# UG FORWARD

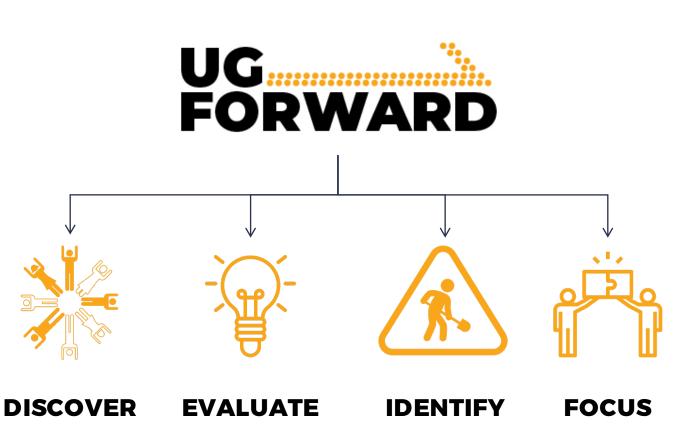


2023 Unified Government PROPOSED Budget

Special Session | August 4, 2022

# 2023 BUDGET PROCESS Reimagining the Next 25 Years

- **DISCOVER** new ways to strengthen engagements among residents, local government, and the business community.
- **EVALUATE** the current organization and identify areas for improvement while highlighting and capitalizing on the strengths that will benefit our citizens.
- **IDENTIFY** economic development opportunity that create access, equity and shared prosperity
- **FOCUS** on superior customer service as a daily practice.







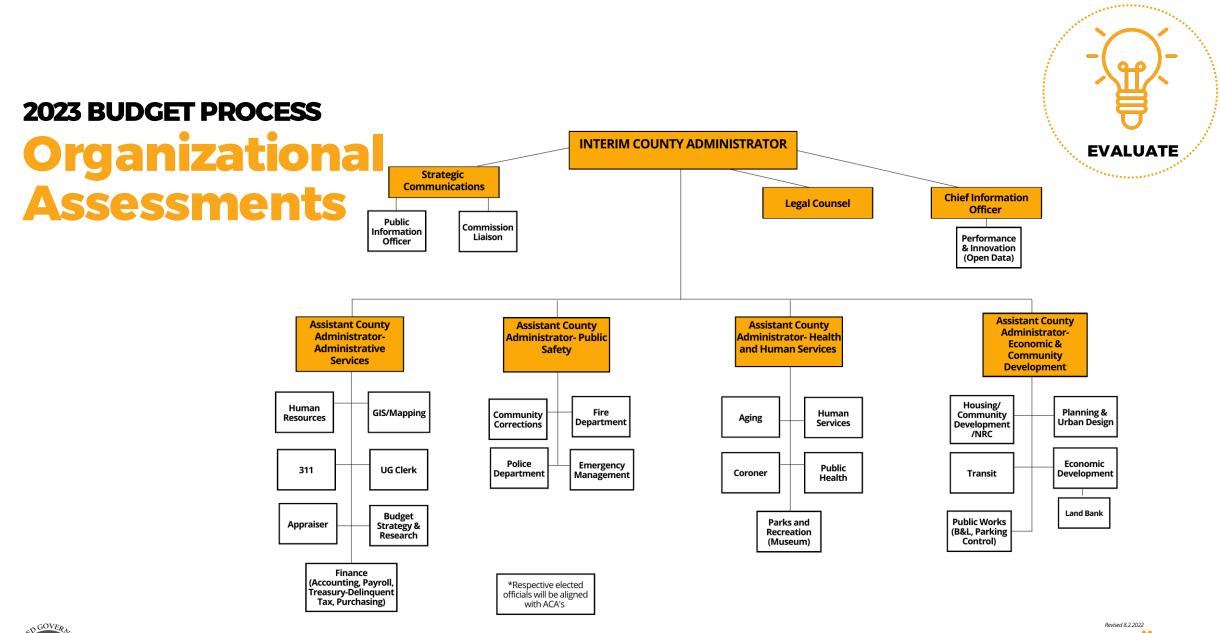
# 2023 BUDGET PROCESS More Engagement and Strategy











2023 Unified Government PROPOSED Budget



# 2023 BUDGET PROCESS Economic Development & Customer Service

- IDENTIFY: Identifying an Economic Development Strategic Plan
  - Create access, equity, and shared prosperity
  - Attract development that brings true community benefit
  - Monitor compliance with ongoing development agreements
- FOCUS: Focusing on Superior Customer Service as a Daily Practice









# 2023 BUDGET PROCESS Building for Our Future

- Honing focus on the Commission Priorities to drive decision-making throughout the organization
- Prioritizing community needs in our recovery from a public health crisis
- Addressing systemic issues in a post-pandemic world for our fiscal sustainability and resiliency
- TRANSITIONAL Commission needs to contemplate structural changes for long-term sustainability in the City General Fund

