



# City of Kansas City, Missouri

## Docket Memo

Ordinance/Resolution #: 240857

Submitted Department/Preparer: City Manager's Office

Revised 6/10/24

Docket memos are required on all ordinances initiated by a Department Director. More information can be found in [Administrative Regulation \(AR\) 4-1](#).

### Executive Summary

Adopting the 2024 Update of the Citywide Business Plan with the latest Five-Year Planning Models; directing the City Manager to include assumptions of the 2024 Update in the FY 2025-26 Submitted Budget; and directing the City Manager to align departmental strategic plans and business plans to the Citywide Business Plan.

### Discussion

In April 2014, the residents of Kansas city approved a change in the City Charter requiring the production of the Financial Strategic Plan and the Five-Year Planning Model every year. Most significantly, the Charter change marked an important first step in breaking a pattern of successive single-year fixes, often implemented without a long-term view. This Citywide Business Plan consists of three components:

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

The City's Strategic Plan is a four-year document designed to align with City Council terms.

The 2024 Citywide Business Plan has five goals, 25 objectives, and 122 strategies. The structure of the Citywide Business Plan allows for out-year planning while remaining responsive to change with annual updates. The City's Finance Department regularly uses the Five-Year Planning Model to project fiscal health with rapidly evolving assumptions, and the Strategic Plan guides financial decision-making. The Citywide Business Plan plays an ever more critical role in decision-making as the City navigates financial and operational challenges. The City will continue to evaluate the

success of the Plan in a changing environment, report on that progress, and adapt to any future challenges as they arise.

The 2024 Update includes the following:

- Updates to the GOKC Bond Plans (2017 and 2022 issuances) and Capital Improvements Sales Tax Plan in the Submitted FY 2025-26 Budget.
- A Five-Year Planning Model that addresses objectives identified in this resolution and that includes the following:
  - Assume FY 2024-25 Adopted Budget plus the following conditions:
  - Assumes annual wage increases in each year of the five-year financial plan at 4.0%; Local 42 assumes passed CBA pursuant to Ordinance No. 240725 with average increases in FY25 of 14.76%; FY26-28 2.0%; and FY29 5.0%
  - Assumes pension required contribution increases of 5.0%; Pension adjustments in FY27 adding an additional 5.0% contribution for Local 42 for compensation adjustments
  - Assumes healthcare increases in each year at 5.0%
  - Assumes contractual services and commodity increases in each year at 2.8%, based on the regional consumer price index
  - The General Fund subsidizes anticipated shortfalls in other governmental activities funds (Special Revenue, Debt, Capital)
  - Assumes scenarios in the General Fund required by Resolution or Ordinance:
    - Refinance debt starting in FY 2027
  - Assumes mandates in the General Fund required by Resolution or Ordinance:
    - Increase cost of wages pursuant L42 Ordinance 240725
    - Assumes General Fund will need to support Public Safety Sales Tax Fund recurring costs starting June 30, 2026
    - ERP replacement citywide with charges to various funds based on number of users
    - Fleet replacement based on current inventory lifecycle and condition
    - Fire Department required position additions of 21 floating Firefighter/Paramedic positions pursuant
    - Fire Department vacancy rate adjustment from 7.0% to 3.0%

## Fiscal Impact

1. Is this legislation included in the adopted budget?  Yes  No
2. What is the funding source?

Not applicable

3. How does the legislation affect the current fiscal year?

Not applicable

4. Does the legislation have a fiscal impact in future fiscal years? Please notate the difference between one-time and recurring costs.

Not applicable

5. Does the legislation generate revenue, leverage outside funding, or deliver a return on investment?

Click or tap here to enter text.

### **Office of Management and Budget Review**

(OMB Staff will complete this section.)

1. This legislation is supported by the general fund.  Yes  No
2. This fund has a structural imbalance.  Yes  No
3. Account string has been verified/confirmed.  Yes  No

### **Additional Discussion (if needed)**

Not applicable

## **Citywide Business Plan (CWBP) Impact**

1. View the [Adopted 2025-2029 Citywide Business Plan](#)
2. Which CWBP goal is most impacted by this legislation?  
Finance and Governance (Press tab after selecting.)
3. Which objectives are impacted by this legislation (select all that apply):
- Ensure the resiliency of a responsive, representative, engaged, and transparent City government.
  - Engage in workforce planning including employee recruitment, development, retention, and engagement.
  - Foster a solutions-oriented, welcoming culture for employees and City Partners.

## **Prior Legislation**

## Service Level Impacts

A well-constructed Citywide Business Plan is critical to guiding a city's budgeting, planning, and operations. This new CWBP and its components of strategic plan, financial strategic plan, and five-year planning model will allow the City to be responsive to its residents while maintaining fiscal responsibility and transparency.

## Other Impacts

1. What will be the potential health impacts to any affected groups?  
The goal area of Housing and Healthy communities strives to improve community health and wellness.
2. How have those groups been engaged and involved in the development of this ordinance?  
Residents were invited to participate in a survey to provide input on the Citywide Business Plan update.
3. How does this legislation contribute to a sustainable Kansas City?  
The Citywide Business Plan and Five-Year Planning Model guide the planning, budgeting, and operations of the City, helping to ensure responsible management of City resources, whether social, economic, or environmental.
4. Does this legislation create or preserve new housing units?  
No (Press tab after selecting)
5. Department staff certifies the submission of any application Affirmative Action Plans or Certificates of Compliance, Contractor Utilization Plans (CUPs), and Letters of Intent to Subcontract (LOIs) to CREO prior to, or simultaneously with, the legislation entry request in Legistar.  
  
No - CREO's review is not applicable (Press tab after selecting)  
Please provide reasoning why not:
6. Does this legislation seek to approve a contract resulting from an Invitation for Bid?  
  
No(Press tab after selecting)

7. Does this legislation seek to approve a contract resulting from a Request for Proposal/Qualification (RFP/Q)?  
No(Press tab after selecting)