of 18 tons. This project will replace the asset, as it currently faces major needs due to pier wall deterioration and asphalt surface patching.

### Funding Source

	Budget	Projected	Projected	Projected	Projected	Total
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
GO Bond					350,000	350,000

### Funding By Element

<u>Element</u>		
Construction	350,000	350,000
<b>Total Project</b>	<b>\$350,000</b>	<b>\$350,000</b>

### Context

The Hillcrest Road over Small Creek bridge is one of the most deficient bridges in the area based on both the sufficiency rating (use) and structural rating (stability).

Operational Impact: A decrease in costs in the budget - existing infrastructure.

## Swope Park Industrial (Includes Right-of-Way)



### Description

This project will be completed with the aid of the U.S. Army Corps of Engineers. The Levee will provide a 500-year level of protection to the Industrial Area.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond	4,550,000	2,200,000				6,750,000
	Funding By Element					
<u>Element</u>						
Construction	4,550,000	2,200,000				6,750,000
<b>Total Project</b>	<b>\$4,550,000</b>	<b>\$2,200,000</b>				<b>\$6,750,000</b>

Operational Impact: An increase in costs in the budget.

## Buckeye Creek Bank Stabilization



### Description

Streambank stabilization construction will help supplement and protect a 36-inch sanitary sewer main that is in an area threatened by severe progressive erosion due to Buckeye Creek's flow.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b><u>City Resources</u></b>						
GO Bond	600,000					600,000
	<b>Funding By Element</b>					
<b><u>Element</u></b>						
Construction	600,000					600,000
<b>Total Project</b>	<b>\$600,000</b>					<b>\$600,000</b>

Operational Impact: An increase in costs in the budget.

# Planned 2022

## Turkey Creek: Missouri Interceptor



### Description

This phase completes the stormline that collects stormwater from 31st Street and Roanoke Road and routes it to the Turkey Creek channel.

	Funding Source					Total	
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>		
<b>City Resources</b>							
GO Bond		3,230,000				3,230,000	
		Funding By Element					
<b>Element</b>							
Construction		3,230,000				3,230,000	
<b>Total Project</b>		<b>\$3,230,000</b>				<b>\$3,230,000</b>	

### Context

This funding provides the local match to the US Army Corps of Engineers to construct the final phase of the Turkey Creek Flood Control Channel.

Operational Impact: An increase in cost in the budget.

# Planned 2023

## Lower Brush Creek



### Description

A partnership between the City of Kansas City, Missouri Water Services and Parks and Recreation Departments, Johnson County, Kansas, and the US Army Corps of Engineers has been formed to plan improvements along Brush Creek. Currently, project formulations at the Bi-State reach and Bruce R. Watkins reach are nearly complete and improvements to the Lake of the Enshriners are being developed. Area challenges include significant sedimentation and trash accumulation, vegetation management, and wildlife issues in the lake. Improvement goals include habitat restoration combined with park planning to create a safe, healthy, usable, and sustainable public space. The Lake serves as the eastern gateway of the Brush Creek Corridor that extends past the Country Club Plaza into western communities in Kansas City and Johnson County.



	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
Sales Tax						
GO Bond			3,000,000			3,000,000
		<b>Funding By Element</b>				
<b>Element</b>						
Construction			3,000,000			3,000,000
<b>Total Project</b>			<b>\$3,000,000</b>			<b>\$3,000,000</b>

### Context

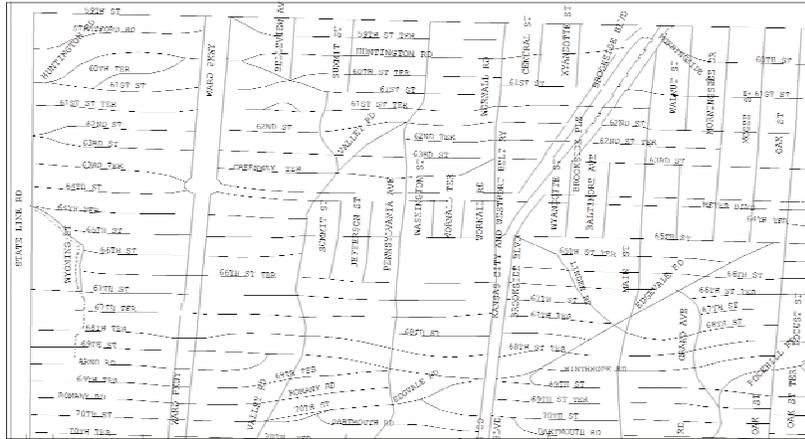
The Lake of the Enshriners Project is an outcome of the Brush Creek basin-wide feasibility study — a cost-shared effort of Kansas City, Missouri, Johnson County, Kansas, and the US Corps of Engineers. Supplemental support is provided by the Mid-America Regional Council.

Operational Impact: An increase in cost in the budget.



# Planned 2025

## Brookside Interceptor



### Description

The largest phase incorporates improvements to the Brookside interceptor, which conveys stormwater from the watershed to Brush Creek.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
GO Bond					6,000,000	6,000,000
Sales Tax						

Element	Funding By Element	
Construction	\$6,000,000	6,000,000
<b>Total Project</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>

### Context

The Brookside Watershed Improvements Program includes a public investment to construct improvements to the storm drainage and sanitary sewer systems in the Brookside Watershed to reduce flooding and sewer backups. The existing Brookside interceptor follows Brookside Boulevard from approximately Meyer Boulevard to approximately 51st Terrace, at which point it turns eastward beneath the University of Missouri-Kansas City parking lot. The Brookside interceptor then turns north along Oak Street to its confluence with Brush Creek.

Operational Impact: A decrease in cost in the budget.

## Starlight Theater ADA



### Description

Starlight will match sales tax funds to address masonry tuckpointing, storm water issues, drinking fountains, box office improvements, wood floor repairs, concrete repairs, landscaping, and general maintenance. This second and final phase will provide for ADA compliance of the seating bowl area.

	Funding Source					Total	
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>		
<b>City Resources</b>							
GO Bond	3,550,000					3,550,000	
		<b>Funding By Element</b>					
<b>Element</b>							
Construction	3,550,000					3,550,000	
<b>Total Project</b>	<b>\$3,550,000</b>					<b>\$3,550,000</b>	

### Context

This project is required as part of a settlement agreement with the Department of Justice. Previously, \$1.1 million of GO Bond funds were allocated in 2017 for ADA improvements to the facility for the first phase, which has been completed. Additionally, private donations were previously used to make various related improvements.

Starlight ticket sales only cover a portion of costs involved in producing and presenting the live

Operational Impact: No impact.



# Kansas City Zoo ADA Compliance



## Description

There are multiple areas within the Kansas City Zoo that have been cited by the City’s ADA review as requiring remodeling, renovation, or addition of assets to bring the City into ADA compliance. These areas include the Elephant pathway-Overlook-Restrooms, the Beaks and Feet Boulevard Roadway, and the Sea Lion pool area. Improvements include funding an ADA rehabilitation portion of a project that adds new attractions, replacing a roadway leading to the Zoo Promenade, and excavating and repaving sections of viewing areas that are not ADA compliant.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
GO Bond	2,500,000	1,500,000	2,000,000			6,000,000
	Funding By Element					
<u>Element</u>						
Construction	2,500,000	1,500,000	2,000,000			6,000,000
<b>Total Project</b>	<b>\$2,500,000</b>	<b>\$1,500,000</b>	<b>\$2,000,000</b>			<b>\$6,000,000</b>

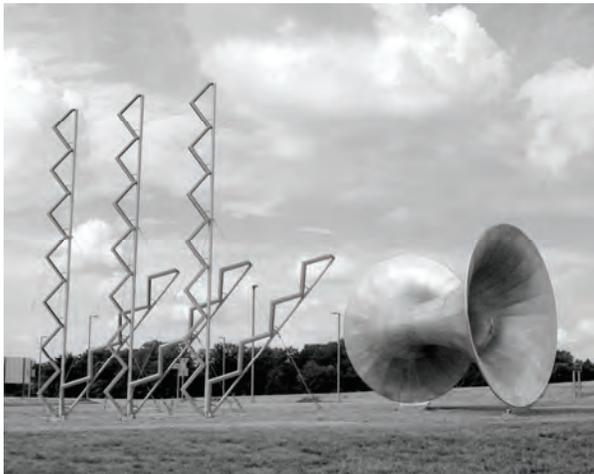
## Context

Several areas of the Kansas City Zoo have been identified as non-ADA compliant. The completion of renovations, upgrades, or added features will bring the Zoo into compliance with the City’s ADA review.

Operational Impact: No impact.

# G.O. Program

## Public Art



### Description

This program serves to maintain the City's investment in public art by performing maintenance and restoration of the City's art collection.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
Sales Tax	481,970	504,808	374,498	427,891	213,636	2,002,803
	<b>Funding By Element</b>					
<b>Element</b>						
Construction	481,970	504,808	374,489	427,891	213,636	2,002,803
<b>Total Project</b>	<b>\$481,970</b>	<b>\$504,808</b>	<b>\$374,489</b>	<b>\$427,891</b>	<b>\$213,636</b>	<b>\$2,002,803</b>

### Context

The one percent for Art program, which initially procured the art, does not allow funds to be allocated for the care of the pieces.

Public Art is often located outside and exposed to the elements 365 days a year. Additionally, several pieces of the City's art collection have moving parts or specialized illumination. As a result, much of the public art in the City needs specialized attention and care. These funds provide for the care and upkeep of valuable cultural assets to the City.

Operational Impact: No impact.

# Annual

## Tree Trimming



### Description

Current yearly funding provides resources for trimming 13,000 trees and removal of approximately 2,000 trees.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
Sales Tax	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>Total Project</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$3,000,000</b>	<b>\$15,000,000</b>

### Context

Forestry Operations manages 400,000 street right-of-way trees. According to the industry standard, six-year pruning cycle, 64,000 trees need to be pruned annually. In addition, Forestry Operations annually removes approximately 2,000 dead trees due to natural attrition. In the last six years, the City experienced a prolonged drought, resulting in an additional estimated 8,000-10,000 dead public right-of-

Operational Impact: No impact - maintenance.

# Annual

## Traffic Signal Safety Improvement



### Description

There are more than 600 traffic signals throughout the City and approximately 50 percent need replacement or significant repair. Problems include faulty wiring, poor appearance, substandard visibility, outdated controllers, lack of detection, and ineffective signal coordination.

	Funding Source					Total
	Budget	Projected	Projected	Projected	Projected	
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	
<b>City Resources</b>						
Sales Tax	1,000,000	1,000,000	1,000,000	1,400,000	1,600,000	6,000,000
	Funding By Element					
Element						
Construction	1,000,000	1,000,000	1,000,000	1,400,000	1,600,000	6,000,000
<b>Total Project</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,400,000</b>	<b>\$1,600,000</b>	<b>\$6,000,000</b>

### Context

This program offers the flexibility to utilize quick, remedial measures to solve traffic safety problems. It supports signal reconstruction and repair due to traffic accidents and other unexpected major maintenance activities. Upgraded signals also reduce traffic delay and increase traffic capacity.

Operational Impact: No impact - maintenance.

# Annual

## Park Facilities Maintenance



### Description

There are over 400 facilities in the City's park system that require annual maintenance and upkeep. Maintenance and improvements include repair and replacement of roofs, painting, electrical, flooring, HVAC, restroom upgrades, plumbing, and windows.

	Funding Source					Total
	Budget 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	
<b>City Resources</b>						
Parks Sales						
Tax	600,000	600,000	600,000	750,000	750,000	3,300,000
<b>Funding By Element</b>						
<b>Element</b>						
Construction	600,000	600,000	600,000	750,000	750,000	3,300,000
<b>Total Project</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$3,300,000</b>

### Context

The majority of park facilities require renovation to prevent further deterioration and bring them into compliance with code requirements. Federal and state environmental compliance requirements must

Operational Impact: No impact - maintenance.

# Annual

## Park Maintenance



### Description

The City has 220 parks, 12,242 acres of parkland, 48 fountains, 122 monuments, 125 ball diamonds, 113 playgrounds, and 29 lakes all with deferred maintenance needs. This program makes repairs and improvements in neighborhood parks, including replacement of picnic tables, grills, shelters, walks, basketball pads, landscaping, signage, drainage structures, and lighting.

	Funding Source					Total
	Budget <u>2020-21</u>	Projected <u>2021-22</u>	Projected <u>2022-23</u>	Projected <u>2023-24</u>	Projected <u>2024-25</u>	
<b>City Resources</b>						
Sales Tax	800,000	800,000	800,000	1,150,000	1,150,000	\$4,700,000
	<b>Funding By Element</b>					
<b>Element</b>						
Construction	800,000	800,000	800,000	1,150,000	1,150,000	4,700,000
<b>Total Project</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$1,150,000</b>	<b>\$1,150,000</b>	<b>\$4,700,000</b>

### Context

Neighborhood parks are scattered throughout the city and are within easy walking distance for most residents and are a resource for the daily recreational and social needs of the community. Federal and state environmental compliance requirements must also be addressed with these funds, including facility inspections, reporting, abatement, and repairs.

Operational Impact: No impact - maintenance.



# FY 2020-21 DEBT SERVICE

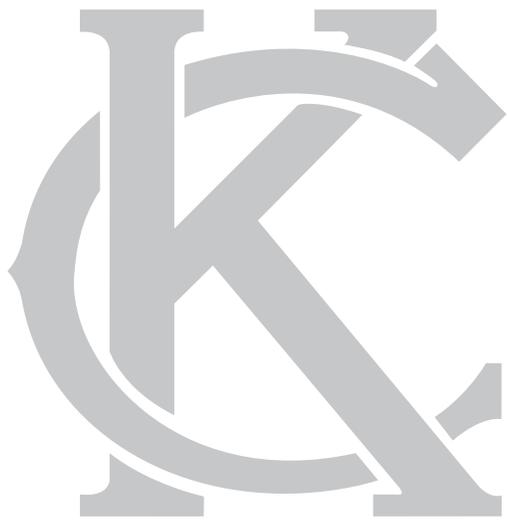
	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase/(Decrease)
<b>Aviation</b>	<b>27,456,055</b>	<b>15,679,562</b>	<b>(11,776,493)</b>
16 DS-PS Upgrade	91,212	-	(91,212)
Aviation-Administration	-	91,312	91,312
Citywide IT Initiative	142,968	145,000	2,032
Debt Service	27,221,875	15,443,250	(11,778,625)
<b>City Planning and Development</b>	<b>2,716,632</b>	<b>3,344,727</b>	<b>628,095</b>
20 DS-Cty Mkt Walnut Street	-	531,500	531,500
City Market Debt	412,906	416,062	3,156
Columbus Park Debt Service	78,108	76,408	(1,700)
Development NC3	200,000	200,000	-
DS-Linwood Shopping Center	135,968	139,107	3,139
GO 2012A 03A Refunding	1,889,650	1,981,650	92,000
<b>Convention and Entertainment Facilities</b>	<b>24,640,123</b>	<b>27,471,456</b>	<b>2,831,333</b>
20-DS Conv Kitchen Equip	-	550,000	550,000
Bartle Hall Expansion	21,634,766	21,988,827	354,061
Convention Hotel Catering	-	4,566,397	4,566,397
DS-Convention Center Hotel	2,634,975	-	(2,634,975)
Municipal Auditorium	370,382	366,232	(4,150)
<b>Convention and Tourism</b>	<b>13,999,493</b>	<b>13,994,569</b>	<b>(4,924)</b>
Downtown Arena Debt 06	13,245,743	13,242,319	(3,424)
DS-Sprint Center Improvements	753,750	752,250	(1,500)
<b>Economic Development</b>	<b>46,045,756</b>	<b>44,676,391</b>	<b>(1,369,365)</b>
16-DS Two Light	1,210,956	1,208,333	(2,623)
16-DS-Paseo Gateway Royale	303,585	304,137	552
17 DS-18th and Vine-Phase 1	416,848	417,494	646
17 DS-Linwood Shopping Ctr	1,209,704	1,212,517	2,813
B of A Promissory Note	543,984	545,636	1,652
Barry Towne	1,340,425	1,338,275	(2,150)
Chouteau and I-35	565,900	561,800	(4,100)
Chouteau I-35 Spec Assessment	1,327,084	1,143,562	(183,522)
Citadel Debt 12	1,848,290	1,846,154	(2,136)
Downtown Residential Debt SO 12B	971,510	972,222	712
East Village Properties-Special Obligation Ser	409,522	411,542	2,020
Midtown TIF Debt-MDFB 00A	4,105,475	3,250,000	(855,475)
Plaza Colonade	1,714,050	1,722,827	8,777
Soccer Village	965,216	970,339	5,123
Special Obligation Bonds 08B	2,420,944	2,514,463	93,519
Special Obligation KCMO 08A	137,200	137,075	(125)
STIF - HOK Sport Garage Debt	647,190	-	(647,190)
STIF KC Live Debt	20,380,445	20,479,451	99,006
STIF SOLO - Hotel President Debt	1,586,280	1,677,439	91,159
STIF-Brush Crk/Blue Pkwy/Town Ctr Debt	1,159,450	1,165,375	5,925
Valencia	2,781,698	2,797,750	16,052
<b>Finance</b>	<b>1,328,619</b>	<b>1,333,869</b>	<b>5,250</b>
16 DS-Budget System	130,500	134,500	4,000
Revenue System Debt	1,198,119	1,199,369	1,250
<b>Fire</b>	<b>5,762,019</b>	<b>5,763,518</b>	<b>1,499</b>
14 Ls Prch Fire Apparatus	260,105	260,604	499
16 DS-Ambulance Remount	581,740	581,740	-
16 DS-Fire Fleet 10yr	1,797,152	1,797,152	-
16 DS-Fire Fleet 7yr	2,743,022	2,743,022	-
19 DS-Fire Fleet	380,000	-	(380,000)
20-DS Fire Fleet	-	381,000	381,000

# FY 2020-21 DEBT SERVICE

	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase/(Decrease)
<b>General Services</b>	<b>11,450,263</b>	<b>8,177,580</b>	<b>(3,272,683)</b>
14 DS-ADA Improvements-OCM	446,220	449,650	3,430
16 DS-ADA Compliance	1,619,563	1,624,353	4,790
16 DS-ADA Compliance-Health	50,090	50,251	161
16 DS-Fuel Station Replacement	448,835	446,691	(2,144)
16 DS-Office Copiers	260,000	260,000	-
16 DS-PS Upgrade	556,651	557,257	606
DS One-IT Project	801,425	801,925	500
ERP Lease Purchase	872,102	871,370	(732)
Fleet Replacement Lease Purchase 2006	4,340,227	1,063,683	(3,276,544)
KCMAC 2003C-3 (Erp)	1,429,675	1,428,475	(1,200)
Permitting System Debt	625,475	623,925	(1,550)
<b>Health and Medical Care</b>	<b>671,750</b>	<b>153,525</b>	<b>(518,225)</b>
14D DS-Crisis Center	518,625	-	(518,625)
92 DS-Swope Ridge	153,125	153,525	400
<b>Human Resources</b>	<b>-</b>	<b>124,291</b>	<b>124,291</b>
20-DS HR Floor Reno	-	124,291	124,291
<b>Municipal Court</b>	<b>536,148</b>	<b>537,150</b>	<b>1,002</b>
17 DS-Courthouse Restoration	169,820	170,320	500
DS-Muni Court Improvements	366,328	366,830	502
<b>Neighborhoods and Housing Services</b>	<b>3,344,757</b>	<b>5,475,543</b>	<b>2,130,786</b>
17-DS Solid Waste Vehicles	-	244,958	244,958
18-DS Solid Waste Vehicles	-	432,290	432,290
2012 DS Vineyard Improvements	174,689	176,513	1,824
20-DS Inspections Fleet	-	86,755	86,755
20-DS Solid Waste Fleet	-	1,001,170	1,001,170
20-DS Solid Waste Fleet Replacement	-	423,570	423,570
DS - Building Demolition	1,128,532	1,126,661	(1,871)
HUD 108 Loan	-	219,421	219,421
Section 108 Debt	640,171	375,555	(264,616)
Tow Lot Debt KCMAC 04	409,940	407,975	(1,965)
Tow Lot Debt KCMAC 07	991,425	980,675	(10,750)
<b>Office of the City Manager</b>	<b>751,549</b>	<b>755,874</b>	<b>4,325</b>
17B DS-311 Energov	275,500	278,825	3,325
Debt Service-Comm Ctr Generators	66,237	66,237	-
Smart Cities Initiative	409,812	410,812	1,000
<b>Parks and Recreation</b>	<b>2,812,009</b>	<b>3,965,459</b>	<b>1,153,450</b>
16 DS-Park Bldg Improvements	519,250	519,875	625
18 DS - Swope Park Security	453,500	452,250	(1,250)
20 DS-Golf Equipment	176,740	172,083	(4,657)
20-DS Liberty Memorial	-	100,250	100,250
20-DS Parks Fleet	-	702,818	702,818
20-DS Parks Golf Course Irrigation	-	134,700	134,700
20-DS Parks Maintenance Building	-	211,700	211,700
DS 17 Museum Restoration	424,894	436,595	11,701
Hodge Park II KCMAC 98A	501,475	500,225	(1,250)
Zoo Debt Service GO 08A	392,125	393,188	1,063
Zoo Project Debt Service GO 11A	182,175	181,925	(250)
Zoo Project Debt Service GO 12A	161,850	159,850	(2,000)

# FY 2020-21 DEBT SERVICE

	FY 2019-20 Adopted	FY 2020-21 Submitted	Increase/(Decrease)
<b>Police</b>	<b>15,636,885</b>	<b>17,295,367</b>	<b>1,658,482</b>
16 DS-North Patrol Complex	493,625	495,875	2,250
16 DS-Police-CAD/RMS System	1,025,500	1,023,875	(1,625)
20 DS-Police Robot	91,484	88,071	(3,413)
20-DS Police Camera Replacement	-	1,427,520	1,427,520
Crime Lab/Helicopter Project GO 12A	9,788,450	9,945,150	156,700
Downtown Airport - Police Helicopter	310,000	385,000	75,000
East Patrol/Crime Lab	1,433,988	1,434,688	700
Public Safety Project Debt GO 10A	2,493,838	2,495,188	1,350
<b>Public Works</b>	<b>50,888,697</b>	<b>63,729,442</b>	<b>12,840,745</b>
01 PIEA West Bottoms Garage	1,396,568	1,394,162	(2,406)
16 DS-Parking Equipment	386,792	389,383	2,591
16-DS Public Works Fleet	-	826,638	826,638
17-DS Public Works Fleet	-	706,955	706,955
20-DS APG Garage Consultant	-	178,000	178,000
20-DS Public Works Fleet	-	579,547	579,547
21-DS APG Land Acquisition	-	732,000	732,000
Basic Infrastructure Debt GO 12A	1,673,450	1,672,950	(500)
Capital Improvements GO 08A	1,176,375	1,179,563	3,188
Debt Service	595,345	594,695	(650)
DS Salt Dome	210,770	212,770	2,000
GO 2007A	7,032,250	7,034,250	2,000
GO 2012A 04F Refunding	9,167,375	9,505,575	338,200
GO Bond 2019	7,584,221	7,116,939	(467,282)
GO Bond 2020	-	3,480,433	3,480,433
Infrastructure and Streetlights GO 11A	3,467,138	3,471,888	4,750
Kemper Garage Debt Service	-	223,000	223,000
Performing Arts Debt	8,792,401	8,795,250	2,849
Plaza Garage 06	838,740	-	(838,740)
SO 2016A PIAC	4,246,475	9,243,875	4,997,400
Street Light Debt	765,000	762,500	(2,500)
Traffic Sig Sfty Imprv	335,933	337,363	1,430
Zona Rosa/Prospect/Fairyland KCMAC 01	3,219,864	5,291,706	2,071,842
<b>Transportation Authorities</b>	<b>5,013,245</b>	<b>5,299,027</b>	<b>285,782</b>
14 DS Street Car	4,438,050	4,440,925	2,875
19 DS Street Car	575,195	577,195	2,000
20-DS Streetcar Phase II Design	-	280,907	280,907
<b>Water Services</b>	<b>87,813,095</b>	<b>82,511,562</b>	<b>(5,301,533)</b>
13 DS-ERP	414,606	371,404	(43,202)
16 DS-PS Upgrade	264,518	264,808	290
Debt Service	86,522,981	81,707,371	(4,815,610)
DS Dodson/Turkey Creek	548,648	125,125	(423,523)
Permitting System Debt	62,342	42,854	(19,488)
<b>Grand Total</b>	<b>300,867,095</b>	<b>300,288,912</b>	<b>(578,183)</b>



# FY 2020-21 FULL-TIME EQUIVALENT POSITIONS

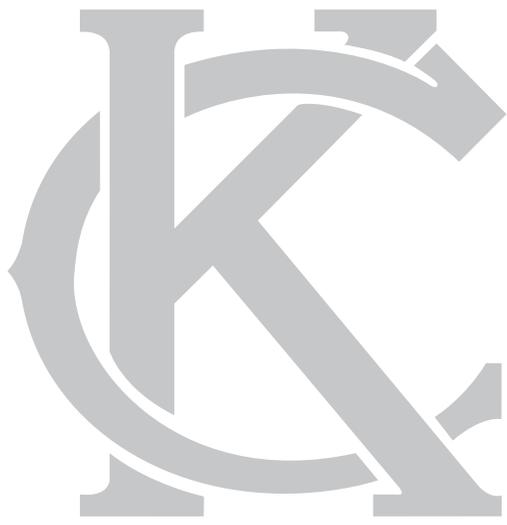
	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Submitted
<b>Governmental Activities</b>	<b>5,279.5</b>	<b>5,362.5</b>	<b>5,331.3</b>
<b>City Planning and Development</b>	<b>159.3</b>	<b>159.6</b>	<b>161.0</b>
City Planning and Development Administration	15.7	15.4	15.7
Development Management	16.0	17.0	16.0
Development Services	107.6	108.2	107.8
Long Range Planning and Preservation	16.0	14.0	16.0
Redevelopment Services	4.0	5.0	5.5
<b>Convention and Entertainment Facilities</b>	<b>95.2</b>	<b>95.2</b>	<b>95.4</b>
Convention and Entertainment Facilities	95.2	95.2	95.4
<b>Economic Development</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>
Economic Development Management	9.2	9.2	9.2
<b>Finance</b>	<b>99.5</b>	<b>97.5</b>	<b>96.9</b>
Accounts	20.0	19.0	19.0
Finance Director's Office	6.0	6.0	5.0
Office of Management and Budget	12.0	11.0	11.0
Revenue	50.0	50.0	50.0
Treasury	11.5	11.5	11.9
<b>Fire</b>	<b>1,351.5</b>	<b>1,310.0</b>	<b>1,308.0</b>
Communications	55.5	57.0	56.0
Emergency Operations	1,158.0	1,118.0	1,116.0
Office of the Fire Chief	8.0	8.0	7.0
Systems Support	74.0	71.0	74.0
Technical Services Bureau	56.0	56.0	55.0
<b>General Services</b>	<b>104.0</b>	<b>108.0</b>	<b>67.0</b>
Administration	13.0	14.0	14.0
Facilities Management	32.0	34.0	34.0
Information Technology	42.0	42.0	-
Procurement	17.0	18.0	19.0
<b>Health</b>	<b>216.5</b>	<b>211.1</b>	<b>214.6</b>
Administration	11.9	10.3	10.4
Communicable Diseases	70.0	70.4	73.2
Community and Family Health Division	40.1	42.5	38.0
Community Engagement, Policy and Accountability	4.9	5.1	4.2
Environmental Health Services	73.1	68.5	73.9
HIV Services	16.5	14.3	14.9
<b>Health and Medical Care</b>	<b>2.0</b>	<b>1.9</b>	<b>1.9</b>
Special Projects	2.0	1.9	1.9
<b>Human Relations</b>	<b>23.5</b>	<b>26.5</b>	<b>28.5</b>
Human Relations	23.5	26.5	28.5
<b>Human Resources</b>	<b>32.0</b>	<b>37.0</b>	<b>37.0</b>
Classification and Compensation	5.0	5.0	5.0
Education and Development	4.0	4.0	4.0
HR Information Systems Support	3.0	3.0	3.0
Human Resources Administration	3.0	3.0	3.0
Labor and Employee Relations	5.0	10.0	10.0
Recruitment and Selections	6.0	6.0	6.0
Retirement	6.0	6.0	6.0

# FY 2020-21 FULL-TIME EQUIVALENT POSITIONS

	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Submitted
<b>Law</b>	<b>49.6</b>	<b>50.2</b>	<b>52.2</b>
Corporate Legal Services	8.3	11.2	11.2
Domestic Violence Court Program	6.0	6.0	6.0
Legal - Collections	11.7	10.4	12.4
Legal Claims	0.6	0.6	0.6
Municipal Court Prosecution	15.0	15.0	15.0
Neighborhood Legal Services	8.0	7.0	7.0
<b>Municipal Court</b>	<b>75.4</b>	<b>75.6</b>	<b>83.6</b>
Correctional and Security Services	23.4	23.4	20.4
Court Operations	43.0	43.2	53.2
Rehabilitative Services	9.0	9.0	10.0
<b>Neighborhoods and Housing Services</b>	<b>265.1</b>	<b>337.7</b>	<b>320.3</b>
Administration	9.0	9.0	11.0
Housing Services	28.2	31.5	29.8
Land Bank	8.4	7.0	8.3
Neighborhood Preservation	74.5	65.0	68.0
Neighborhood Services	59.0	61.2	34.2
Trash and Recycling	86.0	164.0	169.0
<b>Office of the City Auditor</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>
Office of the City Auditor	10.0	11.0	11.0
<b>Office of the City Clerk</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
Office of the City Clerk	5.0	5.0	5.0
<b>Office of the City Manager</b>	<b>86.1</b>	<b>91.0</b>	<b>87.6</b>
Action Center	39.5	41.5	42.1
City Communications	12.0	12.0	12.0
City Manager's Office	16.5	17.5	13.5
Emergency Management Services	6.1	6.0	6.0
Environmental Quality and Compliance	8.0	9.0	9.0
KC BizCare	4.0	5.0	5.0
<b>Offices of Mayor and Council</b>	<b>56.0</b>	<b>41.0</b>	<b>41.0</b>
Office of the City Council	39.0	26.0	26.0
Office of the Mayor	17.0	15.0	15.0
<b>Parks and Recreation</b>	<b>366.7</b>	<b>380.2</b>	<b>383.0</b>
Community Services	126.1	123.6	126.3
Cultural Facilities	17.5	18.0	18.0
Golf Course Operations	0.5	0.5	0.5
Natural Resources	184.1	191.9	191.7
Parks and Rec Administration	31.5	25.2	26.5
Planning and Design	7.0	21.0	20.0
<b>Police</b>	<b>1,983.0</b>	<b>2,005.0</b>	<b>2,019.0</b>
Administration Bureau	125.0	125.0	125.0
Executive Services Bureau	246.0	247.0	248.0
Investigations Bureau	423.4	423.4	424.4
Management Bureau	80.0	80.0	80.0
Patrol Bureau	1,006.6	1,015.6	1,038.6
Professional Development and Research	102.0	114.0	103.0

# FY 2020-21 FULL-TIME EQUIVALENT POSITIONS

	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Submitted
<b>Public Works</b>	<b>289.9</b>	<b>309.8</b>	<b>309.1</b>
Administration	13.5	15.8	16.8
Capital Projects	115.4	127.0	125.3
Coordination Services	12.0	11.0	11.0
Parking Control	2.0	2.0	2.0
Street and Traffic Operations	138.0	145.0	145.0
Street Lighting	9.0	9.0	9.0
<b>Business Type Activities</b>	<b>1,628.1</b>	<b>1,594.7</b>	<b>1,598.7</b>
<b>Aviation</b>	<b>520.6</b>	<b>520.2</b>	<b>520.7</b>
Administration	75.6	76.7	74.7
Airport Operations	445.0	443.5	446.0
<b>Human Relations</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>
Human Relations	-	1.0	1.0
<b>Water Services</b>	<b>1,107.5</b>	<b>1,073.5</b>	<b>1,077.0</b>
Administration	79.5	70.0	69.3
Business Operations	213.0	204.0	203.6
Engineering Services	103.0	101.5	104.0
Stormwater Services	106.0	106.0	104.0
Wastewater Services	324.7	315.6	317.7
Water Treatment and Supply	281.4	276.4	278.4
<b>Consolidated Funds</b>	<b>140.3</b>	<b>133.3</b>	<b>177.7</b>
<b>General Services</b>	<b>107.0</b>	<b>104.0</b>	<b>148.0</b>
Administration	8.0	7.0	7.0
Facilities Management	3.0	3.0	3.0
Fleet Management	87.0	85.0	85.0
Information Technology	9.0	9.0	53.0
<b>Human Resources</b>	<b>10.0</b>	<b>5.0</b>	<b>5.0</b>
Benefits	5.0	4.0	4.0
Labor and Employee Relations	4.0	-	-
Wellness Program	1.0	1.0	1.0
<b>Law</b>	<b>23.3</b>	<b>24.3</b>	<b>24.7</b>
Legal Claims	23.3	24.3	24.7
<b>Grand Total</b>	<b>7,047.9</b>	<b>7,090.5</b>	<b>7,107.7</b>



# GLOSSARY OF TERMS

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## **ACTUARIAL REQUIRED CONTRIBUTION (ARC)**

Established by the Government Accounting Standard Board (GASB), it is the calculated amount necessary to fully-fund pensions annually. The ARC is equal to the sum of (1) the employer's "normal cost" of retirement benefits earned by employees in the current year, and (2) the amount needed to amortize any existing unfunded accrued liability over a period of not more than 30 years.

## **ADOPTED BUDGET**

The final budget the City Council approves by the Budget Ordinance. The Adopted Budget is a policy that identifies to residents how their tax dollars are allocated and provides information that is transparent and understandable to the community.

## **APPROPRIATION**

The act of a legislative body (the City Council in this case) authorizing the expenditure of funds for a specified purpose.

## **APPROPRIATION UNIT (ALSO EXPENSE CATEGORY)**

The level of budgetary detail used to differentiate the types of expenditures. Appropriation Unit titles include Personal Services, Contractual Services, Commodities, Capital Outlay, Pass Through Payments, and Debt Service. Accounting and budget records track expenditures by object codes within each appropriation unit.

## **BACKFILL POSITION**

A position created by a vacancy previously held by an incumbent.

## **BEGINNING BALANCE**

The residual non-restricted funds brought forward from the previous fiscal year's ending balance.

## **BOND**

A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The City sells bonds to fund costly projects. The City repays this debt to its lender over a prolonged period of time similar to the way a homeowner repays a mortgage.

## **BOND FUND**

A fund that receives revenue generated by the sale of long-term bonds and accounts for the expenditure of those revenues.

## **BUDGET**

An estimate of revenues and expenditures anticipated during the fiscal year and a statement of how the City plans to use revenues and expenditures.

## **BUDGET ORDINANCE**

An ordinance that adopts the budget and grants authority to the City departments to enter into agreements that will result in the future disbursement of funds.

## **BUDGET TRANSFER**

The shifting of budget authority from one account to another after the City Council has adopted the budget. The City Code of Ordinances grants authority to make such transfers.

## **BUSINESS-TYPE FUNDS**

Funds established to account for services financed and operated in a manner similar to private businesses. Costs are financed or recovered primarily through user charges. Business-Type funds finance the City's airport, water, sewer, and stormwater services.

## **CAPITAL IMPROVEMENTS PROGRAM**

A statement of the City's long- and short-term capital improvement plans. The long-term portion is presented in the City's five-year capital improvements plan. The short-term element is stated in each year's adopted budget.

## **CAPITAL IMPROVEMENT PROJECT**

A permanent addition to the City's assets of major importance and cost. This includes the construction of a new structure, the reconstruction of an existing structure, or the renovation of a structure that extends its useful life. The cost of land acquisition, construction, renovation, demolition, equipment, and studies are all included when calculating capital expenditures.

## **CAPITAL OUTLAY**

Money spent to either purchase a fixed asset or extend its useful life.

## **CHARGE-IN**

A cost paid to another department for the use of full-time equivalent (FTE) employees. A charge-in will always correspond to a charge-out issued by the other department.

## **CHARGE-OUT**

A reimbursement received by a department for associated costs of full-time equivalent (FTE) employees. A charge-out will always correspond to a charge for the department with the charge-in.

## GLOSSARY OF TERMS

### **CITYWIDE BUSINESS PLAN**

Serves as the overall road map for funding the City's priorities during the next five fiscal years. Outlines the City Council's adopted goal statements to guide the budget process and to ensure clearly communicated priorities. The business plan identifies the City's long-term strategic plan and the Five-Year Planning Model.

### **COMMODITY**

An expendable item used for operating activities. Examples include office supplies, repair and replacement parts for equipment, restroom supplies, and gasoline and oil.

### **CONSOLIDATED FUNDS**

A fund that supports several internal service departments, providing goods or services to departments on a cost reimbursement basis.

### **CONTINGENT APPROPRIATION**

The City Charter requires that an amount of not less than one percent nor more than three percent of the estimated General Fund revenues be appropriated as a contingency.

### **CONTRACTUAL SERVICE**

A cost related to a contractual agreement. Examples include insurance, utility costs, printing services, and temporary employees.

### **CREDIT RATING**

Credit rating agencies express their opinion about the ability and willingness of the City to meet its financial obligations in full and on time. Each agency applies its own methodology in measuring creditworthiness and uses a specific rating scale to publish its rating opinions. Typically, ratings are expressed as letter grades that range, for example, from 'AAA' to 'D' to communicate the agency's opinion of relative level of credit risk.

### **CUSTOMER FACILITY CHARGE**

This fee, usually used to pay for capital projects, is charged by the airport and passed on to consumers.

### **DEBT SERVICE**

Payment of principal and interest on debt.

### **DEFERRED MAINTENANCE**

The aggregation of unfunded routine maintenance, repair, and replacement not performed in a timely manner due to a lack of available funding, low priority, or management decisions to use maintenance funds for other purposes.

### **DEFICIT**

The result of the City spending more money than it receives in a given fiscal year.

### **DIGITAL INCLUSION**

The ability for all individuals and groups to access and use information and communication technologies.

### **EARNINGS TAX**

The City collects a one percent earnings tax on all wages earned in the City. While most employers withhold the earnings tax for their employees, all residents who live and/or work in the City limits are responsible for the earnings tax. The earnings tax is used to pay for the basic City services, such as the police and fire departments, street repair, and salaries for the city employees.

### **ECONOMIC ACTIVITY TAXES (EATS)**

Taxes stipulated in state statutes to be earmarked for the payment of tax increment debt. Economic activity taxes apply to earnings, sales, utility, and restaurant taxes.

### **ECONOMIC MOBILITY**

The ability of an individual or family to improve their income, and social status, in an individual lifetime or between generations. This measure is defined as the growth of intergenerational wealth and educational attainment.

### **ENCUMBRANCE**

Obligations in the form of purchase orders, contracts, or salary commitments that are attributable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise liquidated.

### **ENTERPRISE FUNDS**

See Business-Type Funds.

### **ENDING FUND BALANCE**

The dollars remaining after current expenditures for operations and debt service are subtracted from the sum of the beginning fund balance and current resources. Portions of the fund balance may be reserved for various purposes such as contingencies or encumbrances.

### **EXPENDITURES**

A payment in cash or barter credits, or the incurrence of a liability by the City or departmental staff, usually in exchange for goods or services.

### **FINE**

Money that a court of law or other authority decides has to be paid as punishment for a crime or other offense.

**FISCAL YEAR**

A 12-month period in which the annual operating budget applies and at the end of which the City determines its financial position and the results of its operations. For the City of Kansas City, Missouri, the fiscal year begins May 1 and ends the following April 30.

**FIVE-YEAR PLANNING MODEL**

The five-year planning model enables the City to assess the current environment and respond to changes; estimate the long-term financial implications of current and proposed policies; illustrate the likely financial outcomes of particular courses of action; develop commitment to the organization's vision and mission; and achieve consensus on strategies and objectives for achieving that mission. The model forecasts both revenues and expenditures.

**FORFEITURE**

Charges generated as a penalty for items outstanding.

**FULL-TIME EQUIVALENT POSITION (FTE)**

The conversion of hours worked to a decimal equivalent, based on full-time employment of 2,080 hours per year. This measurement applies to full-time, part-time, and seasonal positions. For example, a summer lifeguard working full-time for 17 weeks, or approximately 690 hours, would be equivalent to 0.3 full-time positions.

