



City of Kansas City, Missouri

Docket Memo

Ordinance/Resolution #: 230893

Submitted Department/Preparer: City Manager's Office

Revised 8/3/23

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 2025-2029 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.

Discussion

The first Citywide Business Plan was launched on November 26, 2013 with the City Council's passage of Resolution No. 130890. Through this resolution, the council not only adopted the first annual Financial Strategic Plan, but also approved the Five-Year Planning Model as the tool to evaluate financial and operational alternatives through the planning and budgeting process. In April 2014, the residents of Kansas city approved a change in the City Charter requiring the production of the Financial Strategic Plan and the Five-Year Planning Model every year. Most significantly, the Charter change marked an important first step in breaking a pattern of successive single-year fixes, often implemented without a long-term view.

This Citywide Business Plan consists of three components:

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

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

This new plan adds a fifth goal to the four included in the 2020-2024 plan and continues to use this hierarchy with five goals, 25 objectives, and 122 strategies.

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

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

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

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?
Not applicable

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)

Click or tap here to enter text.

Citywide Business Plan (CWBP) Impact

1. View the [FY23 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):
 - Reform the City's economic incentives to meet the policy objectives of the City Council
 - Ensure the resiliency of City government
 - Engage in workforce planning including employee recruitment, development, retention, and engagement
 - Ensure a responsive, representative, engaged, and transparent City government

Prior Legislation

Resolution No. 120879 - Stating the intention of the Mayor and City Council to adopt a long-term financial plan and provide for an annual review and update of the plan.

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 citywide survey and attend four resident engagement sessions to provide feedback on City goals and objectives.

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. Department staff certifies the submission of any applicable Affirmative Action Plans or Certificates of Compliance, Contractor Utilization Plans (CUPs), Non-Discrimination documents, and Letters of Intent to Subcontract (LOIs) to CREO prior to the legislation entry request in Legistar.

No - CREO's review is not applicable (Press tab after selecting)

Please provide reasoning why not:

This legislation is not rewarding a contract.

5. Does this legislation seek to approve a contract resulting from an Invitation for Bid?

No(Press tab after selecting)

6. Does this legislation seek to approve a contract resulting from a Request for Proposal/Qualification (RFP/Q)?

No(Press tab after selecting)