Road to Recovery

PRESENTATION BY
DOUG BACH, COUNTY ADMINISTRATOR
August 19, 2021, 5:00PM
Unified Government Board of Commissioners
With the uncertainty of COVID in 2020, we took immediate action and cut expenses to help us navigate the impacts pandemic.
Fighting COVID Implementation

We mobilized quickly to fight COVID with our community partners, distributing CARES Act funding in record time.

Secured new funding and resources
Collaborated with community organizations
Expanded Health Department operations
Transformed processes with staff
Implemented our response quickly, efficiently
Provided regular reporting for high accountability
In 2020, we announced nearly a billion dollars of new commercial and residential projects announced in 2020.

- Nearly a billion dollars of new commercial and residential projects announced in 2020.
- Strong residential growth and increasing home values.

In commercial and residential projects for Wyandotte County.
LOCAL ECONOMY

Notable Projects

EAST OF I-635

• $4.75M in new housing through the Land Bank home rehabilitation program
• Commercial and Land Bank options (e.g. multi-family units) totals $26M since 2020
**LOCAL ECONOMY**

**Development & Growth**

- Residential property values continue to increase
  - Growth
  - Remodels
  - Market Demand
LOCAL ECONOMY

Development & Growth

- Industrial Revenue Bonds (IRBs) are one of the tools we use to spur economic activity with new industrial projects.
- Our investment in these development incentives are beginning to reap rewards for all taxing entities in the county, including schools and the community college.
LOCAL RECOVERY
Taking Action in 2021

- We continue our work to fight COVID-19 and the public health crisis.
- We have re-initiated work to support our long-term goals as a community while planning ahead for the demands of the future.


**LOCAL RECOVERY**

Your Contribution

- No proposed property tax rate increases
- Mill levy has been reduced by 6 mills over the past few years
- Kansas City, KS mill levy is lower than most first class cities in Kansas (ranked 15th out of 26)
- Wyandotte County mill levy is lower than 90% of 105 counties in Kansas (ranked 95th out of 105)

**Your Household Cost**

1 Mill = $23.00 annually for a $200K residential property

**Your Business Cost**

1 Mill = $125.00 annually for a $500K commercial property
LOCAL RECOVERY
Your Contribution

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- Mill levy has been reduced by 6 mills over the past few years
- Kansas City, KS mill levy is lower than most first class cities in Kansas (ranked 15th out of 26)
- Wyandotte County mill levy is lower than 90% of 105 counties in Kansas (ranked 95th out of 105)

Your Household Cost

1 Mill = Four hot dogs and fries from Fritz’s

Your Business Cost

1 Mill = Three Boxes of 8.5 x 11 Copier Paper
LOCAL RECOVERY
Community Benefits

• Our individual contribution adds up to better services and infrastructure

Your Cost

1 Mill = $23.00 annually for a $200K home

Community Benefit

1 Mill = 10 Lane Miles of Street Overlay
LOCAL RECOVERY

Community Benefits

- Our individual contribution adds up to better services and infrastructure

Your Cost

1 Mill = $23.00 annually for a $200K home

Community Benefit

1 Mill = 14 Police Officers
• Our individual contribution adds up to better services and infrastructure

Your Cost

1 Mill = $23.00 annually for a $200K home

Community Benefit

1 Mill = Entire Code Enforcement Division
LOCAL RECOVERY
How Your Tax Dollar is Spent

USD #500
Kansas City Kansas
Public Schools
LOCAL RECOVERY

How Your Tax Dollar is Spent

USD #203
Piper School District
LOCAL RECOVERY
How Your Tax Dollar is Spent

USD #202
Turner Unified School District
LOCAL RECOVERY

How Your Tax Dollar is Spent

USD #204

Bonner Springs School District,
Bonner Springs Resident
LOCAL RECOVERY

How Your Tax Dollar is Spent

USD #204
Bonner Springs School District, Edwardsville Resident
• The **Commission Priorities** helped define an internal priority-based budgeting exercise among department staff to align spending to policy goals

• Proposed spending will also address community feedback from the **2020 Community Survey** on government services, quality of life, and basic preferences and needs

• Budget Public Hearing and Citizen Stakeholder Survey
LOCAL RECOVERY

Shared Goals

• The Commission Priorities helped define an internal priority-based budgeting exercise among department staff to align spending to policy goals.