**FUND**

An account created for internal fiscal control of governmental activities. Funds are established within public organizations for the purposes of maintaining accounting records and preparing financial statements.

**FUND BALANCE**

The difference between a fund's assets and liabilities.

**GOVERNMENTAL ACTIVITIES FUNDS**

Governmental Activities Funds are those funds that finance the majority of the City's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee collecting authority of the City. Grants and contributions from governments and other entities comprise the other sources of revenues for these funds.

**GENERAL OBLIGATION BOND (GO BOND)**

For the issuance of GO Bonds, the full faith and credit of the City's taxing power is pledged for the payment of principal and interest.

**GOAL**

A statement conveying the direction to accomplish the City's mission.

**GRANT**

A contribution or funding source by outside agencies or governments to the City. The funding typically aids a specified function, such as health, but sometimes there are general-purpose uses.

**HANCOCK AMENDMENT**

A Missouri State Constitution tax limitation amendment that imposes a restriction on the amount of personal income used to fund local and state government and the amount by which fees and taxes can be increased. Mathematical formulas are used to determine the relevant threshold amount each year.

**INTER-FUND TRANSFER**

A transfer of revenues from one fund to another fund.

**KANSAS CITY MUNICIPAL ASSISTANCE CORPORATION (KCMAC)**

KCMAC is a nonprofit corporation. The City has entered into a series of lease arrangements with KCMAC in order to finance certain equipment purchases, capital improvements, and facility expansions. The City leases the equipment, improvements, and facilities from KCMAC for payments equal to the debt service requirements of the bond issues. The leases are renewable annually at the option of the City.

**KEY PERFORMANCE INDICATORS (KPIs)**

Numeric values assigned to a department or program that measure the status of a department or program in meeting a goal.

**LICENSES AND PERMITS**

A legal document that offers proof of compliance with certain city or state law regulating structural appearances and safety, as well as the sale products.

**LEVY**

The tax obligation of a property owner measured as the amount due per dollar of property value. Often identified as the tax rate. Regarding the budget, this is the total tax income, Citywide, on a specific category.

**LONG-TERM LEASE OBLIGATIONS (CAPITAL LEASE)**

Obligations entered into by the City to purchase important capital equipment or finance improvement projects for which financing costs can be paid from existing non-General Fund revenues; new, earmarked revenues approved by the voters; or incremental existing General Fund revenues.

## GLOSSARY OF TERMS

### OPERATING FUNDS

Those funds that finance the majority of the City's operations. For the most part, revenues deposited into these funds are raised by the taxing and fee-collecting authority of the City. Grants and contributions from governments and other entities comprise the other major sources of revenues for these funds.

### ORDINANCE

Formal legislation enacted by City Council. If it is not in conflict with any higher form of law, such as a state statute, or constitutional provision, it has the full force and effect of the law within the City's boundaries.

### PASS THROUGH PAYMENTS

Tax proceeds collected and distributed directly to non-profit or other governmental agencies.

### PAY AS YOU GO (PAYGO)

The utilization of current revenues rather than debt to pay for capital outlays.

### PENSION SYSTEMS

A retirement plan in which the City makes contributions to a pool of funds set aside for employees' future benefits. There are several pension systems within the City; the majority of employees are a part of the Employees' Retirement System, Firefighters, Police, or Police civilian retirement systems.

### PERSONAL SERVICES

All costs related to compensating employees, including wages and employee benefit costs; for example, the City's contribution for pension, social security, and health and life insurance.

### PROGRAM

An activity or group of activities that provide service to residents of Kansas City and relate to specific City objectives.

### PROGRAM BUDGET

A budget that is organized into areas of service.

### PUBLIC IMPROVEMENTS ADVISORY COMMITTEE (PIAC)

PIAC is a committee consisting of 13 individuals, one appointed by each Council member and a chairperson, appointed by the Mayor. PIAC's primary function is to solicit input and make recommendations regarding the appropriation of general municipal funds for capital improvements.

### RESIDENT SATISFACTION SURVEY

A method used to gather information from residents about the City's performance in several service areas. The survey examines how residents rate the City and provides leaders with valuable input on areas in which the City is doing well and areas that need improvement. The City Council adopted several indicators that rely on resident survey data as part of their strategic objectives to help monitor improvements on their goals.

### REVENUE

The yield of taxes and other sources of income that the City collects and receives into its treasury for public use.

### REVENUE BONDS

Bonds that are repaid exclusively from the earnings of an Enterprise Fund or a Special Revenue Fund. The City's revenue bonds include Water, Sewer, Airport and Airport Passenger Facility Charge Bonds.

### SCHEDULE

A summary of activity related to revenues, expenditures, and transfers within a financial object such as a fund, group of funds, department, or program; ultimately summing to the financial position of that object for both the annual credits and debits per year and the year over year balance.

### SERVICE CHARGES

A type of fee charged to cover the cost of services provided related to the primary product or service being purchased.

### SPECIAL ASSESSMENT

A compulsory levy made against certain properties to defray part or all of the costs of a specific improvement deemed to primarily benefit the assessed properties.

### SPECIAL ASSESSMENT BOND

A bond payable from the proceeds of special assessments.

### SPECIAL REVENUE FUND

A fund used to account for the proceeds of specific revenue sources (other than Special Assessments) or to finance specified activities as required by law or administrative regulation.

### STRUCTURALLY BALANCED

The state at which current revenue sufficiently supports current expenditures.

### SUBMITTED BUDGET

A version of the Budget submitted to the Mayor and Council that, after review and any additional changes applied through amendments, becomes the Adopted Budget.

**SURPLUS**

The result of the City receiving more money than it spends in a given fiscal year.

**SUSTAINABILITY**

The concept of meeting the needs of the present without compromising the ability of future generations to meet their needs.

**TAX EXPORTING**

Generating revenue for one jurisdiction through the levying of taxes on residents in another jurisdiction. This means nonresidents pay for a share of the public services they benefit from while visiting another state. Without tax exporting, residents would pay for public service provisions to visiting nonresidents.

**TAX INCENTIVE**

Financial tools used to further economic development goals such as, but not limited to, the remediation of blight or the rehabilitation of distressed areas. Incentives are issued to a developer as either the redirection or abatement of the value of property tax equal to the growth in assessed valuation that occurs after the issuance of the incentive. Redirected income in the form of a payment in lieu of taxes (PILOT) can pay debt service on a bond, be returned to the recipient of the tax incentive, or be directed to a contractually obligated trustee.

**TAX INCREMENT FINANCING (TIF)**

An economic development program to encourage commercial and real estate development and redevelopment. TIF provides financial incentives to spur private investment that otherwise would not occur

# FINANCIAL POLICIES

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## BUDGET TRANSFER

After passage of the annual appropriation ordinance, upon recommendation of the Director of Finance, the Council may by ordinance authorize the transfer of unencumbered balances appropriated for one department to any other department. An unencumbered balance appropriated for one purpose may be transferred to another purpose within a department upon the approval of the department head and subject to the certification of available funds by the Director of Finance. Additionally, an unencumbered balance appropriated to a department for a specific purpose may be transferred to any other department for the same purpose within the same fund upon approval of the respective department heads and subject to the certification of available funds by the Director of Finance. The Director of Finance shall make public a report listing the dates, amounts and purposes of such transfers and the departments in which they were made during the preceding month within 20 days after the end of each month. Neighborhood funds within the Capital Improvements Sales Tax Fund shall be transferred as set out in Section 68.446.

*City of Kansas City, Missouri Code of Ordinances Chapter 2, Article XIV, Sec. 2.1992 (Committee Substitute Ordinance No. 121020, adopted 1-31-2013 and Ord. No. 090234, § 1, 4-23-09)*

## CONTINGENT APPROPRIATION POLICY

- (a) The annual budget ordinance shall contain an appropriation of not less than one percent or more than three percent of the estimated general fund revenues as a contingent appropriation.
- (b) In case of an emergency or unbudgeted expenses:
  - (1) The head of any department may make a written request for a transfer from the contingent appropriation, stating the facts constituting the emergency and needs in detail or describing the unbudgeted expense and the justification for funding. The request shall be presented to the City Manager for approval. The City Manager may also amend the request.
  - (2) The City Manager may also initiate request for transfers from the contingent appropriation.
  - (3) The City Manager shall forward his or her own requests or approved requests from any department head to the City Council for approval.
  - (4) The City Council may transfer amounts from the contingent appropriation, not in excess of the amounts recommended by the City Manager, to departments for such emergency needs or unbudgeted expenses.

*The full text of the contingent appropriation policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1951. (Ordinance No.090129 adopted 3-5-2009)*

## DEBT POLICY

- (a) Policy.
  - (1) It is the policy of the City to appropriately and advantageously issue public debt in response to the ongoing capital needs of the City and its agencies. All debt will be issued in accordance with all applicable federal, state, City Charter, and City Code of Ordinances requirements governing the issuance of public debt.
  - (2) The City's debt policy is the guideline for issuing debt. The policy shall be reviewed on an annual basis by the Director of Finance. Any substantive modifications made to the policy must be approved by the City Council.
- (b) Scope.
  - (1) The debt policy applies to debt issued directly by the City and debt issued on behalf of the City by its agencies. The use of the term "City" in the policy shall include the City and its agencies solely when debt is secured by the general credit of the City.
  - (2) The debt policy shall be all-inclusive of debt issued by the City to include, but not limited to: general obligation debt, governmental purpose revenue debt for public enterprises, water, sewer, storm water and airports, special assessment debt, sales tax and hospitality tax debt, economic development related debt, lease obligations, certificates of participation, debt derivatives and all forms of debt having an annual appropriation of city revenues. Additionally, this policy governs the use of any swap transactions used in conjunction with the city's debt program.

## FINANCIAL POLICIES

### (c) Objectives.

- (1) To preserve the public trust and ensure current decisions positively impact future citizens. The City shall achieve this objective by:
  - a. Providing ongoing information to elected officials, senior management and the public on the status of the city's debt program;
  - b. Evaluating each debt issue in accordance with the policy, as to its individual and cumulative impact;
  - c. Adhering to federal laws, state statutes and regulatory enactments, City Charter and City Code of Ordinances.
- (2) To minimize borrowing costs by:
  - a. Working with spending authorities to ensure that the tax-exempt status of bonds issued on that basis are maintained;
  - b. Striving to obtain the highest credit ratings possible within the overall objectives of the City;
  - c. Ensuring that the type of debt and debt structure selected employ criteria that ensure the advantageous marketing of each issue.
- (3) The City shall preserve access to the capital markets by:
  - a. Providing information to the general municipal market and its agents including regular continuing disclosure to its investors;
  - b. Maintaining future debt capacity.
- (4) The City shall ensure financial flexibility by:
  - a. Maintaining debt levels within manageable ranges to ensure both legal and financial margins exist;
  - b. Negotiating all bond-related contracts, which provide for flexibility meeting future capital requirements;
  - c. Using cost/benefit analysis to set optional prepayment provisions, which ensure proactive management of outstanding obligations.

*The full text of the debt policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1990. (Ordinance No. 090129 adopted 3-5-09; Ordinance No. 110333 adopted 4-28-11)*

## FUND BALANCE AND RESERVE POLICY

### (a) Policy.

- (1) It is the policy of the City to maintain its various fund balances and financial reserves at levels sufficient to pay obligations when due, address emergencies, cover temporary revenue shortfalls, provide stability throughout economic cycles and to protect the city's creditworthiness in accordance with applicable federal, state and local laws, and established best governmental practices.
- (2) The city's fund balance and reserve policy is the official guide for use by city staff in conjunction with the city's budgeting and financial planning efforts. The policy shall be reviewed on an annual basis by the Director of Finance and any modifications made there to must be approved by the City Council.

### (b) Objectives.

- (1) To establish appropriate fund balance and/or reserve levels for each fund or fund type, after accounting for the "nonspendable" portions of the respective funds.
- (2) To set guidelines for each fund or fund type's fund balance and/or reserve levels.
- (3) To determine procedures for replenishment of fund balances or reserves if drawn below recommended levels, if necessary.
- (4) To establish financial reporting guidelines for amounts designated as fund balances and/or reserves.

*The full text of the fund balance and reserve policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1954 (Ordinance No.110183 adopted 3-31-2011)*

## INVESTMENT POLICY

### (a) Policy.

- (1) It is the policy of the City to invest public funds in a manner which will provide maximum security with the highest investment return while meeting the daily operating cash flow requirements of the City and conforming to all Missouri Statutes, City Charter, City Administrative Code, and the City Code of Ordinances governing the investment of public funds.
- (2) The city's investment policy shall be adopted by resolution of the Investment Committee. The Policy shall be reviewed on an annual basis by the Director of Finance and any modifications made thereto must be approved by the Investment Committee.

### (b) Scope.

- (1) This policy applies to all city monies identified as idle, surplus, and reserve as defined in Article IV, Division E, Section 407 of the City Charter, Chapter 2, Article XI, Section 2-1612 of the City Code of Ordinances, and in written legal opinions by the City Attorney or designee.
- (2) Funds included in the investment policy are accounted for in the city's comprehensive annual financial report and include (but are not limited to):
  - a. General Fund,
  - b. Special revenue funds,
  - c. Debt service funds,
  - d. Capital projects funds,
  - e. Internal service funds,
  - f. Trust and agency funds, and
  - g. Enterprise funds.
- (3) Funds of other agencies who act as conduit issuers for bonds secured by the city's annual appropriation pledge are subject to this policy.
- (4) Pension and retirement funds are directed by investment policies implemented by the employee retirement pension system board of trustees and the firefighters' pension system board of trustees are therefore not included in the scope of this policy.

### (c) Objectives of Investment Activities.

- (1) **Legality.** The Director of Finance and those authorized by him or her will invest the city's excess funds only within the legal guidelines set forth by the Constitution and Statutes of the State of Missouri, City Charter and the City Code of Ordinances. Any investment alternative outside these guidelines is not permissible. Furthermore, the City seeks to promote and support the objectives of U.S. foreign policy regarding terrorism. Accordingly, investments in companies or their subsidiaries or affiliated entities that are known to sponsor terrorism or aid the government in countries that are known to sponsor terrorism are prohibited.
- (2) **Safety.** Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
  - a. **Credit risk.** The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backed by:
    1. Establishing a pre-approved list of financial institutions and companies to which the City will be restricted when purchasing commercial paper.
    2. Conducting regular credit monitoring and due diligence of these issuers
    3. Pre-qualifying the financial institutions and broker/dealer with which the City will do business for broker services and repurchase agreements
    4. Diversifying the portfolio with respect to maturity, issuer, and security type so that potential losses on individual securities will be minimized.

## FINANCIAL POLICIES

- b. **Interest rate risk.** The City will minimize the risk that the market value of securities in the portfolio will materially fall due to changes in general interest rates, by:
  - 1. Targeting an effective duration of less than 1.5 years and an effective weighted average maturity of less than 2.5 years.
  - 2. Holding at least 30 percent of the portfolio's total market value in securities with a maturity of 12 months or less.
- c. **Liquidity.** The city's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with anticipated cash needs. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets.
- d. **Return on investment.** The city's investment portfolio shall be designed with the objectives of attaining a market rate of return throughout budgetary and economic cycles, taking into account the city's investment risk constraints and liquidity needs. The city's investment strategy is active. The benchmark basis used by the City Treasurer to determine whether market yields are being achieved shall be the Bank of America Merrill Lynch 1-3 year index, or any successor index.

*The full text of the Investment Policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1950. (Ordinance No. 090129 adopted 3-5-2009 and Ordinance No. 120643 adopted 7-26-2012)*

## REVENUE POLICY

- (a) **Policy.** It is the policy of the City to maintain a revenue system that meets the city's immediate and long-term service delivery needs, protects the city's creditworthiness, and follows best practices for administration and collection. The city's revenue policy is the official guide used by the City Council and management in conjunction with the city's budgeting and financial planning efforts.
- (b) **Scope.** The revenue policy shall be inclusive of all revenue sources of the City. The policy incorporates recommended best practices of the Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting.
- (c) **Objectives.**
  - (1) To establish policies for reviewing existing and potential revenue streams.
  - (2) To maintain a revenue structure that meets the operational and capital requirement of the City.
  - (3) To set basic guidelines for revenue sources other than taxes and fees.
  - (4) To establish review processes that provide early warning signals regarding revenue fluctuations.
  - (5) To create a structure that is fair, equitable and sufficiently attractive for business and residents.

*The full text of the Revenue Policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1970. (Ordinance No. 121017 adopted 12-20-2012)*

**STREET MAINTENANCE FUND POLICY**

## (a) Policy.

- (1) It is the policy of the City to utilize the motor fuel tax fund as its dedicated street maintenance fund.
- (2) It is the desire of the City to increase the level of street maintenance above the amount budgeted for that purpose in the fiscal 2012-13 budget.
- (3) The City Council will budget, appropriate and transfer to the street maintenance fund each year an amount no less than 7.5 percent of the net annual earnings tax receipts. Any amount transferred will be restricted exclusively for construction, reconstruction, maintenance, repair, policing, signing, lighting and cleaning roads and streets.

*The full text of the Street Maintenance Fund Policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-2000. (Ord. No. 120458, adopted 5-24-2012 and approved by the voters on 8-7-2012)*

**STRUCTURALLY BALANCED BUDGET POLICY**

- (a) **Policy.** It is the policy of the City to maintain a structurally balanced budget to assure the City's ability to sustain agreed upon service levels. The City's structurally balanced budget policy is the City's official source for developing sustainable service delivery on an annual basis.
- (b) **Scope.** The structurally balanced budget policy is inclusive of all governmental activity of the City and incorporates recommended best practices of the Government Finance Officers Association (GFOA), National Advisory Council on State and Local Budgeting (NACSLB) and the City's Forging Our Comprehensive Urban Strategy (FOCUS) Governance Plan.
- (c) Guidelines for Structurally Balanced Budget
  - (1) The City shall annually adopt a balanced budget, which requires recurring revenue to be equal to or exceed recurring operating expenses.
  - (2) Increases in expenses, decreases in revenue, or a combination of the two shall be used to balance the budget.
  - (3) Non-recurring revenues shall be used to fund non-recurring expenses under normal circumstances.
  - (4) Any year-end operating surpluses shall revert to the unappropriated fund balance to assist in reaching the required reserve levels as set by the Fund Balance and Reserve Policy. Any surplus above the required levels may be used to support one-time expenses only.
  - (5) The City shall assure decision makers and stakeholders have information during all phases of the budget process, including but not limited to, the current financial condition of the City, the impact of the proposed or actual budget, and the outlook and trends.
  - (6) The City shall adjust its policies, plans, programs and management strategies during a current budget period, as appropriate, to stay within funds available. In addition, the City shall use its long-term financial planning and budget processes to develop a strategy that provides details for using and replenishing fund balance to levels outlined in the Fund Balance and Reserve Policy.
  - (7) The City shall identify major revenue sources it considers unpredictable and define how those revenues may be used.
  - (8) The City shall develop a policy to guide the financial actions it shall take in the event of emergencies, natural disasters, downturns in the economy, or other unexpected events. The policy shall include methods of regaining a structural balance if draws on reserves are required.

*The full text of the structurally balanced budget policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1955. (Ordinance No. 140424 adopted 6-12-14)*

## FINANCIAL POLICIES

### QUARTERLY BUDGET REPORTS

(a) Policy.

- (1) The City Manager, with the assistance of the finance department, will prepare a quarterly budget report analyzing actual and anticipated revenues and expenditures for the first three quarters of every fiscal year. These reports will be presented to the City Council Finance, Governance, and Public Safety Committee. The City Manager and the finance department staff will be available to respond to any issues raised during the committee presentation.

(b) Scope.

- (1) During times of high or unusual activity, the City Manager may elect to increase the frequency of formal presentations.

(c) Objectives. The finance department will explain any anomalies in the report. Such anomalies:

- (1) Are a major expenditure or revenue exception that affects a fund's total expenditure budget by one percent or totals over \$500,000.00;
- (2) Are significant and not part of a normal pattern; or
- (3) Will most likely negatively or positively impact the ending balance in the department or fund at the end of the fiscal year.

*The full text of the Quarterly Budget Reports policy is codified in the City of Kansas City, Missouri Code of Ordinances, Chapter 2, Article XIV, Sec. 2-1956. (Ordinance No. 150576 adopted 7-16-2015)*

### ANNUAL BUDGET

(a) **Submission by City Manager.** An annual budget shall be prepared for submission to the Mayor and City Council no later than the second regular meeting of the City Council in February by the City Manager considering the five-year financial plan adopted by the Mayor and Council.

(b) **Items included.** The annual budget shall present the following information for each budgeted fund:

- (1) **Revenues.** An itemized statement of estimated revenues to be realized in cash from all sources for the year which the budget is to cover, together with a comparative statement of estimated cash receipts for the current fiscal year and actual cash receipts for the two fiscal years next preceding the current fiscal year.
- (2) **Appropriations.** An itemized statement of appropriations recommended by the Mayor for the ensuing year, with a comparative statement of estimated expenditures for the current fiscal year and actual expenditures for the two fiscal years next preceding the current fiscal year
- (3) Additional information. Such other information as may be required by ordinance.

(c) **Multi-year budget.** In the event multi-year budgeting is authorized under State law, the Council may adopt by ordinance procedures to implement multi-year budgeting.

(d) **Five year financial plan.** By November 1 of each year, the Mayor and Council will adopt a five-year financial plan. Adoption of the annual budget will include consideration of the five-year financial plan and priorities established by the Council by ordinance. The Council is authorized to vary the term of the financial plan by ordinance and may adopt amendments to the plan.

*City of Kansas City, Missouri Code of Ordinances Chapter 2, Article VIII, Sec. 804 (Ordinance No. 140060, adopted 1-23-2014, effective 5-1-2014)*

# FUND GLOSSARY

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## **AMBULANCE SERVICES FUND**

This fund was established in FY 2010-11 to collect fees associated with the City's ambulance service, and to support medical emergency response activities. This fund was closed and transferred to the General Fund in FY 2015-16.

## **AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) FUND**

This fund was established in FY 2009-10 to track all Federal funding from the American Recovery and Reinvestment Act of 2009.

## **ARTERIAL STREET IMPACT FEE FUND**

This fund was established in FY 2002-03 to record development fees collected for arterial street construction and expansion within the eight development impact districts of the City.

## **BROWNFIELDS REVOLVING LOAN FUND**

This fund was created to account for grants awarded by the U.S. Environmental Protection Agency to fund environmental remediation projects on brownfield sites. The fund is used for cleanup and sub-grants for loan applications and are reviewed by the City Brownfields Commission and approved by the City Council. Funds are restricted to a Brownfields Revolving Loan Fund.

## **CAPITAL IMPROVEMENTS FUND**

This fund was established for the purpose of financing capital improvement projects. Revenues received in this fund come primarily from the one percent sales tax for capital improvements. Some federal and state grants, as well as other contributions for construction, are also deposited in this fund.

## **CENTRAL CITY ECONOMIC DEVELOPMENT SALES TAX FUND**

The voters of Kansas City, Missouri established this fund on April 4, 2017, establishing a 1/8 percent sales tax to be used for funding economic development projects within the area bounded by 9th Street on the north, Gregory Boulevard on the south, The Paseo on the west, and Indiana Avenue on the east.

## **CID/NID REVOLVING LOAN**

This fund was created for the purpose of creating a revolving loan fund to assist with the establishment of community improvement districts and neighborhood improvement districts within distressed areas of the City.

## **COMMUNITY DEVELOPMENT FUNDS**

This fund was established to pay for projects that improve concentrated areas suffering from various levels of economic distress. The revenue in this fund comes from community development block grants provided by the U.S. federal government.

## **COMMUNITY IMPROVEMENT DISTRICT (CID) FUND**

This fund is used to pay for minor maintenance of sidewalks, street and sidewalk clean up, and crowd control in the Downtown District. The money in this fund comes from the front foot assessments paid by the City of Kansas City on City properties. The fund can only be utilized to maintain cleanliness of City areas that fall within the boundaries of the Downtown Council.

## **CONVENTION AND SPORTS COMPLEX FUND**

This fund was established by Sections 67.650 to 68.658 of the Revised Statutes of Missouri to aid cities and counties in constructing sports, convention, exhibition, or trade facilities. Revenues include state grants and the transfer of taxes from the retail sale of food from the Convention and Tourism Fund.

## **CONVENTION AND TOURISM FUND**

This fund was established by Sections 92.325 to 92.340 of the Revised Statutes of Missouri to deposit receipts from the convention and tourism tax. The convention and tourism tax includes a 7.5 percent charge on the sale of sleeping rooms in hotels, motels, and tourist courts and a two percent charge on the gross receipts derived from retail food sales. In addition to revenues from the convention and tourism tax, receipts from Bartle Hall operations are included.

## **CUSTOMER FACILITY CHARGES FUND**

This fund is used for business activity associated with the buildings used for bus services and car rentals at the airport.

## **DEA DRUG FORFEITURE FUND**

This fund was established to pay for Police Drug Enforcement Operations at the airport. The revenues in this fund come from the Drug Enforcement Administration (DEA) when drugs are confiscated at the airport. The revenue in this fund is restricted to provide grants and reimbursements for drug-related and canine-related expenses.

## **DEVELOPMENT SERVICES FUND**

This fund was established to collect revenues from residential and commercial construction inspections and permits. Revenues in this fund are restricted to support development service activities for the City.

## FUND LISTING

### **DOMESTIC VIOLENCE SHELTER OPERATIONS FUND**

This fund was established to offset operating expenses for domestic violence shelters as provided by Section 488.607 of the Revised Statutes of Missouri. Revenues deposited into this fund all come from a fee of up to \$4 on proceedings filed in Municipal Court.

### **DOWNTOWN ARENA PROJECT FUND**

This fund is used to account for the construction of an indoor sports and entertainment arena. The financing sources came from the issuance of variable rate demand revenue bonds by the Industrial Development Authority of Kansas City, Missouri.

### **DOWNTOWN REDEVELOPMENT DISTRICT**

This fund is used for the receipt of economic activity taxes that result from tax increment financing (TIF) at the KC Downtown Redevelopment District project. All revenues produced by the KC Downtown Redevelopment District are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

### **ECONOMIC DEVELOPMENT FUND**

This fund is used to consolidate expenditures and revenues related to economic development and economic incentives. The fund supports functions dedicated to the proper administration, accounting and compliance for all projects approved for tax incentives.

### **ECONOMIC DEVELOPMENT INITIATIVE FUND (EDIF)**

This fund was established to provide economic development grants and loans to companies seeking to create jobs and investment in the City of Kansas City, Missouri. This program is considered in combination with, or as an alternative to other incentive programs. The primary purpose of the Economic Development Incentive Fund (EDIF) is to make funds available for offering financial incentives in the form of economic development grants and/or loans to companies seeking to create, or retain jobs, and invest in Kansas City, Missouri.

### **FIRE SALES TAX FUND**

This fund was established to collect the 1/4 percent sales tax that was approved by the qualified voters of Kansas City, Missouri in 2001 and renewed in 2014 for 20 years, to operate the Fire Department.

### **GENERAL DEBT AND INTEREST FUND**

This fund was established to account for repayment of interest and principal on the City's general obligation debt. The funds are used for the maintenance of the General Debt and Interest Fund for the redemption of the outstanding general obligation bonds of Kansas City maturing in a given Fiscal Year.

### **GENERAL FUND**

This fund is the primary operating fund of the City. The majority of revenue is received from the earnings tax, the utility tax, the property tax, and fees for licenses, permits, and franchises.

### **GENERAL OBLIGATION BOND (GO BOND) FUND**

This fund was established for the issuance of GO Bonds. The full faith and credit of the City's taxing power is pledged for the payment of principal and interest.

### **GENERAL OBLIGATION RECOVERY ZONE BONDS**

This fund is used for the purpose of accounting for the debt service on the Series 2010B Recovery Zone Economic Development General Obligation Bonds.

### **GOLF OPERATIONS FUND**

This fund is used for the operation and maintenance of the City's golf courses. Revenues are primarily derived from the collection of greens fees and related concessions.

### **GOVERNMENTAL GRANTS FUND**

This fund is dedicated to account for health-related federal and state government grants.

### **HEALTH DEPARTMENT BUILDING FUND**

This fund was established for the maintenance of the Health Department building, located at 2400 Troost.

### **HEALTH FUND**

This fund was established to account for property tax receipts and expenditures related to health care for the City. The revenue is generated from the property tax at a rate of \$0.50 per \$100 assessed value. The voters approved an increase in the rate of \$0.22 per \$100 assessed valuation in April 2005 to provide health care funding for the indigent.

### **HOME INVESTMENT FUND**

This fund accounts for revenues awarded annually from the federal government as a formula grant and are designed exclusively to create affordable housing for low-income households.

**HOMESTEADING AUTHORITY FUND**

This fund is associated with the Kansas City, Missouri Homesteading Authority; a City-run authority established in 1975 to remediate blight among urban housing units, and rehabilitate vacancy and foreclosure properties.

**HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA) FUND**

This fund was established to account for Federal HOPWA block grant funds received directly by the Health Department for the purpose of providing housing assistance for HIV/AIDS clients.

**HUD LEAD-BASED PAINT GRANT FUND**

This fund is used to provide for blood lead screenings, lead poisoning prevention home visits, and education to families exposed to harmful levels of lead.

**INMATE SECURITY FUND**

This fund was authorized by Section 488.026 of the Revised Statutes of Missouri for development of biometric identification systems and information sharing system for inmate holding facilities. The Inmate Security Fund also contains other court costs with dedicated use by statute to include: Probation, Specialty Court, and Court Technology. The Inmate Security Fund expenditures are fully supported by revenue received from surcharges of \$2 on all ordinance violations.

**KANSAS CITY AIRPORTS FUND**

This fund accounts for revenues generated from the operation of the two Kansas City Airports. The primary sources of these revenues are the payments received from airlines for the use of the airports, and parking fees collected at the airport. Use of the revenues is restricted to the administration, operation, and improvement of the airports and airport facilities, and for the retirement of debt related to airport facilities.

**KCATA SALES TAX FUND**

This fund accounts for a 3/8 percent sales tax dedicated to the fund the Kansas City Area Transit Authority operations.

**KCI PASSENGER FACILITY CHARGE (PFC) FUND**

This fund accounts for the PFC Program which allows the collection of PFC fees up to \$4.50 for every enplaned passenger at the KCI airport. The airports use these fees to fund FAA-approved projects that enhance safety, security, or capacity at the airport.

**LAND BANK FUND**

This fund is used to account for the activities of the City's Land Bank that has a mission to acquire, hold, and return abandoned properties to constructive use, which assists with neighborhood revitalization and preservation.

**LIBERTY MEMORIAL ENDOWMENT TRUST FUND**

This fund was established for the long-term maintenance of the restored Liberty Memorial and its museums. Revenues received in this fund come primarily from the half-cent sales tax collected from April 1, 1999 to September 30, 2000 for restoration and maintenance, and from outside donations.

**JUSTICE ASSISTANT GRANT FUND**

This fund is used for the purpose of reducing crime. JAGF funds may be used to support law enforcement, enhance security measures, establish or support drug courts, enhance the adjudication of cases involving violent offenders, establish multi-jurisdictional task forces, establish crime prevention programs, and defray the cost of indemnification of insurance for law enforcement officers.

**MUSEUM FUND**

This fund is restricted to the Kansas City Museum. The fund's source of revenue is the special museum property tax levy, which is a levy of \$0.02 per \$100 of assessed valuation on real estate personal property.

**NEIGHBORHOOD GRANTS FUND**

This fund was established to manage grants that serve neighborhood and community interests.

**NEIGHBORHOOD IMPROVEMENT DISTRICT (NID) GENERAL OBLIGATION BOND FUND**

This fund was established to record the special assessment revenue and debt service costs associated with Neighborhood Improvement District projects throughout the City. These projects are neighborhood-specific, such as new streets, lighting, and sidewalks, and are fully paid by the benefiting property owners.

**NEIGHBORHOOD STABILIZATION GRANT FUND**

This fund was established to account for the supplemental allocation to the CDBG Program for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. This fund accounts for resources associated with these grants. The Neighborhood Stabilization Program (NSP) is a HUD-funded program authorized by the Housing and Economic Recovery Act of 2008.

## FUND LISTING

### **NEIGHBORHOOD TOURIST DEVELOPMENT FUND (NTDF)**

This fund accounts for cities or counties levying of a convention and tourism tax to provide 10 percent of the tax receipts from sleeping rooms at hotels, motels, and tourist courts for promoting cultural, social, ethnic, historic, educational, and recreational activities at the neighborhood level.

### **PARKING GARAGE FUND**

This fund was established to record the receipts and expenses associated with the City's parking garages and surface parking lots, and to record all operating and debt expenses associated with the garages. The Performing Arts Center Garage is recorded in a separate fund.

### **PARKS AND RECREATION FUND**

This fund is restricted to Parks and Recreation Department purposes. A 1/2 percent sales tax is the primary revenue source.

### **PERFORMING ARTS CENTER GARAGE FUND**

This fund is used to account for operations, maintenance, and debt service on the City parking garage located adjacent to the Kauffman Center for the Performing Arts.

### **POLICE DRUG ENFORCEMENT FUND**

This fund was established to account for grant funds from Jackson County, Missouri's Combat Program. The revenues from the Combat Program come from a one-fourth cent Jackson County sales tax. The funds are used to support the Kansas City Police Department drug enforcement activities.

### **POLICE GRANTS FUND**

This fund was established to account for funds received directly by the Police Department for specific purposes. This includes federal and state grants, and user fees. The revenues received will pay for the expenses associated with these operations.

### **PUBLIC ART FUND**

This fund is used to develop and construct public art projects in the City of Kansas City. Funds within the Public Art Fund are derived from one percent of total building construction project costs.

### **PUBLIC MASS TRANSPORTATION FUND**

This fund accounts for revenues raised by the 1/2 percent sales tax for transportation purposes. Statutory restrictions on these funds limit their use to supporting the public mass transportation system, construction and maintenance of streets, roads and bridges, acquisition of land and rights-of-way, and related planning and feasibility studies.

### **PUBLIC SAFETY SALES TAX**

This fund accounts for revenues collected from the 1/4 percent sales tax, and is used for facility and equipment needs of the Kansas City Police Department.

### **REVOLVING PUBLIC IMPROVEMENT FUND**

This fund was established to finance curb and sidewalk improvements funded on a special assessment basis. Property owners are given six years to pay the City the total of their assessment, plus an interest charge equal to the rate of ten-year United States Treasury Notes as established at the last auction before the assessment is certified to the Director of Finance. These payments are deposited into the Revolving Public Improvement Fund and are used to pay the contractors who construct the improvements.

### **RYAN WHITE HIV/AIDS FUND**

This fund was established to account for the federal Ryan White Title I funds received by the Health Department for the purpose of providing health care to HIV/AIDS clients. The revenues received go to outside agencies that provide these services for those living with HIV/AIDS.

### **SEWER FUND**

This fund is for the City's wastewater system. Revenues deposited into the Sewer Fund are generated from the fees paid by users of the sanitary sewer system. Use of sewer revenues is restricted to the administration, operation, and improvement of the sewer system and for the retirement of debt related to the sanitary sewer system.

### **SEWER SPECIAL ASSESSMENT FUND**

This fund is used to account for the payment of debt service on the City's special assessment debt. The primary source of revenue arises from special assessment collections.

### **SPECIAL HOUSING REHABILITATION FUND**

This fund is used historically to record revenue from Municipal Court violations related to certain housing-related grants.

### **STORMWATER FUND**

This fund was established for the receipt of revenues resulting from the November 3, 1998 voter-approved fee on impervious surfaces. Funds are used for annual maintenance, catch basin replacement, and stormwater planning. In addition, grant revenues associated with certain stormwater system improvements are deposited in these funds.

### **STRATEGIC NEIGHBORHOODS FUND**

This fund is used for prioritized neighborhood revitalization projects. The funds come from Payments in Lieu of Taxes (PILOTS) on certain properties.

**STREETCAR FUND**

This fund is used to pay the debt service and expenses for the downtown streetcar project along Main Street from Crown Center to River Market.

**STREET MAINTENANCE FUND**

This fund receives an allocation of the revenues raised by the state Motor Fuel Tax. The Constitution of the State of Missouri, in Article IV, Section 30(a), restricts the use of these revenues solely to the construction, reconstruction, maintenance, repair, policing, signing, lighting, and cleaning of streets and roads. Beginning in FY 2012-13, the City transfers 7.5 percent of the net earnings tax receipts to the Street Maintenance Fund to enhance the current efforts.

**STREETLIGHT DEBT FUND**

This fund was established to account for repayment of interest and principal on general obligation bonds issued for the purpose of financing the purchase, maintenance, and improvement to the City's street lighting system.

**SUPER TIF 909 WALNUT FUND**

This fund was established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the 909 Walnut project. All revenues produced by the 909 Walnut projects are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF 12TH AND WYANDOTTE FUND**

This fund was established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the 12th and Wyandotte project. All revenues produced by the 12th and Wyandotte project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF BRUSH CREEK FUND**

This fund was established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Brush Creek project. All revenues produced by the Brush Creek project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF EAST VILLAGE FUND**

This fund was established for the receipt of economic activity taxes that result from tax increment financing (TIF) at the East Village project. All revenues produced by the East Village project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF HOK SPORTS GARAGE FUND**

This fund is for the receipt of economic activity taxes that result from tax increment financing (TIF) at the HOK Sports Garage project. All revenues produced by the HOK Sports Garage are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF HOTEL PRESIDENT FUND**

This fund is for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Hotel President project. All revenues produced by the Hotel President project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF MIDTOWN FUND**

This fund is for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Midtown Market Place project. All revenues produced by the Midtown Market Place project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF UPTOWN FUND**

This fund is for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Uptown Theater project. All revenues produced by the Uptown Theater project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**SUPER TIF VALENTINE FUND**

This fund is for the receipt of economic activity taxes that result from tax increment financing (TIF) at the Valentine project. All revenues produced by the Valentine project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

**TIF LINWOOD FUND**

This fund is for the receipt of economic activity taxes and payment of debt that result from tax increment financing (TIF) at the Linwood project. All revenues produced by the Linwood project are recorded in the fund and then reimbursed to the developer through the TIF Commission to pay for qualified redevelopment project costs.

## **FUND LISTING**

### **TIF SPECIAL ALLOCATION FUND**

This fund was established by state statute for the receipt of payments-in-lieu-of taxes (PILOTs) and economic activity taxes (EATs) produced by Tax Increment Financing (TIF) projects. The incremental revenues produced by the projects are recorded in the fund and then reimbursed to various developers through the TIF Commission to pay for qualified redevelopment project costs.

### **WATER FUND**

This fund was established for the receipt of revenues predominantly generated by the sale of water. The use of these revenues is restricted to Water Department purposes.

### **YOUTH EMPLOYMENT FUND**

This fund was for assisting the employment of young people. It was closed to the General Fund in FY 2016-17.

### **2019 AIRPORT TERMINAL BOND FUND**

This fund was established in order to facilitate funding for the Mid-Continent International Airport terminal modernization project.