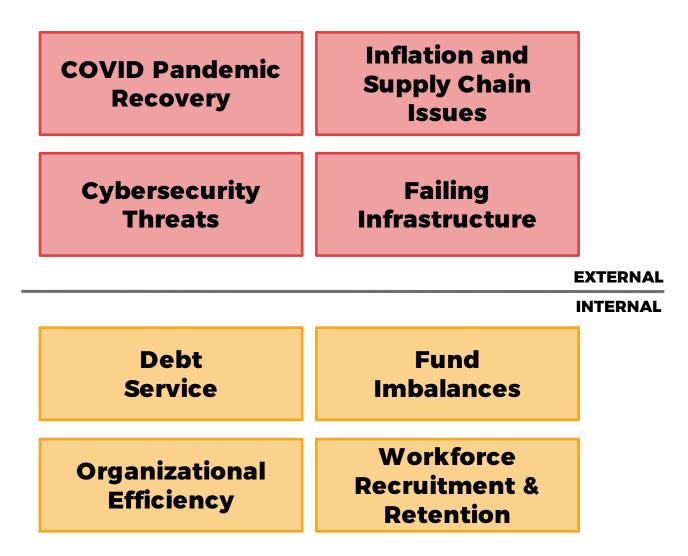






# 2023 BUDGET PROCESS Facing Systemic Challenges

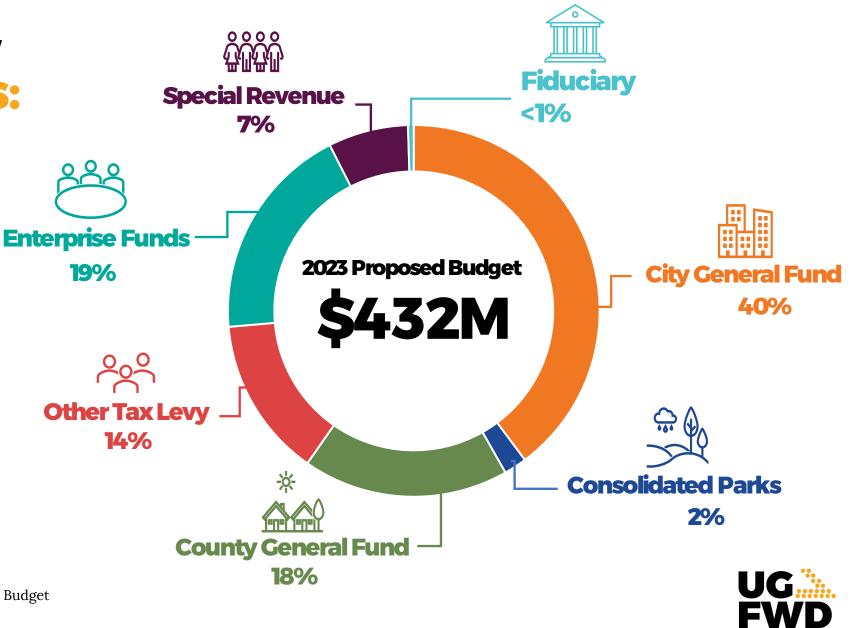
- Consumer prices up 8.6% year over year (May 2022 US Bureau of Labor Statistics)
- Supply chain delays and significant increases in costs of projects, equipment
- Significant increases in costs:
  - Energy Commodities 60%
  - Building & Maintenance Materials -20%
  - Asphalt & Concrete 21%
  - Outside Vendor Costs 30% to 40%