• Proposed spending will also address community feedback from the 2020 Community Survey on government services, quality of life, and basic preferences and needs.

• Budget Public Hearing and Citizen Stakeholder Survey

GRAPHIC 2 of 2 2020 Community Survey.
City streets, planning and zoning, and code enforcement were among the top services the community said should receive the most emphasis for improvement.
2021 AMENDED / 2022 PROPOSED BUDGET

Financials
UNIFIED GOVERNMENT-WIDE
Revenues

$403.1M

• Revenue is up $39M from the original 2021 budget
CITY + COUNTY GENERAL FUNDS

Revenue

Sources of Support – City General Fund
2022 Budget - $172M

- Property Tax 16%
- Sales Tax 29%
- Franchise Tax 24%
- Intergovernmental Revenue 6%
- Charges for Service 7%
- Other Tax 4%
- Annual Appropriation Revenue 6%
- Misc. + Transfers-In 4%
- Motor Vehicle Tax 2%
- Fines, Forfeits, Fees 1%
- Permits + Licenses 0%

Sources of Support – County General Fund
2022 Budget - $75M

- Property Tax 59%
- Sales Tax 11%
- Intergovernmental Revenue, 6%
- Charges for Service, 2%
- Other Tax, 6%
- Misc. + Transfers-In, 4%
- Motor Vehicle Tax, 6%
- Fines, Forfeits, Fees, 4%
- Permits + Licenses, 2%
GENERAL FUND

- Fund balance reflects ARPA lost revenue replacement

<table>
<thead>
<tr>
<th></th>
<th>FY2021 Original Budget</th>
<th>FY2021 Amended Budget</th>
<th>FY2022 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>152,531,984</td>
<td>174,787,745</td>
<td>169,732,605</td>
</tr>
<tr>
<td>Transfers-In</td>
<td>2,256,000</td>
<td>2,336,000</td>
<td>2,336,000</td>
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<tr>
<td><strong>Subtotal: Sources</strong></td>
<td><strong>$154,787,984</strong></td>
<td><strong>$177,123,745</strong></td>
<td><strong>$172,068,605</strong></td>
</tr>
<tr>
<td>Expenditures</td>
<td>156,857,101</td>
<td>168,440,566</td>
<td>171,493,229</td>
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<tr>
<td>Transfers-Out</td>
<td>399,040</td>
<td>944,480</td>
<td>944,480</td>
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<tr>
<td><strong>Subtotal: Uses</strong></td>
<td><strong>$157,256,141</strong></td>
<td><strong>$169,385,046</strong></td>
<td><strong>$172,437,709</strong></td>
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<tr>
<td>Net Change in Fund Balance</td>
<td>(2,468,157)</td>
<td>7,738,699</td>
<td>(369,104)</td>
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<tr>
<td>Cash Basis Ending Fund Balance</td>
<td>21,850,527</td>
<td>32,057,383</td>
<td>31,688,279</td>
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<tr>
<td>Accrual Basis Ending Fund Balance</td>
<td>33,950,048</td>
<td>44,156,904</td>
<td>43,787,800</td>
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<tr>
<td>17% Minimum Target Reserve</td>
<td>23.6%</td>
<td>28.4%</td>
<td>27.8%</td>
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</table>
• Anticipated growth will sustain county operations

<table>
<thead>
<tr>
<th>WYANDOTTE COUNTY GENERAL FUND</th>
<th>FY2021 Original Budget</th>
<th>FY2021 Amended Budget</th>
<th>FY2022 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>67,822,765</td>
<td>75,201,166</td>
<td>75,002,339</td>
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<tr>
<td>Transfers-In</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td><strong>Subtotal: Sources</strong></td>
<td><strong>$67,822,765</strong></td>
<td><strong>$75,201,166</strong></td>
<td><strong>$75,002,339</strong></td>
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<tr>
<td>Expenditures</td>
<td>68,345,381</td>
<td>70,751,151</td>
<td>75,086,050</td>
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<tr>
<td>Transfers-Out</td>
<td>1,715,277</td>
<td>1,758,018</td>
<td>2,008,018</td>
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<tr>
<td><strong>Subtotal: Uses</strong></td>
<td><strong>$70,060,658</strong></td>
<td><strong>$72,509,169</strong></td>
<td><strong>$77,094,068</strong></td>
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<tr>
<td>Net Change in Fund Balance</td>
<td>(2,237,893)</td>
<td>2,691,997</td>
<td>(2,091,729)</td>
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<tr>
<td>Cash Basis Ending Fund Balance</td>
<td>3,102,537</td>
<td>8,032,427</td>
<td>5,940,698</td>
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<tr>
<td>Accrual Basis Ending Fund Balance</td>
<td>5,556,553</td>
<td>10,486,443</td>
<td>8,394,714</td>
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<tr>
<td>17% Minimum Target Reserve</td>
<td>8%</td>
<td>14%</td>
<td>11%</td>
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</table>
### Budgeting ARPA Revenue Replacement