## Schedule I

### All Funds Comparison of Expenditures by Purpose and Program

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Expenditures by Purpose</b>					
Operating Expenses	\$1,010,342,740	\$1,046,394,145	\$1,123,636,323	\$1,191,761,660	\$1,151,183,372
Contingent Appropriation	-	-	5,706,000	4,782,988	20,480,000
Pass Through Payments	98,119,460	100,756,528	99,759,718	99,036,948	103,538,179
Debt Service	270,291,050	307,199,743	290,332,920	289,453,797	289,885,074
Capital Improvements	178,331,641	185,353,617	210,817,190	498,551,169	169,750,196
<b>Grand Total</b>	<b>\$1,557,084,891</b>	<b>\$1,639,704,033</b>	<b>\$1,730,252,151</b>	<b>\$2,083,586,562</b>	<b>\$1,734,836,821</b>
<b>Expenditures by Major Fund Type</b>					
<b>General Fund</b>	<b>\$500,939,055</b>	<b>\$527,743,981</b>	<b>\$528,709,874</b>	<b>\$543,786,004</b>	<b>\$565,845,265</b>
Operating Expenses	486,461,899	510,795,159	513,488,556	527,461,944	533,934,632
Contingent Appropriation	-	-	5,706,000	4,782,988	20,480,000
Debt Service	14,151,911	10,378,817	9,515,318	9,515,318	11,430,633
Capital Improvements	325,245	6,570,005	-	2,025,754	-
<b>Special Revenue Funds</b>	<b>357,913,821</b>	<b>371,624,758</b>	<b>395,910,969</b>	<b>451,888,392</b>	<b>410,424,755</b>
Operating Expenses	210,425,587	215,487,583	252,820,863	296,719,706	257,913,272
Pass Through Payments	96,878,817	99,476,840	98,424,718	97,701,948	102,223,399
Debt Service	33,306,285	39,009,416	36,365,607	36,209,879	42,828,084
Capital Improvements	17,303,132	17,650,919	8,299,781	21,256,859	7,460,000
<b>Capital Improvements Funds</b>	<b>59,840,921</b>	<b>82,594,129</b>	<b>75,010,982</b>	<b>235,792,021</b>	<b>75,446,331</b>
Operating Expenses	2,639,962	6,562,925	7,054,469	30,157,342	6,971,648
Debt Service	12,896,756	11,153,347	9,781,208	9,781,208	16,484,487
Capital Improvements	44,304,203	64,877,857	58,175,305	195,853,471	51,990,196
<b>Debt Funds</b>	<b>110,976,434</b>	<b>130,356,408</b>	<b>130,828,030</b>	<b>134,493,464</b>	<b>127,786,825</b>
Operating Expenses	5,039,939	5,496,520	8,842,745	4,960,783	4,846,174
Pass Through Payments	1,240,643	1,279,688	1,335,000	1,335,000	1,314,780
Debt Service	103,695,852	122,224,215	119,950,285	119,950,285	121,075,871
Capital Improvements	1,000,000	1,355,985	700,000	8,247,396	550,000
<b>Business-Type Activities Funds</b>	<b>527,414,660</b>	<b>527,384,757</b>	<b>599,792,296</b>	<b>717,626,681</b>	<b>555,333,645</b>
Operating Expenses	305,775,353	308,051,958	341,429,690	332,461,885	347,517,646
Debt Service	106,240,246	124,433,948	114,720,502	113,997,107	98,065,999
Capital Improvements	115,399,061	94,898,851	143,642,104	271,167,689	109,750,000
<b>Grand Total</b>	<b>\$1,557,084,891</b>	<b>\$1,639,704,033</b>	<b>\$1,730,252,151</b>	<b>\$2,083,586,562</b>	<b>\$1,734,836,821</b>

## Schedule II

### All Funds

#### Comparison of Expenditures by Appropriation Unit and Major Fund Type

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>Expenditures by Appropriation</b>					
<b>Operating Expenses</b>	<b>\$1,010,342,740</b>	<b>\$1,046,394,145</b>	<b>\$1,123,636,323</b>	<b>\$1,191,761,660</b>	<b>\$1,151,183,372</b>
Personal Services	579,461,704	601,437,096	634,412,585	631,761,851	650,860,284
Contractual Services	358,855,813	372,100,189	414,515,639	477,384,370	423,684,208
Commodities	46,823,109	49,392,571	57,399,038	51,797,148	56,626,137
Capital Outlay	25,202,114	23,464,289	17,309,061	30,818,291	20,012,743
<b>Contingent Appropriation</b>	<b>-</b>	<b>-</b>	<b>5,706,000</b>	<b>4,782,988</b>	<b>20,480,000</b>
<b>Pass Through Payments</b>	<b>98,119,460</b>	<b>100,756,528</b>	<b>99,759,718</b>	<b>99,036,948</b>	<b>103,538,179</b>
<b>Debt Service</b>	<b>270,291,050</b>	<b>307,199,743</b>	<b>290,332,920</b>	<b>289,453,797</b>	<b>289,885,074</b>
<b>Capital Improvements</b>	<b>178,331,641</b>	<b>185,353,617</b>	<b>210,817,190</b>	<b>498,551,169</b>	<b>169,750,196</b>
<b>Grand Total</b>	<b>\$1,557,084,891</b>	<b>\$1,639,704,033</b>	<b>\$1,730,252,151</b>	<b>\$2,083,586,562</b>	<b>\$1,734,836,821</b>

#### Expenditures by Major Fund Type

##### Governmental Activities Funds

<b>General Fund</b>	<b>\$500,939,055</b>	<b>\$527,743,981</b>	<b>\$528,709,874</b>	<b>\$543,786,004</b>	<b>\$565,845,265</b>
<b>Operating Expenses</b>	<b>486,461,899</b>	<b>510,795,159</b>	<b>513,488,556</b>	<b>527,461,944</b>	<b>533,934,632</b>
Personal Services	398,680,468	414,116,194	421,279,938	421,469,169	432,048,982
Contractual Services	77,939,302	87,911,159	83,678,413	95,308,439	93,156,208
Commodities	8,833,889	8,526,220	8,150,205	8,875,863	8,509,742
Capital Outlay	1,008,240	241,586	380,000	1,808,473	219,700
<b>Contingent Appropriation</b>	<b>-</b>	<b>-</b>	<b>5,706,000</b>	<b>4,782,988</b>	<b>20,480,000</b>
<b>Debt Service</b>	<b>14,151,911</b>	<b>10,378,817</b>	<b>9,515,318</b>	<b>9,515,318</b>	<b>11,430,633</b>
<b>Capital Improvements</b>	<b>325,245</b>	<b>6,570,005</b>	<b>-</b>	<b>2,025,754</b>	<b>-</b>
<b>Special Revenue Funds</b>	<b>357,913,821</b>	<b>371,624,758</b>	<b>395,910,969</b>	<b>451,888,392</b>	<b>410,424,755</b>
<b>Operating Expenses</b>	<b>210,425,587</b>	<b>215,487,583</b>	<b>252,820,863</b>	<b>296,719,706</b>	<b>257,913,272</b>
Personal Services	77,328,573	79,847,566	94,783,629	92,305,708	96,299,622
Contractual Services	116,223,819	116,458,054	138,086,756	178,665,570	142,890,231
Commodities	11,566,379	13,264,720	13,402,428	15,841,344	14,883,882
Capital Outlay	5,306,816	5,917,243	6,548,050	9,907,084	3,839,537
<b>Pass Through Payments</b>	<b>96,878,817</b>	<b>99,476,840</b>	<b>98,424,718</b>	<b>97,701,948</b>	<b>102,223,399</b>
<b>Debt Service</b>	<b>33,306,285</b>	<b>39,009,416</b>	<b>36,365,607</b>	<b>36,209,879</b>	<b>42,828,084</b>
<b>Capital Improvements</b>	<b>17,303,132</b>	<b>17,650,919</b>	<b>8,299,781</b>	<b>21,256,859</b>	<b>7,460,000</b>
<b>Capital Improvements Funds</b>	<b>59,840,921</b>	<b>82,594,129</b>	<b>75,010,982</b>	<b>235,792,021</b>	<b>75,446,331</b>
<b>Operating Expenses</b>	<b>2,639,962</b>	<b>6,562,925</b>	<b>7,054,469</b>	<b>30,157,342</b>	<b>6,971,648</b>
Personal Services	1,736,442	3,446,316	6,053,027	6,079,017	6,023,992
Contractual Services	890,628	2,984,058	912,789	23,959,399	834,800
Commodities	10,431	82,221	80,013	75,863	94,956
Capital Outlay	2,461	50,330	8,640	43,063	17,900
<b>Debt Service</b>	<b>12,896,756</b>	<b>11,153,347</b>	<b>9,781,208</b>	<b>9,781,208</b>	<b>16,484,487</b>
<b>Capital Improvements</b>	<b>44,304,203</b>	<b>64,877,857</b>	<b>58,175,305</b>	<b>195,853,471</b>	<b>51,990,196</b>
<b>Debt Funds</b>	<b>110,976,434</b>	<b>130,356,408</b>	<b>130,828,030</b>	<b>134,493,464</b>	<b>127,786,825</b>
<b>Operating Expenses</b>	<b>5,039,939</b>	<b>5,496,520</b>	<b>8,842,745</b>	<b>4,960,783</b>	<b>4,846,174</b>
Contractual Services	5,039,939	5,496,520	8,842,745	4,960,783	4,846,174
<b>Pass Through Payments</b>	<b>1,240,643</b>	<b>1,279,688</b>	<b>1,335,000</b>	<b>1,335,000</b>	<b>1,314,780</b>
<b>Debt Service</b>	<b>103,695,852</b>	<b>122,224,215</b>	<b>119,950,285</b>	<b>119,950,285</b>	<b>121,075,871</b>
<b>Capital Improvements</b>	<b>1,000,000</b>	<b>1,355,985</b>	<b>700,000</b>	<b>8,247,396</b>	<b>550,000</b>
<b>Grand Total</b>	<b>\$1,029,670,231</b>	<b>\$1,112,319,276</b>	<b>\$1,130,459,855</b>	<b>\$1,365,959,881</b>	<b>\$1,179,503,176</b>

## Schedule II

### All Funds

#### Comparison of Expenditures by Appropriation Unit and Major Fund Type

	Actual <u>FY 2017-18</u>	Actual <u>FY 2018-19</u>	Adopted <u>FY 2019-20</u>	Estimated <u>FY 2019-20</u>	Submitted <u>FY 2020-21</u>
<b>Business-Type Activities Funds</b>					
<b>Operating Expenses</b>	<b>\$305,775,353</b>	<b>\$308,051,958</b>	<b>\$341,429,690</b>	<b>\$332,461,885</b>	<b>\$347,517,646</b>
Personal Services	101,716,221	104,027,020	112,295,991	111,907,957	116,487,688
Contractual Services	158,762,125	159,250,398	182,994,936	174,490,179	181,956,795
Commodities	26,412,410	27,519,410	35,766,392	27,004,078	33,137,557
Capital Outlay	18,884,597	17,255,130	10,372,371	19,059,671	15,935,606
<b>Debt Service</b>	<b>106,240,246</b>	<b>124,433,948</b>	<b>114,720,502</b>	<b>113,997,107</b>	<b>98,065,999</b>
<b>Capital Improvements</b>	<b>115,399,061</b>	<b>94,898,851</b>	<b>143,642,104</b>	<b>271,167,689</b>	<b>109,750,000</b>
<b>Grand Total</b>	<b>\$527,414,660</b>	<b>\$527,384,757</b>	<b>\$599,792,296</b>	<b>\$717,626,681</b>	<b>\$555,333,645</b>
 <b>Total All Funds</b>	 <b><u>\$1,557,084,891</u></b>	 <b><u>\$1,639,704,033</u></b>	 <b><u>\$1,730,252,151</u></b>	 <b><u>\$2,083,586,562</u></b>	 <b><u>\$1,734,836,821</u></b>

## Schedule III

### All Funds Comparison of Expenditures by Fund

	Actual <u>FY 2017-18</u>	Actual <u>FY 2018-19</u>	Adopted <u>FY 2019-20</u>	Estimated <u>FY 2019-20</u>	Submitted <u>FY 2020-21</u>
<b>General Fund</b>	<b>\$500,939,055</b>	<b>\$527,743,981</b>	<b>\$528,709,874</b>	<b>\$543,786,004</b>	<b>\$565,845,265</b>
<b>Grand Total</b>	<b>\$500,939,055</b>	<b>\$527,743,981</b>	<b>\$528,709,874</b>	<b>\$543,786,004</b>	<b>\$565,845,265</b>
<b>Special Revenue Funds</b>	<b>\$357,913,821</b>	<b>\$371,624,758</b>	<b>\$395,910,969</b>	<b>\$451,888,392</b>	<b>\$410,424,755</b>
Arterial Street Impact Fee	229,881	681,495	72,015	5,807,062	72,015
Assessment and Triage Center Fund	-	-	-	-	1,000,000
Brownfields Revolving	841,764	232,404	55,374	2,360,493	64,256
Central City Sales Tax	-	8,932	10,800,000	25,529,572	10,950,000
CID/NID Revolving Loan	895	-	-	-	-
Community Development Funds	8,759,401	6,844,327	8,195,554	12,482,658	8,104,354
Convention and Tourism	33,047,582	34,667,878	31,836,206	30,820,490	30,461,551
Convention Hotel Catering	-	-	-	427,808	7,748,824
Development Services	14,428,049	12,973,386	15,980,926	15,364,805	15,475,902
Domestic Violence Shelter Operations	801,337	816,957	716,407	1,083,114	826,281
Economic Development	5,262,795	5,389,219	5,699,136	5,755,308	5,154,126
Fire Sales Tax	21,751,552	23,099,704	36,800,786	38,299,568	37,809,958
Golf Operations	6,115,287	6,378,719	6,595,369	6,481,226	6,629,892
Governmental Grants Fund	5,609,579	4,799,571	5,229,843	7,594,332	5,173,837
Hazardous Materials Fund	-	-	-	4,281	-
Health	46,752,610	48,580,481	50,495,024	52,598,326	51,597,965
Health Dept Building Fund	49,981	483,697	50,090	1,093,384	50,251
HOME Investment	3,435,469	2,566,419	2,550,000	7,256,745	2,255,000
Homesteading Authority	78,589	281,514	300,000	300,000	200,000
Housing Oppor for Persons With Aids	1,309,541	1,568,489	1,570,110	2,542,443	1,741,976
Housing Violation Fund	-	-	-	-	488,022
HUD Lead-Based Paint Grant	930,210	1,171,671	918,986	1,111,775	1,049,833
Inmate Security	4,146,064	3,985,372	4,258,007	6,099,655	519,104
Justice Assistance Grant	514,212	361,297	50,000	939,229	107,752
KCATA Sales Tax	29,269,470	33,113,199	30,100,000	30,100,000	30,100,000
Land Bank	2,262,910	2,259,123	2,538,151	2,477,898	2,607,448
Liberty Memorial Trust Fund	60,615	1,404,556	60,815	60,815	-
Love Thy Neighbor Fund	-	-	-	-	25,000
Municipal Court Building Fund	-	-	-	-	537,150
Museum	1,600,628	1,561,737	2,012,120	1,779,752	2,087,547
Neighborhood Grants	1,439,954	1,178,206	1,392,390	2,722,279	1,103,736
Neighborhood Stabilization Grant	-	-	-	669,079	-
Neighborhood Tourist Development	2,150,169	2,235,940	1,334,220	1,633,100	1,240,242
Parking	9,220,503	12,697,278	7,920,945	8,046,264	8,301,588
Parks and Recreation	41,615,143	42,405,663	45,935,614	45,728,150	46,979,805
Performing Arts Center Garage	9,246,510	9,380,911	9,344,935	9,446,738	9,599,504
Police Drug Enforcement	2,545,387	2,431,592	2,739,928	2,739,928	2,915,994
Police Grant	7,556,879	7,500,916	8,354,315	8,682,937	10,601,440
Probation Fund	-	-	-	-	438,107
Public Art	-	-	400,000	-	-
Public Mass Transportation	31,000,681	32,395,865	32,960,695	34,762,667	33,984,248
Public Safety Sales Tax	6,977,311	6,318,256	8,143,844	8,649,565	9,307,200
Ryan White HIV/AIDS	4,081,630	4,581,174	4,939,382	8,635,790	4,860,045
Specialty Court Fund	-	-	-	-	638,530
Strategic Neighborhoods	610,003	624,389	496,585	645,273	304,137
Street Car	12,439,325	14,597,102	10,564,161	13,733,209	12,397,226
Street Maintenance	41,771,947	42,047,319	44,499,036	47,422,674	44,914,909
<b>Grand Total</b>	<b>\$357,913,821</b>	<b>\$371,624,758</b>	<b>\$395,910,969</b>	<b>\$451,888,392</b>	<b>\$410,424,755</b>

## Schedule III

### All Funds Comparison of Expenditures by Fund

	Actual <u>FY 2017-18</u>	Actual <u>FY 2018-19</u>	Adopted <u>FY 2019-20</u>	Estimated <u>FY 2019-20</u>	Submitted <u>FY 2020-21</u>
<b>Capital Improvements Funds</b>	<b>\$59,840,921</b>	<b>\$82,594,129</b>	<b>\$75,010,982</b>	<b>\$235,792,021</b>	<b>\$75,446,331</b>
Capital Improvements	59,772,274	82,594,129	75,010,982	235,792,021	75,446,331
Revolving Public Improvement	68,647	-	-	-	-
<b>Grand Total</b>	<b>\$59,840,921</b>	<b>\$82,594,129</b>	<b>\$75,010,982</b>	<b>\$235,792,021</b>	<b>\$75,446,331</b>
<b>Debt Funds</b>	<b>\$110,976,434</b>	<b>\$130,356,408</b>	<b>\$130,828,030</b>	<b>\$134,493,464</b>	<b>\$127,786,825</b>
Convention And Sports Complex	20,832,590	28,119,101	29,819,741	34,262,162	25,575,010
Downtown Arena Project Fund	15,585,065	15,674,917	16,379,493	16,379,493	15,704,349
Downtown Redevelopment District Debt	18,428,101	20,005,039	22,562,911	22,562,911	22,660,006
G.O. Recovery Zone Bonds	527,528	527,528	527,595	527,595	527,695
General Debt And Interest	37,039,550	40,420,038	45,444,418	45,444,418	49,224,549
N.I.D. GO Bond Fund	43,950	47,200	47,750	47,750	46,000
Sewer Special Assessment	8,643	3,400	-	-	-
STIF 12th and Wyandotte	2,523,585	4,933,714	-	-	-
STIF Brush Creek-Blue Pkwy Town Center	1,108,945	1,135,405	1,159,450	1,159,450	1,165,375
STIF East Village	3,202,589	3,288,352	3,374,450	3,374,450	3,471,641
STIF HOK Sport Garage	625,675	634,406	647,190	647,190	-
STIF Hotel President	1,697,745	1,812,343	1,586,280	1,586,280	1,677,439
STIF Linwood Shopping Center	835,541	1,343,785	1,345,672	1,345,672	1,701,624
STIF Midtown	5,629,724	5,261,907	4,855,475	4,926,809	3,990,000
STIF Tower-909 Walnut	642,497	4,413,336	848,321	-	-
STIF Valentine	290,993	-	-	-	-
Streetlight Debt Fund	768,850	768,100	765,000	765,000	762,500
TIF Special Allocation	1,184,863	1,967,837	1,464,284	1,464,284	1,280,637
<b>Grand Total</b>	<b>\$110,976,434</b>	<b>\$130,356,408</b>	<b>\$130,828,030</b>	<b>\$134,493,464</b>	<b>\$127,786,825</b>
<b>Business-Type Activity Funds</b>	<b>\$527,414,660</b>	<b>\$527,384,757</b>	<b>\$599,792,296</b>	<b>\$717,626,681</b>	<b>\$555,333,645</b>
Aviation	170,053,008	140,594,710	156,587,247	208,455,068	117,756,325
Customer Facility Charges	11,621,309	21,528,270	6,000,000	6,000,000	9,000,000
DEA Drug Forfeiture	30,760	54,082	75,000	75,000	75,000
Passenger Facility Charge	9,243,500	16,293,042	16,246,000	16,246,000	9,245,250
Sewer	172,202,746	180,636,624	231,469,637	285,505,347	230,127,499
Stormwater	17,197,268	15,486,743	15,920,802	17,748,331	13,245,376
Water	147,066,069	152,791,286	173,493,610	183,596,935	175,884,195
<b>Grand Total</b>	<b>\$527,414,660</b>	<b>\$527,384,757</b>	<b>\$599,792,296</b>	<b>\$717,626,681</b>	<b>\$555,333,645</b>

## Schedule IV

### All Funds Comparison of Expenditures by Department

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Aviation	\$190,454,221	\$178,470,104	\$178,851,776	\$230,757,803	\$136,019,441
Boards of Election Commissioners	3,411,217	3,115,350	3,012,500	3,391,466	3,843,000
City Auditor's Office	1,228,720	1,288,964	1,309,446	1,328,206	1,316,357
City Clerk's Office	474,112	465,016	527,475	567,217	716,001
City Development	21,410,039	18,724,303	29,433,385	45,258,585	19,529,923
Contingent Appropriation	-	-	5,706,000	4,782,988	20,480,000
Convention and Entertainment Faciliti	39,643,639	46,522,513	47,548,473	45,230,224	50,368,204
Convention and Tourism	28,850,123	29,253,911	28,969,930	28,460,881	28,302,541
Economic Incentives	47,063,108	53,246,020	47,037,661	46,240,434	44,047,543
Finance	16,908,225	16,996,622	18,139,212	41,806,270	18,904,589
Fire	169,706,243	181,748,635	188,092,835	194,743,654	194,473,111
General Services	39,524,311	53,012,693	44,356,742	69,386,563	37,292,760
Health	23,938,295	25,132,024	27,769,139	35,823,641	29,059,645
Health and Medical Care	32,173,032	32,081,611	32,213,166	32,446,406	31,695,448
Human Relations	1,615,152	2,329,648	2,545,472	3,086,350	2,866,339
Human Resources	3,676,752	3,722,765	4,378,806	4,741,453	4,849,542
Law	5,900,333	6,215,661	5,972,102	5,964,355	6,136,107
Municipal Court	16,564,521	18,256,563	19,441,024	21,400,444	19,195,060
Neighborhoods and Housing Service	59,343,038	58,679,812	61,067,064	77,854,592	79,535,120
Office of the City Manager	12,353,308	13,182,186	15,333,874	15,991,277	15,905,579
Offices of Mayor and Council	5,058,046	5,260,711	5,106,688	5,338,536	5,071,857
Parks and Recreation	64,050,300	71,340,801	72,871,031	101,915,205	70,446,639
Police	247,639,523	256,565,862	262,155,921	264,266,644	272,827,694
Public Works	118,117,144	142,099,228	136,225,787	233,943,818	144,215,771
Transportation Authorities	67,595,397	70,997,942	67,988,445	71,759,549	74,376,355
Water Services	340,386,092	350,995,088	424,198,197	497,100,001	423,362,195
<b>Grand Total</b>	<b>\$1,557,084,891</b>	<b>\$1,639,704,033</b>	<b>\$1,730,252,151</b>	<b>\$2,083,586,562</b>	<b>\$1,734,836,821</b>

## Schedule V

### All Funds Comparison of Expenditures by Major Fund Type Department

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Governmental Activities</b>	<b>\$1,029,670,231</b>	<b>\$1,112,319,276</b>	<b>\$1,130,459,855</b>	<b>\$1,365,959,881</b>	<b>\$1,179,503,176</b>
<b>Operating Expenses</b>	<b>704,567,387</b>	<b>738,342,187</b>	<b>782,206,633</b>	<b>859,299,775</b>	<b>803,665,726</b>
Boards of Election Commissioners	2,916,861	3,115,350	3,012,500	3,391,466	3,843,000
City Auditor's Office	1,228,720	1,288,964	1,309,446	1,328,206	1,316,357
City Clerk's Office	474,112	465,016	527,475	567,217	716,001
City Development	15,927,949	14,657,610	26,716,753	41,165,535	15,960,196
Convention and Entertainment Facilities	19,073,877	19,786,065	23,006,038	20,164,877	23,142,145
Convention and Tourism	4,363,099	4,190,503	3,725,117	3,938,838	3,545,617
Economic Incentives	6,727,058	7,013,438	7,438,709	6,641,482	5,734,510
Finance	15,575,631	15,667,403	16,810,093	17,980,730	17,570,720
Fire	166,138,399	177,436,477	182,330,816	188,981,635	188,709,593
General Services	24,751,248	26,559,103	28,641,581	29,552,653	26,119,966
Health	23,938,295	25,132,024	27,769,139	35,823,641	29,059,645
Health and Medical Care	115,344	516,978	645,718	878,958	1,146,099
Human Relations	1,615,152	2,329,648	2,489,001	3,068,085	2,809,205
Human Resources	3,676,752	3,722,765	4,378,806	4,741,453	4,725,251
Law	5,900,333	6,215,661	5,972,102	5,964,355	6,136,107
Municipal Court	16,002,025	17,441,167	18,904,876	20,853,825	18,657,910
Neighborhoods and Housing Services	55,983,015	54,957,841	57,980,071	74,438,025	74,278,998
Office of the City Manager	10,697,620	11,873,539	12,888,278	12,490,172	11,623,771
Offices of Mayor and Council	5,058,046	5,260,711	5,106,688	5,338,536	5,071,857
Parks and Recreation	45,655,273	47,136,842	53,572,287	53,261,094	53,084,195
Police	232,712,030	241,497,606	246,610,520	249,031,243	255,620,398
Public Works	41,069,568	44,881,700	46,725,119	70,281,145	46,057,857
Transportation Authorities	4,966,980	7,195,776	5,356,500	9,127,604	6,697,328
Water Services	-	-	289,000	289,000	2,039,000
<b>Contingent Appropriation</b>	<b>-</b>	<b>-</b>	<b>5,706,000</b>	<b>4,782,988</b>	<b>20,480,000</b>
<b>Pass Through Payments</b>	<b>98,119,460</b>	<b>100,756,528</b>	<b>99,759,718</b>	<b>99,036,948</b>	<b>103,538,179</b>
Convention and Tourism	10,486,850	11,068,513	11,245,320	10,522,550	10,762,355
Health and Medical Care	31,384,022	30,895,698	30,895,698	30,895,698	30,395,824
Transportation Authorities	56,248,588	58,792,317	57,618,700	57,618,700	62,380,000
<b>Debt Service</b>	<b>164,050,804</b>	<b>182,765,795</b>	<b>175,612,418</b>	<b>175,456,690</b>	<b>191,819,075</b>
City Development	2,758,055	2,648,746	2,716,632	2,716,632	3,344,727
Convention and Entertainment Facilities	18,379,037	24,368,412	23,842,435	23,841,010	26,676,059
Convention and Tourism	14,000,174	13,994,895	13,999,493	13,999,493	13,994,569
Economic Incentives	40,336,050	46,232,582	39,598,952	39,598,952	38,313,033
Finance	1,332,094	1,329,219	1,328,619	1,328,619	1,333,869
Fire	3,567,844	4,312,158	5,762,019	5,762,019	5,763,518
General Services	8,085,404	8,551,471	8,510,078	8,510,078	5,240,239
Health and Medical Care	673,666	668,935	671,750	671,750	153,525
Human Resources	-	-	-	-	124,291
Municipal Court	535,882	536,113	536,148	536,148	537,150
Neighborhoods and Housing Services	3,180,316	3,092,964	3,086,993	3,242,690	5,256,122
Office of the City Manager	819,003	816,229	751,299	751,299	755,624
Parks and Recreation	2,877,873	4,110,273	2,812,009	2,812,009	3,965,459
Police	14,905,946	15,068,256	15,545,401	15,235,401	17,207,296
Public Works	46,219,631	51,543,041	50,888,697	50,888,697	63,729,442
Transportation Authorities	6,379,829	5,009,849	5,013,245	5,013,245	5,299,027
Water Services	-	482,652	548,648	548,648	125,125

## Schedule V

### All Funds Comparison of Expenditures by Major Fund Type Department

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Capital Improvements</b>	<b>\$62,932,580</b>	<b>\$90,454,766</b>	<b>\$67,175,086</b>	<b>\$227,383,480</b>	<b>\$60,000,196</b>
City Development	2,724,035	1,417,947	-	1,376,418	225,000
Convention and Entertainment Facilities	2,190,725	2,368,036	700,000	1,224,337	550,000
Finance	-	-	-	22,496,421	-
General Services	6,687,659	17,902,119	7,205,083	31,323,832	5,932,555
Municipal Court	26,614	279,283	-	10,471	-
Neighborhoods and Housing Services	179,707	629,007	-	173,877	-
Office of the City Manager	836,685	492,418	1,694,297	2,749,806	3,526,184
Parks and Recreation	15,517,154	20,093,686	16,486,735	45,842,102	13,396,985
Police	21,547	-	-	-	-
Public Works	30,827,945	45,674,487	38,611,971	112,773,976	34,428,472
Water Services	3,920,509	1,597,783	2,477,000	9,412,240	1,941,000
<b>Business-Type Activities</b>	<b>527,414,660</b>	<b>527,384,757</b>	<b>599,792,296</b>	<b>717,626,681</b>	<b>555,333,645</b>
<b>Operating Expenses</b>	<b>305,775,353</b>	<b>308,051,958</b>	<b>341,429,690</b>	<b>332,461,885</b>	<b>347,517,646</b>
Aviation	90,340,363	96,643,106	100,645,721	103,415,209	101,089,879
Boards of Election Commissioners	494,356	-	-	-	-
Finance	500	-	500	500	-
Human Relations	-	-	56,471	18,265	57,134
Water Services	214,940,134	211,408,852	240,726,998	229,027,911	246,370,633
<b>Debt Service</b>	<b>106,240,246</b>	<b>124,433,948</b>	<b>114,720,502</b>	<b>113,997,107</b>	<b>98,065,999</b>
Aviation	33,082,017	43,422,935	27,456,055	33,114,280	15,679,562
Water Services	73,158,229	81,011,013	87,264,447	80,882,827	82,386,437
<b>Capital Improvements</b>	<b>115,399,061</b>	<b>94,898,851</b>	<b>143,642,104</b>	<b>271,167,689</b>	<b>109,750,000</b>
Aviation	67,031,841	38,404,063	50,750,000	94,228,314	19,250,000
Water Services	48,367,220	56,494,788	92,892,104	176,939,375	90,500,000
<b>Grand Total</b>	<b>\$1,557,084,891</b>	<b>\$1,639,704,033</b>	<b>\$1,730,252,151</b>	<b>\$2,083,586,562</b>	<b>\$1,734,836,821</b>

## Schedule VI

### All Funds

### Comparison of Revenues by Major Sources and Major Fund Type

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Revenues by Major Source</b>					
Property Taxes	\$134,364,696	\$145,076,288	\$155,941,429	\$159,262,564	\$166,464,259
Property Taxes Pilots	4,067,203	4,306,479	3,734,000	10,409,759	4,631,901
Sales Tax	242,412,827	250,941,316	254,900,000	254,900,000	258,530,000
Sales Tax - Redirections	(22,213,386)	(22,303,546)	(20,993,800)	(21,012,800)	(22,305,800)
Local Use Tax	40,081,140	43,240,582	44,158,000	43,889,191	43,800,000
Local Use Tax Redirections	(309,218)	(221,546)	(161,800)	(163,700)	(205,500)
Earnings Tax	261,515,063	277,315,080	271,073,000	279,425,000	292,255,000
Earnings Tax Redirections	(17,501,411)	(16,454,987)	(17,368,200)	(17,843,000)	(20,684,500)
Utility Taxes	107,537,015	107,043,908	108,387,000	106,018,000	111,800,000
Utility Taxes - Redirections	(2,405,678)	(2,414,516)	(2,190,400)	(2,250,333)	(2,544,600)
Restaurant Tax	27,648,933	29,363,344	28,190,000	29,644,519	30,401,717
Restaurant Tax Redirections	(1,791,717)	(2,063,888)	(2,050,000)	(2,050,000)	(2,995,600)
Hotel/Motel Tax	26,891,541	27,196,108	28,670,000	26,610,000	27,504,902
Hotel/Motel Tax Redirections	(1,306,171)	(2,115,243)	(3,822,200)	(3,822,200)	(4,643,900)
Other Taxes	9,428,178	8,780,423	9,425,800	9,519,355	9,192,200
Gaming Revenues	12,052,955	11,826,253	11,700,000	11,600,000	11,900,000
Licenses & Permits	51,550,197	52,638,675	54,552,344	54,971,637	55,221,844
Fines & Forfeitures	10,115,178	11,985,524	11,680,811	12,694,957	12,210,851
Interest and Rental Income	32,575,973	41,550,784	31,148,383	42,014,591	45,076,833
Service Charges	615,862,041	654,070,973	635,949,036	658,695,393	668,295,939
Grants	83,328,941	89,077,582	94,008,363	157,972,003	64,799,634
All Other	24,681,521	31,999,769	20,770,607	63,513,210	19,668,510
<b>Grand Total</b>	<b>\$1,638,585,821</b>	<b>\$1,740,839,362</b>	<b>\$1,717,702,373</b>	<b>\$1,873,998,146</b>	<b>\$1,768,373,690</b>
<b>General Fund</b>					
	<b>\$549,423,416</b>	<b>\$578,677,661</b>	<b>\$573,434,542</b>	<b>\$588,944,742</b>	<b>\$599,641,607</b>
Property Taxes	61,083,871	63,869,146	63,700,000	64,611,082	65,894,305
Property Taxes Pilots	1,967,394	1,634,776	1,500,000	1,303,729	1,650,000
Local Use Tax	36,648,071	39,635,858	40,475,000	40,230,396	40,000,000
Local Use Tax Redirections	(355,504)	(277,022)	(193,800)	(193,800)	(246,200)
Earnings Tax	261,515,063	277,315,080	271,073,000	279,425,000	292,255,000
Earnings Tax Redirections	(19,707,381)	(18,534,329)	(19,396,200)	(19,396,200)	(22,322,200)
Gaming Revenues	12,052,955	11,826,253	11,700,000	11,600,000	11,900,000
Licenses & Permits	29,051,722	29,484,873	30,257,525	30,293,460	30,581,400
Utility Taxes	107,537,015	107,043,908	108,387,000	106,018,000	111,800,000
Utility Taxes - Redirections	(3,288,900)	(3,299,648)	(2,871,400)	(2,868,333)	(3,142,500)
Fines & Forfeitures	8,343,398	8,345,556	7,915,811	8,244,794	8,231,851
Interest and Rental Income	3,140,121	4,470,790	3,630,624	4,285,307	6,850,000
Service Charges	46,383,978	45,640,661	45,880,580	57,502,060	51,287,217
Grants	2,920,583	2,353,595	8,876,615	2,276,715	2,348,515
All Other	1,804,065	8,830,182	2,249,787	5,358,013	2,304,219
Restaurant Tax	250,652	265,539	140,000	144,519	140,000
Hotel/Motel Tax	76,313	72,443	110,000	110,000	110,000

## Schedule VI

### All Funds Comparison of Revenues by Major Sources and Major Fund Type

	Actual <u>FY 2017-18</u>	Actual <u>FY 2018-19</u>	Adopted <u>FY 2019-20</u>	Estimated <u>FY 2019-20</u>	Submitted <u>FY 2020-21</u>
<b>Special Revenue Funds</b>	<b>\$369,719,492</b>	<b>\$397,849,700</b>	<b>\$398,596,453</b>	<b>\$428,062,844</b>	<b>\$407,537,633</b>
Property Taxes	55,900,544	58,658,852	58,668,000	59,607,410	60,860,994
Property Taxes Pilots	1,318,654	2,052,931	1,777,000	1,742,120	2,126,155
Sales Tax	158,251,068	165,971,993	168,900,000	168,900,000	171,310,000
Sales Tax - Redirections	(18,826,437)	(18,702,093)	(17,304,000)	(17,304,000)	(17,853,500)
Local Use Tax	3,433,069	3,604,724	3,683,000	3,658,795	3,800,000
Licenses & Permits	7,039,544	7,105,057	8,714,819	8,798,177	9,060,444
Other Taxes	6,387,300	6,509,606	6,770,000	6,770,000	6,916,000
Fines & Forfeitures	1,771,780	3,639,968	3,765,000	4,450,163	3,979,000
Interest and Rental Income	16,936,807	18,131,917	15,934,502	17,525,638	19,403,584
Service Charges	31,664,729	34,217,039	34,455,541	31,618,967	34,042,184
Grants	49,249,525	58,524,615	55,273,448	83,898,997	56,227,879
All Other	8,413,838	8,895,459	8,750,943	9,798,377	9,126,074
Restaurant Tax	27,398,281	29,097,805	28,050,000	29,500,000	30,261,717
Hotel/Motel Tax	26,815,228	27,123,665	28,560,000	26,500,000	27,394,902
Restaurant Tax Redirections	(3,202,612)	(3,427,806)	(3,232,900)	(3,232,900)	(4,142,300)
Hotel/Motel Tax Redirections	(2,831,826)	(3,554,032)	(4,168,900)	(4,168,900)	(4,975,500)
<b>Capital Improvements Funds</b>	<b>80,981,919</b>	<b>81,663,786</b>	<b>75,179,300</b>	<b>162,785,708</b>	<b>75,822,540</b>
Property Taxes Pilots	499,850	-	-	6,800,000	-
Sales Tax	84,161,759	84,969,323	86,000,000	86,000,000	87,220,000
Sales Tax - Redirections	(12,060,162)	(11,964,269)	(10,984,400)	(10,984,400)	(11,576,900)
Other Taxes	432,242	334,679	-	96,455	-
Interest and Rental Income	1,090	522	-	214	-
Service Charges	-	200,000	-	600,481	-
Grants	7,111,943	6,643,653	163,700	41,761,503	179,440
All Other	835,197	1,479,878	-	38,511,455	-
<b>Debt Funds</b>	<b>64,092,416</b>	<b>68,638,909</b>	<b>73,283,923</b>	<b>74,708,492</b>	<b>79,313,556</b>
Property Taxes	17,380,281	22,548,290	33,573,429	35,044,072	39,708,960
Property Taxes Pilots	281,305	618,772	457,000	563,910	855,746
Sales Tax - Redirections	8,673,213	8,362,816	7,294,600	7,275,600	7,124,600
Local Use Tax Redirections	46,286	55,476	32,000	30,100	40,700
Earnings Tax Redirections	2,205,970	2,079,342	2,028,000	1,553,200	1,637,700
Licenses & Permits	15,458,931	16,048,745	15,580,000	15,880,000	15,580,000
Utility Taxes - Redirections	883,222	885,132	681,000	618,000	597,900
Other Taxes	2,608,636	1,936,138	2,655,800	2,652,900	2,276,200
Interest and Rental Income	1,062,014	1,745,379	369,494	646,210	963,750
Service Charges	-	168,089	290,200	122,100	-
Grants	6,627,690	5,995,601	5,425,600	5,425,600	5,774,800
All Other	5,928,318	5,392,422	3,367,200	3,367,200	3,274,900
Restaurant Tax Redirections	1,410,895	1,363,918	1,182,900	1,182,900	1,146,700
Hotel/Motel Tax Redirections	1,525,655	1,438,789	346,700	346,700	331,600
<b>Grand Total</b>	<b>\$1,064,217,243</b>	<b>\$1,126,830,056</b>	<b>\$1,120,494,218</b>	<b>\$1,254,501,786</b>	<b>\$1,162,315,336</b>

## Schedule VI

### All Funds

#### Comparison of Revenues by Major Sources and Major Fund Type

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Business-Type Activity</b>	<b>\$574,368,578</b>	<b>\$614,009,306</b>	<b>\$597,208,155</b>	<b>\$619,496,360</b>	<b>\$606,058,354</b>
Grants	17,419,200	15,560,118	24,269,000	24,609,188	269,000
Interest and Rental Income	11,435,941	17,202,176	11,213,763	19,557,222	17,859,499
Service Charges	537,813,334	573,845,184	555,322,715	568,851,785	582,966,538
All Other	7,700,103	7,401,828	6,402,677	6,478,165	4,963,317
<b>Grand Total</b>	<b>\$574,368,578</b>	<b>\$614,009,306</b>	<b>\$597,208,155</b>	<b>\$619,496,360</b>	<b>\$606,058,354</b>

## Schedule VII

### All Funds Comparison of Revenues by Fund

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>General Fund</b>	<b>\$549,423,416</b>	<b>\$578,677,661</b>	<b>\$573,434,542</b>	<b>\$588,944,742</b>	<b>\$599,641,607</b>
<b>Special Revenue Funds</b>	<b>369,719,492</b>	<b>397,849,700</b>	<b>398,596,453</b>	<b>428,062,844</b>	<b>407,537,633</b>
ARRA Stimulus	(42)	-	-	-	-
Arterial Street Impact Fee	1,149,498	1,845,322	68,500	612,027	107,864
Assessment and Triage Center Fund	-	-	-	-	1,000,000
Brownfields Revolving	932,001	281,941	-	1,975,014	-
Central City Sales Tax	4,148,631	10,589,873	10,800,000	10,800,000	10,950,000
CID/NID Revolving Loan	22,000	-	-	-	-
Community Development Funds	6,352,390	9,212,216	8,197,097	14,567,329	8,104,354
Convention and Tourism	57,115,925	58,997,220	58,384,487	58,394,418	57,712,876
Convention Hotel Catering	-	-	-	258,670	3,380,461
Development Services	15,137,560	14,600,389	15,425,089	13,785,227	14,214,408
Domestic Violence Shelter Operations	602,708	719,421	300,000	860,607	384,000
Economic Development	3,497,545	3,461,716	3,495,000	3,495,000	3,495,000
Fire Sales Tax	22,687,882	22,931,479	22,784,112	23,046,008	23,379,855
Golf Operations	5,836,894	5,976,468	6,124,365	5,909,133	6,135,564
Governmental Grants Fund	5,488,203	4,978,957	5,229,843	7,992,322	5,173,837
Health	59,497,751	63,843,788	64,747,289	64,672,496	67,305,354
HOME Investment	2,299,822	5,136,131	2,550,000	6,552,452	2,255,000
Homesteading Authority	134,384	319,451	300,000	133,041	200,000
Housing Oppor for Persons With Aids	1,306,748	1,523,922	1,570,110	2,908,935	1,741,976
Housing Violation Fund	-	-	-	-	500,000
HUD Lead-Based Paint Grant	953,782	1,173,001	918,986	1,156,376	1,049,833
Inmate Security	3,440,578	3,227,385	4,388,766	6,379,826	506,107
Justice Assistance Grant	106,329	683,286	-	247,222	-
KCATA Sales Tax	28,394,475	28,720,479	29,425,400	29,425,400	29,995,380
Land Bank	539,541	454,678	452,000	460,625	585,000
Liberty Memorial Trust Fund	131,418	145,495	135,144	47,737	-
Love Thy Neighbor Fund	-	-	-	-	25,000
Municipal Court Building Fund	-	-	-	-	375,000
Museum	1,688,784	1,790,111	1,750,255	1,781,472	1,816,163
Neighborhood Grants	1,081,137	1,469,856	1,392,390	2,895,578	1,103,736
Neighborhood Stabilization Grant	101,542	881,121	-	667,266	-
Parking	5,663,121	7,032,636	7,920,945	7,740,438	7,950,945
Parks and Recreation	40,367,814	41,130,459	42,348,322	42,718,650	43,061,272
Performing Arts Center Garage	790,175	1,383,898	853,700	1,205,393	1,352,000
Police Drug Enforcement	2,087,310	1,781,572	2,739,928	3,581,714	2,915,994
Police Grant	4,762,261	9,049,100	8,354,315	10,815,779	10,601,440
Probation Fund	-	-	-	-	710,000
Public Mass Transportation	35,054,443	35,434,501	36,100,600	36,100,600	36,617,490
Public Safety Sales Tax	18,084,483	18,279,661	18,875,700	18,875,700	19,037,350