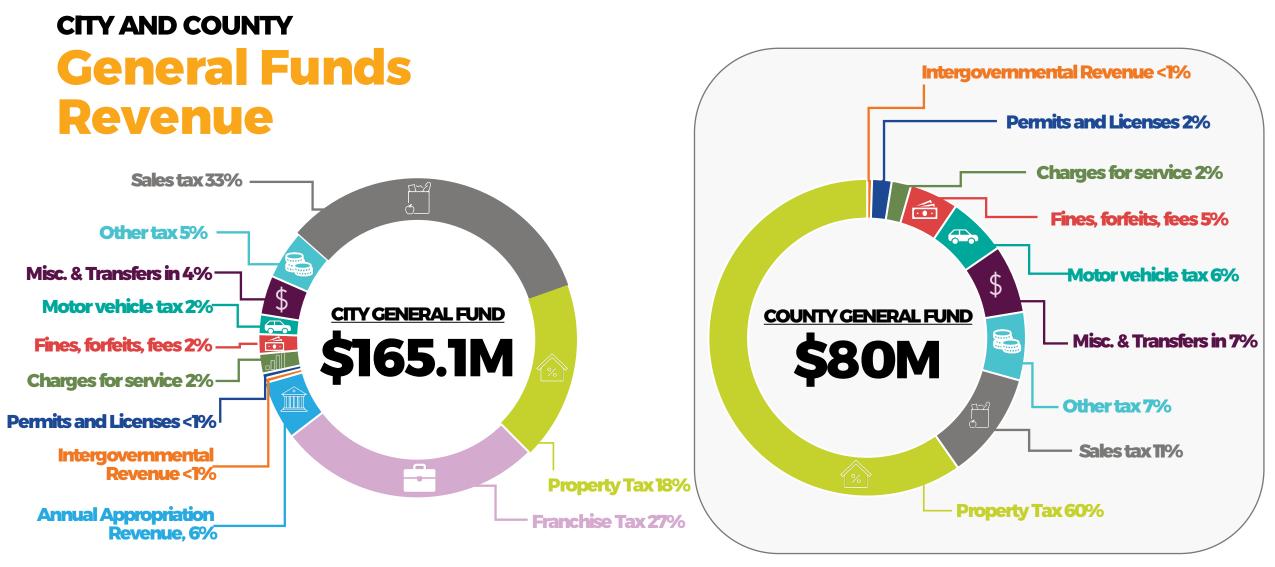






# 2023 BUDGET OVERVIEW Expenditures: All Funds









#### GENERAL FUND - CONSOLIDATED 2023 CAO RECOMMENDATION

2023 BUDGET OVERVIEW				
Consolio	dated			
General	Fund			

- City General is not in balance
- County General is in Balance

	CITY	(	COUNTY	PARKS	С	OMBINED
REVENUES						
Tax Revenue	139,226,227		68,161,241	3,007,447		210,394,915
Permits And Licenses	1,398,950		1,190,500	-		2,589,450
Intergovernmental revenues	825,000		60,650	4,460,000		5,345,650
Charges for Services	3,724,482		1,734,400	858,200		6,317,082
Fines/Ferfeits/Fees	2,684,250		3,544,400	-		6,228,650
Interest Income	800,000		4,300,000	-		5,100,000
Miscellaneous Revenues	1,608,491		159,500	112,000		1,879,991
Reimbursements	1,817,970		1,112,280	1,350		2,931,600
Other Financing Sources	3,136,000		1,200	-		3,137,200
TOTAL REVENUES & SOURCES	\$ 155,221,370	\$	80,264,171	\$ 8,438,997	\$	243,924,538
EXPENDITURES						
Personnel Costs	123,500,000		53,450,000	4,750,000		181,700,000
Contractual Services	19,434,620		18,819,252	1,968,466		40,222,338
Commodities	3,889,572		2,485,781	665,150		7,040,503
Capital Outlay	5,341,932		2,192,540	1,156,491		8,690,963
Grants, Claims, Shared Revenue	5,787,336		1,198,827	10,005		6,996,168
Debt Service	638,227		-	-		638,227
Transfers, Other	514,480		1,808,018	16,110		2,338,608
Reserves	350,000		275,051	150,000		775,051
TOTAL EXPENDITURES & USES	\$ 159,456,167	\$	80,229,469	\$ 8,716,222	\$	248,401,858
NET CHANGE IN FUND BALANCE	\$ (4,234,797)	\$	34,702	\$ (277,225)	\$	(4,477,320)
CASH-BASIS FUND BALANCE						
Beginning of year	\$ 21,427,915	\$	12,402,463	\$ 1,567,776	\$	35,398,154
End of year	\$ 17,193,118	\$	12,437,165	\$ 1,290,551	\$	30,920,834
ACFR FUND BALANCE						
Beginning of year	\$ 36,316,850	\$	15,443,487	\$ 1,912,800	\$	53,673,137
End of year	\$ 32,082,053	\$	15,478,189	\$ 1,635,575	\$	49,195,817
Reserve % of Expenditures	20.1%		19.3%	18.8%		19.8%





# 2023 BUDGET OVERVIEW City General Fund

#### FROM BASE 2022 ORIGINAL BUDGET

- 4% Decrease in Revenue
- 2% Decrease in Expenditures
- Solid Waste Enterprise Fund Removed from City General Fund ~\$8M
- Includes \$2M in Support of EMS Enterprise Fund Personnel