- This is the proposed revenue replacement by fund as currently estimated (08.12.2021)
- We recommend maximizing the revenue replacement to provide the Unified Government with the greatest flexibility in our recovery

#### KANSAS CITY, KS FUNDS

<table>
<thead>
<tr>
<th>Fund</th>
<th>2020 COVID Revenue Loss</th>
<th>2021 COVID Revenue Loss (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City General Fund</td>
<td>$14,644,100</td>
<td>$9,771,553</td>
</tr>
<tr>
<td>Special Revenue Funds</td>
<td>$1,458,069</td>
<td>$799,263</td>
</tr>
<tr>
<td>TIF Funds</td>
<td>$216,817</td>
<td>$193,722</td>
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<tr>
<td>Other Funds</td>
<td>$66,899</td>
<td>$38,100</td>
</tr>
<tr>
<td>Sewer Enterprise Fund</td>
<td>$702,712</td>
<td>$225,149</td>
</tr>
<tr>
<td>Other Enterprise Funds</td>
<td>$1,691,873</td>
<td>$1,277,007</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$18,780,470</strong></td>
<td><strong>$12,304,775</strong></td>
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</tbody>
</table>

#### WYANDOTTE COUNTY FUNDS

<table>
<thead>
<tr>
<th>Fund</th>
<th>2020 COVID Revenue Loss</th>
<th>2021 COVID Revenue Loss (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>County General Fund</td>
<td>$6,134,294</td>
<td>$4,126,751</td>
</tr>
<tr>
<td>Parks General Fund</td>
<td>$203,409</td>
<td>-</td>
</tr>
<tr>
<td>County Tax Levy Funds</td>
<td>$280,372</td>
<td>$204,588</td>
</tr>
<tr>
<td>Special Revenue Funds</td>
<td>$32,805</td>
<td>$38,757</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$6,650,880</strong></td>
<td><strong>$4,370,096</strong></td>
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</table>
UNIFIED GOVERNMENT-WIDE
Expenditures

$420.2M

- Operational expenses back on track in our road to recovery
$257.9M

- Personnel costs consume over 70% of our expenses, when incorporating some contractual labor
CITY/COUNTY GENERAL FUNDS BY Function

$257.9M

- Public safety is more than 50% of our total budget
Major Initiatives
Major Initiatives
8 Targeted Activities

1. Improve Quality of Life by Continuing Fight on Blight
2. Invest in Neighborhoods to Attract New Development
3. Maintain Equity-Centered Investment in Public Health
4. Engage Early, Provide Better Information, and Be Open
5. Address Public Safety through Community-Based Programs
6. Fill Positions to Improve Services and Other Commission Priorities
7. Address Workforce Culture and Compensation
8. Reinstate Cash-Funded Capital Purchases
INITIATIVE #1

Improve Quality of Life by Continuing Fight on Blight

CLEAN + COMPLETE STREETS
$24.2M

ABATEMENT + REHABILITATION
$3.6M

COMMUNITY DEVELOPMENT
$4.15M
**INITIATIVE #1**

**Improve Quality of Life by Continuing Fight on Blight**

- 5% Increase Required to Meet Federal EPA Consent Decree for Sanitary Services
- Contractual Cost of Living Increase of $0.25/month for Waste Management
INITIATIVE #2
Invest in Neighborhoods to Attract New Development

STORMWATER MANAGEMENT
$19,000,000

INFILL, AFFORDABLE HOUSING
$254,500

INFRASTRUCTURE FOR THE FUTURE
City $18,575,000
Sewer $40,799,000
INITIATIVE #2
Invest in Neighborhoods to Attract New Development