## Schedule VII

### All Funds Comparison of Revenues by Fund

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Ryan White HIV/AIDS	\$ 4,235,429	\$ 4,470,313	\$ 4,939,382	\$ 8,874,210	\$ 4,860,045
Shared Success	-	100,000	-	-	-
Specialty Court Fund	-	-	-	-	470,000
Strategic Neighborhoods	257,050	359,022	481,000	447,526	450,776
Street Car	10,538,966	11,704,976	11,445,000	11,600,451	11,929,825
Street Maintenance	25,230,954	24,159,856	26,098,728	27,078,202	26,083,728
<b>Capital Improvements Funds</b>	<b>80,981,919</b>	<b>81,663,786</b>	<b>75,179,300</b>	<b>162,785,708</b>	<b>75,822,540</b>
Capital Improvements	80,995,010	81,661,178	75,179,300	162,785,708	75,822,540
Revolving Public Improvement	(13,091)	2,608	-	-	-
<b>Debt Funds</b>	<b>64,092,416</b>	<b>68,638,909</b>	<b>73,283,923</b>	<b>74,708,492</b>	<b>79,313,556</b>
Convention And Sports Complex	2,016,461	2,124,459	2,055,000	2,055,000	2,136,922
Downtown Arena Project Fund	17,218,032	16,550,089	15,580,000	15,880,000	15,580,000
Downtown Redevelopment District Debt	8,102,818	6,646,077	7,522,129	7,522,129	7,416,901
G.O. Recovery Zone Bonds	221,308	222,139	220,000	220,000	220,000
General Debt And Interest	17,495,146	23,719,262	33,700,494	35,546,617	40,519,865
N.I.D. GO Bond Fund	53,068	54,685	52,000	52,725	53,527
Sewer Special Assessment	231,331	10,143	-	4,863	-
STIF 12th and Wyandotte	4,524,284	2,201,871	-	-	-
STIF Brush Creek-Blue Pkwy Town Cer	800,354	752,386	830,000	830,000	692,800
STIF East Village	2,002,255	2,441,854	2,014,300	2,014,300	2,491,600
STIF HOK Sport Garage	24,660	36,273	28,800	28,800	-
STIF Hotel President	1,805,756	1,601,422	1,678,500	1,678,500	1,621,300
STIF Linwood Shopping Center	5,443	5	461,100	461,100	389,200
STIF Midtown	7,061,987	7,379,956	6,961,000	6,963,258	6,281,541
STIF Tower-909 Walnut	745,495	3,578,154	729,700	300	-
STIF Uptown	2	-	-	-	-
STIF Valentine	283,284	-	-	-	-
TIF Special Allocation	1,500,732	1,320,134	1,450,900	1,450,900	1,909,900
<b>Business-Type Activities Funds</b>	<b>574,368,578</b>	<b>614,009,306</b>	<b>597,208,155</b>	<b>619,496,360</b>	<b>606,058,354</b>
Aviation	145,524,844	147,614,582	157,180,790	157,527,962	133,353,453
Customer Facility Charges	12,731,688	12,675,307	6,214,753	6,048,068	8,564,265
DEA Drug Forfeiture	57,016	28,495	77,706	77,706	78,708
Passenger Facility Charge	23,864,215	23,813,872	25,969,794	25,769,794	25,690,013
Sewer	209,733,574	240,510,202	227,406,565	238,842,573	257,718,497
Stormwater	14,026,750	14,141,345	13,363,200	14,017,134	13,676,000
Water	168,430,491	175,225,503	166,995,347	177,213,123	166,977,418
<b>Grand Total</b>	<b>\$1,638,585,821</b>	<b>\$1,740,839,362</b>	<b>\$1,717,702,373</b>	<b>\$1,873,998,146</b>	<b>\$1,768,373,690</b>

## Schedule VIII

### General Fund Comparison of Revenues by Source

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Property Taxes</b>	<b>\$61,083,871</b>	<b>\$63,869,146</b>	<b>\$63,700,000</b>	<b>\$64,611,082</b>	<b>\$65,894,305</b>
Real Estate - Current	39,856,363	41,317,266	41,240,000	43,559,259	44,430,444
Personal Property	11,148,597	11,455,752	11,480,000	9,963,966	10,163,246
Delinquent Taxes & Penalties	3,159,452	4,029,533	4,180,000	4,281,857	4,367,495
Financial Institution Taxes	591,584	330,062	580,000	450,000	450,000
Bus Replacement	6,327,875	6,736,533	6,220,000	6,356,000	6,483,120
<b>Property Taxes Pilots</b>	<b>1,967,394</b>	<b>1,634,776</b>	<b>1,500,000</b>	<b>1,303,729</b>	<b>1,650,000</b>
<b>Local Use Tax</b>	<b>36,648,071</b>	<b>39,635,858</b>	<b>40,475,000</b>	<b>40,230,396</b>	<b>40,000,000</b>
<b>Local Use Tax Redirections</b>	<b>(355,504)</b>	<b>(277,022)</b>	<b>(193,800)</b>	<b>(193,800)</b>	<b>(246,200)</b>
<b>Earnings Tax</b>	<b>261,515,063</b>	<b>277,315,080</b>	<b>271,073,000</b>	<b>279,425,000</b>	<b>292,255,000</b>
Withholding	202,186,244	208,113,641	209,807,000	214,400,000	221,460,000
Business Profits	44,064,988	50,470,710	44,269,000	46,500,000	48,650,000
Wage Earner	15,263,831	18,730,729	16,997,000	18,525,000	22,145,000
<b>Earnings Tax Redirections</b>	<b>(19,707,381)</b>	<b>(18,534,329)</b>	<b>(19,396,200)</b>	<b>(19,396,200)</b>	<b>(22,322,200)</b>
<b>Utility Taxes</b>	<b>107,537,015</b>	<b>107,043,908</b>	<b>108,387,000</b>	<b>106,018,000</b>	<b>111,800,000</b>
Power And Light Companies	70,378,316	70,468,535	70,000,000	68,000,000	70,000,000
Natural Gas Companies	11,508,857	11,544,974	11,880,000	11,880,000	12,100,000
Telephone Companies	8,574,406	7,520,871	7,749,000	7,210,000	7,400,000
Wireless Telephone Companies	6,897,525	5,554,426	5,770,000	5,770,000	5,250,000
Cable Television Companies	5,398,583	5,142,341	5,100,000	5,270,000	5,250,000
Steam Companies	383,150	412,053	388,000	388,000	500,000
Water Utilities	4,396,178	6,400,708	7,500,000	7,500,000	11,300,000
<b>Utility Taxes - Redirections</b>	<b>(3,288,900)</b>	<b>(3,299,648)</b>	<b>(2,871,400)</b>	<b>(2,868,333)</b>	<b>(3,142,500)</b>
Cable TV - Redirections	(18,891)	(20,446)	(16,300)	(16,300)	(22,100)
Natural Gas - Redirections	(118,286)	(143,776)	(104,500)	(104,500)	(153,600)
Power and Light - Redirections	(3,044,330)	(3,052,613)	(2,688,700)	(2,688,700)	(2,916,500)
Steam - Redirections	(35,058)	(35,109)	(4,600)	(1,533)	(4,600)
Telephone - Redirections	(72,335)	(47,704)	(57,300)	(57,300)	(45,700)
<b>Gaming Revenues</b>	<b>12,052,955</b>	<b>11,826,253</b>	<b>11,700,000</b>	<b>11,600,000</b>	<b>11,900,000</b>
Admissions	6,564,915	6,371,645	6,330,000	6,300,000	6,300,000
Gross Receipts	5,488,040	5,454,608	5,370,000	5,300,000	5,600,000
<b>Licenses &amp; Permits</b>	<b>29,051,722</b>	<b>29,484,873</b>	<b>30,257,525</b>	<b>30,293,460</b>	<b>30,581,400</b>
Business Licenses	24,913,668	25,288,244	25,931,000	25,931,000	26,571,000
Cigarette Stamp Tax	2,389,893	2,378,093	2,550,600	2,390,600	2,500,600
Alcoholic Beverage Licenses	913,339	771,360	900,225	873,500	902,000
Commercial Vehicle Regulation	127,326	93,547	201,500	91,250	123,500
Pet Licenses	278,016	359,531	270,000	389,936	-
Other Licenses	362,416	531,184	342,200	555,174	422,300
Vehicle Licenses	67,064	62,914	62,000	62,000	62,000

## Schedule VIII

### General Fund Comparison of Revenues by Source

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Fines &amp; Forfeitures</b>	<b>\$8,343,398</b>	<b>\$8,345,556</b>	<b>\$7,915,811</b>	<b>\$8,244,794</b>	<b>\$8,231,851</b>
Fines & Forfeitures	123,687	134,527	136,200	124,102	136,200
Municipal Court	574,062	600,954	579,611	615,390	595,651
Traffic Violations Bureau	7,645,649	7,610,075	7,200,000	7,505,302	7,500,000
<b>Interest and Rental Income</b>	<b>3,140,121</b>	<b>4,470,790</b>	<b>3,630,624</b>	<b>4,285,307</b>	<b>6,850,000</b>
Interest	2,301,962	3,697,927	2,961,324	3,745,157	6,100,000
Other Rentals	130,300	-	129,300	-	129,300
Rentals - Convention Centers	707,859	772,863	540,000	540,150	620,700
<b>Service Charges</b>	<b>46,383,978</b>	<b>45,640,661</b>	<b>45,880,580</b>	<b>57,502,060</b>	<b>51,287,217</b>
Enterprise Charges	12,130,486	11,596,596	11,749,768	11,749,768	11,631,542
Interest	50	-	-	-	-
KCI Airport	27,000	28,970	27,000	27,000	29,651
Service Charges-General Gov't	6,424,741	6,001,665	6,886,218	6,135,698	7,100,629
Service Charges-Health	21,224,052	20,831,436	21,110,930	32,820,644	25,485,931
Service Charges-Parks & Rec	22,893	22,008	26,000	26,000	145,000
Service Charges-Public Safety	6,554,756	7,159,986	6,080,664	6,742,950	6,894,464
<b>Grants</b>	<b>2,920,583</b>	<b>2,353,595</b>	<b>8,876,615</b>	<b>2,276,715</b>	<b>2,348,515</b>
Federal Grants	254,773	186,475	-	92,716	180,000
Other Contributions	2,565,810	2,067,120	2,066,999	2,083,999	2,068,515
State Grants	100,000	100,000	6,809,616	100,000	100,000
<b>All Other</b>	<b>1,804,065</b>	<b>8,830,182</b>	<b>2,249,787</b>	<b>5,358,013</b>	<b>2,304,219</b>
Miscellaneous Revenues	1,804,065	8,677,059	2,249,787	5,257,134	2,304,219
Special Assessments	-	153,123	-	100,879	-
<b>Restaurant Tax</b>	<b>250,652</b>	<b>265,539</b>	<b>140,000</b>	<b>144,519</b>	<b>140,000</b>
Restaurant Tax	250,652	265,539	140,000	144,519	140,000
<b>Hotel/Motel Tax</b>	<b>76,313</b>	<b>72,443</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>
Hotel/Motel Tax	76,313	72,443	110,000	110,000	110,000
<b>Grand Total</b>	<b>\$ 549,423,416</b>	<b>\$ 578,677,661</b>	<b>\$ 573,434,542</b>	<b>\$ 588,944,742</b>	<b>\$ 599,641,607</b>

## Schedule IX

### General Fund Comparison of Expenditures by Purpose and Department

	Actual <u>FY 2017-18</u>	Actual <u>FY 2018-19</u>	Adopted <u>FY 2019-20</u>	Estimated <u>FY 2019-20</u>	Submitted <u>FY 2020-21</u>
<b>Operating Expenses</b>	<b>\$486,461,899</b>	<b>\$510,795,159</b>	<b>\$513,488,556</b>	<b>\$527,461,944</b>	<b>\$533,934,632</b>
Boards of Election Commissioners	2,486,982	3,115,350	3,012,500	3,391,466	3,843,000
City Auditor's Office	1,228,720	1,288,964	1,309,446	1,328,206	1,316,357
City Clerk's Office	474,112	465,016	527,475	567,217	716,001
City Development	2,093,413	2,160,286	2,160,956	2,393,917	2,393,836
Convention and Tourism	-	-	500,000	500,000	-
Economic Incentives	85,016	-	300,000	303,887	-
Finance	14,190,566	14,180,385	15,214,422	16,386,593	15,510,531
Fire	148,409,136	158,979,957	151,792,049	157,632,200	157,163,153
General Services	22,075,408	23,386,305	24,606,834	25,257,999	22,198,693
Human Relations	1,282,058	1,701,332	1,816,559	1,898,452	1,986,305
Human Resources	3,676,752	3,722,765	4,303,806	4,741,453	4,725,251
Law	4,978,627	5,675,454	5,229,695	5,225,023	5,330,027
Municipal Court	12,756,716	14,696,004	15,525,493	15,636,352	16,062,169
Neighborhoods and Housing Services	39,204,507	39,454,583	42,550,232	45,932,717	48,015,206
Office of the City Manager	7,574,373	8,017,455	7,850,337	8,152,155	8,214,231
Offices of Mayor and Council	5,028,105	5,202,393	5,046,688	5,278,536	4,846,857
Parks and Recreation	1,704,603	420,469	555,992	525,449	1,360,641
Police	219,093,470	228,125,283	231,186,072	232,310,322	238,502,374
Public Works	119,335	203,158	-	-	-
Water Services	-	-	-	-	1,750,000
<b>Debt Service</b>	<b>14,151,911</b>	<b>10,378,817</b>	<b>9,515,318</b>	<b>9,515,318</b>	<b>11,430,633</b>
City Development	879,984	487,141	491,014	491,014	1,023,970
Economic Incentives	4,886,972	1,845,528	1,848,290	1,848,290	1,846,154
Finance	1,332,094	1,329,219	1,328,619	1,328,619	1,333,869
General Services	3,760,856	3,445,554	2,632,436	2,632,436	1,708,908
Human Resources	-	-	-	-	124,291
Neighborhoods and Housing Services	2,539,738	2,521,382	2,529,897	2,529,897	4,704,054
Office of the City Manager	752,267	749,993	685,062	685,062	689,387
<b>Capital Improvements</b>	<b>325,245</b>	<b>6,570,005</b>	<b>-</b>	<b>2,025,754</b>	<b>-</b>
General Services	-	6,299,941	-	1,478,057	-
Municipal Court	128,082	168,915	-	9,736	-
Office of the City Manager	(2,837)	-	-	-	-
Parks and Recreation	-	-	-	150,000	-
Public Works	200,000	101,149	-	187,961	-
Water Services	-	-	-	200,000	-
<b>Contingent Appropriation</b>	<b>-</b>	<b>-</b>	<b>5,706,000</b>	<b>4,782,988</b>	<b>20,480,000</b>
<b>Grand Total</b>	<b>\$500,939,055</b>	<b>\$527,743,981</b>	<b>\$528,709,874</b>	<b>\$543,786,004</b>	<b>\$565,845,265</b>

## Schedule X

### General Fund

#### Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Beginning Fund Balance</b>	\$87,374,110	\$109,845,221	\$99,262,807	\$109,128,036	\$110,431,879
<i>Reserve for Encumbrances</i>	-	-	-	4,856,404	-
<i>Prior Year Adjustments</i>	(818,059)	407,867	-	(2,604,815)	-
<b>Revenues</b>					
Property Taxes	\$61,083,871	\$63,869,146	\$63,700,000	\$64,611,082	\$65,894,305
Property Taxes Pilots	1,967,394	1,634,776	1,500,000	1,303,729	1,650,000
Earnings Tax	261,515,063	277,315,080	271,073,000	279,425,000	292,255,000
Earnings Tax Redirections	(19,707,381)	(18,534,329)	(19,396,200)	(19,396,200)	(22,322,200)
Local Use Tax	36,648,071	39,635,858	40,475,000	40,230,396	40,000,000
Local Use Tax Redirections	(355,504)	(277,022)	(193,800)	(193,800)	(246,200)
Utility Taxes	107,537,015	107,043,908	108,387,000	106,018,000	111,800,000
Utility Taxes - Redirections	(3,288,900)	(3,299,648)	(2,871,400)	(2,868,333)	(3,142,500)
Gaming Revenues	12,052,955	11,826,253	11,700,000	11,600,000	11,900,000
Licenses & Permits	29,051,722	29,484,873	30,257,525	30,293,460	30,581,400
Fines & Forfeitures	8,343,398	8,345,556	7,915,811	8,244,794	8,231,851
Interest and Rental Income	3,140,121	4,470,790	3,630,624	4,285,307	6,850,000
Service Charges	46,383,978	45,640,661	45,880,580	57,502,060	51,287,217
Grants	2,920,583	2,353,595	8,876,615	2,276,715	2,348,515
All Other	1,804,065	8,830,182	2,249,787	5,358,013	2,304,219
<b>Revenues Total</b>	<b>\$549,096,451</b>	<b>\$578,339,679</b>	<b>\$573,184,542</b>	<b>\$588,690,223</b>	<b>\$599,391,607</b>
<b>Transfers In</b>					
Tfr fr Street Maintenance Fund	978,626	1,044,737	1,539,191	1,539,191	1,537,039
Tfr Fr Pub Mass Trans	751,100	785,990	796,000	796,000	801,710
Tfr Fr Health Levy	13,921,696	14,957,370	1,087,840	1,087,840	1,276,012
Tfr fr 2012A Spec Ob Bond	1,219,189	-	-	-	-
Tfr fr STIF Midtown	3,187,429	2,400,000	-	-	-
Tfr Fr PILOTS Fund	427,334	392,177	264,424	264,424	309,168
Tfr Fr Convention and Tourism	672,468	685,917	676,533	676,533	895,200
Tfr fr Sewer Special Assessmnt	222,189	-	-	-	-
Tfr fr STIF Uptown	571,835	-	-	-	-
Tfr fr Development Services	295,105	301,007	881,080	881,080	911,210
Tfr fr Museum Fund	36,533	37,264	42,558	42,558	44,856
Tfr fr 2016A SO Tax-Exempt Bnd	35,028	-	-	-	-
Tfr fr Insurance Premium Reserve	914,899	-	-	-	-
Tfr to Sp Ob 2017 - Tax-Exe	-	1,309	-	-	-
Tfr Fr Parks & Recreation Fund	1,028,018	1,067,741	1,642,075	1,642,075	1,702,329
<b>Transfers In Total</b>	<b>\$24,261,449</b>	<b>\$21,673,512</b>	<b>\$6,929,701</b>	<b>\$6,929,701</b>	<b>\$7,477,524</b>

## Schedule X

### General Fund Comparison of Revenues, Expenditures and Change in Fund Balance

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
<b>Transfers Out</b>					
Tfr to City Legal Expense Fund	\$0	\$5,442,906	\$0	\$126,277	\$0
Tfr to Park Maintenance Fund	2,500,000	2,500,000	4,600,000	4,600,000	4,600,000
Tfr to Street Maintenance Fund	18,135,576	19,408,833	18,827,535	19,614,885	20,205,585
Tfr to Parking Garage	3,537,643	5,810,861	-	159,607	350,643
Tfr to Performing Arts Grge	7,730,475	8,057,539	8,491,235	8,139,541	8,247,504
Tfr to Domestic Violence Shelt	165,684	167,059	278,104	76,104	442,281
Tfr to STIF Valentine	1,275	-	-	-	-
Tfr to STIF Brush Creek	308,590	383,020	329,450	329,450	472,574
Tfr to STIF East Village Fund	1,197,504	434,656	1,360,150	1,360,150	980,041
Tfr to KC DwnTwn Redev Dist	10,623,121	13,358,960	15,040,782	15,040,782	15,243,105
Tfr to HOK Sport Garage Debt	601,014	598,134	618,390	618,390	-
Tfr to Special Hous Rehab	1,398	-	-	-	-
Tfr to Land Bank Fund	1,754,360	1,804,445	2,086,151	1,998,203	2,003,878
Tfr to STIF Linwood Fund	-	282,420	34,572	34,572	306,424
Tfr to Worker's Comp Fund	2,900,000	14,068,339	-	-	-
Tfr to Neighborhood Grant	-	54,168	-	-	-
Tfr to Public Works Reimburse	-	5,548	-	-	-
Tfr to Fleet Services Fund	-	1,355,356	-	769,086	-
Tfr to Convention Hotel Catering Func	-	-	-	169,138	1,733,109
<b>Transfers Out Total</b>	<b>\$49,456,640</b>	<b>\$73,732,244</b>	<b>\$51,666,369</b>	<b>\$53,036,185</b>	<b>\$54,585,144</b>
<b>Expenses</b>					
Wages	284,300,133	295,870,091	295,882,324	295,916,040	298,131,326
Pension	64,884,698	67,128,800	70,241,159	70,495,576	76,022,509
Insurance-Health	49,495,637	51,117,303	55,156,455	55,057,553	57,895,147
Contractual Services	78,212,059	94,301,808	83,678,413	97,334,193	93,156,208
Commodities	8,886,377	8,705,576	8,150,205	8,875,863	8,509,742
Capital Outlay	1,008,240	241,586	380,000	1,808,473	219,700
Debt Service	14,151,911	10,378,817	9,515,318	9,515,318	11,430,633
Contingent Appropriation	-	-	5,706,000	4,782,988	20,480,000
<b>Expenses Total</b>	<b>\$500,939,055</b>	<b>\$527,743,981</b>	<b>\$528,709,874</b>	<b>\$543,786,004</b>	<b>\$565,845,265</b>
<b>Surplus (Deficit)</b>	22,471,111	(717,185)	(12,000)	1,303,843	(13,311,278)
<b>Ending Fund Balance</b>	<b>\$109,845,221</b>	<b>\$109,128,036</b>	<b>\$99,250,807</b>	<b>\$110,431,879</b>	<b>\$97,120,601</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Arterial Street Impact Fee Fund 2430**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$3,347,410	\$3,665,902	\$4,579,774	\$5,428,961	\$543,815
<i>Reserve for Encumbrances</i>	-	-	-	309,889	-
<i>Prior Year Adjustments</i>	(601,125)	599,232	-	-	-
<b>Revenues</b>					
Service Charges	\$1,009,925	\$1,741,297	\$0	\$523,585	\$0
All Other	87,223	20,153	-	4,464	-
Interest and Rental Income	52,350	83,872	68,500	83,978	107,864
<b>Revenues Total</b>	<b>\$1,149,498</b>	<b>\$1,845,322</b>	<b>\$68,500</b>	<b>\$612,027</b>	<b>\$107,864</b>
<b>Expenses</b>					
Wages	3,061	71,390	72,015	141,285	72,015
Contractual Services	226,820	610,105	-	5,665,777	-
<b>Expenses Total</b>	<b>\$229,881</b>	<b>\$681,495</b>	<b>\$72,015</b>	<b>\$5,807,062</b>	<b>\$72,015</b>
<b>Surplus (Deficit)</b>	318,492	1,763,059	(3,515)	(4,885,146)	35,849
<b>Ending Fund Balance</b>	\$3,665,902	\$5,428,961	\$4,576,259	\$543,815	\$579,664

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Assessment and Triage Center Fund 2765**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Grants	\$0	\$0	\$0	\$0	\$1,000,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
<b>Expenses</b>					
Contractual Services	-	-	-	-	1,000,000
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>
 <i>Surplus (Deficit)</i>	 -	 -	 -	 -	 -
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Brownfields Revolving Fund 2550**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$742,561)	\$174,566	(\$199,731)	(\$309,666)	\$413,703
<i>Reserve for Encumbrances</i>	-	-	-	675,936	-
<i>Prior Year Adjustments</i>	826,890	(533,770)	-	432,912	-
<b>Revenues</b>					
Grants	\$865,659	\$209,071	\$0	\$1,584,403	\$0
Interest and Rental Income	66,342	72,870	-	390,611	-
<b>Revenues Total</b>	<b>\$932,001</b>	<b>\$281,941</b>	<b>\$0</b>	<b>\$1,975,014</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	-	-	55,374	162,881	64,256
Contractual Services	841,764	232,404	-	2,101,145	-
Commodities	-	-	-	96,467	-
<b>Expenses Total</b>	<b>\$841,764</b>	<b>\$232,404</b>	<b>\$55,374</b>	<b>\$2,360,493</b>	<b>\$64,256</b>
<b>Surplus (Deficit)</b>	917,127	(484,233)	(55,374)	723,369	(64,256)
<b>Ending Fund Balance</b>	\$174,566	(\$309,666)	(\$255,105)	\$413,703	\$349,447

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Central City Sales Tax Fund 2200**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$4,148,631	\$690,702	\$13,822,172	\$0
<i>Reserve for Encumbrances</i>	-	-		907,400	-
<i>Prior Year Adjustments</i>	-	(907,400)	-	-	-
<b>Revenues</b>					
All Other	\$0	\$76,571	\$0	\$0	\$0
Sales Tax	4,148,631	10,513,302	10,800,000	10,800,000	10,950,000
<b>Revenues Total</b>	<b>\$4,148,631</b>	<b>\$10,589,873</b>	<b>\$10,800,000</b>	<b>\$10,800,000</b>	<b>\$10,950,000</b>
<b>Expenses</b>					
Wages	-	8,874	-	63,899	64,380
Insurance-Health	-	-	-	11,124	16,285
Pension	-	-	-	5,849	8,453
Contractual Services	-	58	10,780,000	25,396,200	10,840,882
Commodities	-	-	20,000	52,500	20,000
<b>Expenses Total</b>	<b>\$0</b>	<b>\$8,932</b>	<b>\$10,800,000</b>	<b>\$25,529,572</b>	<b>\$10,950,000</b>
 <b>Surplus (Deficit)</b>	 4,148,631	 9,673,541	 -	 (13,822,172)	 -
 <b>Ending Fund Balance</b>	 \$4,148,631	 \$13,822,172	 \$690,702	 \$0	 \$0

**Schedule XI  
SPECIAL REVENUE FUNDS  
CID/NID Revolving Loan Fund 2560  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$25,150	\$47,150	\$47,150	\$73,879	\$73,879
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	895	26,729	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$22,000	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$22,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	895	-	-	-	-
<b>Expenses Total</b>	<b>\$895</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Surplus (Deficit)</i>	22,000	26,729	-	-	-
<b>Ending Fund Balance</b>	<b>\$47,150</b>	<b>\$73,879</b>	<b>\$47,150</b>	<b>\$73,879</b>	<b>\$73,879</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Community Development Funds**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$4,146,170)	(\$5,526,270)	\$509,809	(\$3,120,563)	\$368,727
<i>Reserve for Encumbrances</i>	-	-	-	1,404,619	-
<i>Prior Year Adjustments</i>	1,026,911	37,818	-	-	-
<b>Revenues</b>					
All Other	\$21	\$0	\$0	\$0	\$0
Grants	6,008,115	7,811,024	7,997,097	14,217,329	7,904,354
Interest and Rental Income	344,254	1,401,192	200,000	350,000	200,000
<b>Revenues Total</b>	<b>\$6,352,390</b>	<b>\$9,212,216</b>	<b>\$8,197,097</b>	<b>\$14,567,329</b>	<b>\$8,104,354</b>
<b>Expenses</b>					
Wages	1,768,987	1,393,391	1,640,640	1,543,607	1,593,256
Insurance-Health	215,537	236,921	281,458	240,360	254,830
Pension	177,849	188,426	210,075	201,807	193,034
Contractual Services	6,120,547	4,609,408	5,664,330	9,941,680	5,673,947
Commodities	10,366	9,698	16,644	10,200	13,732
Capital Outlay	-	6,864	-	6,900	-
Debt Service	466,115	399,619	382,407	538,104	375,555
<b>Expenses Total</b>	<b>\$8,759,401</b>	<b>\$6,844,327</b>	<b>\$8,195,554</b>	<b>\$12,482,658</b>	<b>\$8,104,354</b>
 <b>Surplus (Deficit)</b>	 (1,380,100)	 2,405,707	 1,543	 3,489,290	 -
 <b>Ending Fund Balance</b>	 (\$5,526,270)	 (\$3,120,563)	 \$511,352	 \$368,727	 \$368,727

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Convention and Tourism Fund 2360**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$4,710,406	\$866,576	\$4,546,601	\$3,993,074	\$3,836,628
Reserve for Encumbrances	-	-	-	464,241	-
Prior Year Adjustments	(2,165,408)	1,932,172	-	-	-
<b>Revenues</b>					
Restaurant Tax	\$27,398,281	\$29,097,805	\$28,050,000	\$29,500,000	\$30,261,717
Restaurant Tax Redirections	(3,202,612)	(3,427,806)	(3,232,900)	(3,232,900)	(4,142,300)
Hotel/Motel Tax	26,815,228	27,123,665	28,560,000	26,500,000	27,394,902
Hotel/Motel Tax Redirections	(2,831,826)	(3,554,032)	(4,168,900)	(4,168,900)	(4,975,500)
Service Charges	(9,490)	50	-	-	-
All Other	117,341	145,422	217,341	144,750	217,341
Grants	66,255	49,171	48,400	48,400	46,170
Interest and Rental Income	8,762,748	9,562,945	8,910,546	9,603,068	8,910,546
<b>Revenues Total</b>	<b>\$57,115,925</b>	<b>\$58,997,220</b>	<b>\$58,384,487</b>	<b>\$58,394,418</b>	<b>\$57,712,876</b>
<b>Transfers In</b>					
Tfr fr STIF 12th & Wyandotte	99,717	5,000,000	-	-	-
Tfr fr Downtown Arena Debt Fnd	840,527	-	-	-	-
Tfr Fr Hotel Catering Fund	-	-	-	36,213	473,265
<b>Transfers In Total</b>	<b>\$940,244</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$36,213</b>	<b>\$473,265</b>
<b>Transfers Out</b>					
Tfr to Economic Incentives	120,000	120,000	120,000	120,000	120,000
Tfr to General Fund	672,468	685,917	676,533	676,533	895,200
Tfr to Neighborhood Tourist Develop	1,698,873	1,651,661	1,334,220	1,130,982	1,246,395
Tfr to Convention & Sports Complex	24,195,668	25,677,438	24,817,100	26,267,100	26,119,417
Tfr to Convention Hotel Catering Fund	-	-	-	36,213	473,265
<b>Transfers Out Total</b>	<b>\$26,687,009</b>	<b>\$28,135,016</b>	<b>\$26,947,853</b>	<b>\$28,230,828</b>	<b>\$28,854,277</b>
<b>Expenses</b>					
Wages	4,225,653	4,311,347	4,770,527	4,418,998	4,048,090
Insurance-Health	752,716	794,061	1,030,479	870,763	993,992
Pension	488,964	534,997	621,835	557,197	610,434
Contractual Services	14,707,668	16,863,754	13,888,146	13,832,018	14,820,485
Commodities	609,407	661,044	517,082	589,646	531,320
Capital Outlay	1,923,550	617,578	-	267,926	-
Pass Through Payments	9,246,207	9,788,825	9,910,320	9,187,550	9,447,575
Debt Service	1,093,417	1,096,272	1,097,817	1,096,392	9,655
<b>Expenses Total</b>	<b>\$33,047,582</b>	<b>\$34,667,878</b>	<b>\$31,836,206</b>	<b>\$30,820,490</b>	<b>\$30,461,551</b>
<b>Surplus (Deficit)</b>	<b>(3,843,830)</b>	<b>3,126,498</b>	<b>(399,572)</b>	<b>(156,446)</b>	<b>(1,129,687)</b>
<b>Ending Fund Balance</b>	<b>\$866,576</b>	<b>\$3,993,074</b>	<b>\$4,147,029</b>	<b>\$3,836,628</b>	<b>\$2,706,941</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Convention Hotel Catering Fund 2361**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$0	\$0	\$0	\$258,670	\$3,380,461
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$258,670</b>	<b>\$3,380,461</b>
<b>Transfers In</b>					
Tfr Fr General Fund	-	-	-	169,138	1,733,109
Tfr Fr Convention and Tourism	-	-	-	36,213	473,265
Tfr Fr Convention and Sports Complex	-	-	-	-	2,635,254
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$205,351</b>	<b>\$4,841,628</b>
<b>Transfers Out</b>					
Tfr to Convention and Tourism	-	-	-	36,213	473,265
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,213</b>	<b>\$473,265</b>
<b>Expenses</b>					
Contractual Services	-	-	-	417,461	2,497,209
Capital Outlay	-	-	-	10,347	135,218
Debt Service	-	-	-	-	5,116,397
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$427,808</b>	<b>\$7,748,824</b>
 <b>Surplus (Deficit)</b>	 -	 -	 -	 -	 -
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Development Services Fund 2210**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$7,894,623	\$7,233,092	\$6,209,727	\$6,218,604	\$2,582,834
<i>Reserve for Encumbrances</i>	-	-	-	910,418	-
<i>Prior Year Adjustments</i>	621,346	(531,190)	-	-	-
<b>Revenues</b>					
Service Charges	\$15,022,329	\$14,353,834	\$15,339,458	\$13,464,889	\$14,092,047
All Other	3,929	161,306	12,085	246,792	27,865
Licenses & Permits	111,302	85,249	73,546	73,546	94,496
<b>Revenues Total</b>	<b>\$15,137,560</b>	<b>\$14,600,389</b>	<b>\$15,425,089</b>	<b>\$13,785,227</b>	<b>\$14,214,408</b>
<b>Transfers In</b>					
Tfr fr Street Maintenance Fund	187	732	-	-	-
<b>Transfers In Total</b>	<b>\$187</b>	<b>\$732</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to Economic Incentives	1,697,470	1,810,026	2,084,136	2,085,530	1,539,122
Tfr to General Fund	295,105	301,007	881,080	881,080	911,210
<b>Transfers Out Total</b>	<b>\$1,992,575</b>	<b>\$2,111,033</b>	<b>\$2,965,216</b>	<b>\$2,966,610</b>	<b>\$2,450,332</b>
<b>Expenses</b>					
Wages	8,160,277	7,983,840	9,382,266	7,874,009	8,969,381
Insurance-Health	1,324,384	1,471,372	1,791,300	1,722,127	1,939,366
Pension	960,060	1,054,063	1,193,770	1,158,415	1,222,400
Contractual Services	2,408,398	1,504,353	2,434,923	3,131,232	2,578,957
Commodities	75,306	121,312	113,100	143,280	121,760
Capital Outlay	919,121	193,643	420,000	690,175	-
Debt Service	580,503	644,803	645,567	645,567	644,038
<b>Expenses Total</b>	<b>\$14,428,049</b>	<b>\$12,973,386</b>	<b>\$15,980,926</b>	<b>\$15,364,805</b>	<b>\$15,475,902</b>
<b>Surplus (Deficit)</b>	<b>(661,531)</b>	<b>(1,014,488)</b>	<b>(3,521,053)</b>	<b>(3,635,770)</b>	<b>(3,711,826)</b>
<b>Ending Fund Balance</b>	<b>\$7,233,092</b>	<b>\$6,218,604</b>	<b>\$2,688,674</b>	<b>\$2,582,834</b>	<b>(\$1,128,992)</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Domestic Violence Shelter Operations Fund 2470**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$17,288	(\$379,049)	\$139,802	(\$124,578)	\$0
<i>Reserve for Encumbrances</i>	-	-	-	270,981	-
<i>Prior Year Adjustments</i>	(363,392)	184,948	-	-	-
<b>Revenues</b>					
Grants	\$311,048	\$362,298	\$0	\$447,380	\$0
Fines & Forfeitures	291,660	357,123	300,000	413,227	384,000
<b>Revenues Total</b>	<b>\$602,708</b>	<b>\$719,421</b>	<b>\$300,000</b>	<b>\$860,607</b>	<b>\$384,000</b>
<b>Transfers In</b>					
Tfr Fr General Fund	165,684	167,059	278,104	76,104	442,281
<b>Transfers In Total</b>	<b>\$165,684</b>	<b>\$167,059</b>	<b>\$278,104</b>	<b>\$76,104</b>	<b>\$442,281</b>
<b>Expenses</b>					
Wages	230,840	271,663	332,860	349,532	348,366
Insurance-Health	20,381	50,061	52,172	34,379	53,203
Pension	25,680	28,592	26,675	26,294	29,000
Contractual Services	524,391	453,839	301,200	670,909	392,212
Commodities	45	12,802	3,500	2,000	3,500
<b>Expenses Total</b>	<b>\$801,337</b>	<b>\$816,957</b>	<b>\$716,407</b>	<b>\$1,083,114</b>	<b>\$826,281</b>
 <b>Surplus (Deficit)</b>	 (396,337)	 254,471	 (138,303)	 124,578	 -
 <b>Ending Fund Balance</b>	 (\$379,049)	 (\$124,578)	 \$1,499	 \$0	 \$0

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Economic Development Fund 2215**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$3	\$0	\$4	\$4
<i>Reserve for Encumbrances</i>	-	-	-	54,778	-
<i>Prior Year Adjustments</i>	(52,217)	(2,522)	-	-	-
<b>Revenues</b>					
All Other	\$3,497,545	\$3,461,716	\$3,495,000	\$3,495,000	\$3,495,000
<b>Revenues Total</b>	<b>\$3,497,545</b>	<b>\$3,461,716</b>	<b>\$3,495,000</b>	<b>\$3,495,000</b>	<b>\$3,495,000</b>
<b>Transfers In</b>					
Tfr Fr Convention and Tourism	120,000	120,000	120,000	120,000	120,000
Tfr fr Development Services	1,697,470	1,810,026	2,084,136	2,085,530	1,539,122
<b>Transfers In Total</b>	<b>\$1,817,470</b>	<b>\$1,930,026</b>	<b>\$2,204,136</b>	<b>\$2,205,530</b>	<b>\$1,659,122</b>
<b>Expenses</b>					
Wages	783,819	893,046	867,117	877,767	931,493
Insurance-Health	112,839	123,493	121,937	105,198	125,506
Pension	96,070	108,883	111,186	116,884	121,279
Contractual Services	4,264,420	4,263,282	4,594,296	4,653,959	3,971,048
Commodities	5,647	515	4,600	1,500	4,800
<b>Expenses Total</b>	<b>\$5,262,795</b>	<b>\$5,389,219</b>	<b>\$5,699,136</b>	<b>\$5,755,308</b>	<b>\$5,154,126</b>
 <b>Surplus (Deficit)</b>	 3	 1	 -	 -	 (4)
 <b>Ending Fund Balance</b>	 \$3	 \$4	 \$0	 \$4	 \$0