Account Type Description	2020 Actual	2021 Actual	2022 Original	2022 Amended	2023 Budget
Revenues					
41 - Tax Revenue	\$117,820,060	\$126,651,142	\$139,205,602	\$143,137,400	\$149,067,824
42 - Permits And Licenses	<b>\$1</b> ,136,610	\$1,383,982	\$1,285,800	\$1,352,300	\$1,398,950
43 - Intergovernmental Revenues	\$886,540	\$15,762,575	\$10,596,533	\$4,470,802	\$825,000
44 - Charges for Services	\$11,606,813	\$11,681,312	\$12,435,125	\$12,267,500	\$3,724,482
45 - Fines/Forfeits/Fees	\$2,057,472	\$2,376,984	\$2,445,000	\$2,914,250	\$2,684,250
46 - Interest Income	\$464,942	\$627,145	\$460,000	\$700,000	\$800,000
47 - Miscellaneous Revenue	\$2,983,876	\$3,514,385	\$1,530,355	\$1,573,581	\$1,608,491
48 - Reimbursements	0	0	\$1,774,190	\$1,818,190	\$1,817,970
49 - Other Financing Sources	\$8,310,496	\$2,631,229	\$2,336,000	\$2,336,000	\$3,136,000
Total Revenues	\$145,266,809	\$164,628,754	\$172,068,605	\$170,570,023	\$165,062,966
Expenses					
51 - Personnel Costs	\$105,395,157	\$115,317,064	\$119,854,138	\$118,800,000	\$123,500,000
52 - Contractual Services	\$20,468,106	\$29,551,588	\$27,229,546	\$27,636,136	\$19,434,620
53 - Commodities	\$4,087,426	\$3,637,256	\$3,506,234	\$4,039,646	\$3,889,572
54 - Capital Outlay	\$1,342,769	\$1,667,052	\$3,474,352	\$11,776,902	\$5,341,932
55 - Grants, Claims, Shared Revenue	\$4,511,366	\$4,291,756	\$6,032,336	\$5,817,170	\$5,787,336
56 - Debt Service	\$154,625	\$104,222	\$11,046,623	\$10,117,373	\$10,479,824
57 - Nonexpense Items	\$3,408,708	\$3,398,900	\$944,480	\$1,584,480	\$514,480
58 - Reserves	0	0	\$350,000	\$350,000	\$350,000
Total Expenses	\$139,368,157	\$157,967,838	\$172,437,709	\$180,121,708	\$169,297,764
Net Change in Fund Balance	\$5,898,652	\$6,660,916	<mark>(</mark> \$369,104)	<mark>(</mark> \$9,551,685)	(\$4,234,798)
Cash Basis Ending Fund Balance	\$24,318,684	\$30,979,600	\$31,688,279	\$21,427,915	\$17,193,117
ACFR Ending Fund Balance	\$36,418,205	\$45,868,535	\$43,787,800	\$36,316,850	\$32,082,052





# 2023 BUDGET OVERVIEW County General Fund

#### FROM BASE 2022 ORIGINAL BUDGET

- 6.4% Increase in Revenue
- 4.8% Increase in Expenditures
- Includes .75 Mill Drop
  - 0.5 Mill Reduction
  - 0.25 Mill Transfer to Parks

Account Type Description	2020 Actual	2021 Actual	2022 Original	2022 Amended	2023 Budget
Revenues					
41 - Tax Revenue	\$55,317,224	\$60,731,730	\$61,419,069	\$62,706,365	\$68,161,241
42 - Permits And Licenses	\$913,696	\$1,014,350	\$1,166,000	\$1,156,000	\$1,190,500
43 - Intergovernmental Revenues	\$58,115	\$6,185,541	\$4,192,401	\$2,621,868	\$60,650
44 - Charges for Services	\$1,220,048	\$1,346,376	\$1,887,350	\$1,614,350	\$1,734,400
45 - Fines/Forfeits/Fees	\$2,562,517	\$3,356,204	\$3,009,514	\$3,624,314	\$3,544,400
46 - Interest Income	\$2,413,850	\$2,921,785	\$2,150,000	\$3,700,000	\$4,300,000
47 - Miscellaneous Revenue	\$1,080,893	\$1,175,380	\$157,225	\$158,725	\$159,500
48 - Reimbursements	0	0	\$1,019,580	\$1,108,880	\$1,112,280
49 - Other Financing Sources	0	\$16,032	\$1,200	\$1,200	\$1,200
Total Revenues	\$63,566,343	\$76,747,398	\$75,002,339	\$76,691,702	\$80,264,171
Expenses					
51 - Personnel Costs	\$44,591,255	\$47,674,031	\$52,858,558	\$51,966,767	\$53,450,000
52 - Contractual Services	\$13,660,212	\$14,195,454	\$17,006,665	\$17,924,132	\$18,819,252
53 - Commodities	\$1,316,958	\$1,729,569	\$1,969,525	\$2,484,346	\$2,485,751
54 - Capital Outlay	\$863,911	\$1,323,007	\$1,799,500	\$2,560,211	\$2,192,540
55 - Grants, Claims, Shared Revenue	\$1,089,448	\$843,391	\$1,176,752	\$1,132,552	\$1,198,827
57 - Nonexpense Items	\$5,793,840	\$2,410,538	\$2,008,018	\$1,858,018	\$1,808,018
58 - Reserves	0	0	\$275,051	\$275,051	\$275,051
Total Expenses	\$67,315,624	\$68,175,990	\$77,094,069	\$78,201,076	\$80,229,438
Net Change in Fund Balance	(\$3,749,281)	\$8,571,408	<mark>(</mark> \$2,091,730)	(\$1,509,375)	\$34,733
Cash Basis Ending Fund Balance	\$5,340,430	\$13,911,838	\$5,953,284	\$12,402,463	\$12,437,197
ACFR Ending Fund Balance	\$7,794,446	\$16,952,862	\$8,407,300	\$15,443,487	\$15,478,221