Previous Stormwater Fee

$4.50/month (residential)

$4.50/month (non-residential)
INITIATIVE #2
Invest in Neighborhoods
to Attract New Development

- Proposed Stormwater Fee
  - $6.00/month (residential)
- Future Permeable Surface Rate
  - $14.00/month (non-residential)
INITIATIVE #3
Maintain Equity-Centered Investment in Public Health

KEEP UP THE FIGHT AGAINST COVID-19

COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

PRIORITIZE GREATEST NEED
INITIATIVE #4
Engage Early, Provide Better Information, and Be Open

- COMMUNICATE MORE, ALWAYS LISTEN
- ENGAGE NETWORKS CREATIVELY
- MAKE IT EASY TO PROVIDE INPUT
INITIATIVE #5
Address Public Safety through Community-Based Programs

TRUST AND TRANSPARENCY
PARTNERSHIPS AND CAPACITY-BUILDING
COMMUNITY INTERACTION
### Initiative #6

**Fill Positions to Improve Services and Other Commission Priorities**

<table>
<thead>
<tr>
<th>Fill Key Positions Held Vacant</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Department</td>
<td>27</td>
</tr>
<tr>
<td>Lifeguards</td>
<td>Private Contract</td>
</tr>
<tr>
<td>Streets</td>
<td>10</td>
</tr>
<tr>
<td>Parks</td>
<td>6</td>
</tr>
<tr>
<td>Technology</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>48 Positions</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New and Unfilled Positions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacancies Left Open</td>
<td>173</td>
</tr>
<tr>
<td>Police Department Positions to Refill</td>
<td>27</td>
</tr>
<tr>
<td>Streets/Park/Technology Positions Being Filled</td>
<td>21</td>
</tr>
<tr>
<td>Realigned Positions</td>
<td>36.75</td>
</tr>
<tr>
<td></td>
<td><strong>Total Unfilled 88.25 Positions</strong></td>
</tr>
</tbody>
</table>
**INITIATIVE #6**

Fill Positions to Improve Services and Other Commission Priorities

- As of July 2021, the Unified Government had **323 vacancies** (up from 275 vacancies in July 2020)
INITIATIVE #7
Address Workforce Culture and Compensation – $10M

- COST OF LIVING & HEALTH INSURANCE INCREASES FOR STAFF
- COMPETITIVE COMPENSATION AND RETENTION PROGRAMS
- DIVERSITY, EQUITY, & INCLUSION
INITIATIVE #8
Reinstate Cash-Funded Capital Purchases

PRE-COVID DEFERRED MAINTENANCE

PUBLIC SAFETY

CATCH UP ON BASIC EQUIPMENT REPLACEMENT
2021 AMENDED / 2022 PROPOSED BUDGET

Budget Calendar

- **MARCH 4, 2021**
  - Budget Strategic Planning Session

- **MARCH 11, 2021**
  - Community Development Block Grant Public Hearing (#1)

- **APRIL 22, 2021**
  - Capital Maintenance and Improvement Plan Special Session (#1)

- **APRIL 29, 2021**
  - Capital Maintenance and Improvement Plan Special Session (#2)

- **MAY 6, 2021**
  - 2022 Budget Workshop (#1)

- **MAY 20, 2021**
  - 2022 Budget Workshop (#2)

- **JULY 1, 2021**
  - 2022 Budget Workshop (#3)

- **JULY 15, 2021**
  - 2022 Budget Workshop (#4)

- **JULY 29, 2021**
  - Community Development (#2) and American Rescue Plan (#1) Hearings

- **AUGUST 5, 2021**
  - Community Development Hearing (#3)

- **AUGUST 12, 2021**
  - ARPA Immediate Needs and Prioritization Workshop

- **AUGUST 19, 2021**
  - Administrator’s Budget Presentation

- **AUGUST 26, 2021**
  - Accept ARPA Grant Funds and Adopt ARPA Immediate Needs

- **SEPTEMBER 2, 2021**
  - 2022 Budget Workshop (#6)

- **SEPTEMBER 7, 2021**
  - Exceeding Revenue Neutral Rate and Budget Hearing

- **SEPTEMBER 9, 2021**
  - Budget Adoption