**Schedule XI  
SPECIAL REVENUE FUNDS  
Fire Sales Tax Fund 2300  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	(\$380,635)	\$1,060,488	\$140,194	(\$23,951)	(\$335,818)
<i>Reserve for Encumbrances</i>	-	-	-	1,065,213	-
<i>Prior Year Adjustments</i>	504,793	(916,214)	-	-	-
<b>Revenues</b>					
Sales Tax	\$20,949,854	\$21,125,208	\$21,500,000	\$21,500,000	\$21,810,000
Sales Tax - Redirections	(2,919,865)	(2,902,357)	(2,665,300)	(2,665,300)	(2,817,500)
All Other	270,100	(50,390)	-	-	-
Local Use Tax	3,433,069	3,604,724	3,683,000	3,658,795	3,800,000
Grants	952,529	993,728	40,900	234,587	44,850
Interest and Rental Income	-	-	-	24,527	-
Service Charges	2,195	160,566	225,512	293,399	542,505
<b>Revenues Total</b>	<b>\$22,687,882</b>	<b>\$22,931,479</b>	<b>\$22,784,112</b>	<b>\$23,046,008</b>	<b>\$23,379,855</b>
<b>Transfers In</b>					
Tfr Fr Health Levy	-	-	13,876,480	13,876,480	14,431,539
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,876,480</b>	<b>\$13,876,480</b>	<b>\$14,431,539</b>
<b>Expenses</b>					
Wages	-	-	6,584,280	6,584,280	6,740,212
Contractual Services	12,654,806	12,699,096	19,762,972	20,592,808	20,105,462
Commodities	5,253,645	5,356,315	4,691,515	5,100,549	5,199,016
Capital Outlay	275,257	732,135	-	259,912	1,750
Debt Service	3,567,844	4,312,158	5,762,019	5,762,019	5,763,518
<b>Expenses Total</b>	<b>\$21,751,552</b>	<b>\$23,099,704</b>	<b>\$36,800,786</b>	<b>\$38,299,568</b>	<b>\$37,809,958</b>
 <b>Surplus (Deficit)</b>	 1,441,123	 (1,084,439)	 (140,194)	 (311,867)	 1,436
 <b>Ending Fund Balance</b>	 \$1,060,488	 (\$23,951)	 \$0	 (\$335,818)	 (\$334,382)

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Golf Operations Fund 2050**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$75)	(\$3)	\$0	\$46,389	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(43,484)	46,389	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$20,000	\$22,350	\$21,000	\$21,127	\$21,000
Service Charges	5,816,894	5,954,118	6,103,365	5,888,006	6,114,564
<b>Revenues Total</b>	<b>\$5,836,894</b>	<b>\$5,976,468</b>	<b>\$6,124,365</b>	<b>\$5,909,133</b>	<b>\$6,135,564</b>
<b>Transfers In</b>					
Tfr Fr Parks & Recreation Fund	321,949	402,254	288,398	525,704	494,328
<b>Transfers In Total</b>	<b>\$321,949</b>	<b>\$402,254</b>	<b>\$288,398</b>	<b>\$525,704</b>	<b>\$494,328</b>
<b>Expenses</b>					
Wages	19,892	24,780	21,254	26,453	22,925
Insurance-Health	7,498	8,027	8,033	8,518	8,649
Pension	7,253	7,815	7,412	8,446	8,283
Contractual Services	5,255,365	5,723,106	3,861,282	3,777,913	3,695,274
Commodities	60	552	1,800,724	1,808,232	1,994,023
Capital Outlay	219,959	19,947	125,000	80,000	-
Debt Service	605,260	594,492	771,664	771,664	900,738
<b>Expenses Total</b>	<b>\$6,115,287</b>	<b>\$6,378,719</b>	<b>\$6,595,369</b>	<b>\$6,481,226</b>	<b>\$6,629,892</b>
<b>Surplus (Deficit)</b>	72	46,392	(182,606)	(46,389)	-
<b>Ending Fund Balance</b>	<b>(\$3)</b>	<b>\$46,389</b>	<b>(\$182,606)</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Governmental Grants Fund 2480**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$1,046,226)	(\$1,808,879)	(\$5,726)	(\$1,468,302)	(\$19,528)
<i>Reserve for Encumbrances</i>	-	-	-	1,050,784	-
<i>Prior Year Adjustments</i>	(641,277)	161,191	-	-	-
<b>Revenues</b>					
All Other	\$1	\$0	\$0	\$0	\$0
Grants	5,413,319	4,978,957	5,229,843	7,992,322	5,173,837
Service Charges	74,883	-	-	-	-
<b>Revenues Total</b>	<b>\$5,488,203</b>	<b>\$4,978,957</b>	<b>\$5,229,843</b>	<b>\$7,992,322</b>	<b>\$5,173,837</b>
<b>Expenses</b>					
Wages	2,746,831	2,335,898	1,846,673	2,565,125	1,881,532
Insurance-Health	507,795	417,570	801,248	801,248	738,071
Pension	273,869	256,854	441,295	450,300	437,589
Contractual Services	1,756,512	1,651,362	2,071,103	3,446,971	2,039,622
Commodities	174,572	137,887	69,524	308,343	71,023
Capital Outlay	150,000	-	-	22,345	6,000
<b>Expenses Total</b>	<b>\$5,609,579</b>	<b>\$4,799,571</b>	<b>\$5,229,843</b>	<b>\$7,594,332</b>	<b>\$5,173,837</b>
 <b>Surplus (Deficit)</b>	 (762,653)	 340,577	 -	 1,448,774	 -
 <b>Ending Fund Balance</b>	 (\$1,808,879)	 (\$1,468,302)	 (\$5,726)	 (\$19,528)	 (\$19,528)

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Health 2330**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$4,865,761	\$4,212,450	\$1,738,313	\$4,398,618	\$2,646,323
<i>Reserve for Encumbrances</i>	-	-	-	873,318	-
<i>Prior Year Adjustments</i>	95,728	(512,115)	-	-	-
<b>Revenues</b>					
Property Taxes	\$54,147,538	\$56,782,148	\$56,927,000	\$57,833,540	\$58,990,211
Property Taxes Pilots	1,283,083	1,614,574	1,300,000	1,304,370	1,650,000
Service Charges	4,026,503	5,363,296	6,488,289	5,487,781	6,632,143
Grants	9,548	18,456	22,000	14,016	17,000
All Other	31,079	65,314	10,000	32,789	16,000
<b>Revenues Total</b>	<b>\$59,497,751</b>	<b>\$63,843,788</b>	<b>\$64,747,289</b>	<b>\$64,672,496</b>	<b>\$67,305,354</b>
<b>Transfers In</b>					
Tfr Fr PILOTS Fund	427,516	392,346	264,537	264,537	309,342
<b>Transfers In Total</b>	<b>\$427,516</b>	<b>\$392,346</b>	<b>\$264,537</b>	<b>\$264,537</b>	<b>\$309,342</b>
<b>Transfers Out</b>					
Tfr to Fire Sales Tax	-	-	13,876,480	13,876,480	14,431,539
Tfr to General Fund	13,921,696	14,957,370	1,087,840	1,087,840	1,276,012
<b>Transfers Out Total</b>	<b>\$13,921,696</b>	<b>\$14,957,370</b>	<b>\$14,964,320</b>	<b>\$14,964,320</b>	<b>\$15,707,551</b>
<b>Expenses</b>					
Wages	7,274,697	7,985,633	8,918,122	8,682,875	9,407,778
Insurance-Health	1,295,893	1,497,673	1,355,815	1,431,213	1,565,060
Pension	962,744	1,092,789	996,460	1,047,220	1,098,879
Contractual Services	4,856,405	5,513,533	7,012,786	8,469,985	8,094,097
Commodities	378,262	598,516	444,403	684,946	556,561
Capital Outlay	82,067	282,850	155,000	669,649	281,202
Pass Through Payments	31,384,022	30,895,698	30,895,698	30,895,698	30,395,824
Debt Service	518,520	713,789	716,740	716,740	198,564
<b>Expenses Total</b>	<b>\$46,752,610</b>	<b>\$48,580,481</b>	<b>\$50,495,024</b>	<b>\$52,598,326</b>	<b>\$51,597,965</b>
 <b>Surplus (Deficit)</b>	 (653,311)	 186,168	 (447,518)	 (1,752,295)	 309,180
 <b>Ending Fund Balance</b>	 \$4,212,450	 \$4,398,618	 \$1,290,795	 \$2,646,323	 \$2,955,503

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Health Dept Building Fund 3120**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$1,632,818	\$1,579,839	\$1,532,661	\$1,096,141	\$80,412
<i>Reserve for Encumbrances</i>	-	-	-	77,655	-
<i>Prior Year Adjustments</i>	(2,998)	(1)	-	-	-
<b>Expenses</b>					
Contractual Services	\$0	\$433,619	\$0	\$1,043,294	\$0
Debt Service	49,981	50,078	50,090	50,090	50,251
<b>Expenses Total</b>	<b>\$49,981</b>	<b>\$483,697</b>	<b>\$50,090</b>	<b>\$1,093,384</b>	<b>\$50,251</b>
<b>Surplus (Deficit)</b>	(52,979)	(483,698)	(50,090)	(1,015,729)	(50,251)
<b>Ending Fund Balance</b>	\$1,579,839	\$1,096,141	\$1,482,571	\$80,412	\$30,161

**Schedule XI  
SPECIAL REVENUE FUNDS  
HOME Investment 2940  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	(\$4,988,029)	(\$4,198,353)	\$722,299	\$209,044	\$505,770
<i>Reserve for Encumbrances</i>	-	-	-	1,001,019	-
<i>Prior Year Adjustments</i>	1,925,323	1,837,685	-	-	-
<b>Revenues</b>					
Grants	\$985,856	\$4,833,385	\$2,300,000	\$6,252,452	\$2,155,000
Interest and Rental Income	1,313,966	302,746	250,000	300,000	100,000
<b>Revenues Total</b>	<b>\$2,299,822</b>	<b>\$5,136,131</b>	<b>\$2,550,000</b>	<b>\$6,552,452</b>	<b>\$2,255,000</b>
<b>Expenses</b>					
Wages	45,784	237,652	230,000	215,572	210,000
Contractual Services	3,389,685	2,328,767	2,320,000	7,041,173	2,045,000
<b>Expenses Total</b>	<b>\$3,435,469</b>	<b>\$2,566,419</b>	<b>\$2,550,000</b>	<b>\$7,256,745</b>	<b>\$2,255,000</b>
<b>Surplus (Deficit)</b>	789,676	4,407,397	-	296,726	-
<b>Ending Fund Balance</b>	(\$4,198,353)	\$209,044	\$722,299	\$505,770	\$505,770

**Schedule XI  
SPECIAL REVENUE FUNDS  
Homesteading Authority Fund 6990  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$358,746	\$414,537	\$484,433	\$452,474	\$285,515
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(4)	-	-	-	-
<b>Revenues</b>					
Service Charges	\$0	\$60	\$0	\$595	\$0
All Other	134,384	319,391	300,000	132,446	200,000
<b>Revenues Total</b>	<b>\$134,384</b>	<b>\$319,451</b>	<b>\$300,000</b>	<b>\$133,041</b>	<b>\$200,000</b>
<b>Expenses</b>					
Contractual Services	78,589	281,514	300,000	300,000	200,000
<b>Expenses Total</b>	<b>\$78,589</b>	<b>\$281,514</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$200,000</b>
 <b>Surplus (Deficit)</b>	 55,791	 37,937	 -	 (166,959)	 -
 <b>Ending Fund Balance</b>	 \$414,537	 \$452,474	 \$484,433	 \$285,515	 \$285,515

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Housing Oppor for Persons With Aids Fund 2740**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$726,560)	(\$1,006,311)	\$0	(\$946,470)	\$0
<i>Reserve for Encumbrances</i>	-	-	-	579,978	-
<i>Prior Year Adjustments</i>	(276,958)	104,408	-	-	-
<b>Revenues</b>					
Grants	\$1,306,748	\$1,523,922	\$1,570,110	\$2,908,935	\$1,741,976
<b>Revenues Total</b>	<b>\$1,306,748</b>	<b>\$1,523,922</b>	<b>\$1,570,110</b>	<b>\$2,908,935</b>	<b>\$1,741,976</b>
<b>Expenses</b>					
Wages	39,356	47,139	23,908	106,006	33,684
Insurance-Health	5,156	6,249	16,556	16,556	17,823
Pension	5,520	6,508	14,507	14,803	16,330
Contractual Services	1,259,509	1,508,593	1,515,139	2,401,596	1,674,139
Commodities	-	-	-	3,482	-
<b>Expenses Total</b>	<b>\$1,309,541</b>	<b>\$1,568,489</b>	<b>\$1,570,110</b>	<b>\$2,542,443</b>	<b>\$1,741,976</b>
 <b>Surplus (Deficit)</b>	 (279,751)	 59,841	 -	 946,470	 -
 <b>Ending Fund Balance</b>	 (\$1,006,311)	 (\$946,470)	 \$0	 \$0	 \$0

**Schedule XI  
SPECIAL REVENUE FUNDS  
Housing Violation Fund 2764  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$500,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>
<b>Expenses</b>					
Wages	-	-	-	-	60,062
Insurance-Health	-	-	-	-	19,342
Pension	-	-	-	-	7,886
Contractual Services	-	-	-	-	400,532
Commodities	-	-	-	-	200
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$488,022</b>
 <b>Surplus (Deficit)</b>	 -	 -	 -	 -	 11,978
 <b>Ending Fund Balance</b>	 \$0	 \$0	 \$0	 \$0	 \$11,978

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**HUD Lead-Based Paint Grant Fund 2750**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$55,464)	(\$58,478)	\$77,431	(\$154,365)	\$76,545
<i>Reserve for Encumbrances</i>	-	-	-	186,309	-
<i>Prior Year Adjustments</i>	(26,586)	(97,217)	-	-	-
<b>Revenues</b>					
Grants	\$953,782	\$1,173,001	\$918,986	\$1,156,376	\$1,049,833
<b>Revenues Total</b>	<b>\$953,782</b>	<b>\$1,173,001</b>	<b>\$918,986</b>	<b>\$1,156,376</b>	<b>\$1,049,833</b>
<b>Expenses</b>					
Wages	228,592	225,823	226,764	232,603	229,527
Insurance-Health	56,995	52,275	73,282	73,282	77,146
Pension	34,095	32,222	43,397	44,283	46,168
Contractual Services	583,069	853,103	570,543	756,607	686,992
Commodities	27,459	8,248	5,000	5,000	10,000
<b>Expenses Total</b>	<b>\$930,210</b>	<b>\$1,171,671</b>	<b>\$918,986</b>	<b>\$1,111,775</b>	<b>\$1,049,833</b>
 <b>Surplus (Deficit)</b>	 (3,014)	 (95,887)	 -	 230,910	 -
 <b>Ending Fund Balance</b>	 (58,478)	 (154,365)	 \$77,431	 \$76,545	 \$76,545

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Inmate Security Fund 2760**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$958,295	\$584,712	\$902,385	\$150,176	\$1,181,431
<i>Reserve for Encumbrances</i>	-	-	-	751,084	-
<i>Prior Year Adjustments</i>	329,564	323,451	-	-	-
<b>Revenues</b>					
Service Charges	\$1,034,167	\$1,065,553	\$1,098,766	\$1,021,660	\$506,107
Grants	1,177,002	720,010	2,000,000	3,869,274	-
Fines & Forfeitures	1,229,409	1,441,822	1,290,000	1,488,892	-
<b>Revenues Total</b>	<b>\$3,440,578</b>	<b>\$3,227,385</b>	<b>\$4,388,766</b>	<b>\$6,379,826</b>	<b>\$506,107</b>
<b>Transfers In</b>					
Tfr fr Equip Ls Cap Aquisition	2,339	-	-	-	-
<b>Transfers In Total</b>	<b>\$2,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	722,312	649,625	710,269	1,148,005	33,716
Insurance-Health	149,070	171,576	177,967	157,051	8,120
Pension	74,532	86,838	84,073	84,609	4,427
Contractual Services	2,503,527	2,406,985	2,672,519	4,037,082	472,841
Commodities	110,443	83,835	26,500	86,229	-
Debt Service	586,180	586,513	586,679	586,679	-
<b>Expenses Total</b>	<b>\$4,146,064</b>	<b>\$3,985,372</b>	<b>\$4,258,007</b>	<b>\$6,099,655</b>	<b>\$519,104</b>
 <b>Surplus (Deficit)</b>	 (373,583)	 (434,536)	 130,759	 1,031,255	 (12,997)
 <b>Ending Fund Balance</b>	 \$584,712	 \$150,176	 \$1,033,144	 \$1,181,431	 \$1,168,434

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Justice Assistance Grant Fund 2410**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$705,190	\$305,301	\$1,649	\$500,296	(\$48,051)
<i>Reserve for Encumbrances</i>	-	-	-	143,660	-
<i>Prior Year Adjustments</i>	7,994	(126,994)	-	-	-
<b>Revenues</b>					
Grants	\$106,329	\$682,986	\$0	\$247,222	\$0
All Other	-	300	-	-	-
<b>Revenues Total</b>	<b>\$106,329</b>	<b>\$683,286</b>	<b>\$0</b>	<b>\$247,222</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	50,000	80,000	50,000	331,101	93,314
Insurance-Health	-	-	-	-	8,129
Pension	-	-	-	-	6,309
Contractual Services	464,077	230,438	-	538,516	-
Commodities	-	50,859	-	8,162	-
Capital Outlay	135	-	-	61,450	-
<b>Expenses Total</b>	<b>\$514,212</b>	<b>\$361,297</b>	<b>\$50,000</b>	<b>\$939,229</b>	<b>\$107,752</b>
 <b>Surplus (Deficit)</b>	 (399,889)	 194,995	 (50,000)	 (548,347)	 (107,752)
 <b>Ending Fund Balance</b>	 \$305,301	 \$500,296	 (\$48,351)	 (\$48,051)	 (\$155,803)

**Schedule XI  
SPECIAL REVENUE FUNDS  
KCATA Sales Tax Fund 2290  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$5,962,149	\$5,087,153	\$708,724	\$694,433	\$19,833
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(1)	-	-	-	-
<b>Revenues</b>					
Sales Tax	\$31,424,467	\$31,688,016	\$32,300,000	\$32,300,000	\$32,760,000
Sales Tax - Redirections	(3,112,080)	(3,051,206)	(2,936,000)	(2,936,000)	(2,831,900)
Grants	82,088	83,669	61,400	61,400	67,280
<b>Revenues Total</b>	<b>\$28,394,475</b>	<b>\$28,720,479</b>	<b>\$29,425,400</b>	<b>\$29,425,400</b>	<b>\$29,995,380</b>
<b>Expenses</b>					
Pass Through Payments	29,269,470	33,113,199	30,100,000	30,100,000	30,100,000
<b>Expenses Total</b>	<b>\$29,269,470</b>	<b>\$33,113,199</b>	<b>\$30,100,000</b>	<b>\$30,100,000</b>	<b>\$30,100,000</b>
<b>Surplus (Deficit)</b>	(874,996)	(4,392,720)	(674,600)	(674,600)	(104,620)
<b>Ending Fund Balance</b>	\$5,087,153	\$694,433	\$34,124	\$19,833	(\$84,787)

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Land Bank Fund 6991**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$18,570	\$18,570
<i>Reserve for Encumbrances</i>	-	-	-	19,070	-
<i>Prior Year Adjustments</i>	(30,991)	18,570	-	-	-
<b>Revenues</b>					
Property Taxes	\$108,740	\$153,615	\$37,000	\$37,808	\$100,000
Service Charges	11,693	7,995	15,000	22,817	35,000
All Other	419,108	293,068	400,000	400,000	450,000
<b>Revenues Total</b>	<b>\$539,541</b>	<b>\$454,678</b>	<b>\$452,000</b>	<b>\$460,625</b>	<b>\$585,000</b>
<b>Transfers In</b>					
Tfr Fr General Fund	1,754,360	1,804,445	2,086,151	1,998,203	2,003,878
<b>Transfers In Total</b>	<b>\$1,754,360</b>	<b>\$1,804,445</b>	<b>\$2,086,151</b>	<b>\$1,998,203</b>	<b>\$2,003,878</b>
<b>Expenses</b>					
Wages	644,080	606,742	699,126	620,993	655,896
Insurance-Health	340	30	-	-	-
Contractual Services	1,614,839	1,650,216	1,834,293	1,852,173	1,949,656
Commodities	3,651	1,659	4,732	4,732	1,896
Capital Outlay	-	476	-	-	-
<b>Expenses Total</b>	<b>\$2,262,910</b>	<b>\$2,259,123</b>	<b>\$2,538,151</b>	<b>\$2,477,898</b>	<b>\$2,607,448</b>
 <b>Surplus (Deficit)</b>	 -	 18,570	 -	 -	 (18,570)
 <b>Ending Fund Balance</b>	 \$0	 \$18,570	 \$0	 \$18,570	 \$0

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Liberty Memorial Trust Fund 6510**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$10,862,612	\$9,446,360	\$11,149,440	\$9,520,762	\$9,671,572
<i>Reserve for Encumbrances</i>	-	-	-	163,888	-
<i>Prior Year Adjustments</i>	(1,487,055)	1,333,463	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$131,418	\$145,495	\$135,144	\$47,737	\$0
<b>Revenues Total</b>	<b>\$131,418</b>	<b>\$145,495</b>	<b>\$135,144</b>	<b>\$47,737</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	60,615	1,404,556	60,815	60,815	-
<b>Expenses Total</b>	<b>\$60,615</b>	<b>\$1,404,556</b>	<b>\$60,815</b>	<b>\$60,815</b>	<b>\$0</b>
 <b>Surplus (Deficit)</b>	 (1,416,252)	 74,402	 74,329	 150,810	 -
 <b>Ending Fund Balance</b>	 \$9,446,360	 \$9,520,762	 \$11,223,769	 \$9,671,572	 \$9,671,572

**Schedule XI  
SPECIAL REVENUE FUNDS  
Love Thy Neighbor Fund 2766  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Grants	\$0	\$0	\$0	\$0	\$25,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>
<b>Expenses</b>					
Contractual Services	-	-	-	-	25,000
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>
 <i>Surplus (Deficit)</i>	 -	 -	 -	 -	 -
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XI  
SPECIAL REVENUE FUNDS  
Municipal Court Building Fund 2761  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$375,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$375,000</b>
<b>Transfers In</b>					
Tfr fr Municipal Court Building Fund	-	-	-	-	162,150
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$162,150</b>
<b>Expenses</b>					
Debt Service	-	-	-	-	537,150
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$537,150</b>
<b>Surplus (Deficit)</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Museum Fund 2020**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$951,779	\$1,074,130	\$1,175,854	\$1,202,512	\$1,322,605
<i>Reserve for Encumbrances</i>	-	-	-	153,596	-
<i>Prior Year Adjustments</i>	58,875	(73,606)	-	-	-
<b>Revenues</b>					
Property Taxes	\$1,644,266	\$1,723,089	\$1,704,000	\$1,736,062	\$1,770,783
Property Taxes Pilots	35,571	44,776	37,000	36,155	36,155
Service Charges	1,450	-	3,000	3,000	3,000
All Other	7,497	22,246	6,255	6,255	6,225
<b>Revenues Total</b>	<b>\$1,688,784</b>	<b>\$1,790,111</b>	<b>\$1,750,255</b>	<b>\$1,781,472</b>	<b>\$1,816,163</b>
<b>Transfers In</b>					
Tfr Fr PILOTS Fund	11,853	10,878	7,335	7,335	8,621
<b>Transfers In Total</b>	<b>\$11,853</b>	<b>\$10,878</b>	<b>\$7,335</b>	<b>\$7,335</b>	<b>\$8,621</b>
<b>Transfers Out</b>					
Tfr to General Fund	36,533	37,264	42,558	42,558	44,856
<b>Transfers Out Total</b>	<b>\$36,533</b>	<b>\$37,264</b>	<b>\$42,558</b>	<b>\$42,558</b>	<b>\$44,856</b>
<b>Expenses</b>					
Wages	311,394	329,727	438,702	455,902	375,604
Insurance-Health	48,667	59,876	60,022	69,369	72,419
Pension	39,430	44,126	44,945	49,228	48,056
Contractual Services	756,570	679,612	1,009,743	754,941	1,111,559
Commodities	20,154	23,752	33,814	25,418	43,314
Debt Service	424,413	424,644	424,894	424,894	436,595
<b>Expenses Total</b>	<b>\$1,600,628</b>	<b>\$1,561,737</b>	<b>\$2,012,120</b>	<b>\$1,779,752</b>	<b>\$2,087,547</b>
 <b>Surplus (Deficit)</b>	 122,351	 128,382	 (297,088)	 120,093	 (307,619)
 <b>Ending Fund Balance</b>	 \$1,074,130	 \$1,202,512	 \$878,766	 \$1,322,605	 \$1,014,986

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Neighborhood Grants Fund 2580**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$461,786)	(\$772,474)	\$78,792	(\$621,092)	\$3
<i>Reserve for Encumbrances</i>	-	-	-	447,796	-
<i>Prior Year Adjustments</i>	48,129	(131,070)	-	-	-
<b>Revenues</b>					
Grants	\$1,042,668	\$1,469,856	\$1,392,390	\$2,895,578	\$1,103,736
Interest and Rental Income	38,469	-	-	-	-
<b>Revenues Total</b>	<b>\$1,081,137</b>	<b>\$1,469,856</b>	<b>\$1,392,390</b>	<b>\$2,895,578</b>	<b>\$1,103,736</b>
<b>Transfers In</b>					
Tfr Fr General Fund	-	54,168	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$54,168</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to Strategic Neighborhoods	-	63,366	-	-	-
<b>Transfers Out Total</b>	<b>-</b>	<b>63,366</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>					
Wages	127,539	98,313	52,390	251,717	58,736
Contractual Services	1,312,415	1,079,893	1,340,000	2,456,935	1,045,000
Commodities	-	-	-	13,627	-
<b>Expenses Total</b>	<b>\$1,439,954</b>	<b>\$1,178,206</b>	<b>\$1,392,390</b>	<b>\$2,722,279</b>	<b>\$1,103,736</b>
 <b>Surplus (Deficit)</b>	 (310,688)	 151,382	 -	 621,095	 -
 <b>Ending Fund Balance</b>	 (772,474)	 (621,092)	 \$78,792	 \$3	 \$3

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Neighborhood Stabilization Grant Fund 2510**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$949,236)	(\$847,694)	(\$60,704)	\$33,427	\$31,614
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Grants	\$0	\$881,121	\$0	\$667,266	\$0
Interest and Rental Income	101,542	-	-	-	-
<b>Revenues Total</b>	<b>\$101,542</b>	<b>\$881,121</b>	<b>\$0</b>	<b>\$667,266</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	-	-	-	29,079	-
Contractual Services	-	-	-	640,000	-
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$669,079</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	101,542	881,121	-	(1,813)	-
<b>Ending Fund Balance</b>	(\$847,694)	\$33,427	(\$60,704)	\$31,614	\$31,614

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Neighborhood Tourist Development Fund 2350**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$784,705	\$300,106	(\$97,273)	(\$28,387)	\$0
<i>Reserve for Encumbrances</i>	-	-	-	530,505	-
<i>Prior Year Adjustments</i>	(33,303)	255,786	-	-	-
<b>Transfers In</b>					
Tfr Fr Convention and Tourism	\$1,698,873	\$1,651,661	\$1,334,220	\$1,130,982	\$1,246,395
<b>Transfers In Total</b>	<b>\$1,698,873</b>	<b>\$1,651,661</b>	<b>\$1,334,220</b>	<b>\$1,130,982</b>	<b>\$1,246,395</b>
<b>Expenses</b>					
Wages	-	84,276	84,103	84,103	54,371
Insurance-Health	-	-	-	-	8,114
Pension	-	-	-	-	7,140
Contractual Services	2,150,169	2,151,664	1,250,117	1,548,997	1,170,617
<b>Expenses Total</b>	<b>\$2,150,169</b>	<b>\$2,235,940</b>	<b>\$1,334,220</b>	<b>\$1,633,100</b>	<b>\$1,240,242</b>
<b>Surplus (Deficit)</b>	(484,599)	(328,493)	-	28,387	6,153
<b>Ending Fund Balance</b>	\$300,106	(\$28,387)	(\$97,273)	\$0	\$6,153

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Parking Fund 2160**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	146,219	-
<i>Prior Year Adjustments</i>	19,739	(146,219)	-	-	-
<b>Revenues</b>					
Service Charges	\$0	\$0	\$0	\$0	\$0
Grants	\$143,860	\$210,216	\$150,000	\$142,972	\$180,000
Interest and Rental Income	4,810,357	4,603,593	5,048,170	4,684,603	5,048,170
Licenses & Permits	708,871	684,981	822,775	680,720	822,775
Fines & Forfeitures	-	1,489,267	1,900,000	2,189,253	1,900,000
All Other	33	44,579	-	42,890	-
<b>Revenues Total</b>	<b>\$5,663,121</b>	<b>\$7,032,636</b>	<b>\$7,920,945</b>	<b>\$7,740,438</b>	<b>\$7,950,945</b>
<b>Transfers In</b>					
Tfr Fr General Fund	3,537,643	5,810,861	-	159,607	350,643
<b>Transfers In Total</b>	<b>\$3,537,643</b>	<b>\$5,810,861</b>	<b>\$0</b>	<b>\$159,607</b>	<b>\$350,643</b>
<b>Expenses</b>					
Wages	160,285	416,307	520,957	525,432	566,977
Insurance-Health	29,761	66,943	86,217	64,201	65,232
Pension	21,377	63,646	78,190	79,197	83,614
Contractual Services	4,140,700	3,992,866	4,595,861	4,731,659	4,651,599
Commodities	16,951	22,583	17,620	23,675	17,621
Capital Outlay	50,000	61,931	-	-	-
Debt Service	4,801,429	8,073,002	2,622,100	2,622,100	2,916,545
<b>Expenses Total</b>	<b>\$9,220,503</b>	<b>\$12,697,278</b>	<b>\$7,920,945</b>	<b>\$8,046,264</b>	<b>\$8,301,588</b>
 <b>Surplus (Deficit)</b>	 -	 -	 -	 -	 -
 <b>Ending Fund Balance</b>	 \$0	 \$0	 \$0	 \$0	 \$0

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Parks and Recreation 2030**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$4,836,078	\$5,349,762	\$5,678,903	\$8,306,059	\$11,282,454
<i>Reserve for Encumbrances</i>	-	-	-	3,553,674	-
<i>Prior Year Adjustments</i>	610,980	3,201,496	-	-	-
<b>Revenues</b>					
Sales Tax	\$41,853,735	\$42,220,464	\$43,000,000	\$43,000,000	\$43,610,000
Sales Tax - Redirections	(5,839,897)	(5,805,022)	(5,262,400)	(5,262,400)	(5,431,100)
Service Charges	3,339,528	3,577,210	3,496,280	3,227,364	3,634,510
Grants	302,302	197,072	412,800	791,485	362,720
Interest and Rental Income	263,872	223,889	258,442	206,542	231,942
Licenses & Permits	158,295	358,264	165,000	390,413	300,000
All Other	39,268	6,826	3,200	6,455	3,200
Fines & Forfeitures	250,711	351,756	275,000	358,791	350,000
<b>Revenues Total</b>	<b>\$40,367,814</b>	<b>\$41,130,459</b>	<b>\$42,348,322</b>	<b>\$42,718,650</b>	<b>\$43,061,272</b>
<b>Transfers In</b>					
Tfr Fr General Fund	2,500,000	2,500,000	4,600,000	4,600,000	4,600,000
<b>Transfers In Total</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>
<b>Transfers Out</b>					
Tfr to General Fund	1,028,018	1,067,741	1,642,075	1,642,075	1,702,329
Tfr to Golf Operations Fund	321,949	402,254	288,398	525,704	494,328
<b>Transfers Out Total</b>	<b>\$1,349,967</b>	<b>\$1,469,995</b>	<b>\$1,930,473</b>	<b>\$2,167,779</b>	<b>\$2,196,657</b>
<b>Expenses</b>					
Wages	13,056,826	13,115,174	14,596,521	14,582,448	14,696,651
Insurance-Health	3,047,770	3,275,973	3,432,707	3,096,988	3,500,105
Pension	1,650,349	1,710,197	1,666,932	1,556,122	1,638,419
Contractual Services	19,080,722	18,372,156	21,094,212	20,113,472	22,511,418
Commodities	1,561,013	1,755,787	1,489,895	1,742,211	1,508,137
Capital Outlay	1,066,106	2,024,124	1,500,000	2,481,562	-
Debt Service	2,152,357	2,152,252	2,155,347	2,155,347	3,125,075
<b>Expenses Total</b>	<b>\$41,615,143</b>	<b>\$42,405,663</b>	<b>\$45,935,614</b>	<b>\$45,728,150</b>	<b>\$46,979,805</b>
 <b>Surplus (Deficit)</b>	 513,684	 2,956,297	 (917,765)	 2,976,395	 (1,515,190)
 <b>Ending Fund Balance</b>	 \$5,349,762	 \$8,306,059	 \$4,761,138	 \$11,282,454	 \$9,767,264

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Performing Arts Center Garage Fund 2170**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$583,167	\$1	\$0	\$1	\$0
<i>Reserve for Encumbrances</i>	-	-	-	101,803	-
<i>Prior Year Adjustments</i>	(31,350)	(70,453)	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$790,175	\$1,383,898	\$853,700	\$1,205,393	\$1,102,000
<b>Revenues Total</b>	<b>\$790,175</b>	<b>\$1,383,898</b>	<b>\$853,700</b>	<b>\$1,205,393</b>	<b>\$1,352,000</b>
<b>Transfers In</b>					
Tfr fr Equipmnt Ls Dbt Service	24,044	9,927	-	-	-
Tfr Fr General Fund	7,730,475	8,057,539	8,491,235	8,139,541	8,247,504
Tfr fr STIF Uptown	150,000	-	-	-	-
<b>Transfers In Total</b>	<b>\$7,904,519</b>	<b>\$8,067,466</b>	<b>\$8,491,235</b>	<b>\$8,139,541</b>	<b>\$8,247,504</b>
<b>Expenses</b>					
Contractual Services	463,010	592,017	552,534	654,337	804,254
Debt Service	8,783,500	8,788,894	8,792,401	8,792,401	8,795,250
<b>Expenses Total</b>	<b>\$9,246,510</b>	<b>\$9,380,911</b>	<b>\$9,344,935</b>	<b>\$9,446,738</b>	<b>\$9,599,504</b>
 <b>Surplus (Deficit)</b>	 (583,166)	 -	 -	 (1)	 -
 <b>Ending Fund Balance</b>	 \$1	 \$1	 \$0	 \$0	 \$0

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Police Drug Enforcement Fund 2340**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$84,101	(\$133,212)	\$264,099	(\$783,232)	\$58,554
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	240,764	-	-	-	-
<b>Revenues</b>					
Service Charges	\$650	\$0	\$0	\$0	\$0
Grants	2,086,660	1,781,572	2,739,928	3,581,714	2,915,994
<b>Revenues Total</b>	<b>\$2,087,310</b>	<b>\$1,781,572</b>	<b>\$2,739,928</b>	<b>\$3,581,714</b>	<b>\$2,915,994</b>
<b>Expenses</b>					
Wages	1,609,871	1,739,905	1,823,532	1,823,532	1,972,176
Insurance-Health	244,904	242,115	249,064	249,064	248,637
Pension	352,553	401,191	408,754	408,754	454,604
Contractual Services	183,185	24,717	213,338	213,338	200,797
Commodities	17,687	23,664	45,240	45,240	39,780
Capital Outlay	137,187	-	-	-	-
<b>Expenses Total</b>	<b>\$2,545,387</b>	<b>\$2,431,592</b>	<b>\$2,739,928</b>	<b>\$2,739,928</b>	<b>\$2,915,994</b>
 <b>Surplus (Deficit)</b>	 (217,313)	 (650,020)	 -	 841,786	 -
 <b>Ending Fund Balance</b>	 (\$133,212)	 (\$783,232)	 \$264,099	 \$58,554	 \$58,554

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Police Grant 2390**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$655,589)	(\$3,428,129)	\$1,598,045	(\$1,879,945)	\$252,897
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	22,078	-	-	-	-
<b>Revenues</b>					
Service Charges	\$523,914	\$1,345,586	\$778,687	\$778,687	\$880,124
Grants	4,238,347	7,128,403	6,379,612	8,841,076	8,498,244
Licenses & Permits	-	521,461	1,088,954	1,088,954	1,158,629
All Other	-	53,650	107,062	107,062	64,443
<b>Revenues Total</b>	<b>\$4,762,261</b>	<b>\$9,049,100</b>	<b>\$8,354,315</b>	<b>\$10,815,779</b>	<b>\$10,601,440</b>
<b>Expenses</b>					
Wages	4,739,748	4,635,137	5,614,854	5,153,393	6,382,168
Insurance-Health	477,682	488,278	495,843	496,266	661,807
Pension	505,366	557,414	613,680	607,968	698,345
Contractual Services	1,564,414	1,406,684	1,316,938	1,541,155	2,005,120
Commodities	119,392	214,055	123,000	320,173	478,000
Capital Outlay	150,277	199,348	190,000	563,982	376,000
<b>Expenses Total</b>	<b>\$7,556,879</b>	<b>\$7,500,916</b>	<b>\$8,354,315</b>	<b>\$8,682,937</b>	<b>\$10,601,440</b>
 <b>Surplus (Deficit)</b>	 (2,772,540)	 1,548,184	 -	 2,132,842	 -
 <b>Ending Fund Balance</b>	 (3,428,129)	 (1,879,945)	 \$1,598,045	 \$252,897	 \$252,897

**Schedule XI  
SPECIAL REVENUE FUNDS  
Probation Fund 2762  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Service Charges	\$0	\$0	\$0	\$0	\$710,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$710,000</b>
<b>Transfers Out</b>					
Tfr to Municipal Court Building Ft	-	-	-	-	162,150
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$162,150</b>
<b>Expenses</b>					
Wages	-	-	-	-	292,179
Insurance-Health	-	-	-	-	83,679
Pension	-	-	-	-	38,367
Contractual Services	-	-	-	-	3,176
Commodities	-	-	-	-	20,706
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$438,107</b>
 <b>Surplus (Deficit)</b>	 -	 -	 -	 -	 109,743
 <b>Ending Fund Balance</b>	 \$0	 \$0	 \$0	 \$0	 \$109,743

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Public Art 2450**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Transfers In</b>					
Tfr Fr Capital Imp Fund	\$0	\$0	\$400,000	\$0	\$0
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	-	-	400,000	-	-
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
 <i>Surplus (Deficit)</i>	 -	 -	 -	 -	 -
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Public Mass Transportation Fund 2080**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$1,137,475	\$247,358	\$538,189	\$676,192
<i>Reserve for Encumbrances</i>	-	-	-	1,635,070	-
<i>Prior Year Adjustments</i>	(126,187)	(1,062,932)	-	-	-
<b>Revenues</b>					
Sales Tax	\$38,924,818	\$39,299,497	\$39,800,000	\$39,800,000	\$40,370,000
Sales Tax - Redirections	(4,034,730)	(4,041,151)	(3,775,100)	(3,775,100)	(3,955,500)
Service Charges	63,113	72,963	-	-	-
Grants	101,242	103,192	75,700	75,700	82,990
Licenses & Permits	-	-	-	-	120,000
<b>Revenues Total</b>	<b>\$35,054,443</b>	<b>\$35,434,501</b>	<b>\$36,100,600</b>	<b>\$36,100,600</b>	<b>\$36,617,490</b>
<b>Transfers In</b>					
Tfr fr Streetcar Fund	-	250,000	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to General Fund	751,100	785,990	796,000	796,000	801,970
Tfr to Street Car Fund	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000
<b>Transfers Out Total</b>	<b>\$2,790,100</b>	<b>\$2,824,990</b>	<b>\$2,835,000</b>	<b>\$2,835,000</b>	<b>\$2,840,970</b>
<b>Expenses</b>					
Wages	1,078,222	914,045	837,506	896,357	814,707
Insurance-Health	130,241	132,007	128,182	122,648	114,725
Pension	107,870	107,205	100,003	104,821	101,569
Contractual Services	2,635,561	5,530,722	4,326,199	6,053,207	649,768
Commodities	43,427	31,526	23,860	40,689	22,232
Capital Outlay	25,000	-	25,000	25,000	-
Pass Through Payments	26,979,118	25,679,118	27,518,700	27,518,700	32,280,000
Debt Service	1,242	1,242	1,245	1,245	1,247
<b>Expenses Total</b>	<b>\$31,000,681</b>	<b>\$32,395,865</b>	<b>\$32,960,695</b>	<b>\$34,762,667</b>	<b>\$33,984,248</b>
 <b>Surplus (Deficit)</b>	 1,137,475	 (599,286)	 304,905	 138,003	 (207,728)
 <b>Ending Fund Balance</b>	 \$1,137,475	 \$538,189	 \$552,263	 \$676,192	 \$468,464