# 2023 BUDGET OVERVIEW County Parks Fund

#### FROM BASE 2022 ORIGINAL BUDGET

- 16% Increase in Revenue
- 5% Increase in Expenditures
- Includes Additional Operating and Maintenance Commitment in Personnel and Operating
- Increased Transfer from City General 8%

Account Type Description	2020 Actual	2021 Actual	2022 Original	2022 Amended	2023 Budget
Revenues					
41 - Tax Revenue	\$2,085,908	\$2,250,558	\$2,273,482	\$2,315,952	\$3,007,447
43 - Intergovernmental Revenues	\$3,400,000	\$3,473,409	\$4,150,000	\$4,250,000	\$4,460,000
44 - Charges for Services	\$483,072	\$764,641	\$788,700	\$828,200	\$858,200
47 - Miscellaneous Revenue	\$124,055	\$112,193	\$100,100	\$112,000	\$112,000
48 - Reimbursements	0	0	\$750	\$750	\$1,350
Total Revenues	\$6,093,035	\$6,600,801	\$7,313,032	\$7,506,902	\$8,438,997
Expenses					
51 - Personnel Costs	\$4,086,500	\$4,040,439	\$5,155,116	\$4,000,000	\$4,750,000
52 - Contractual Services	\$605,897	\$1,222,513	\$1,474,436	\$1,637,920	\$1,968,466
53 - Commodities	\$494,280	\$550,499	\$570,361	\$607,939	\$665,150
54 - Capital Outlay	\$12,923	\$269,509	\$1,035,000	\$1,115,000	\$1,156,491
55 - Grants, Claims, Shared Revenue	0	\$7,641	\$10,005	\$10,005	\$10,005
57 - Nonexpense Items	0	\$152,172	\$122,791	\$122,791	\$16,110
58 - Reserves	0	0	\$5,000	\$150,000	\$150,000
Total Expenses	\$5,199,600	\$6,242,773	\$8,372,709	\$7,643,655	\$8,716,222
Net Change in Fund Balance	\$893,435	\$358,028	(\$1,059,677)	(\$136,753)	(\$277,225)
Cash Basis Ending Fund Balance	\$1,346,501	\$1,704,529	\$283,842	\$1,567,776	\$1,290,551
ACFR Ending Fund Balance	\$1,441,033	\$2,049,553	\$378,374	\$1,912,800	\$1,635,575





## 2023 BUDGET OVERVIEW New Capital Items

City General Fund	NEW Turner Fire Station \$600K	Fleet Center Resurfacing \$480K	Vehicle/ Body-Worn Cameras \$350K	Annual Pavement Preservation \$1.2M
County General Fund	Park Lake Patrol/Rescue Boat & Trailer \$150K	Loring Pavement Preservation \$300K	APX Radios \$974K	Eight (8) Sheriff Vehicles \$250K
ARPA	Wyandotte County Park Trail \$700K	Pierson Park Trail \$700K	8 <sup>th</sup> Street Park \$6.2M	Courthouse Air Handling System \$2.5M