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Public Safety Sales Tax Fund 2320**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$2,645,136	\$1,555,730	\$1,338,770	\$3,658,473	\$1,391,284
<i>Reserve for Encumbrances</i>	-	-	-	96,549	-
<i>Prior Year Adjustments</i>	(8,375)	282,953	-	-	-
<b>Revenues</b>					
Sales Tax	\$20,949,563	\$21,125,506	\$21,500,000	\$21,500,000	\$21,810,000
Sales Tax - Redirections	(2,919,865)	(2,902,357)	(2,665,200)	(2,665,200)	(2,817,500)
Grants	54,726	55,779	40,900	40,900	44,850
Interest and Rental Income	59	733	-	-	-
<b>Revenues Total</b>	<b>\$18,084,483</b>	<b>\$18,279,661</b>	<b>\$18,875,700</b>	<b>\$18,875,700</b>	<b>\$19,037,350</b>
<b>Transfers Out</b>					
Tfr to General Debt & Interest	11,961,438	9,835,541	12,282,288	12,282,288	10,385,271
Tfr to GO Recovery Zone Bonds	226,765	305,390	307,595	307,585	307,695
Tfr to Refunding Bond Fund	-	684	-	-	-
<b>Transfers Out Total</b>	<b>\$12,188,203</b>	<b>\$10,141,615</b>	<b>\$12,589,883</b>	<b>\$12,589,873</b>	<b>\$10,692,966</b>
<b>Expenses</b>					
Wages	-	-	-	1,608	-
Contractual Services	1,415,435	1,123,698	1,889,000	2,656,053	2,139,000
Commodities	125,000	-	-	300	-
Capital Outlay	2,391,867	2,150,017	2,800,000	2,846,760	2,212,816
Debt Service	3,045,009	3,044,541	3,454,844	3,144,844	4,955,384
<b>Expenses Total</b>	<b>\$6,977,311</b>	<b>\$6,318,256</b>	<b>\$8,143,844</b>	<b>\$8,649,565</b>	<b>\$9,307,200</b>
 <b>Surplus (Deficit)</b>	 (1,089,406)	 2,102,743	 (1,858,027)	 (2,267,189)	 (962,816)
 <b>Ending Fund Balance</b>	 \$1,555,730	 \$3,658,473	 (\$519,257)	 \$1,391,284	 \$428,468

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Ryan White HIV/AIDS Fund 2730**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$1,334,264)	(\$1,862,419)	\$3	(\$3,608,155)	\$0
<i>Reserve for Encumbrances</i>	-	-	-	3,369,735	-
<i>Prior Year Adjustments</i>	(681,954)	(1,634,875)	-	-	-
<b>Revenues</b>					
Grants	\$4,235,429	\$4,470,313	\$4,939,382	\$8,874,210	\$4,860,045
<b>Revenues Total</b>	<b>\$4,235,429</b>	<b>\$4,470,313</b>	<b>\$4,939,382</b>	<b>\$8,874,210</b>	<b>\$4,860,045</b>
<b>Expenses</b>					
Wages	388,490	461,542	636,030	701,044	578,877
Insurance-Health	56,585	71,355	40,371	40,371	48,186
Pension	53,640	64,214	44,442	45,349	47,218
Contractual Services	3,575,738	3,975,150	4,202,908	7,826,158	4,169,133
Commodities	7,177	8,913	15,631	22,868	16,631
<b>Expenses Total</b>	<b>\$4,081,630</b>	<b>\$4,581,174</b>	<b>\$4,939,382</b>	<b>\$8,635,790</b>	<b>\$4,860,045</b>
 <b>Surplus (Deficit)</b>	 (528,155)	 (1,745,736)	 -	 3,608,155	 -
 <b>Ending Fund Balance</b>	 (1,862,419)	 (3,608,155)	 \$3	 \$0	 \$0

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Sp Housing Rehabilitation Loan Fund 6380**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$1,398)	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Transfers In</b>					
Tfr Fr General Fund	\$1,398	\$0	\$0	\$0	\$0
<b>Transfers In Total</b>	<b>\$1,398</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	1,398	-	-	-	-
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0	\$0

**Schedule XI  
SPECIAL REVENUE FUNDS  
Specialty Court Fund 2763  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Fines & Forfeitures	\$0	\$0	\$0	\$0	\$470,000
<b>Revenues Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$470,000</b>
<b>Expenses</b>					
Wages	-	-	-	-	409,453
Insurance-Health	-	-	-	-	83,388
Pension	-	-	-	-	48,754
Contractual Services	-	-	-	-	90,815
Commodities	-	-	-	-	6,120
<b>Expenses Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$638,530</b>
 <b>Surplus (Deficit)</b>	 -	 -	 -	 -	 (168,530)
 <b>Ending Fund Balance</b>	 \$0	 \$0	 \$0	 \$0	 (\$168,530)

**Schedule XI  
SPECIAL REVENUE FUNDS  
Shared Success 2590  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$100,000	\$100,000	\$100,000
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Property Taxes Pilots	\$0	\$100,000	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers In</b>					
Tfr Fr PILOTS Fund	-	-	-	-	72,269
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$72,269</b>
<b>Surplus (Deficit)</b>	-	100,000	-	-	72,269
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$172,269</b>

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Strategic Neighborhoods 2570**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$616,007	\$140,877	\$220,444	(\$24,993)	(\$74,053)
<i>Reserve for Encumbrances</i>	-	-	-	148,687	-
<i>Prior Year Adjustments</i>	(122,177)	15,207	-	-	-
<b>Revenues</b>					
Property Taxes Pilots	\$0	\$293,581	\$440,000	\$401,595	\$440,000
Grants	202,687	-	-	-	-
Interest and Rental Income	29,363	65,441	41,000	45,931	10,776
All Other	25,000	-	-	-	-
<b>Revenues Total</b>	<b>\$257,050</b>	<b>\$359,022</b>	<b>\$481,000</b>	<b>\$447,526</b>	<b>\$450,776</b>
<b>Transfers In</b>					
Neighborhoods Grants Fund	-	63,366	-	-	-
Special Deposits Fund	-	20,924	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$84,290</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	14,659	-	-	-	-
Contractual Services	258,371	317,088	193,000	341,688	-
Capital Outlay	31,550	-	-	-	-
Debt Service	305,423	307,301	303,585	303,585	304,137
<b>Expenses Total</b>	<b>\$610,003</b>	<b>\$624,389</b>	<b>\$496,585</b>	<b>\$645,273</b>	<b>\$304,137</b>
 <b>Surplus (Deficit)</b>	 (475,130)	 (165,870)	 (15,585)	 (49,060)	 146,639
 <b>Ending Fund Balance</b>	 \$140,877	 (\$24,993)	 \$204,859	 (\$74,053)	 \$72,586

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Street Car 2085**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$8,917,879	\$5,232,923	\$5,192,204	\$6,439,797	\$8,125,698
<i>Reserve for Encumbrances</i>	-	-	-	1,779,659	-
<i>Prior Year Adjustments</i>	(3,832,764)	2,223,690	-	-	-
<b>Revenues</b>					
Service Charges	\$329,346	\$388,144	\$327,000	\$327,000	\$327,000
Grants	15,778	361,241	-	-	-
Interest and Rental Income	189,665	259,908	148,000	303,451	290,825
Other Taxes	6,387,300	6,509,606	6,770,000	6,770,000	6,666,000
All Other	3,616,877	4,186,077	4,200,000	4,200,000	4,646,000
<b>Revenues Total</b>	<b>\$10,538,966</b>	<b>\$11,704,976</b>	<b>\$11,445,000</b>	<b>\$11,600,451</b>	<b>\$11,929,825</b>
<b>Transfers In</b>					
Tfr Fr Pub Mass Trans	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000
Tfr fr Equip Ls Cap Aquisition	-	6,024	-	-	-
Tfr fr 2013A SO Bond Fund	9,167	80,286	-	-	-
<b>Transfers In Total</b>	<b>\$2,048,167</b>	<b>\$2,125,310</b>	<b>\$2,039,000</b>	<b>\$2,039,000</b>	<b>\$2,039,000</b>
<b>Transfers Out</b>					
Tfr to Public Mass Transportatior	-	250,000	-	-	-
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	200,000	309,131	347,073	339,987	418,144
Insurance-Health	-	4,545	15,212	14,214	32,599
Pension	-	3,826	11,308	10,844	15,100
Contractual Services	4,827,954	5,986,418	5,162,028	7,465,044	5,793,195
Commodities	8,240	8,504	15,295	24,338	14,161
Capital Outlay	2,967,041	3,274,829	-	865,537	825,000
Debt Service	4,436,090	5,009,849	5,013,245	5,013,245	5,299,027
<b>Expenses Total</b>	<b>\$12,439,325</b>	<b>\$14,597,102</b>	<b>\$10,564,161</b>	<b>\$13,733,209</b>	<b>\$12,397,226</b>
 <b>Surplus (Deficit)</b>	 (3,684,956)	 1,206,874	 2,919,839	 1,685,901	 1,571,599
 <b>Ending Fund Balance</b>	 \$5,232,923	 \$6,439,797	 \$8,112,043	 \$8,125,698	 \$9,697,297

**Schedule XI**  
**SPECIAL REVENUE FUNDS**  
**Street Maintenance Fund 2060**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$3,268,886	\$3,328,027	\$4,909,971	\$3,978,236	\$4,140,590
<i>Reserve for Encumbrances</i>	-	-	-	2,431,132	-
<i>Prior Year Adjustments</i>	(249,824)	125,628	-	-	-
<b>Revenues</b>					
Service Charges	\$417,629	\$186,367	\$580,184	\$580,184	\$565,184
Grants	18,587,548	18,426,172	18,954,000	18,954,000	18,954,000
Interest and Rental Income	227	2,985	-	-	-
Licenses & Permits	6,061,076	5,455,102	6,564,544	6,564,544	6,564,544
All Other	164,474	89,230	-	979,474	-
<b>Revenues Total</b>	<b>\$25,230,954</b>	<b>\$24,159,856</b>	<b>\$26,098,728</b>	<b>\$27,078,202</b>	<b>\$26,083,728</b>
<b>Transfers In</b>					
Tfr fr Equip Ls Cap Aquisition	-	48,680	-	-	-
Tfr Fr General Fund	18,135,576	19,408,833	18,827,535	19,614,885	20,205,585
<b>Transfers In Total</b>	<b>\$18,135,576</b>	<b>\$19,457,513</b>	<b>\$18,827,535</b>	<b>\$19,614,885</b>	<b>\$20,205,585</b>
<b>Transfers Out</b>					
Tfr to Streetlight Debt Fund	306,805	-	-	-	-
Tfr to General Fund	978,626	1,044,737	1,539,191	1,539,191	1,537,039
Tfr to Development Services	187	732	-	-	-
<b>Transfers Out Total</b>	<b>\$1,285,618</b>	<b>\$1,045,469</b>	<b>\$1,539,191</b>	<b>\$1,539,191</b>	<b>\$1,537,039</b>
<b>Expenses</b>					
Wages	12,319,431	11,937,274	12,863,912	11,768,062	12,718,262
Insurance-Health	2,527,950	2,558,412	3,056,752	2,749,062	3,077,336
Pension	1,473,943	1,508,625	1,675,516	1,575,840	1,700,020
Contractual Services	19,924,211	18,723,522	17,928,534	20,830,389	19,682,818
Commodities	3,142,230	4,492,814	4,056,309	4,794,707	4,335,964
Capital Outlay	495,180	16,705	1,333,050	2,119,651	1,551
Debt Service	1,889,002	2,809,967	3,584,963	3,584,963	3,398,958
<b>Expenses Total</b>	<b>\$41,771,947</b>	<b>\$42,047,319</b>	<b>\$44,499,036</b>	<b>\$47,422,674</b>	<b>\$44,914,909</b>
 <b>Surplus (Deficit)</b>	 59,141	 650,209	 (1,111,964)	 162,354	 (162,635)
 <b>Ending Fund Balance</b>	 \$3,328,027	 \$3,978,236	 \$3,798,007	 \$4,140,590	 \$3,977,955

**Schedule XII**  
**CAPITAL IMPROVEMENTS FUNDS**  
**Capital Improvements 3090**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$49,544,863	\$42,783,706	\$678,851	\$26,275,448	\$1,345,276
<i>Reserve for Encumbrances</i>	-	-	-	48,076,141	-
<i>Prior Year Adjustments</i>	(20,156,849)	(8,306,546)	-	-	-
<b>Revenues</b>					
Sales Tax	\$84,161,759	\$84,969,323	\$86,000,000	\$86,000,000	\$87,220,000
Sales Tax - Redirections	(12,060,162)	(11,964,269)	(10,984,400)	(10,984,400)	(11,576,900)
Service Charges	-	200,000	-	600,481	-
Other Taxes	432,242	334,679	-	96,455	-
Grants	7,111,943	6,643,653	163,700	41,761,503	179,440
Interest and Rental Income	340	224	-	214	-
Property Taxes Pilots	499,850	-	-	6,800,000	-
All Other	849,038	1,477,568	-	38,511,455	-
<b>Revenues Total</b>	<b>\$80,995,010</b>	<b>\$81,661,178</b>	<b>\$75,179,300</b>	<b>\$162,785,708</b>	<b>\$75,822,540</b>
<b>Transfers In</b>					
Tfr fr Equip Ls Cap Aquisition	3,332	-	-	-	-
Tfr fr Equipmnt Ls Dbt Service	-	272,207	-	-	-
Tfr fr Refunding Bond Fund	19,419	-	-	-	-
Tfr fr 2014D SO Anticipation	1,192	-	-	-	-
<b>Transfers In Total</b>	<b>\$23,943</b>	<b>\$272,207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to Public Art Fund	-	-	400,000	-	-
Tfr to General Debt & Interest	7,388,942	6,772,868	-	-	-
Tfr to Streetlight Debt Fund	462,045	768,100	-	-	-
<b>Transfers Out Total</b>	<b>\$7,850,987</b>	<b>\$7,540,968</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	2,441,079	4,463,645	5,001,223	6,065,321	4,889,299
Insurance-Health	116,916	952,191	1,311,222	1,418,987	1,393,384
Pension	168,468	670,089	844,623	912,375	835,311
Contractual Services	41,481,124	64,122,958	57,965,414	216,315,501	51,726,999
Commodities	181,662	160,939	98,652	139,220	98,951
Capital Outlay	2,486,269	1,070,960	8,640	1,159,144	17,900
Debt Service	12,896,756	11,153,347	9,781,208	9,781,208	16,484,487
Pass Through Payments	-	-	-	265	-
<b>Expenses Total</b>	<b>\$59,772,274</b>	<b>\$82,594,129</b>	<b>\$75,010,982</b>	<b>\$235,792,021</b>	<b>\$75,446,331</b>
<b>Surplus (Deficit)</b>	<b>(6,761,157)</b>	<b>(16,508,258)</b>	<b>(231,682)</b>	<b>(24,930,172)</b>	<b>376,209</b>
<b>Ending Fund Balance</b>	<b>\$42,783,706</b>	<b>\$26,275,448</b>	<b>\$447,169</b>	<b>\$1,345,276</b>	<b>\$1,721,485</b>

**Schedule XII**  
**CAPITAL IMPROVEMENTS FUNDS**  
**Revolving Public Improvement 3190**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$16,394	\$18,503	\$19,002	\$19,002
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	98,132	-	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$750	\$298	\$0	\$0	\$0
All Other	(13,841)	2,310	-	-	-
<b>Revenues Total</b>	<b>(\$13,091)</b>	<b>\$2,608</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	4,095	-	-	-	-
Contractual Services	64,552	-	-	-	-
<b>Expenses Total</b>	<b>\$68,647</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	16,394	2,608	-	-	-
<b>Ending Fund Balance</b>	\$16,394	\$19,002	\$18,503	\$19,002	\$19,002

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**Convention And Sports Complex 5370**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$1,938,003	\$5,699,174	\$3,811,745	\$5,665,990	\$1,188,349
<i>Reserve for Encumbrances</i>	-	-	-	1,462,421	-
<i>Prior Year Adjustments</i>	(1,710,000)	247,579	-	-	-
<b>Revenues</b>					
Grants	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Interest and Rental Income	16,461	124,459	55,000	55,000	136,922
<b>Revenues Total</b>	<b>\$2,016,461</b>	<b>\$2,124,459</b>	<b>\$2,055,000</b>	<b>\$2,055,000</b>	<b>\$2,136,922</b>
<b>Transfers In</b>					
Tfr Fr Convention and Tourism	24,195,668	25,677,438	24,817,100	26,267,100	26,119,417
Tfr fr 2014D SO Anticipation	91,632	-	-	-	-
Tfr fr SO Series 2017 Taxable	-	609	-	-	-
Tfr fr 2018A Taxable Spec O	-	38,568	-	-	-
<b>Transfers In Total</b>	<b>\$24,287,300</b>	<b>\$25,716,615</b>	<b>\$24,817,100</b>	<b>\$26,267,100</b>	<b>\$26,119,417</b>
<b>Transfers Out</b>					
Tfr to Refunding Bond Fund	-	2,736	-	-	-
Tfr to Convention Hotel Catering	-	-	-	-	2,635,254
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$2,736</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,635,254</b>
<b>Expenses</b>					
Contractual Services	2,820,929	4,121,525	6,347,688	10,790,109	3,295,397
Debt Service	18,011,661	23,997,576	23,472,053	23,472,053	22,279,613
<b>Expenses Total</b>	<b>\$20,832,590</b>	<b>\$28,119,101</b>	<b>\$29,819,741</b>	<b>\$34,262,162</b>	<b>\$25,575,010</b>
<b>Surplus (Deficit)</b>	3,761,171	(33,184)	(2,947,641)	(4,477,641)	46,075
<b>Ending Fund Balance</b>	\$5,699,174	\$5,665,990	\$864,104	\$1,188,349	\$1,234,424

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**Downtown Arena Project Fund 5050**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$12,834,496	\$13,510,079	\$13,307,716	\$14,372,545	\$14,035,221
<i>Reserve for Encumbrances</i>	-	-	-	162,169	-
<i>Prior Year Adjustments</i>	(116,857)	(\$45,040)	-	-	-
<b>Revenues</b>					
Licenses & Permits	15,458,931	16,048,745	15,580,000	15,880,000	15,580,000
Interest and Rental Income	538,042	501,344	-	-	-
All Other	1,221,059	-	-	-	-
<b>Revenues Total</b>	<b>\$17,218,032</b>	<b>\$16,550,089</b>	<b>\$15,580,000</b>	<b>\$15,880,000</b>	<b>\$15,580,000</b>
<b>Transfers In</b>					
Tfr fr 2016A SO Tax-Exempt Bnd	-	32,334	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$32,334</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to Convention and Tourism	840,527	-	-	-	-
<b>Transfers Out Total</b>	<b>\$840,527</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	344,248	400,334	995,000	345,000	345,000
Capital Outlay	-	-	50,000	700,000	50,000
Debt Service	14,000,174	13,994,895	13,999,493	13,999,493	13,994,569
Pass Through Payments	1,240,643	1,279,688	1,335,000	1,335,000	1,314,780
<b>Expenses Total</b>	<b>\$15,585,065</b>	<b>\$15,674,917</b>	<b>\$16,379,493</b>	<b>\$16,379,493</b>	<b>\$15,704,349</b>
<b>Surplus (Deficit)</b>	675,583	862,466	(799,493)	(337,324)	(124,349)
<b>Ending Fund Balance</b>	\$13,510,079	\$14,372,545	\$12,508,223	\$14,035,221	\$13,910,872

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**Downtown Redevelopment District Debt 5320**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$1	\$2	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	508,263	-	-	-	-
<b>Revenues</b>					
Sales Tax - Redirections	\$2,270,757	\$2,257,229	\$2,349,100	\$2,349,100	\$2,325,600
Local Use Tax Redirections	16,055	21,505	16,400	16,400	22,100
Earnings Tax Redirections	392,673	339,346	429,600	429,600	347,800
Property Taxes	238,862	-	424,429	424,429	486,601
Utility Taxes - Redirections	316,899	297,626	331,900	331,900	306,400
Other Taxes	1,223,968	1,217,057	1,486,100	1,486,100	1,395,800
Grants	2,046,880	967,699	937,900	937,900	996,900
<b>Revenues Total</b>	<b>\$8,102,818</b>	<b>\$6,646,077</b>	<b>\$7,522,129</b>	<b>\$7,522,129</b>	<b>\$7,416,901</b>
<b>Transfers In</b>					
Tfr Fr General Fund	10,623,121	13,358,960	15,040,782	15,040,782	15,243,105
Tfr fr KC Live Srs District 4	131,846	-	-	-	-
<b>Transfers In Total</b>	<b>\$10,754,967</b>	<b>\$13,358,960</b>	<b>\$15,040,782</b>	<b>\$15,040,782</b>	<b>\$15,243,105</b>
<b>Transfers Out</b>					
Tfr to STIF Midtown	937,946	-	-	-	-
<b>Transfers Out Total</b>	<b>\$937,946</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Debt Service	18,428,101	20,005,039	22,562,911	22,562,911	22,660,006
<b>Expenses Total</b>	<b>\$18,428,101</b>	<b>\$20,005,039</b>	<b>\$22,562,911</b>	<b>\$22,562,911</b>	<b>\$22,660,006</b>
 <b>Surplus (Deficit)</b>	 1	 (2)	 -	 -	 -
 <b>Ending Fund Balance</b>	 \$2	 \$0	 \$0	 \$0	 \$0

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**G.O. Recovery Zone Bonds Fund 5020**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$79,454	(\$1)	\$99	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$221,308	\$222,139	\$220,000	\$220,000	\$220,000
<b>Revenues Total</b>	<b>\$221,308</b>	<b>\$222,139</b>	<b>\$220,000</b>	<b>\$220,000</b>	<b>\$220,000</b>
<b>Transfers In</b>					
Tfr Fr Public Safety Sales Tax	226,765	305,390	307,595	307,595	307,695
<b>Transfers In Total</b>	<b>\$226,765</b>	<b>\$305,390</b>	<b>\$307,595</b>	<b>\$307,595</b>	<b>\$307,695</b>
<b>Expenses</b>					
Debt Service	527,528	527,528	527,595	527,595	527,695
<b>Expenses Total</b>	<b>\$527,528</b>	<b>\$527,528</b>	<b>\$527,595</b>	<b>\$527,595</b>	<b>\$527,695</b>
<b>Surplus (Deficit)</b>	(79,455)	1	-	-	-
<b>Ending Fund Balance</b>	(\$1)	\$0	\$99	\$0	\$0

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**General Debt And Interest Fund 5010**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$167,073	\$25,695	\$1,704,745
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	1	-	-	-	-
<b>Revenues</b>					
Property Taxes	\$17,141,419	\$22,548,290	\$33,149,000	\$34,619,643	\$39,222,359
Property Taxes Pilots	270,845	618,772	457,000	563,910	855,746
Interest and Rental Income	82,882	552,200	94,494	363,064	441,760
<b>Revenues Total</b>	<b>\$17,495,146</b>	<b>\$23,719,262</b>	<b>\$33,700,494</b>	<b>\$35,546,617</b>	<b>\$40,519,865</b>
<b>Transfers In</b>					
Tfr Fr Capital Imp Fund	7,388,942	6,772,868	-	-	-
Tfr Fr PILOTS Fund	96,308	118,062	59,563	59,563	122,463
Tfr Fr Public Safety Sales Tax	11,961,438	9,835,541	12,282,288	12,282,288	10,385,271
Tfr fr Refunding Bond Fund	25,649	-	-	-	-
Tfr fr 2007B GO Bond Fund	72,066	-	-	-	-
<b>Transfers In Total</b>	<b>\$19,544,403</b>	<b>\$16,726,471</b>	<b>\$12,341,851</b>	<b>\$12,341,851</b>	<b>\$10,507,734</b>
<b>Transfers Out</b>					
Tfr to Streetlight Debt Fund	-	-	765,000	765,000	762,500
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$765,000</b>	<b>\$765,000</b>	<b>\$762,500</b>
<b>Expenses</b>					
Contractual Services	389,289	364,833	415,521	415,521	585,000
Debt Service	36,650,261	40,055,205	45,028,897	45,028,897	48,639,549
<b>Expenses Total</b>	<b>\$37,039,550</b>	<b>\$40,420,038</b>	<b>\$45,444,418</b>	<b>\$45,444,418</b>	<b>\$49,224,549</b>
<b>Surplus (Deficit)</b>	-	25,695	(167,073)	1,679,050	1,040,550
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$25,695</b>	<b>\$0</b>	<b>\$1,704,745</b>	<b>\$2,745,295</b>

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**N.I.D. GO Bond Fund 5120**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$64,243	\$73,361	\$70,970	\$80,846	\$85,821
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$832	\$1,255	\$0	\$725	\$1,527
All Other	52,236	53,430	52,000	52,000	52,000
<b>Revenues Total</b>	<b>\$53,068</b>	<b>\$54,685</b>	<b>\$52,000</b>	<b>\$52,725</b>	<b>\$53,527</b>
<b>Expenses</b>					
Debt Service	43,950	47,200	47,750	47,750	46,000
<b>Expenses Total</b>	<b>\$43,950</b>	<b>\$47,200</b>	<b>\$47,750</b>	<b>\$47,750</b>	<b>\$46,000</b>
<b>Surplus (Deficit)</b>	9,118	7,485	4,250	4,975	7,527
<b>Ending Fund Balance</b>	\$73,361	\$80,846	\$75,220	\$85,821	\$93,348

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**Sewer Special Assessment Fund 5100**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	(\$1)	\$17,942	\$6,742	\$11,605
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(500)	-	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$10,385	\$10,143	\$0	\$4,863	\$0
All Other	220,946	-	-	-	-
<b>Revenues Total</b>	<b>\$231,331</b>	<b>\$10,143</b>	<b>\$0</b>	<b>\$4,863</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to General Fund	222,189	-	-	-	-
<b>Transfers Out Total</b>	<b>\$222,189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	8,643	3,400	-	-	-
<b>Expenses Total</b>	<b>\$8,643</b>	<b>\$3,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
 <b>Surplus (Deficit)</b>	 (1)	 6,743	 -	 4,863	 -
 <b>Ending Fund Balance</b>	 (\$1)	 \$6,742	 \$17,942	 \$11,605	 \$11,605

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF 12th and Wyandotte Fund 5170**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$1,635,010	\$3,171,806	\$0	\$11,232	\$11,232
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(5,613)	3,697,119	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$120,405	\$114,884	\$0	\$0	\$0
Sales Tax - Redirections	829,701	753,450	-	-	-
Local Use Tax Redirections	570	819	-	-	-
Utility Taxes - Redirections	241,366	257,128	-	-	-
Other Taxes	358,011	-	-	-	-
Interest and Rental Income	25,656	43,526	-	-	-
All Other	1,559,716	(271,065)	-	-	-
Restaurant Tax Redirections	199,838	186,275	-	-	-
Hotel/Motel Tax Redirections	1,189,021	1,116,854	-	-	-
<b>Revenues Total</b>	<b>\$4,524,284</b>	<b>\$2,201,871</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers In</b>					
Tfr fr Refunding Bond Fund	-	874,150	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$874,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to STIF Valentine	283	-	-	-	-
Tfr to Convention and Tourism	99,717	5,000,000	-	-	-
Tfr to STIF Midtown	358,290	-	-	-	-
<b>Transfers Out Total</b>	<b>\$458,290</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Debt Service	2,523,585	4,933,714	-	-	-
<b>Expenses Total</b>	<b>\$2,523,585</b>	<b>\$4,933,714</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	1,536,796	(3,160,574)	-	-	-
<b>Ending Fund Balance</b>	<b>\$3,171,806</b>	<b>\$11,232</b>	<b>\$0</b>	<b>\$11,232</b>	<b>\$11,232</b>

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Brush Creek-Blue Pkwy Town Center Fund 5300**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	(\$1)	\$1	\$1
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$90,519	\$39,908	\$94,800	\$94,800	\$42,800
Sales Tax - Redirections	306,470	313,548	322,200	322,200	322,900
Local Use Tax Redirections	40	243	-	-	200
Property Taxes Pilots	10,351	-	-	-	-
Utility Taxes - Redirections	54,342	51,806	57,400	57,400	53,000
Other Taxes	99,641	100,767	113,600	113,600	30,100
Interest and Rental Income	1,110	6,673	-	-	-
All Other	197,802	204,137	200,800	200,800	207,200
Restaurant Tax Redirections	40,079	35,304	41,200	41,200	36,600
<b>Revenues Total</b>	<b>\$800,354</b>	<b>\$752,386</b>	<b>\$830,000</b>	<b>\$830,000</b>	<b>\$692,800</b>
<b>Transfers In</b>					
Tfr Fr General Fund	308,590	383,020	329,450	329,450	472,574
<b>Transfers In Total</b>	<b>\$308,590</b>	<b>\$383,020</b>	<b>\$329,450</b>	<b>\$329,450</b>	<b>\$472,574</b>
<b>Expenses</b>					
Debt Service	1,108,945	1,135,405	1,159,450	1,159,450	1,165,375
<b>Expenses Total</b>	<b>\$1,108,945</b>	<b>\$1,135,405</b>	<b>\$1,159,450</b>	<b>\$1,159,450</b>	<b>\$1,165,375</b>
 <b>Surplus (Deficit)</b>	 (1)	 1	 -	 -	 (1)
 <b>Ending Fund Balance</b>	 (\$1)	 \$1	 (\$1)	 \$1	 \$0

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF East Village Fund 5301**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$19,499	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$726,632	\$885,672	\$706,700	\$706,700	\$903,600
Sales Tax - Redirections	10,819	11,496	10,800	10,800	11,500
Local Use Tax Redirections	-	-	-	-	-
Utility Taxes - Redirections	48,644	52,896	50,400	50,400	54,600
Other Taxes	1,412	-	1,400	1,400	-
Grants	978,717	1,240,064	1,008,300	1,008,300	1,277,600
Interest and Rental Income	2,874	11,062	-	-	-
All Other	233,157	240,664	236,700	236,700	244,300
<b>Revenues Total</b>	<b>\$2,002,255</b>	<b>\$2,441,854</b>	<b>\$2,014,300</b>	<b>\$2,014,300</b>	<b>\$2,491,600</b>
<b>Transfers In</b>					
Tfr Fr General Fund	1,197,504	434,656	1,360,150	1,360,150	980,041
Tfr from 2008B KCMO Spec Ob	2,798	411,633	-	-	-
Tfr fr 2016A SO Tax-Exempt Bnc	32	209	-	-	-
<b>Transfers In Total</b>	<b>\$1,200,334</b>	<b>\$846,498</b>	<b>\$1,360,150</b>	<b>\$1,360,150</b>	<b>\$980,041</b>
<b>Transfers Out</b>					
Tfr to TIF Special Allocation	19,499	-	-	-	-
<b>Transfers Out Total</b>	<b>\$19,499</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Debt Service	3,202,589	3,288,352	3,374,450	3,374,450	3,471,641
<b>Expenses Total</b>	<b>\$3,202,589</b>	<b>\$3,288,352</b>	<b>\$3,374,450</b>	<b>\$3,374,450</b>	<b>\$3,471,641</b>
 <b>Surplus (Deficit)</b>	 (19,499)	 -	 -	 -	 -
 <b>Ending Fund Balance</b>	 \$0	 \$0	 \$0	 \$0	 \$0

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF HOK Sport Garage Fund 5330**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	(\$1)	\$1	\$1
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$27,634	\$8,941	\$28,700	\$28,700	\$0
Sales Tax - Redirections	-	6,311	-	-	-
Utility Taxes - Redirections	50	25,295	100	100	-
Interest and Rental Income	(3,024)	(4,274)	-	-	-
<b>Revenues Total</b>	<b>\$24,660</b>	<b>\$36,273</b>	<b>\$28,800</b>	<b>\$28,800</b>	<b>\$0</b>
<b>Transfers In</b>					
Tfr Fr General Fund	601,014	598,134	618,390	618,390	-
<b>Transfers In Total</b>	<b>\$601,014</b>	<b>\$598,134</b>	<b>\$618,390</b>	<b>\$618,390</b>	<b>\$0</b>
<b>Expenses</b>					
Debt Service	625,675	634,406	647,190	647,190	-
<b>Expenses Total</b>	<b>\$625,675</b>	<b>\$634,406</b>	<b>\$647,190</b>	<b>\$647,190</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	(1)	1	-	-	-
<b>Ending Fund Balance</b>	(\$1)	\$1	(\$1)	\$1	\$1

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Hotel President Fund 5260**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$999,293	\$950,129	\$838,567	\$739,208	\$831,428
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(157,175)	-	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$55,678	\$42,843	\$57,200	\$57,200	\$44,000
Sales Tax - Redirections	304,099	251,338	313,100	313,100	259,100
Local Use Tax Redirections	-	897	-	-	900
Utility Taxes - Redirections	54,838	57,774	56,400	56,400	59,200
Other Taxes	149,419	18,832	22,700	22,700	19,200
Grants	274,581	-	-	-	-
Interest and Rental Income	6,138	13,926	-	-	-
All Other	563,840	840,239	819,800	819,800	852,100
Restaurant Tax Redirections	60,529	53,638	62,600	62,600	55,200
Hotel/Motel Tax Redirections	336,634	321,935	346,700	346,700	331,600
<b>Revenues Total</b>	<b>\$1,805,756</b>	<b>\$1,601,422</b>	<b>\$1,678,500</b>	<b>\$1,678,500</b>	<b>\$1,621,300</b>
<b>Expenses</b>					
Contractual Services	722,562	675,913	95,261	95,261	-
Debt Service	975,183	1,136,430	1,491,019	1,491,019	1,677,439
<b>Expenses Total</b>	<b>\$1,697,745</b>	<b>\$1,812,343</b>	<b>\$1,586,280</b>	<b>\$1,586,280</b>	<b>\$1,677,439</b>
 <b>Surplus (Deficit)</b>	 (49,164)	 (210,921)	 92,220	 92,220	 (56,139)
 <b>Ending Fund Balance</b>	 \$950,129	 \$739,208	 \$930,787	 \$831,428	 \$775,289

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Linwood Shopping Center 5305**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$701,170	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Service Charges	\$0	\$0	\$122,100	\$122,100	\$0
Earnings Tax Redirections	-	-	15,000	15,000	15,200
Sales Tax - Redirections	-	-	171,500	171,500	174,900
Utility Taxes - Redirections	-	-	22,600	22,600	23,000
Other Taxes	-	-	129,900	129,900	44,100
Interest and Rental Income	5,443	5	-	-	132,000
<b>Revenues Total</b>	<b>\$5,443</b>	<b>\$5</b>	<b>\$461,100</b>	<b>\$461,100</b>	<b>\$389,200</b>
<b>Transfers In</b>					
Tfr fr STIF Midtown	133,462	1,056,237	850,000	850,000	1,006,000
Tfr Fr General Fund	-	282,420	34,572	34,572	306,424
Tfr fr SO Series 2017 Taxable	-	5,123	-	-	-
<b>Transfers In Total</b>	<b>\$133,462</b>	<b>\$1,343,780</b>	<b>\$884,572</b>	<b>\$884,572</b>	<b>\$1,312,424</b>
<b>Transfers Out</b>					
Trfr to Spec Ob GO 2017	4,534	-	-	-	-
<b>Transfers Out Total</b>	<b>\$4,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	-	-	-	-	350,000
Debt Service	835,541	1,343,785	1,345,672	1,345,672	1,351,624
<b>Expenses Total</b>	<b>\$835,541</b>	<b>\$1,343,785</b>	<b>\$1,345,672</b>	<b>\$1,345,672</b>	<b>\$1,701,624</b>
<b>Surplus (Deficit)</b>	<b>(701,170)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Midtown Fund 5180**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$7,625,425	\$7,803,526	\$7,907,544	\$6,653,961	\$7,911,744
<i>Reserve for Encumbrances</i>	-	-	-	71,334	-
<i>Prior Year Adjustments</i>	740,909	187,757	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$280,309	\$221,568	\$199,200	\$199,200	\$194,200
Sales Tax - Redirections	4,473,747	4,286,165	3,636,100	3,636,100	3,543,900
Local Use Tax Redirections	24,495	24,821	10,500	10,500	14,900
Property Taxes Pilots	109	-	-	-	-
Utility Taxes - Redirections	80,195	84,161	73,000	73,000	76,600
Other Taxes	367,849	448,449	747,800	747,800	631,500
Grants	879,783	1,787,838	1,479,400	1,479,400	1,500,300
Interest and Rental Income	90,409	178,771	-	2,258	31,541
All Other	747,984	229,834	759,200	759,200	233,200
Restaurant Tax Redirections	117,107	118,349	55,800	55,800	55,400
<b>Revenues Total</b>	<b>\$7,061,987</b>	<b>\$7,379,956</b>	<b>\$6,961,000</b>	<b>\$6,963,258</b>	<b>\$6,281,541</b>
<b>Transfers In</b>					
Tfr fr STIF 12th & Wyandotte	358,290	-	-	-	-
Trf fr KC DwnTwn Redev Dist De	937,946	-	-	-	-
Trf to Sp Ob 2017 - Tax-Exe	29,584	866	-	-	-
<b>Transfers In Total</b>	<b>\$1,325,820</b>	<b>\$866</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to General Fund	3,187,429	2,400,000	-	-	-
Tfr to STIF Linwood Fund	133,462	1,056,237	850,000	850,000	1,006,000
<b>Transfers Out Total</b>	<b>\$3,320,891</b>	<b>\$3,456,237</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$1,006,000</b>
<b>Expenses</b>					
Contractual Services	1,640,909	1,222,757	750,000	821,334	740,000
Debt Service	3,988,815	4,039,150	4,105,475	4,105,475	3,250,000
<b>Expenses Total</b>	<b>\$5,629,724</b>	<b>\$5,261,907</b>	<b>\$4,855,475</b>	<b>\$4,926,809</b>	<b>\$3,990,000</b>
 <b>Surplus (Deficit)</b>	 178,101	 (1,149,565)	 1,255,525	 1,257,783	 1,285,541
 <b>Ending Fund Balance</b>	 \$7,803,526	 \$6,653,961	 \$9,163,069	 \$7,911,744	 \$9,197,285

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Tower-909 Walnut Fund 5310**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$748,839	\$851,837	\$784,810	\$16,655	\$16,955
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Service Charges	\$0	\$168,089	\$168,100	\$0	\$0
Earnings Tax Redirections	492,162	340,575	474,800	-	-
Sales Tax - Redirections	18,551	10,690	19,000	-	-
Local Use Tax Redirections	1,893	4,558	1,900	-	-
Utility Taxes - Redirections	61,302	33,954	63,000	-	-
Other Taxes	1,565	-	2,900	-	-
Grants	164,733	-	-	-	-
Interest and Rental Income	5,289	5,857	-	300	-
All Other	-	3,014,431	-	-	-
<b>Revenues Total</b>	<b>\$745,495</b>	<b>\$3,578,154</b>	<b>\$729,700</b>	<b>\$300</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	55,993	24,374	848,321	-	-
Debt Service	586,504	4,388,962	-	-	-
<b>Expenses Total</b>	<b>\$642,497</b>	<b>\$4,413,336</b>	<b>\$848,321</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	102,998	(835,182)	(118,621)	300	-
<b>Ending Fund Balance</b>	\$851,837	\$16,655	\$666,189	\$16,955	\$16,955

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Uptown 5190**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$721,832	(\$1)	(\$1)	(\$1)	(\$1)
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Interest and Rental Income	2	-	-	-	-
All Other	-	-	-	-	-
<b>Revenues Total</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to Performing Arts Grge	150,000	-	-	-	-
Tfr to General Fund	571,835	-	-	-	-
<b>Transfers Out Total</b>	<b>\$721,835</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	(721,833)	-	-	-	-
<b>Ending Fund Balance</b>	(\$1)	(\$1)	(\$1)	(\$1)	(\$1)