#### **GENERAL FUND - CONSOLIDATED**

#### 2023 CAO RECOMMENDATION AND BASELINE FORECAST

	2023			2024		2025		2026			2027
	Proposed			Forecast		Forecast		Forecast			Forecast
									1 [		
REVENUES											
Tax Revenue	210,394,9			220,086,727		228,599,471		237,242,384			246,138,318
Permits And Licenses	2,589,4			2,672,862		2,755,463		2,840,650			2,927,639
Intergovernmental revenues	5,345,6			5,370,720		5,396,541		5,423,137			5,450,531
Charges for Services	6,317,0			6,689,710		7,086,416		7,508,801			7,958,572
Fines/Ferfeits/Fees	6,228,6			6,445,596		6,637,870		6,835,879			7,039,795
Interest Income	5,100,0			5,171,400		5,300,685		5,433,202			5,569,032
Miscellaneous Revenues	1,879,9			1,945,471		2,003,505		2,063,270			2,124,818
Reimbursements	2,931,6			3,080,937		3,236,646		3,398,957			3,568,113
Other Financing Sources	3,137,2			3,137,200		3,137,200		3,137,200			3,137,200
TOTAL REVENUES & SOURCES	\$ 243,924,53	8	\$	254,600,622		\$ 264,153,797	\$	273,883,482	11	\$	283,914,020
% Change				4.4%		3.8%		3.7%	] [		3.7%
EXPENDITURES											
Personnel Costs	181,700,0	0		190,823,410		199,183,649		207,326,663			216,113,580
Contractual Services	40,222,3	8		41,591,217		42,858,816		44,169,889			45,526,157
Commodities	7,040,5	03		7,237,942		7,416,374		7,599,207			7,786,549
Capital Outlay	8,690,9	53		9,820,788		11,176,010		12,668,830			13,152,756
Grants, Claims, Shared Revenue	6,996,1	58		7,094,114		7,193,432		7,294,140			7,396,258
Debt Service	638,2	27		638,787		637,907		641,127			637,789
Transfers, Other	2,338,6	08		2,338,608		2,338,608		2,338,608			2,338,608
Reserves	775,0	51				-		-			-
TOTAL EXPENDITURES & USES	\$ 248,401,85	8	Ś	259,544,866		\$ 270,804,796	\$	282,038,464	┥┟	\$	292,951,697
	÷ 240,401,00	-	Ŷ	4.5%		4.3%	-	4.1%	┨┠	Ŷ	3.9%
% Change				4.5%		4.3%		4.1%			3.9%
NET CHANGE IN FUND BALANCE	\$ (4,477,32	0)	\$	(4,944,244)		\$ (6,650,999)	\$	(8,154,983)		\$	(9,037,677)
CASH-BASIS FUND BALANCE											
Beginning of year	\$ 35,398,1	4	\$	30,920,834		\$ 25,976,590	s	19,325,591		\$	11,170,609
End of year	\$ 30,920,83	_	\$	25,976,590		\$ 19,325,591	\$	11,170,609		\$	2,132,932
ACFR FUND BALANCE		ĪĒ							] [		
	C 52 572 4	_	~	40 105 017		0 44 351 573		27 000 574		~	20 445 502
Beginning of year	\$ 53,673,1	_ +	\$	49,195,817		\$ 44,251,573	\$	37,600,574	┥╽	\$	29,445,592
End of year	\$ 49,195,81		\$	44,251,573		\$ 37,600,574	\$	29,445,592	ļ	\$	20,407,915
Reserve % of Expenditures	19.8	%		17.0%		13.9%		10.4%			7.0%

2023 and Forecast excludes debt reserve.



2023 Unified Government PROPOSED Budget

**2023 BUDGET OVERVIEW** 

Long-Range Forecast



# 2023 BUDGET OVERVIEW Prepare for Uncertainty

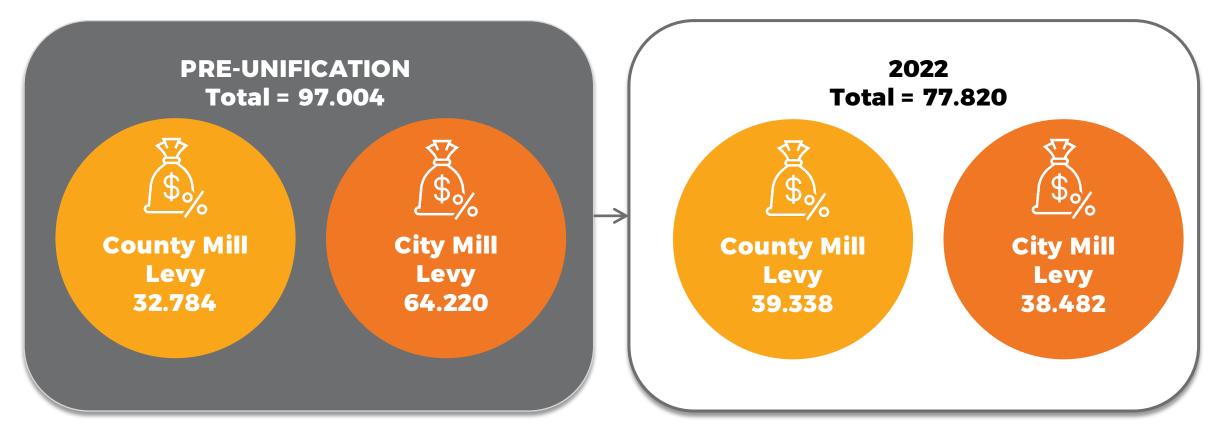
General Fund MINIMUM RESERVES POLICY					
Operating	2 months - 17%				
Emergency	1 month – 8%				
Total Reserve3 months - 25%					
*Use of reserves should be for one-time expenditures					

<b>General Fund</b>	CITY	COUNTY	PARKS & REC	COMBINED
Revenues	\$155,221,369	\$80,264,171	\$8,438,997	\$243,924,538
Expenditures	\$159,456,167	\$80,229,469	\$8,716,222	\$248,401,858
Net Change in Fund Balance	(4,234,798)	34,702	(277,225)	(4,477,320)
Cash-Basis Fund Balance				
Beginning of year	\$21,427,915	\$12,402,463	\$1,567,776	\$35,398,155
End of year	\$17,193,118	\$12,437,165	\$1,290,551	\$30,920,834
ACFR Fund Balance				
Beginning of year	\$36,316,850	\$15,443,487	\$1,912,800	\$53,673,138
End of year	\$32,082,053	\$15,478,189	\$1,635,575	\$49,195,817
Reserve % of Expenditures	20.1%	19.3%	18.8%	19.8%