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**STIF Valentine Fund 5200**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$1	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	1	-	-	-	-
<b>Revenues</b>					
Grants	\$282,996	\$0	\$0	\$0	\$0
Interest and Rental Income	288	-	-	-	-
<b>Revenues Total</b>	<b>\$283,284</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers In</b>					
Tfr Fr General Fund	1,275	-	-	-	-
Tfr fr Refunding Bond Fund	6,151	-	-	-	-
Tfr fr STIF 12th & Wyandotte	283	-	-	-	-
<b>Transfers In Total</b>	<b>\$7,709</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Debt Service	290,993	-	-	-	-
<b>Expenses Total</b>	<b>\$290,993</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Surplus (Deficit)</i>	1	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$1</b>	<b>\$0</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**Streetlight Debt Fund 5030**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Transfers In</b>					
Tfr fr Street Maintenance Fund	\$0	\$0	\$0	\$0	\$0
Tfr Fr Capital Imp Fund	768,850	768,100	-	-	-
Tfr fr General Debt & Interest	-	-	765,000	765,000	762,500
<b>Transfers In Total</b>	<b>\$768,850</b>	<b>\$768,100</b>	<b>\$765,000</b>	<b>\$765,000</b>	<b>\$762,500</b>
<b>Expenses</b>					
Debt Service	768,850	768,100	765,000	765,000	762,500
<b>Expenses Total</b>	<b>\$768,850</b>	<b>\$768,100</b>	<b>\$765,000</b>	<b>\$765,000</b>	<b>\$762,500</b>
<i>Surplus (Deficit)</i>	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XIII**  
**DEBT SERVICE FUNDS**  
**TIF Special Allocation Fund 5150**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$2,933,650	\$2,989,631	\$2,465,834	\$2,341,928	\$2,328,544
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	-	-	-	-	-
<b>Revenues</b>					
Earnings Tax Redirections	\$19,958	\$85,605	\$22,000	\$22,000	\$90,100
Sales Tax - Redirections	459,069	472,589	472,800	472,800	486,700
Local Use Tax Redirections	3,233	2,633	3,200	3,200	2,600
Utility Taxes - Redirections	25,586	24,492	26,200	26,200	25,100
Other Taxes	406,771	151,033	151,400	151,400	155,500
All Other	501,921	504,877	726,000	726,000	1,101,600
Restaurant Tax Redirections	47,935	46,906	49,300	49,300	48,300
<b>Revenues Total</b>	<b>\$1,500,732</b>	<b>\$1,320,134</b>	<b>\$1,450,900</b>	<b>\$1,450,900</b>	<b>\$1,909,900</b>
<b>Transfers In</b>					
Tfr fr STIF East Village	19,499	-	-	-	-
<b>Transfers In Total</b>	<b>\$19,499</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to 2016 SO Tax-Exempt Bonc	279,387	-	-	-	-
<b>Transfers Out Total</b>	<b>\$279,387</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	57,366	39,369	40,954	40,954	30,777
Debt Service	1,127,497	1,928,468	1,423,330	1,423,330	1,249,860
<b>Expenses Total</b>	<b>\$1,184,863</b>	<b>\$1,967,837</b>	<b>\$1,464,284</b>	<b>\$1,464,284</b>	<b>\$1,280,637</b>
 <b>Surplus (Deficit)</b>	 55,981	 (647,703)	 (13,384)	 (13,384)	 629,263
 <b>Ending Fund Balance</b>	 \$2,989,631	 \$2,341,928	 \$2,452,450	 \$2,328,544	 \$2,957,807

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**Aviation 8300**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$23,312,573	\$29,015,762	\$55,339,174	\$58,718,427	\$83,196,341
<i>Reserve for Encumbrances</i>	-	-	-	53,178,235	-
<i>Prior Year Adjustments</i>	27,189,132	22,682,793	-	-	-
<b>Revenues</b>					
Service Charges	\$126,166,748	\$129,076,079	\$129,478,117	\$129,478,117	\$130,162,402
Grants	17,358,427	15,560,118	24,269,000	24,609,188	269,000
Interest and Rental Income	1,703,054	2,288,990	2,726,173	2,726,173	2,839,551
All Other	296,615	689,395	707,500	714,484	82,500
<b>Revenues Total</b>	<b>\$145,524,844</b>	<b>\$147,614,582</b>	<b>\$157,180,790</b>	<b>\$157,527,962</b>	<b>\$133,353,453</b>
<b>Transfers In</b>					
Tfr Fr General Fund	3,042,221	-	-	-	-
Trf fr 2019 Airport Terminal B	-	-	-	22,226,785	-
<b>Transfers In Total</b>	<b>\$3,042,221</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,226,785</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	24,075,152	24,017,409	25,579,914	23,982,097	26,692,323
Insurance-Health	4,968,490	5,199,110	5,331,756	5,742,445	5,341,529
Pension	2,838,304	3,052,859	2,977,059	3,168,087	2,552,432
Contractual Services	110,101,500	77,024,234	93,731,241	139,081,133	65,805,529
Commodities	5,344,443	5,756,543	6,924,222	5,655,845	6,909,200
Capital Outlay	4,517,200	7,344,175	3,833,000	6,957,181	4,021,000
Debt Service	18,207,919	18,200,380	18,210,055	23,868,280	6,434,312
<b>Expenses Total</b>	<b>\$170,053,008</b>	<b>\$140,594,710</b>	<b>\$156,587,247</b>	<b>\$208,455,068</b>	<b>\$117,756,325</b>
 <b>Surplus (Deficit)</b>	 5,703,189	 29,702,665	 593,543	 24,477,914	 15,597,128
 <b>Ending Fund Balance</b>	 \$29,015,762	 \$58,718,427	 \$55,932,717	 \$83,196,341	 \$98,793,469

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**Customer Facility Charges 8360**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$7,730,597	\$8,319,269	\$4,038,056	\$3,400,621	\$3,448,689
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(521,707)	3,934,315	-	-	-
<b>Revenues</b>					
Service Charges	\$12,597,817	\$12,595,636	\$6,000,000	\$5,833,315	\$8,500,000
Interest and Rental Income	133,871	79,671	214,753	214,753	64,265
<b>Revenues Total</b>	<b>\$12,731,688</b>	<b>\$12,675,307</b>	<b>\$6,214,753</b>	<b>\$6,048,068</b>	<b>\$8,564,265</b>
<b>Expenses</b>					
Contractual Services	5,990,711	5,545,840	6,000,000	6,000,000	9,000,000
Debt Service	5,630,598	15,982,430	-	-	-
<b>Expenses Total</b>	<b>\$11,621,309</b>	<b>\$21,528,270</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$9,000,000</b>
 <b>Surplus (Deficit)</b>	 588,672	 (4,918,648)	 214,753	 48,068	 (435,735)
 <b>Ending Fund Balance</b>	 \$8,319,269	 \$3,400,621	 \$4,252,809	 \$3,448,689	 \$3,012,954

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**DEA Drug Forfeiture 8310**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$111,939	\$273,267	\$347,390	\$247,680	\$277,546
<i>Reserve for Encumbrances</i>	-	-	-	27,160	-
<i>Prior Year Adjustments</i>	135,072	-	-	-	-
<b>Revenues</b>					
Service Charges	\$54,394	\$23,869	\$73,500	\$73,500	\$73,500
Interest and Rental Income	2,622	4,626	4,206	4,206	5,208
<b>Revenues Total</b>	<b>\$57,016</b>	<b>\$28,495</b>	<b>\$77,706</b>	<b>\$77,706</b>	<b>\$78,708</b>
<b>Expenses</b>					
Contractual Services	-	-	75,000	75,000	75,000
Commodities	30,760	54,082	-	-	-
<b>Expenses Total</b>	<b>\$30,760</b>	<b>\$54,082</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>Surplus (Deficit)</b>	161,328	(25,587)	2,706	29,866	3,708
<b>Ending Fund Balance</b>	\$273,267	\$247,680	\$350,096	\$277,546	\$281,254

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**Passenger Facility Charge 8350**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$53,496,633	\$55,333,462	\$60,990,814	\$53,029,446	\$62,553,240
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	(12,783,886)	(9,824,846)	-	-	-
<b>Revenues</b>					
Service Charges	\$23,081,078	\$22,697,024	\$24,713,505	\$24,713,505	\$24,368,890
Interest and Rental Income	783,137	1,116,848	1,256,289	1,056,289	1,321,123
<b>Revenues Total</b>	<b>\$23,864,215</b>	<b>\$23,813,872</b>	<b>\$25,969,794</b>	<b>\$25,769,794</b>	<b>\$25,690,013</b>
<b>Expenses</b>					
Contractual Services	-	7,052,917	7,000,000	7,000,000	-
Debt Service	9,243,500	9,240,125	9,246,000	9,246,000	9,245,250
<b>Expenses Total</b>	<b>\$9,243,500</b>	<b>\$16,293,042</b>	<b>\$16,246,000</b>	<b>\$16,246,000</b>	<b>\$9,245,250</b>
<b>Surplus (Deficit)</b>	1,836,829	(2,304,016)	9,723,794	9,523,794	16,444,763
<b>Ending Fund Balance</b>	\$55,333,462	\$53,029,446	\$70,714,608	\$62,553,240	\$78,998,003

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**Sewer 8110**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$116,960,268	\$147,931,242	\$245,989,019	\$188,529,792	\$218,689,193
<i>Reserve for Encumbrances</i>	-	-	-	76,789,713	-
<i>Prior Year Adjustments</i>	(6,559,854)	(16,821,555)	-	-	-
<b>Revenues</b>					
Service Charges	\$203,855,838	\$231,053,398	\$223,903,165	\$229,094,071	\$248,859,423
Interest and Rental Income	4,943,811	8,917,681	3,478,400	9,723,382	8,814,074
All Other	933,925	539,123	25,000	25,120	45,000
<b>Revenues Total</b>	<b>\$209,733,574</b>	<b>\$240,510,202</b>	<b>\$227,406,565</b>	<b>\$238,842,573</b>	<b>\$257,718,497</b>
<b>Transfers In</b>					
Sewer Inspections	-	60,292	-	32,462	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$60,292</b>	<b>\$0</b>	<b>\$32,462</b>	<b>\$0</b>
<b>Transfers Out</b>					
Transfer to 2018 Sewer Revenue	-	2,513,765	-	-	-
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$2,513,765</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	21,615,804	21,840,420	25,046,090	25,890,562	25,649,604
Insurance-Health	3,793,937	4,026,242	4,774,572	4,410,539	5,055,931
Pension	2,136,005	2,369,076	2,591,450	2,476,745	2,734,582
Contractual Services	89,795,469	95,627,130	126,180,950	181,414,485	126,213,517
Commodities	7,247,751	6,109,922	12,189,660	6,660,433	9,571,962
Capital Outlay	11,445,522	6,569,172	10,585,102	14,661,561	11,869,330
Debt Service	36,168,258	44,094,662	50,101,813	49,991,022	49,032,573
<b>Expenses Total</b>	<b>\$172,202,746</b>	<b>\$180,636,624</b>	<b>\$231,469,637</b>	<b>\$285,505,347</b>	<b>\$230,127,499</b>
 <b>Surplus (Deficit)</b>	 30,970,974	 40,598,550	 (4,063,072)	 30,159,401	 27,590,998
 <b>Ending Fund Balance</b>	 \$147,931,242	 \$188,529,792	 \$241,925,947	 \$218,689,193	 \$246,280,191

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**Stormwater 8200**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$10,467,343	\$7,053,516	\$7,395,068	\$5,526,001	\$5,727,813
<i>Reserve for Encumbrances</i>	-	-	-	3,933,009	-
<i>Prior Year Adjustments</i>	(243,309)	(182,117)	-	-	-
<b>Revenues</b>					
Service Charges	\$13,696,496	\$13,558,442	\$13,127,000	\$13,767,476	\$13,467,000
Interest and Rental Income	169,370	184,520	207,200	224,663	180,000
All Other	160,884	398,383	29,000	24,995	29,000
<b>Revenues Total</b>	<b>\$14,026,750</b>	<b>\$14,141,345</b>	<b>\$13,363,200</b>	<b>\$14,017,134</b>	<b>\$13,676,000</b>
<b>Expenses</b>					
Wages	5,717,469	5,477,576	5,077,146	5,426,192	5,870,207
Insurance-Health	1,166,598	1,114,588	1,330,430	1,124,787	1,293,375
Pension	644,300	660,598	717,080	631,276	708,677
Contractual Services	7,393,722	6,017,015	6,040,408	7,735,075	2,746,962
Commodities	921,195	913,856	1,170,601	827,810	1,119,885
Capital Outlay	855,762	808,177	1,044,700	1,462,754	982,710
Debt Service	498,222	494,933	540,437	540,437	523,560
<b>Expenses Total</b>	<b>\$17,197,268</b>	<b>\$15,486,743</b>	<b>\$15,920,802</b>	<b>\$17,748,331</b>	<b>\$13,245,376</b>
 <b>Surplus (Deficit)</b>	 (3,413,827)	 (1,527,515)	 (2,557,602)	 201,812	 430,624
 <b>Ending Fund Balance</b>	 \$7,053,516	 \$5,526,001	 \$4,837,466	 \$5,727,813	 \$6,158,437

**Schedule XIV**  
**BUSINESS-TYPE ACTIVITIES FUNDS**  
**Water 8010**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$118,849,004	\$116,618,179	\$151,185,380	\$140,944,357	\$152,559,574
<i>Reserve for Encumbrances</i>	-	-	-	24,269,858	-
<i>Prior Year Adjustments</i>	(8,353,594)	2,888,482	-	-	-
<b>Revenues</b>					
Service Charges	\$158,360,963	\$164,840,736	\$158,027,428	\$165,891,801	\$157,535,323
Grants	60,773	-	-	-	-
Interest and Rental Income	3,700,076	4,609,840	3,326,742	5,607,756	4,635,278
All Other	6,308,679	5,774,927	5,641,177	5,713,566	4,806,817
<b>Revenues Total</b>	<b>\$168,430,491</b>	<b>\$175,225,503</b>	<b>\$166,995,347</b>	<b>\$177,213,123</b>	<b>\$166,977,418</b>
<b>Transfers In</b>					
Tfr Fr Capital Imp Fund	-	482,653	-	-	-
Trf fr GO Bond 2019 Q2	-	7,620,826	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$8,103,479</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Transfer to 2017 Flood Control	15,241,653	-	-	-	-
Transfer to 2018 Flood Control	-	9,100,000	-	-	-
Trf to 2009A Water Proj Refndng	-	-	-	6,270,829	-
<b>Transfers Out Total</b>	<b>\$15,241,653</b>	<b>\$9,100,000</b>	<b>\$0</b>	<b>\$6,270,829</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	26,177,023	27,121,536	28,556,945	29,303,326	29,989,056
Insurance-Health	5,409,599	5,757,029	6,637,335	6,191,669	6,863,411
Pension	3,173,540	3,390,577	3,676,214	3,560,232	3,736,561
Contractual Services	57,364,461	61,768,409	73,017,337	91,627,576	82,765,787
Commodities	12,868,261	14,685,007	15,481,909	13,859,990	15,536,510
Capital Outlay	5,581,436	3,647,310	9,501,673	8,702,774	4,162,566
Debt Service	36,491,749	36,421,418	36,622,197	30,351,368	32,830,304
<b>Expenses Total</b>	<b>\$147,066,069</b>	<b>\$152,791,286</b>	<b>\$173,493,610</b>	<b>\$183,596,935</b>	<b>\$175,884,195</b>
<b>Surplus (Deficit)</b>	<b>(2,230,825)</b>	<b>24,326,178</b>	<b>(6,498,263)</b>	<b>11,615,217</b>	<b>(8,906,777)</b>
<b>Ending Fund Balance</b>	<b>\$116,618,179</b>	<b>\$140,944,357</b>	<b>\$144,687,117</b>	<b>\$152,559,574</b>	<b>\$143,652,797</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	General Fund	Arterial Street Impact Fee	Assessment and Triage Center Fund	Brownfields Revolving	Central City Sales Tax	Community Development Funds	Convention and Tourism	Convention Hotel Catering	Development Services
<b>Revenues</b>									
Revenues									
Revenues									
Property Taxes	\$65,894,305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes Pilots	1,650,000	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	10,950,000	-	-	-	-
Sales Tax - Redirections	-	-	-	-	-	-	-	-	-
Local Use Tax	40,000,000	-	-	-	-	-	-	-	-
Local Use Tax Redirections	(246,200)	-	-	-	-	-	-	-	-
Earnings Tax	292,255,000	-	-	-	-	-	-	-	-
Earnings Tax Redirections	(22,322,200)	-	-	-	-	-	-	-	-
Gaming Revenues	11,900,000	-	-	-	-	-	-	-	-
Licenses & Permits	30,581,400	-	-	-	-	-	-	-	94,496
Utility Taxes	111,800,000	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	(3,142,500)	-	-	-	-	-	-	-	-
Fines & Forfeitures	8,231,851	-	-	-	-	-	-	-	-
Interest and Rental Income	6,850,000	107,864	-	-	-	200,000	8,910,546	3,380,461	-
Service Charges	51,287,217	-	-	-	-	-	-	-	14,092,047
Grants	2,348,515	-	1,000,000	-	-	7,904,354	46,170	-	-
All Other	2,304,219	-	-	-	-	-	217,341	-	27,865
Other Taxes	-	-	-	-	-	-	-	-	-
Restaurant Tax	140,000	-	-	-	-	-	30,261,717	-	-
Hotel/Motel Tax	110,000	-	-	-	-	-	27,394,902	-	-
Restaurant Tax Redirections	-	-	-	-	-	-	(4,142,300)	-	-
Hotel/Motel Tax Redirections	-	-	-	-	-	-	(4,975,500)	-	-
<b>Revenues Total</b>	<b>\$599,641,607</b>	<b>\$107,864</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$10,950,000</b>	<b>\$8,104,354</b>	<b>\$57,712,876</b>	<b>\$3,380,461</b>	<b>\$14,214,408</b>
<b>Transfers In</b>	<b>\$7,477,524</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$473,265</b>	<b>\$4,841,628</b>	<b>\$0</b>
<b>Transfers Out</b>	<b>\$54,585,144</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,854,277</b>	<b>\$473,265</b>	<b>\$2,450,332</b>
<b>Expenses</b>									
Operating Expenses									
Personal Services	432,048,982	72,015	-	64,256	89,118	2,041,120	5,652,516	-	12,131,147
Contractual Services	93,156,208	-	1,000,000	-	10,840,882	5,673,947	14,820,485	2,497,209	2,578,957
Commodities	8,509,742	-	-	-	20,000	13,732	531,320	-	121,760
Capital Outlay	219,700	-	-	-	-	-	-	135,218	-
Capital Improvements	-	-	-	-	-	-	-	-	-
Contingent Appropriation	20,480,000	-	-	-	-	-	-	-	-
Debt Service	11,430,633	-	-	-	-	375,555	9,655	5,116,397	644,038
Pass Through Payments	-	-	-	-	-	-	9,447,575	-	-
<b>Expenses Total</b>	<b>\$565,845,265</b>	<b>\$72,015</b>	<b>\$1,000,000</b>	<b>\$64,256</b>	<b>\$10,950,000</b>	<b>\$8,104,354</b>	<b>\$30,461,551</b>	<b>\$7,748,824</b>	<b>\$15,475,902</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	Domestic Violence Shelter Operations	Economic Development	Fire Sales Tax	Golf Operations	Governmental Grants Fund	Health	Health Dept Building Fund	HOME Investment	Homesteading Authority
<b>Revenues</b>									
Revenues									
Revenues									
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$58,990,211	\$0	\$0	\$0
Property Taxes Pilots	-	-	-	-	-	1,650,000	-	-	-
Sales Tax	-	-	21,810,000	-	-	-	-	-	-
Sales Tax - Redirections	-	-	(2,817,500)	-	-	-	-	-	-
Local Use Tax	-	-	3,800,000	-	-	-	-	-	-
Local Use Tax Redirections	-	-	-	-	-	-	-	-	-
Earnings Tax	-	-	-	-	-	-	-	-	-
Earnings Tax Redirections	-	-	-	-	-	-	-	-	-
Gaming Revenues	-	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-	-
Utility Taxes	-	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	-	-	-	-	-	-	-	-	-
Fines & Forfeitures	384,000	-	-	-	-	-	-	-	-
Interest and Rental Income	-	-	-	21,000	-	-	-	100,000	-
Service Charges	-	-	542,505	6,114,564	-	6,632,143	-	-	-
Grants	-	-	44,850	-	5,173,837	17,000	-	2,155,000	-
All Other	-	3,495,000	-	-	-	16,000	-	-	200,000
Other Taxes	-	-	-	-	-	-	-	-	-
Restaurant Tax	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-
Restaurant Tax Redirections	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax Redirections	-	-	-	-	-	-	-	-	-
<b>Revenues Total</b>	<b>\$384,000</b>	<b>\$3,495,000</b>	<b>\$23,379,855</b>	<b>\$6,135,564</b>	<b>\$5,173,837</b>	<b>\$67,305,354</b>	<b>\$0</b>	<b>\$2,255,000</b>	<b>\$200,000</b>
<b>Transfers In</b>	<b>\$442,281</b>	<b>\$1,659,122</b>	<b>\$14,431,539</b>	<b>\$494,328</b>	<b>\$0</b>	<b>\$309,342</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,707,551</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>									
Operating Expenses									
Personal Services	430,569	1,178,278	6,740,212	39,857	3,057,192	12,071,717	-	210,000	-
Contractual Services	392,212	3,971,048	19,635,540	3,695,274	2,039,622	7,994,097	-	2,045,000	200,000
Commodities	3,500	4,800	5,168,938	1,994,023	71,023	556,561	-	-	-
Capital Outlay	-	-	1,750	-	6,000	281,202	-	-	-
Capital Improvements	-	-	500,000	-	-	100,000	-	-	-
Contingent Appropriation	-	-	-	-	-	-	-	-	-
Debt Service	-	-	5,763,518	900,738	-	198,564	50,251	-	-
Pass Through Payments	-	-	-	-	-	30,395,824	-	-	-
<b>Expenses Total</b>	<b>\$826,281</b>	<b>\$5,154,126</b>	<b>\$37,809,958</b>	<b>\$6,629,892</b>	<b>\$5,173,837</b>	<b>\$51,597,965</b>	<b>\$50,251</b>	<b>\$2,255,000</b>	<b>\$200,000</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	Housing Oppor for Persons With Aids	Housing Violation Fund	HUD Lead-Based Paint Grant	Inmate Security	Justice Assistance Grant	KCATA Sales Tax	Land Bank	Love Thy Neighbor Fund	Municipal Court Building Fund
<b>Revenues</b>									
Revenues									
Revenues									
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
Property Taxes Pilots	-	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	32,760,000	-	-	-
Sales Tax - Redirections	-	-	-	-	-	(2,831,900)	-	-	-
Local Use Tax	-	-	-	-	-	-	-	-	-
Local Use Tax Redirections	-	-	-	-	-	-	-	-	-
Earnings Tax	-	-	-	-	-	-	-	-	-
Earnings Tax Redirections	-	-	-	-	-	-	-	-	-
Gaming Revenues	-	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	-	-	-
Utility Taxes	-	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	-	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	500,000	-	-	-	-	-	-	375,000
Interest and Rental Income	-	-	-	-	-	-	-	-	-
Service Charges	-	-	-	506,107	-	-	35,000	-	-
Grants	1,741,976	-	1,049,833	-	-	67,280	-	25,000	-
All Other	-	-	-	-	-	-	450,000	-	-
Other Taxes	-	-	-	-	-	-	-	-	-
Restaurant Tax	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-
Restaurant Tax Redirections	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax Redirections	-	-	-	-	-	-	-	-	-
<b>Revenues Total</b>	<b>\$1,741,976</b>	<b>\$500,000</b>	<b>\$1,049,833</b>	<b>\$506,107</b>	<b>\$0</b>	<b>\$29,995,380</b>	<b>\$585,000</b>	<b>\$25,000</b>	<b>\$375,000</b>
<b>Transfers In</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,003,878</b>	<b>\$0</b>	<b>\$162,150</b>
<b>Transfers Out</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>									
Operating Expenses									
Personal Services	67,837	87,290	352,841	46,263	107,752	-	655,896	-	-
Contractual Services	1,674,139	400,532	686,992	472,841	-	-	1,949,656	25,000	-
Commodities	-	200	10,000	-	-	-	1,896	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Capital Improvements	-	-	-	-	-	-	-	-	-
Contingent Appropriation	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	537,150
Pass Through Payments	-	-	-	-	-	30,100,000	-	-	-
<b>Expenses Total</b>	<b>\$1,741,976</b>	<b>\$488,022</b>	<b>\$1,049,833</b>	<b>\$519,104</b>	<b>\$107,752</b>	<b>\$30,100,000</b>	<b>\$2,607,448</b>	<b>\$25,000</b>	<b>\$537,150</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	Museum	Neighborhood Grants	Neighborhood Tourist Development	Parking	Parks and Recreation	Performing Arts Center Garage	Police Drug Enforcement	Police Grant	Probation Fund
<b>Revenues</b>									
Revenues									
Revenues									
Property Taxes	\$1,770,783	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes Pilots	36,155	-	-	-	-	-	-	-	-
Sales Tax	-	-	-	-	43,610,000	-	-	-	-
Sales Tax - Redirections	-	-	-	-	(5,431,100)	-	-	-	-
Local Use Tax	-	-	-	-	-	-	-	-	-
Local Use Tax Redirections	-	-	-	-	-	-	-	-	-
Earnings Tax	-	-	-	-	-	-	-	-	-
Earnings Tax Redirections	-	-	-	-	-	-	-	-	-
Gaming Revenues	-	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	822,775	300,000	-	-	1,158,629	-
Utility Taxes	-	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	-	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	1,900,000	350,000	-	-	-	-
Interest and Rental Income	-	-	-	5,048,170	231,942	1,102,000	-	-	-
Service Charges	3,000	-	-	-	3,634,510	-	-	880,124	710,000
Grants	-	1,103,736	-	180,000	362,720	-	2,915,994	8,498,244	-
All Other	6,225	-	-	-	3,200	-	-	64,443	-
Other Taxes	-	-	-	-	-	250,000	-	-	-
Restaurant Tax	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-
Restaurant Tax Redirections	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax Redirections	-	-	-	-	-	-	-	-	-
<b>Revenues Total</b>	<b>\$1,816,163</b>	<b>\$1,103,736</b>	<b>\$0</b>	<b>\$7,950,945</b>	<b>\$43,061,272</b>	<b>\$1,352,000</b>	<b>\$2,915,994</b>	<b>\$10,601,440</b>	<b>\$710,000</b>
<b>Transfers In</b>	<b>\$8,621</b>	<b>\$0</b>	<b>\$1,246,395</b>	<b>\$350,643</b>	<b>\$4,600,000</b>	<b>\$8,247,504</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>	<b>\$44,856</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,196,657</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$162,150</b>
<b>Expenses</b>									
Operating Expenses									
Personal Services	496,079	58,736	69,625	715,823	19,835,175	-	2,675,417	7,742,320	414,225
Contractual Services	1,111,559	1,045,000	1,170,617	4,651,599	19,711,418	804,254	200,797	2,005,120	3,176
Commodities	43,314	-	-	17,621	1,508,137	-	39,780	478,000	20,706
Capital Outlay	-	-	-	-	-	-	-	376,000	-
Capital Improvements	-	-	-	-	2,800,000	-	-	-	-
Contingent Appropriation	-	-	-	-	-	-	-	-	-
Debt Service	436,595	-	-	2,916,545	3,125,075	8,795,250	-	-	-
Pass Through Payments	-	-	-	-	-	-	-	-	-
<b>Expenses Total</b>	<b>\$2,087,547</b>	<b>\$1,103,736</b>	<b>\$1,240,242</b>	<b>\$8,301,588</b>	<b>\$46,979,805</b>	<b>\$9,599,504</b>	<b>\$2,915,994</b>	<b>\$10,601,440</b>	<b>\$438,107</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	Public Mass Transportation	Public Safety Sales Tax	Ryan White HIV/AIDS	Shared Success	Specialty Court Fund	Strategic Neighborhoods	Street Car	Street Maintenance
<b>Revenues</b>								
Revenues								
Revenues								
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes Pilots	-	-	-	-	-	440,000	-	-
Sales Tax	40,370,000	21,810,000	-	-	-	-	-	-
Sales Tax - Redirections	(3,955,500)	(2,817,500)	-	-	-	-	-	-
Local Use Tax	-	-	-	-	-	-	-	-
Local Use Tax Redirections	-	-	-	-	-	-	-	-
Earnings Tax	-	-	-	-	-	-	-	-
Earnings Tax Redirections	-	-	-	-	-	-	-	-
Gaming Revenues	-	-	-	-	-	-	-	-
Licenses & Permits	120,000	-	-	-	-	-	-	6,564,544
Utility Taxes	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	470,000	-	-	-
Interest and Rental Income	-	-	-	-	-	10,776	290,825	-
Service Charges	-	-	-	-	-	-	327,000	565,184
Grants	82,990	44,850	4,860,045	-	-	-	-	18,954,000
All Other	-	-	-	-	-	-	4,646,000	-
Other Taxes	-	-	-	-	-	-	6,666,000	-
Restaurant Tax	-	-	-	-	-	-	-	-
Hotel/Motel Tax	-	-	-	-	-	-	-	-
Restaurant Tax Redirections	-	-	-	-	-	-	-	-
Hotel/Motel Tax Redirections	-	-	-	-	-	-	-	-
<b>Revenues Total</b>	<b>\$36,617,490</b>	<b>\$19,037,350</b>	<b>\$4,860,045</b>	<b>\$0</b>	<b>\$470,000</b>	<b>\$450,776</b>	<b>\$11,929,825</b>	<b>\$26,083,728</b>
<b>Transfers In</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$72,269</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,039,000</b>	<b>\$20,205,585</b>
<b>Transfers Out</b>	<b>\$2,840,970</b>	<b>\$10,692,966</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,537,039</b>
<b>Expenses</b>								
Operating Expenses								
Personal Services	1,031,001	-	674,281	-	541,595	-	465,843	16,483,626
Contractual Services	249,768	1,889,000	4,169,133	-	90,815	-	5,793,195	17,401,347
Commodities	22,232	-	16,631	-	6,120	-	14,161	4,219,427
Capital Outlay	-	2,212,816	-	-	-	-	825,000	1,551
Capital Improvements	400,000	250,000	-	-	-	-	-	3,410,000
Contingent Appropriation	-	-	-	-	-	-	-	-
Debt Service	1,247	4,955,384	-	-	-	304,137	5,299,027	3,398,958
Pass Through Payments	32,280,000	-	-	-	-	-	-	-
<b>Expenses Total</b>	<b>\$33,984,248</b>	<b>\$9,307,200</b>	<b>\$4,860,045</b>	<b>\$0</b>	<b>\$638,530</b>	<b>\$304,137</b>	<b>\$12,397,226</b>	<b>\$44,914,909</b>

**Schedule XV**

**General Budget Summary**

	Special Revenue Funds Total	Capital Improvements	Convention And Sports Complex	Downtown Arena Project Fund	Downtown Redevelopment District Debt	G.O. Recovery Zone Bonds	General Debt And Interest	N.I.D. GO Bond Fund	STIF Brush Creek-Blue Pkwy Town Center
<b>Revenues</b>									
Revenues									
Revenues									
Property Taxes	\$60,860,994	\$0	\$0	\$0	\$486,601	\$0	\$39,222,359	\$0	\$0
Property Taxes Pilots	2,126,155	-	-	-	-	-	855,746	-	-
Sales Tax	171,310,000	87,220,000	-	-	-	-	-	-	-
Sales Tax - Redirections	(17,853,500)	(11,576,900)	-	-	2,325,600	-	-	-	322,900
Local Use Tax	3,800,000	-	-	-	-	-	-	-	-
Local Use Tax Redirections	-	-	-	-	22,100	-	-	-	200
Earnings Tax	-	-	-	-	-	-	-	-	-
Earnings Tax Redirections	-	-	-	-	347,800	-	-	-	42,800
Gaming Revenues	-	-	-	-	-	-	-	-	-
Licenses & Permits	9,060,444	-	-	15,580,000	-	-	-	-	-
Utility Taxes	-	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	-	-	-	-	306,400	-	-	-	53,000
Fines & Forfeitures	3,979,000	-	-	-	-	-	-	-	-
Interest and Rental Income	19,403,584	-	136,922	-	-	220,000	441,760	1,527	-
Service Charges	34,042,184	-	-	-	-	-	-	-	-
Grants	56,227,879	179,440	2,000,000	-	996,900	-	-	-	-
All Other	9,126,074	-	-	-	584,500	-	-	52,000	207,200
Other Taxes	6,916,000	-	-	-	1,395,800	-	-	-	30,100
Restaurant Tax	30,261,717	-	-	-	-	-	-	-	-
Hotel/Motel Tax	27,394,902	-	-	-	-	-	-	-	-
Restaurant Tax Redirections	(4,142,300)	-	-	-	951,200	-	-	-	36,600
Hotel/Motel Tax Redirections	(4,975,500)	-	-	-	-	-	-	-	-
<b>Revenues Total</b>	<b>\$407,537,633</b>	<b>\$75,822,540</b>	<b>\$2,136,922</b>	<b>\$15,580,000</b>	<b>\$7,416,901</b>	<b>\$220,000</b>	<b>\$40,519,865</b>	<b>\$53,527</b>	<b>\$692,800</b>
<b>Transfers In</b>	<b>\$61,587,550</b>	<b>\$0</b>	<b>\$26,119,417</b>	<b>\$0</b>	<b>\$15,243,105</b>	<b>\$307,695</b>	<b>\$10,507,734</b>	<b>\$0</b>	<b>\$472,574</b>
<b>Transfers Out</b>	<b>\$64,960,063</b>	<b>\$0</b>	<b>\$2,635,254</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$762,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>									
Operating Expenses									
Personal Services	96,299,622	6,023,992	-	-	-	-	-	-	-
Contractual Services	142,890,231	834,800	2,795,397	345,000	-	-	585,000	-	-
Commodities	14,883,882	94,956	-	-	-	-	-	-	-
Capital Outlay	3,839,537	17,900	-	-	-	-	-	-	-
Capital Improvements	7,460,000	51,990,196	500,000	50,000	-	-	-	-	-
Contingent Appropriation	-	-	-	-	-	-	-	-	-
Debt Service	42,828,084	16,484,487	22,279,613	13,994,569	22,660,006	527,695	48,639,549	46,000	1,165,375
Pass Through Payments	102,223,399	-	-	1,314,780	-	-	-	-	-
<b>Expenses Total</b>	<b>\$410,424,755</b>	<b>\$75,446,331</b>	<b>\$25,575,010</b>	<b>\$15,704,349</b>	<b>\$22,660,006</b>	<b>\$527,695</b>	<b>\$49,224,549</b>	<b>\$46,000</b>	<b>\$1,165,375</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	STIF East Village	STIF Hotel President	STIF Linwood Shopping Center	STIF Midtown	Streetlight Debt Fund	TIF Special Allocation	Debt Funds Total	Aviation	Customer Facility Charges
<b>Revenues</b>									
Revenues									
Revenues									
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$39,708,960	\$0	\$0
Property Taxes Pilots	-	-	-	-	-	-	855,746	-	-
Sales Tax	-	-	-	-	-	-	-	-	-
Sales Tax - Redirections	11,500	259,100	174,900	3,543,900	-	486,700	7,124,600	-	-
Local Use Tax	-	-	-	-	-	-	-	-	-
Local Use Tax Redirections	-	900	-	14,900	-	2,600	40,700	-	-
Earnings Tax	-	-	-	-	-	-	-	-	-
Earnings Tax Redirections	903,600	44,000	15,200	194,200	-	90,100	1,637,700	-	-
Gaming Revenues	-	-	-	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-	15,580,000	-	-
Utility Taxes	-	-	-	-	-	-	-	-	-
Utility Taxes - Redirections	54,600	59,200	23,000	76,600	-	25,100	597,900	-	-
Fines & Forfeitures	-	-	-	-	-	-	-	-	-
Interest and Rental Income	-	-	132,000	31,541	-	-	963,750	2,839,551	64,265
Service Charges	-	-	-	-	-	-	-	130,162,402	8,500,000
Grants	1,277,600	-	-	1,500,300	-	-	5,774,800	269,000	-
All Other	244,300	852,100	-	233,200	-	1,101,600	3,274,900	82,500	-
Other Taxes	-	19,200	44,100	631,500	-	155,500	2,276,200	-	-
Restaurant Tax	-	-	-	-	-	-	-	-	-
Hotel/Motel Tax	-	-	-	-	-	-	-	-	-
Restaurant Tax Redirections	-	55,200	-	55,400	-	48,300	1,146,700	-	-
Hotel/Motel Tax Redirections	-	331,600	-	-	-	-	331,600	-	-
<b>Revenues Total</b>	<b>\$2,491,600</b>	<b>\$1,621,300</b>	<b>\$389,200</b>	<b>\$6,281,541</b>	<b>\$0</b>	<b>\$1,909,900</b>	<b>\$79,313,556</b>	<b>\$133,353,453</b>	<b>\$8,564,265</b>
<b>Transfers In</b>	<b>\$980,041</b>	<b>\$0</b>	<b>\$1,312,424</b>	<b>\$0</b>	<b>\$762,500</b>	<b>\$0</b>	<b>\$55,705,490</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,006,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,403,754</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>									
Operating Expenses									
Personal Services	-	-	-	-	-	-	-	34,586,284	-
Contractual Services	-	-	350,000	740,000	-	30,777	4,846,174	49,555,529	6,000,000
Commodities	-	-	-	-	-	-	-	6,909,200	-
Capital Outlay	-	-	-	-	-	-	-	4,021,000	-
Capital Improvements	-	-	-	-	-	-	550,000	16,250,000	3,000,000
Contingent Appropriation	-	-	-	-	-	-	-	-	-
Debt Service	3,471,641	1,677,439	1,351,624	3,250,000	762,500	1,249,860	121,075,871	6,434,312	-
Pass Through Payments	-	-	-	-	-	-	1,314,780	-	-
<b>Expenses Total</b>	<b>\$3,471,641</b>	<b>\$1,677,439</b>	<b>\$1,701,624</b>	<b>\$3,990,000</b>	<b>\$762,500</b>	<b>\$1,280,637</b>	<b>\$127,786,825</b>	<b>\$117,756,325</b>	<b>\$9,000,000</b>