## 2023 BUDGET PROCESS Reflecting on 25 Years



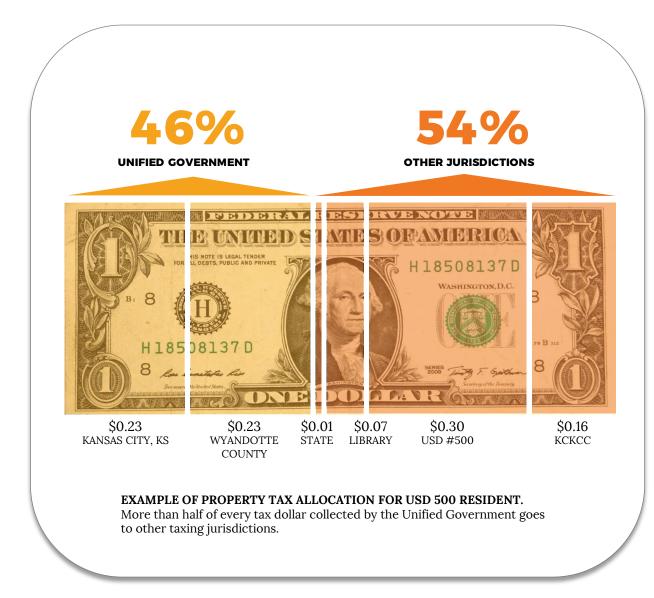




#### PROPERTY TAX BURDEN

# Awareness and Understanding

- Difficult to compare mill rates with other communities due to the value per mill, services provided, population and geographic area of a city.
- Generally, UG taxes are in line with or lower than other Kansas communities by comparison.
- UG levies less than half of the overall annual property tax bill on the community.







#### **PROPERTY TAX BURDEN**

# Awareness and Understanding

#### **REAL ESTATE PROPERTY TAX EQUATION**

Value Per Mill\* x Mills = Collected Tax Revenue \*Value Per Mill = Assessed Value / 1,000

СІТҮ	1 MILL REVENUE	POP PER SQUARE MILE	TAX PER CAPITA	TAX PER SQUARE MILE
Wichita	\$3,938,087.85	2,459	\$318.48	\$783,217
Overland Park	\$3,778,438.96	2,619	\$279.10	\$730,923
Olathe	\$2,137,039.32	2,375	\$366.42	\$870,075
Kansas City, KS	\$1,329,255.09	1,224	\$334.91	\$409,821
Topeka	\$1,169,618.83	2,070	\$375.04	\$776,377
Lawrence	\$1,138,458.49	2,933	\$384.97	\$1,129,299

COUNTY	1 MILL REVENUE	POP PER SQUARE MILE	TAX PER CAPITA	TAX PER SQUARE MILE
Johnson	\$11,387,996.91	1,250	\$490.63	\$613,291
Sedgwick	\$5,311,195.88	525	\$297.79	\$156,459
Shawnee	\$3,532,284.46	328	\$478.13	\$156,680
Douglas	\$1,523,321.45	262	\$592.54	\$155,446
Wyandotte	\$1,445,590.48	1,058	\$344.55	\$364,431
Leavenworth	\$762,689.33	178	\$342.72	\$343





# 2023 BUDGET OVERVIEW Commission Priorities





2023 Unified Government PROPOSED Budget



## 2023 COMMISSION PRIORITIES Invest in Our Streets

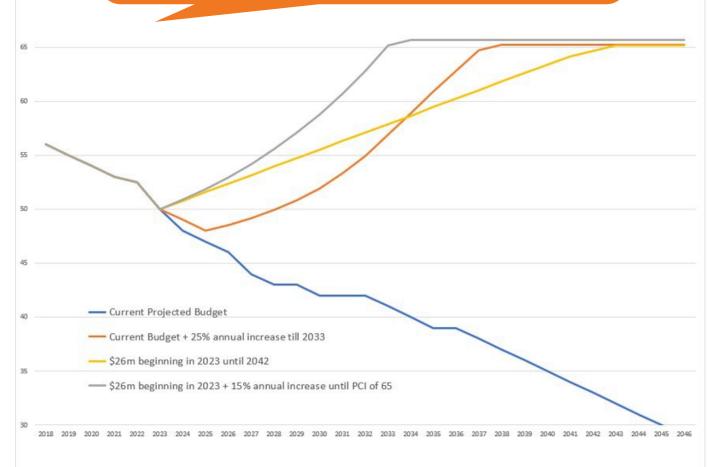
#### INVESTMENT

ANNUAL 25% ADDITIONAL STREETS INVESTMENT						
Budget	Incremental Increase	Cumulative from 2022 \$8M Base				
2023	\$2,000,000	\$2,000,000				
2024	\$2,500,000	\$4,500,000				
2025	\$3,125,000	\$7,625,000				
2026	\$3,906,000	\$11,531,000				
2027	\$4,883,000	\$16,414,000				
2028	\$6,104,000	\$22,518,000				
2029	\$7,629,000	\$30,147,000				
2030	\$9,537,000	\$39,684,000				

#### RESULT

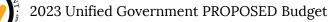
• Target: PCI of 65 by 2038

Maintenance of city streets is the top priority, with 72% of respondents ranking it the most important community service priority in all eight districts



all budget projections inlcude 3% annual inflation increase



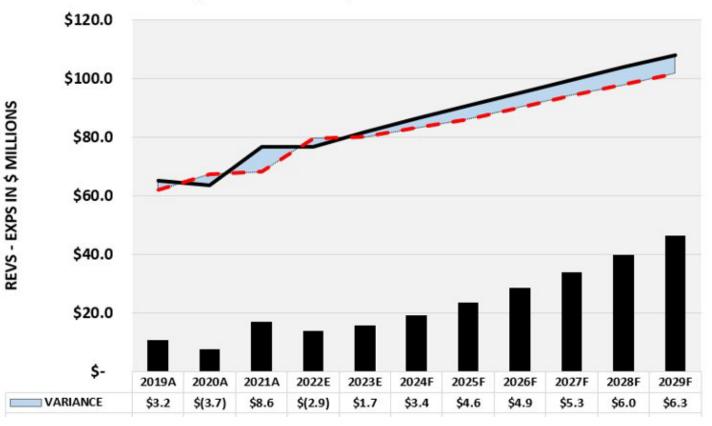


#### Taxes - lower taxes and BPU PILOT, find revenue streams outside of taxes, find efficiencies

## 2023 COMMISSION PRIORITIES County Tax Relief

#### COUNTY GENERAL FUND REVENUES, EXPENDITURES, AND ACFR FUND BALANCE

- Incremental and strategic mill reduction
- Revenues in County growing faster than expenditures
- ½ Mill Reduction = \$7.20 savings (annually for a \$125K residential property\*)
  - \* The 2022 median value for a Wyandotte County single-family property is ~\$125,000







# 2023 COMMISSION PRIORITIES Innovation & Resiliency

#### INVESTMENT

- Personnel increases
- Compensation and classification study
- Economic Development Strategic Plan
- New grant writer position
- Cyber security team & enhancements
- \$7M in ARPA revenue for grant matches
- Paying off WPC loan from City General Fund

#### RESULT

- Competitive hiring and recruitment
- Streamlined workforce
- Strategic investment in our development
- Ability to capture federal grant dollars
- Protect information and operational security

**Residents strongly support several workforce priorities**,

including competitive pay

- Continuing to stabilize the community
- Loan payoff frees capacity in the City General Fund







# 2023 COMMISSION PRIORITIES Invest in Our Parks

Access to walking and biking trails, park equipment youth, adult and senior programs are all top priorities for Parks & Recreation

Cleanliness and appearance across our community was a top priority and opportunity for improvement

#### INVESTMENT

- Personnel:
  - Community Center
  - Aquatics Maintenance
  - Athletic Field Maintenance
  - General Maintenance
- Enhanced Capital & Operating Investment
- City Beautification Pilot Initiative

#### RESULT

- Community Centers open more hours, resume building reservations, and more programming
- Ability to properly maintain park amenities, including an additional spray park
- Assisting with beautification and improving the appearance of the community



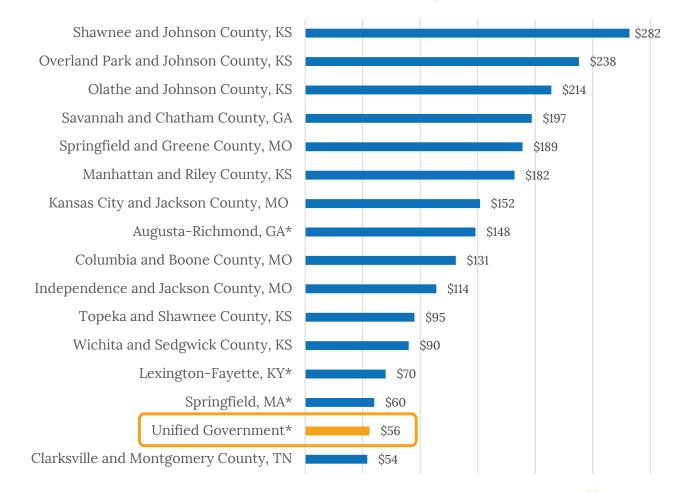


# PARKS & RECREATION Needed investment

Out of surveyed communities, UG Parks and Recreation funding allocations are among the lowest per capita investment.

• Surrounding regional communities on average spend <u>more than double</u> the UG allocation.

#### City & County - Parks per Capita COMMUNITY COMPARISONS. 2022



KCK Population for Comparison ~ 156,600





# Thank you.



Special Session August 4, 2022



2023 Unified Government PROPOSED Budget