**Schedule XV**

**General Budget Summary  
Fiscal Year 2020-21**

	DEA Drug Forfeiture	Passenger Facility Charge	Sewer	Stormwater	Water	Business-Type Activities Funds Total	Grand Total
<b>Revenues</b>							
Revenues							
Revenues							
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$166,464,259
Property Taxes Pilots	-	-	-	-	-	-	4,631,901
Sales Tax	-	-	-	-	-	-	258,530,000
Sales Tax - Redirections	-	-	-	-	-	-	(22,305,800)
Local Use Tax	-	-	-	-	-	-	43,800,000
Local Use Tax Redirections	-	-	-	-	-	-	(205,500)
Earnings Tax	-	-	-	-	-	-	292,255,000
Earnings Tax Redirections	-	-	-	-	-	-	(20,684,500)
Gaming Revenues	-	-	-	-	-	-	11,900,000
Licenses & Permits	-	-	-	-	-	-	55,221,844
Utility Taxes	-	-	-	-	-	-	111,800,000
Utility Taxes - Redirections	-	-	-	-	-	-	(2,544,600)
Fines & Forfeitures	-	-	-	-	-	-	12,210,851
Interest and Rental Income	5,208	1,321,123	8,814,074	180,000	4,635,278	17,859,499	45,076,833
Service Charges	73,500	24,368,890	248,859,423	13,467,000	157,535,323	582,966,538	668,295,939
Grants	-	-	-	-	-	269,000	64,799,634
All Other	-	-	45,000	29,000	4,806,817	4,963,317	19,668,510
Other Taxes	-	-	-	-	-	-	9,192,200
Restaurant Tax	-	-	-	-	-	-	30,401,717
Hotel/Motel Tax	-	-	-	-	-	-	27,504,902
Restaurant Tax Redirections	-	-	-	-	-	-	(2,995,600)
Hotel/Motel Tax Redirections	-	-	-	-	-	-	(4,643,900)
<b>Revenues Total</b>	<b>\$78,708</b>	<b>\$25,690,013</b>	<b>\$257,718,497</b>	<b>\$13,676,000</b>	<b>\$166,977,418</b>	<b>\$606,058,354</b>	<b>\$1,768,373,690</b>
<b>Transfers In</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$124,770,564</b>
<b>Transfers Out</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$123,948,961</b>
<b>Expenses</b>							
Operating Expenses							
Personal Services	-	-	33,440,117	7,872,259	40,589,028	116,487,688	650,860,284
Contractual Services	75,000	-	69,413,517	2,746,962	54,165,787	181,956,795	423,684,208
Commodities	-	-	9,571,962	1,119,885	15,536,510	33,137,557	56,626,137
Capital Outlay	-	-	6,769,330	982,710	4,162,566	15,935,606	20,012,743
Capital Improvements	-	-	61,900,000	-	28,600,000	109,750,000	169,750,196
Contingent Appropriation	-	-	-	-	-	-	20,480,000
Debt Service	-	9,245,250	49,032,573	523,560	32,830,304	98,065,999	289,885,074
Pass Through Payments	-	-	-	-	-	-	103,538,179
<b>Expenses Total</b>	<b>\$75,000</b>	<b>\$9,245,250</b>	<b>\$230,127,499</b>	<b>\$13,245,376</b>	<b>\$175,884,195</b>	<b>\$555,333,645</b>	<b>\$1,734,836,821</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
Transfers In	\$131,579,536	\$162,554,109	\$118,091,722	\$142,878,673	\$124,770,564
Transfers Out	\$141,508,033	\$163,577,665	\$118,091,722	\$126,890,245	\$124,770,824
Net Interfund Transfers: Off-Budget Funds	(\$9,928,497)	(\$1,023,556)	\$0	\$15,988,428	(\$260)
<b>Aviation</b>					
Transfers In					
Tfr Fr General Fund	3,042,221	-	-	-	-
Trf fr 2019 Airport Terminal B	-	-	-	22,226,785	-
<b>Transfers In Total</b>	<b>\$3,042,221</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,226,785</b>	<b>\$0</b>
<b>Capital Improvements</b>					
Transfers In					
Tfr fr Equip Ls Cap Aquisition	3,332	-	-	-	-
Tfr fr Refunding Bond Fund	19,419	-	-	-	-
Tfr fr 2014D SO Anticipation	1,192	-	-	-	-
<b>Transfers In Total</b>	<b>\$23,943</b>	<b>\$272,207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to General Debt & Interest	7,388,942	6,772,868	-	-	-
Tfr to Public Art Fund	-	-	400,000	-	-
Tfr to Streetlight Debt Fund	462,045	768,100	-	-	-
<b>Transfers Out Total</b>	<b>\$7,850,987</b>	<b>\$7,540,968</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
<b>City Legal Expense</b>					
Transfers In					
Tfr Fr General Fund	-	5,442,906	-	126,277	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$5,442,906</b>	<b>\$0</b>	<b>\$126,277</b>	<b>\$0</b>
<b>Convention And Sports Complex</b>					
Transfers In					
Tfr Fr Convention and Tourism	24,195,668	25,677,438	24,817,100	26,267,100	26,119,417
Tfr fr 2014D SO Anticipation	91,632	-	-	-	-
Tfr fr SO Series 2017 Taxable	-	609	-	-	-
Trf fr 2018A Taxable Spec O	-	38,568	-	-	-
<b>Transfers In Total</b>	<b>\$24,287,300</b>	<b>\$25,716,615</b>	<b>\$24,817,100</b>	<b>\$26,267,100</b>	<b>\$26,119,417</b>
Transfers Out					
Tfr to Refunding Bond Fund	-	2,736	-	-	-
Tfr to Convention Hotel Catering Fund	-	-	-	-	2,635,254
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$2,736</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,635,254</b>
<b>Convention and Tourism</b>					
Transfers In					
Tfr fr STIF 12th & Wyandotte	99,717	5,000,000	-	-	-
Tfr fr Downtown Arena Debt Fnd	840,527	-	-	-	-
Tfr Fr Hotel Catering Fund	-	-	-	36,213	473,265
<b>Transfers In Total</b>	<b>\$940,244</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$36,213</b>	<b>\$473,265</b>
Transfers Out					
Tfr to Convention & Sports Complex	24,195,668	25,677,438	24,817,100	26,267,100	26,119,417
Tfr to General Fund	672,468	685,917	676,533	676,533	895,200
Tfr to Neighborhood Tourist Develop	1,698,873	1,651,661	1,334,220	1,130,982	1,246,395
Tfr to Economic Incentives	120,000	120,000	120,000	120,000	120,000
Tfr to Convention Hotel Catering Fund	-	-	-	36,213	473,265
<b>Transfers Out Total</b>	<b>\$26,687,009</b>	<b>\$28,135,016</b>	<b>\$26,947,853</b>	<b>\$28,230,828</b>	<b>\$28,854,277</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>Convention Hotel Catering</b>					
Transfers In					
Tfr Fr Convention and Sports Complex	-	-	-	-	2,635,254
Tfr Fr Convention and Tourism	-	-	-	36,213	473,265
Tfr Fr General Fund	-	-	-	169,138	1,733,109
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$205,351</b>	<b>\$4,841,628</b>
Transfers Out					
Tfr to Convention and Tourism	-	-	-	36,213	473,265
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,213</b>	<b>\$473,265</b>
<b>Development Services</b>					
Transfers In					
Tfr fr Street Maintenance Fund	187	732	-	-	-
<b>Transfers In Total</b>	<b>\$187</b>	<b>\$732</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to General Fund	295,105	301,007	881,080	881,080	911,210
Tfr to Economic Incentives	1,697,470	1,810,026	2,084,136	2,085,530	1,539,122
<b>Transfers Out Total</b>	<b>\$1,992,575</b>	<b>\$2,111,033</b>	<b>\$2,965,216</b>	<b>\$2,966,610</b>	<b>\$2,450,332</b>
<b>Domestic Violence Shelter Operations</b>					
Transfers In					
Tfr Fr General Fund	165,684	167,059	278,104	76,104	442,281
<b>Transfers In Total</b>	<b>\$165,684</b>	<b>\$167,059</b>	<b>\$278,104</b>	<b>\$76,104</b>	<b>\$442,281</b>
<b>Downtown Arena Project Fund</b>					
Transfers In					
Tfr fr 2016A SO Tax-Exempt Bnd	-	32,334	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$32,334</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to Convention and Tourism	840,527	-	-	-	-
<b>Transfers Out Total</b>	<b>\$840,527</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Downtown Redevelopment District Debt</b>					
Transfers In					
Tfr Fr General Fund	10,623,121	13,358,960	15,040,782	15,040,782	15,243,105
Tfr fr KC Live Srs District 4	131,846	-	-	-	-
<b>Transfers In Total</b>	<b>\$10,754,967</b>	<b>\$13,358,960</b>	<b>\$15,040,782</b>	<b>\$15,040,782</b>	<b>\$15,243,105</b>
Transfers Out					
Tfr to STIF Midtown	937,946	-	-	-	-
<b>Transfers Out Total</b>	<b>\$937,946</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Economic Development</b>					
Transfers In					
Tfr Fr Convention and Tourism	120,000	120,000	120,000	120,000	120,000
Tfr fr Development Services	1,697,470	1,810,026	2,084,136	2,085,530	1,539,122
<b>Transfers In Total</b>	<b>\$1,817,470</b>	<b>\$1,930,026</b>	<b>\$2,204,136</b>	<b>\$2,205,530</b>	<b>\$1,659,122</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>Equipment Lease Debt Service</b>					
Transfers In					
Tfr Fr General Fund	871,203	867,718	-	-	-
Tfr fr Refunding Bond Fund	10,204	29,186	-	-	-
Tfr fr Spec Oblig Bonds 2009E	24,025	6,199	-	-	-
<b>Transfers In Total</b>	<b>\$905,432</b>	<b>\$903,103</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to Capital Improvement Fnd	-	272,207	-	-	-
Tfr to Performing Arts Grge	24,044	9,927	-	-	-
<b>Transfers Out Total</b>	<b>\$24,044</b>	<b>\$282,134</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Fire Sales Tax</b>					
Transfers In					
Tfr Fr Health Levy	-	-	13,876,480	13,876,480	14,431,539
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,876,480</b>	<b>\$13,876,480</b>	<b>\$14,431,539</b>
<b>Fleet Services</b>					
Transfers In					
Tfr Fr General Fund	-	1,355,356	-	769,086	-
Trf fr KCMAC Series 2017	-	12	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$1,355,368</b>	<b>\$0</b>	<b>\$769,086</b>	<b>\$0</b>
<b>G.O. Recovery Zone Bonds</b>					
Transfers In					
Tfr Fr Public Safety Sales Tax	226,765	305,390	307,595	307,595	307,695
<b>Transfers In Total</b>	<b>\$226,765</b>	<b>\$305,390</b>	<b>\$307,595</b>	<b>\$307,595</b>	<b>\$307,695</b>
<b>General Debt And Interest</b>					
Transfers In					
Tfr Fr Capital Imp Fund	7,388,942	6,772,868	-	-	-
Tfr Fr Public Safety Sales Tax	11,961,438	9,835,541	12,282,288	12,282,288	10,385,271
Tfr fr Refunding Bond Fund	25,649	-	-	-	-
Tfr Fr PILOTS Fund	96,308	118,062	59,563	59,563	122,463
Trf fr 2007B GO Bond Fund	72,066	-	-	-	-
<b>Transfers In Total</b>	<b>\$19,544,403</b>	<b>\$16,726,471</b>	<b>\$12,341,851</b>	<b>\$12,341,851</b>	<b>\$10,507,734</b>
Tfr to Streetlight Debt Fund	-	-	765,000	765,000	762,500
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$765,000</b>	<b>\$765,000</b>	<b>\$762,500</b>
<b>General Fund</b>					
Transfers In					
Tfr Fr Convention and Tourism	672,468	685,917	676,533	676,533	895,200
Tfr Fr Health Levy	13,921,696	14,957,370	1,087,840	1,087,840	1,276,012
Tfr Fr Pub Mass Trans	751,100	785,990	796,000	796,000	801,710
Tfr fr Sewer Special Assessmnt	222,189	-	-	-	-
Tfr fr STIF Midtown	3,187,429	2,400,000	-	-	-
Tfr fr STIF Uptown	571,835	-	-	-	-
Tfr fr 2012A Spec Ob Bond	1,219,189	-	-	-	-
Tfr fr Street Maintenance Fund	978,626	1,044,737	1,539,191	1,539,191	1,537,039
Tfr Fr PILOTS Fund	427,334	392,177	264,424	264,424	309,168
Tfr fr Development Services	295,105	301,007	881,080	881,080	911,210
Tfr fr Museum Fund	36,533	37,264	42,558	42,558	44,856
Tfr fr 2016A SO Tax-Exempt Bnd	35,028	-	-	-	-
Trf fr Insurance Premium Reserve	914,899	-	-	-	-
Trf to Sp Ob 2017 - Tax-Exe	-	1,309	-	-	-
Tfr Fr Parks & Recreation Fund	1,028,018	1,067,741	1,642,075	1,642,075	1,702,329
<b>Transfers In Total</b>	<b>\$24,261,449</b>	<b>\$21,673,512</b>	<b>\$6,929,701</b>	<b>\$6,929,701</b>	<b>\$7,477,524</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual <u>FY 2017-18</u>	Actual <u>FY 2018-19</u>	Adopted <u>FY 2019-20</u>	Estimated <u>FY 2019-20</u>	Submitted <u>FY 2020-21</u>
<b>Transfers Out</b>					
Tfr to HOK Sport Garage Debt	601,014	598,134	618,390	618,390	-
Tfr to KC DwnTwn Redev Dist	10,623,121	13,358,960	15,040,782	15,040,782	15,243,105
Tfr to Park Maintenance Fund	2,500,000	2,500,000	4,600,000	4,600,000	4,600,000
Tfr to Parking Garage	3,537,643	5,810,861	-	159,607	350,643
Tfr to Performing Arts Grge	7,730,475	8,057,539	8,491,235	8,139,541	8,247,504
Tfr to STIF Brush Creek	308,590	383,020	329,450	329,450	472,574
Tfr to STIF Valentine	1,275	-	-	-	-
Tfr to Street Maintenance Fund	18,135,576	19,408,833	18,827,535	19,614,885	20,205,585
Trf to City Legal Expense Fund	-	5,442,906	-	126,277	-
Trf to Domestic Violence Shelt	165,684	167,059	278,104	76,104	442,281
Tfr to STIF East Village Fund	1,197,504	434,656	1,360,150	1,360,150	980,041
Tfr to Special Hous Rehab	1,398	-	-	-	-
Tfr to Land Bank Fund	1,754,360	1,804,445	2,086,151	1,998,203	2,003,878
Tfr to STIF Linwood Fund	-	282,420	34,572	34,572	306,424
Trf to Worker's Comp Fund	2,900,000	14,068,339	-	-	-
Tfr to Neighborhood Grant	-	54,168	-	-	-
Trf to Public Works Reimburse	-	5,548	-	-	-
Tfr to Fleet Services Fund	-	1,355,356	-	769,086	-
Tfr to Convention Hotel Catering Fund	-	-	-	169,138	1,733,109
<b>Transfers Out Total</b>	<b>\$49,456,640</b>	<b>\$73,732,244</b>	<b>\$51,666,369</b>	<b>\$53,036,185</b>	<b>\$54,585,144</b>
<b>Golf Operations</b>					
Transfers In					
Tfr Fr Parks & Recreation Fund	321,949	402,254	288,398	525,704	494,328
<b>Transfers In Total</b>	<b>\$321,949</b>	<b>\$402,254</b>	<b>\$288,398</b>	<b>\$525,704</b>	<b>\$494,328</b>
<b>Health</b>					
Transfers In					
Tfr Fr PILOTS Fund	427,516	392,346	264,537	264,537	309,342
<b>Transfers In Total</b>	<b>\$427,516</b>	<b>\$392,346</b>	<b>\$264,537</b>	<b>\$264,537</b>	<b>\$309,342</b>
Transfers Out					
Tfr to General Fund	13,921,696	14,957,370	1,087,840	1,087,840	1,276,012
Tfr to Fire Sales Tax	-	-	13,876,480	13,876,480	14,431,539
<b>Transfers Out Total</b>	<b>\$13,921,696</b>	<b>\$14,957,370</b>	<b>\$14,964,320</b>	<b>\$14,964,320</b>	<b>\$15,707,551</b>
<b>Information Tech Reimb Serv</b>					
Transfers In					
Tfr fr Equip Ls Cap Aquisition	-	6,028	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$6,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Inmate Security</b>					
Transfers In					
Tfr fr Equip Ls Cap Aquisition	2,339	-	-	-	-
<b>Transfers In Total</b>	<b>\$2,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Insurance Premium Reserve</b>					
Transfers Out					
Tfr to General Fund	914,899	-	-	-	-
<b>Transfers Out Total</b>	<b>\$914,899</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Land Bank</b>					
Transfers In					
Tfr Fr General Fund	1,754,360	1,804,445	2,086,151	1,998,203	2,003,878
<b>Transfers In Total</b>	<b>\$1,754,360</b>	<b>\$1,804,445</b>	<b>\$2,086,151</b>	<b>\$1,998,203</b>	<b>\$2,003,878</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>Municipal Court Building Fund</b>					
Transfers In					
Tfr fr Municipal Court Building Fund	-	-	-	-	162,150
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$162,150</b>
<b>Museum</b>					
Transfers In					
Tfr Fr PILOTS Fund	11,853	10,878	7,335	7,335	8,621
<b>Transfers In Total</b>	<b>\$11,853</b>	<b>\$10,878</b>	<b>\$7,335</b>	<b>\$7,335</b>	<b>\$8,621</b>
Transfers Out					
Tfr to General Fund	36,533	37,264	42,558	42,558	44,856
<b>Transfers Out Total</b>	<b>\$36,533</b>	<b>\$37,264</b>	<b>\$42,558</b>	<b>\$42,558</b>	<b>\$44,856</b>
<b>Neighborhood Grants</b>					
Transfers In					
Tfr Fr General Fund	-	54,168	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$54,168</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to Strategic Neighborhoods	-	63,366	-	-	-
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$63,366</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Neighborhood Tourist Development</b>					
Transfers In					
Tfr Fr Convention and Tourism	1,698,873	1,651,661	1,334,220	1,130,982	1,246,395
<b>Transfers In Total</b>	<b>\$1,698,873</b>	<b>\$1,651,661</b>	<b>\$1,334,220</b>	<b>\$1,130,982</b>	<b>\$1,246,395</b>
<b>Parking</b>					
Transfers In					
Tfr Fr General Fund	3,537,643	5,810,861	-	159,607	350,643
<b>Transfers In Total</b>	<b>\$3,537,643</b>	<b>\$5,810,861</b>	<b>\$0</b>	<b>\$159,607</b>	<b>\$350,643</b>
<b>Parks and Recreation</b>					
Transfers In					
Tfr Fr General Fund	2,500,000	2,500,000	4,600,000	4,600,000	4,600,000
<b>Transfers In Total</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>
Transfers Out					
Tfr to General Fund	1,028,018	1,067,741	1,642,075	1,642,075	1,702,329
Tfr to Golf Operations Fund	321,949	402,254	288,398	525,704	494,328
<b>Transfers Out Total</b>	<b>\$1,349,967</b>	<b>\$1,469,995</b>	<b>\$1,930,473</b>	<b>\$2,167,779</b>	<b>\$2,196,657</b>
<b>Payments in Lieu of Taxes</b>					
Transfers Out					
Tfr to General Debt & Interest	96,308	118,062	59,563	59,563	122,463
Tfr to General Fund	427,334	392,177	264,424	264,424	309,168
Tfr to Health Levy	427,516	392,346	264,537	264,537	309,342
Tfr to Museum Fund	11,853	10,878	7,335	7,335	8,621
Tfr to Shared Success Fund	-	-	-	-	72,269
<b>Transfers Out Total</b>	<b>\$963,011</b>	<b>\$913,463</b>	<b>\$595,859</b>	<b>\$595,859</b>	<b>\$821,863</b>
<b>Performing Arts Center Garage</b>					
Transfers In					
Tfr fr Equipmnt Ls Dbt Service	24,044	9,927	-	-	-
Tfr Fr General Fund	7,730,475	8,057,539	8,491,235	8,139,541	8,247,504
Tfr fr STIF Uptown	150,000	-	-	-	-
<b>Transfers In Total</b>	<b>\$7,904,519</b>	<b>\$8,067,466</b>	<b>\$8,491,235</b>	<b>\$8,139,541</b>	<b>\$8,247,504</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>Probation Fund</b>					
Transfers Out					
Tfr to Municipal Court Building Fund	-	-	-	-	162,150
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>162,150</b>
<b>Public Art</b>					
Transfers In					
Tfr Fr Capital Imp Fund	-	-	400,000	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Public Mass Transportation</b>					
Transfers In					
Tfr fr Streetcar Fund	-	250,000	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to General Fund	751,100	785,990	796,000	796,000	801,970
Tfr to Street Car Fund	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000
<b>Transfers Out Total</b>	<b>\$2,790,100</b>	<b>\$2,824,990</b>	<b>\$2,835,000</b>	<b>\$2,835,000</b>	<b>\$2,840,970</b>
<b>Public Safety Sales Tax</b>					
Transfers Out					
Tfr to General Debt & Interest	11,961,438	9,835,541	12,282,288	12,282,288	10,385,271
Tfr to GO Recovery Zone Bonds	226,765	305,390	307,595	307,585	307,695
Tfr to Refunding Bond Fund	-	684	-	-	-
<b>Transfers Out Total</b>	<b>\$12,188,203</b>	<b>\$10,141,615</b>	<b>\$12,589,883</b>	<b>\$12,589,873</b>	<b>\$10,692,966</b>
<b>PW Reimbursable Services Fund</b>					
Transfers In					
Tfr Fr General Fund	-	5,548	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$5,548</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sewer</b>					
Transfers In					
Sewer Inspections	-	60,292	-	32,462	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$60,292</b>	<b>\$0</b>	<b>\$32,462</b>	<b>\$0</b>
Transfers Out					
Transfer to 2018 Sewer Revenue	-	2,513,765	-	-	-
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$2,513,765</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sewer Special Assessment</b>					
Transfers Out					
Tfr to General Fund	222,189	-	-	-	-
<b>Transfers Out Total</b>	<b>\$222,189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Shared Success</b>					
Transfers In					
Tfr Fr PILOTS Fund	-	-	-	-	72,269
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>72,269</b>
<b>Sp Housing Rehabilitation Loan</b>					
Transfers In					
Tfr fr Refunding Bond Fund	-	874,150	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$874,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to Convention and Tourism	99,717	5,000,000	-	-	-
Tfr to STIF Valentine	283	-	-	-	-
Tfr to STIF Midtown	358,290	-	-	-	-
<b>Transfers Out Total</b>	<b>\$458,290</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>STIF Brush Creek-Blue Pkwy Town Center</b>					
Transfers In					
Tfr Fr General Fund	308,590	383,020	329,450	329,450	472,574
<b>Transfers In Total</b>	<b>\$308,590</b>	<b>\$383,020</b>	<b>\$329,450</b>	<b>\$329,450</b>	<b>\$472,574</b>
<b>STIF East Village</b>					
Transfers In					
Tfr Fr General Fund	1,197,504	434,656	1,360,150	1,360,150	980,041
Trfr from 2008B KCMO Spec Obli	2,798	411,633	-	-	-
Tfr fr 2016A SO Tax-Exempt Bnd	32	209	-	-	-
<b>Transfers In Total</b>	<b>\$1,200,334</b>	<b>\$846,498</b>	<b>\$1,360,150</b>	<b>\$1,360,150</b>	<b>\$980,041</b>
Transfers Out					
Tfr to TIF Special Allocation	19,499	-	-	-	-
Tfr to 2016 SO Tax-Exempt Bond	-	-	-	-	-
<b>Transfers Out Total</b>	<b>\$19,499</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>STIF HOK Sport Garage</b>					
Transfers In					
Tfr Fr General Fund	601,014	598,134	618,390	618,390	-
<b>Transfers In Total</b>	<b>\$601,014</b>	<b>\$598,134</b>	<b>\$618,390</b>	<b>\$618,390</b>	<b>\$0</b>
<b>STIF Linwood Shopping Center</b>					
Transfers In					
Tfr Fr General Fund	-	282,420	34,572	34,572	306,424
Tfr fr STIF Midtown	133,462	1,056,237	850,000	850,000	1,006,000
Tfr fr SO Series 2017 Taxable	-	5,123	-	-	-
<b>Transfers In Total</b>	<b>\$133,462</b>	<b>\$1,343,780</b>	<b>\$884,572</b>	<b>\$884,572</b>	<b>\$1,312,424</b>
Transfers Out					
Trfr to Spec Ob GO 2017	4,534	-	-	-	-
<b>Transfers Out Total</b>	<b>\$4,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>STIF Midtown</b>					
Transfers In					
Tfr fr STIF 12th & Wyandotte	358,290	-	-	-	-
Trf to Sp Ob 2017 - Tax-Exe	29,584	866	-	-	-
Trf fr KC DwnTwn Redev Dist Debt	937,946	-	-	-	-
<b>Transfers In Total</b>	<b>\$1,325,820</b>	<b>\$866</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to General Fund	3,187,429	2,400,000	-	-	-
Tfr to STIF Linwood Fund	133,462	1,056,237	850,000	850,000	1,006,000
<b>Transfers Out Total</b>	<b>\$3,320,891</b>	<b>\$3,456,237</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$1,006,000</b>
<b>STIF Uptown</b>					
Transfers Out					
Tfr to General Fund	571,835	-	-	-	-
Tfr to Performing Arts Grge	150,000	-	-	-	-
<b>Transfers Out Total</b>	<b>\$721,835</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>STIF Valentine</b>					
Transfers In					
Tfr Fr General Fund	1,275	-	-	-	-
Tfr fr Refunding Bond Fund	6,151	-	-	-	-
Tfr fr STIF 12th & Wyandotte	283	-	-	-	-
<b>Transfers In Total</b>	<b>\$7,709</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Schedule XVI

### All Funds Summary of Inter-Fund Transfers

	Actual FY 2017-18	Actual FY 2018-19	Adopted FY 2019-20	Estimated FY 2019-20	Submitted FY 2020-21
<b>Strategic Neighborhoods</b>					
Transfers In					
Neighborhoods Grants Fund	-	63,366	-	-	-
Special Deposits Fund	-	20,924	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>84,290</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Street Car</b>					
Transfers In					
Tfr fr Equip Ls Cap Aquisition	-	6,024	-	-	-
Tfr Fr Pub Mass Trans	2,039,000	2,039,000	2,039,000	2,039,000	2,039,000
Tfr fr 2013A SO Bond Fund	9,167	80,286	-	-	-
<b>Transfers In Total</b>	<b>\$2,048,167</b>	<b>\$2,125,310</b>	<b>\$2,039,000</b>	<b>\$2,039,000</b>	<b>\$2,039,000</b>
Transfers Out					
Tfr to Public Mass Transportation	-	250,000	-	-	-
<b>Transfers Out Total</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Street Maintenance</b>					
Transfers In					
Tfr fr Equip Ls Cap Aquisition	-	48,680	-	-	-
Tfr Fr General Fund	18,135,576	19,408,833	18,827,535	19,614,885	20,205,585
<b>Transfers In Total</b>	<b>\$18,135,576</b>	<b>\$19,457,513</b>	<b>\$18,827,535</b>	<b>\$19,614,885</b>	<b>\$20,205,585</b>
Transfers Out					
Tfr to General Fund	978,626	1,044,737	1,539,191	1,539,191	1,537,039
Tfr to Streetlight Debt Fund	306,805	-	-	-	-
Tfr to Development Services	187	732	-	-	-
<b>Transfers Out Total</b>	<b>\$1,285,618</b>	<b>\$1,045,469</b>	<b>\$1,539,191</b>	<b>\$1,539,191</b>	<b>\$1,537,039</b>
<b>Streetlight Debt Fund</b>					
Transfers In					
Tfr Fr Capital Imp Fund	768,850	768,100	-	-	-
Tfr fr General Debt & Interest	-	-	765,000	765,000	762,500
<b>Transfers In Total</b>	<b>\$768,850</b>	<b>\$768,100</b>	<b>\$765,000</b>	<b>\$765,000</b>	<b>\$762,500</b>
<b>TIF Special Allocation</b>					
Transfers In					
Tfr fr STIF East Village	19,499	-	-	-	-
<b>Transfers In Total</b>	<b>\$19,499</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Transfers Out					
Tfr to 2016 SO Tax-Exempt Bond	279,387	-	-	-	-
<b>Transfers Out Total</b>	<b>\$279,387</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Water</b>					
Transfers In					
Tfr Fr Capital Imp Fund	-	482,653	-	-	-
Trf fr GO Bond 2019 Q2	-	7,620,826	-	-	-
<b>Transfers In Total</b>	<b>-</b>	<b>8,103,479</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out					
Transfer to 2017 Flood Control	15,241,653	-	-	-	-
Transfer to 2018 Flood Control	-	9,100,000	-	-	-
<b>Transfers Out Total</b>	<b>\$15,241,653</b>	<b>\$9,100,000</b>	<b>\$0</b>	<b>\$6,270,829</b>	<b>\$0</b>
<b>Workers Compensation</b>					
Transfers In					
Tfr Fr General Fund	2,900,000	14,068,339	-	-	-
<b>Transfers In Total</b>	<b>\$2,900,000</b>	<b>\$14,068,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**City Legal Expense 1010**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$11,957,168)	(\$5,276,910)	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	127,922	-
<i>Prior Year Adjustments</i>	(182,969)	130,614	-	-	-
<b>Revenues</b>					
All Other	\$16,835,025	\$12,799,427	\$13,126,583	\$12,910,478	\$12,758,885
<b>Revenues Total</b>	<b>\$16,835,025</b>	<b>\$12,799,427</b>	<b>\$13,126,583</b>	<b>\$12,910,478</b>	<b>\$12,758,885</b>
<b>Transfers In</b>					
Tfr Fr General Fund	-	5,442,906	-	126,277	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$5,442,906</b>	<b>\$0</b>	<b>\$126,277</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	1,761,627	1,631,202	1,612,330	1,610,288	1,729,114
Insurance-Health	281,870	279,178	242,669	249,109	268,738
Pension	180,877	196,416	168,687	184,679	188,627
Contractual Services	7,704,441	10,781,662	11,088,601	11,070,001	10,784,722
Commodities	42,983	207,579	12,570	33,907	12,521
Capital Outlay	-	-	-	16,693	-
<b>Expenses Total</b>	<b>\$9,971,798</b>	<b>\$13,096,037</b>	<b>\$13,124,857</b>	<b>\$13,164,677</b>	<b>\$12,983,722</b>
 <b>Surplus (Deficit)</b>	 6,680,258	 5,276,910	 1,726	 -	 (224,837)
 <b>Ending Fund Balance</b>	 (\$5,276,910)	 \$0	 \$1,726	 \$0	 (224,837)

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**Fleet Services 1151**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$1,043,228	(\$562,063)	(\$228,470)	(\$135,299)	(\$135,299)
<i>Reserve for Encumbrances</i>	-	-	-	78,743	-
<i>Prior Year Adjustments</i>	(140,510)	450,426	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$142,603	\$0	\$0	\$0	\$0
All Other	19,316,170	19,615,295	22,274,325	20,840,605	22,336,694
<b>Revenues Total</b>	<b>\$19,458,773</b>	<b>\$19,615,295</b>	<b>\$22,274,325</b>	<b>\$20,840,605</b>	<b>\$22,336,694</b>
<b>Transfers In</b>					
Tfr Fr General Fund	-	1,355,356	-	769,086	-
Trf fr KCMAC Series 2017	-	12	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$1,355,368</b>	<b>\$0</b>	<b>\$769,086</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	4,699,655	4,580,537	4,743,145	4,697,760	4,798,022
Insurance-Health	942,957	974,709	1,111,726	1,068,395	1,142,211
Pension	511,587	552,208	589,851	603,543	601,637
Contractual Services	2,503,940	2,403,608	2,237,379	2,556,548	2,515,290
Commodities	11,697,096	12,002,721	13,293,898	12,282,528	12,736,292
Capital Outlay	145,193	35,444	106,500	31,500	31,500
Debt Service	423,126	445,098	448,160	448,160	446,016
<b>Expenses Total</b>	<b>\$20,923,554</b>	<b>\$20,994,325</b>	<b>\$22,530,659</b>	<b>\$21,688,434</b>	<b>\$22,270,968</b>
 <b>Surplus (Deficit)</b>	 (1,605,291)	 426,764	 (256,334)	 -	 65,726
 <b>Ending Fund Balance</b>	 (\$562,063)	 (\$135,299)	 (\$484,804)	 (\$135,299)	 (\$69,573)

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**General Services 1150**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$279,503	\$470,255	\$626,413	\$2	(\$262,439)
<i>Reserve for Encumbrances</i>	-	-	-	5,215	-
<i>Prior Year Adjustments</i>	(37,736)	33,334	-	-	-
<b>Revenues</b>					
Service Charges	\$1,127	\$80	\$0	\$0	\$0
All Other	35,720,250	33,378,652	36,252,140	34,873,424	36,253,012
<b>Revenues Total</b>	<b>\$35,721,377</b>	<b>\$33,378,732</b>	<b>\$36,252,140</b>	<b>\$34,873,424</b>	<b>\$36,253,012</b>
<b>Expenses</b>					
Wages	190,153	221,831	181,852	198,728	202,554
Insurance-Health	23,894	28,918	36,081	37,894	39,343
Pension	15,584	7,452	11,459	18,321	6,809
Contractual Services	34,970,829	33,287,274	35,737,482	34,582,383	35,739,230
Commodities	21,969	23,786	23,145	8,754	23,584
Capital Outlay	9,972	52,070	450	35,000	450
Debt Service	260,488	260,988	260,000	260,000	260,000
<b>Expenses Total</b>	<b>\$35,492,889</b>	<b>\$33,882,319</b>	<b>\$36,250,469</b>	<b>\$35,141,080</b>	<b>\$36,271,970</b>
 <b>Surplus (Deficit)</b>	 190,752	 (470,253)	 1,671	 (262,441)	 (18,958)
 <b>Ending Fund Balance</b>	 \$470,255	 \$2	 \$628,084	 (\$262,439)	 (\$281,397)

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**Health Care and Wellness 6640**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	\$5,811,681	\$5,538,457	\$6,451,653	\$4,451,875	\$12,886,596
<i>Reserve for Encumbrances</i>	-	-	-	421	-
<i>Prior Year Adjustments</i>	95,296	\$95,296	-	-	-
<b>Revenues</b>					
Service Charges	\$262,777	\$278,209	\$0	\$121,472	\$323,410
Grants	-	-	-	847,236	-
Interest and Rental Income	75,253	94,954	100,200	100,200	96,759
All Other	69,656,943	71,031,865	81,351,658	81,351,658	81,783,532
<b>Revenues Total</b>	<b>\$69,994,973</b>	<b>\$71,405,028</b>	<b>\$81,451,858</b>	<b>\$82,420,566</b>	<b>\$82,203,701</b>
<b>Expenses</b>					
Wages	186,535	324,684	345,408	336,375	392,897
Insurance-Health	12,225	50,616	51,384	42,679	52,532
Pension	24,345	48,337	44,667	46,510	51,592
Contractual Services	70,137,475	72,163,247	78,501,483	73,560,502	81,476,642
Commodities	2,913	22	500	200	500
<b>Expenses Total</b>	<b>\$70,363,493</b>	<b>\$72,586,906</b>	<b>\$78,943,442</b>	<b>\$73,986,266</b>	<b>\$81,974,163</b>
 <b>Surplus (Deficit)</b>	 (273,224)	 (1,086,582)	 2,508,416	 8,434,721	 229,538
 <b>Ending Fund Balance</b>	 \$5,538,457	 \$4,451,875	 \$8,960,069	 \$12,886,596	 \$13,116,134

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**Information Tech Reimb Serv 1160**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$16,128)	\$271,645	(\$138,961)	\$0	\$1,157,323
<i>Reserve for Encumbrances</i>	-	-	-	1,419,926	-
<i>Prior Year Adjustments</i>	37,540	(309,233)	-	-	-
<b>Revenues</b>					
All Other	\$10,667,643	\$11,143,934	\$11,339,199	\$11,339,199	\$17,067,010
<b>Revenues Total</b>	<b>\$10,667,643</b>	<b>\$11,143,934</b>	<b>\$11,339,199</b>	<b>\$11,339,199</b>	<b>\$17,067,010</b>
<b>Transfers In</b>					
Tfr fr Equip Ls Cap Aquisition	-	6,028	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$6,028</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	725,731	679,122	738,848	698,909	4,189,846
Insurance-Health	117,414	111,022	116,429	112,839	757,574
Pension	96,548	95,070	95,546	96,621	563,309
Contractual Services	8,361,892	7,882,818	8,715,586	8,747,618	9,659,278
Commodities	2,438	23,481	4,033	4,033	20,354
Capital Outlay	1,113,387	1,526,974	1,125,000	1,122,584	1,009,400
Debt Service	-	793,887	801,425	819,198	801,925
<b>Expenses Total</b>	<b>\$10,417,410</b>	<b>\$11,112,374</b>	<b>\$11,596,867</b>	<b>\$11,601,802</b>	<b>\$17,001,686</b>
<b>Surplus (Deficit)</b>	287,773	(271,645)	(257,668)	1,157,323	65,324
<b>Ending Fund Balance</b>	\$271,645	\$0	(\$396,629)	\$1,157,323	\$1,222,647

**Schedule XVII  
CONSOLIDATED FUNDS  
Insurance Premium Reserve 1012  
Comparison of Revenues, Expenditures  
and Change in Fund Balance**

	<u>Actual FY 2017-18</u>	<u>Actual FY 2018-19</u>	<u>Adopted FY 2019-20</u>	<u>Estimated FY 2019-20</u>	<u>Submitted FY 2020-21</u>
Beginning Fund Balance	\$818,227	\$0	\$0	\$0	\$0
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	18,198	-	-	-	-
<b>Revenues</b>					
All Other	\$95,754	\$0	\$0	\$0	\$0
<b>Revenues Total</b>	<b>\$95,754</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Transfers Out</b>					
Tfr to General Fund	914,899	-	-	-	-
<b>Transfers Out Total</b>	<b>\$914,899</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Contractual Services	17,280	-	-	-	-
<b>Expenses Total</b>	<b>\$17,280</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (Deficit)</b>	(818,227)	-	-	-	-
<b>Ending Fund Balance</b>	\$0	\$0	\$0	\$0	\$0

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**Parks & Rec Reimbursable Fund 1130**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$54,707)	(\$80,259)	(\$76,426)	(\$2)	\$63,102
<i>Reserve for Encumbrances</i>	-	-	-	4,122	-
<i>Prior Year Adjustments</i>	7,615	(289)	-	-	-
<b>Revenues</b>					
All Other	\$533,475	\$1,054,844	\$1,200,000	\$1,200,000	\$1,200,000
<b>Revenues Total</b>	<b>\$533,475</b>	<b>\$1,054,844</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>
<b>Expenses</b>					
Contractual Services	163,857	375,251	600,000	537,833	803,996
Commodities	402,785	599,047	600,000	603,185	396,004
<b>Expenses Total</b>	<b>\$566,642</b>	<b>\$974,298</b>	<b>\$1,200,000</b>	<b>\$1,141,018</b>	<b>\$1,200,000</b>
<b>Surplus (Deficit)</b>	(25,552)	80,257	-	63,104	-
<b>Ending Fund Balance</b>	(\$80,259)	(\$2)	(\$76,426)	\$63,102	\$63,102

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**PW Reimbursable Services Fund 1140**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$228,970)	\$57,177	\$57,177	(\$5)	(\$5)
<i>Reserve for Encumbrances</i>	-	-	-	-	-
<i>Prior Year Adjustments</i>	378,735	-	-	-	-
<b>Revenues</b>					
Service Charges	\$310,672	\$255,492	\$479,817	\$310,000	\$300,000
All Other	2,709,853	-	-	-	-
<b>Revenues Total</b>	<b>\$3,020,525</b>	<b>\$255,492</b>	<b>\$479,817</b>	<b>\$310,000</b>	<b>\$300,000</b>
<b>Transfers In</b>					
Tfr Fr General Fund	-	5,548	-	-	-
<b>Transfers In Total</b>	<b>\$0</b>	<b>\$5,548</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	1,784,418	-	-	-	-
Insurance-Health	365,243	-	-	-	-
Pension	211,175	-	-	-	-
Contractual Services	687,585	318,222	479,817	310,000	300,000
Commodities	64,059	-	-	-	-
Capital Outlay	633	-	-	-	-
<b>Expenses Total</b>	<b>\$3,113,113</b>	<b>\$318,222</b>	<b>\$479,817</b>	<b>\$310,000</b>	<b>\$300,000</b>
<b>Surplus (Deficit)</b>	286,147	(57,182)	-	-	-
<b>Ending Fund Balance</b>	\$57,177	(\$5)	\$57,177	(\$5)	(\$5)

**Schedule XVII**  
**CONSOLIDATED FUNDS**  
**Workers Compensation 1011**  
**Comparison of Revenues, Expenditures**  
**and Change in Fund Balance**

	<u>Actual</u> <u>FY 2017-18</u>	<u>Actual</u> <u>FY 2018-19</u>	<u>Adopted</u> <u>FY 2019-20</u>	<u>Estimated</u> <u>FY 2019-20</u>	<u>Submitted</u> <u>FY 2020-21</u>
Beginning Fund Balance	(\$2,662,124)	(\$9,075,322)	\$0	\$29,525	\$6,047,274
<i>Reserve for Encumbrances</i>	-	-	-	6,989,929	-
<i>Prior Year Adjustments</i>	(7,304,414)	439,593	-	-	-
<b>Revenues</b>					
Interest and Rental Income	\$10,103	\$11,644	\$8,000	\$0	\$11,163
All Other	17,558,796	17,165,994	23,287,665	23,510,554	19,197,316
<b>Revenues Total</b>	<b>\$17,568,899</b>	<b>\$17,177,638</b>	<b>\$23,295,665</b>	<b>\$23,510,554</b>	<b>\$19,208,479</b>
<b>Transfers In</b>					
Tfr Fr General Fund	2,900,000	14,068,339	-	-	-
<b>Transfers In Total</b>	<b>\$2,900,000</b>	<b>\$14,068,339</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>					
Wages	803,265	779,131	793,276	718,758	750,388
Insurance-Health	105,648	118,924	120,685	111,962	120,848
Pension	100,614	108,720	102,584	97,037	98,536
Contractual Services	18,538,432	21,531,053	22,362,444	23,542,065	18,234,039
Commodities	29,724	41,408	4,556	12,473	4,710
Capital Outlay	-	1,487	-	439	-
<b>Expenses Total</b>	<b>\$19,577,683</b>	<b>\$22,580,723</b>	<b>\$23,383,545</b>	<b>\$24,482,734</b>	<b>\$19,208,521</b>
 <b>Surplus (Deficit)</b>	 (6,413,198)	 9,104,847	 (87,880)	 6,017,749	 (42)
 <b>Ending Fund Balance</b>	 (9,075,322)	 \$29,525	 (87,880)	 \$6,047,274	 \$6,047,232

