City Services Performance Report for Fiscal Year 2002

March 2003

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City Auditor's Office

City of Kansas City, Missouri

March 12, 2003

Honorable Mayor and Members of the City Council:

This is our second annual city services performance report. In this report we provide 2002 citizen survey results along with performance information in six broad categories: streets, public safety, parks, water and sewer, neighborhood livability, and overall quality of life. We worked with an advisory panel last year to select performance measures in these areas that focus on community conditions and service outcomes.

Our intent is for the performance information to provide balance and context for the survey data – both to be fair to city staff to address their concerns that survey results aren't a complete picture, and to be fair to citizens so that their perceptions are considered. Our report continues to be a work in progress. Some data are not available and some data are difficult to explain or interpret. However, we hope that this report encourages discussion about city performance. As we listen to and participate in that discussion, one of our objectives will be to continue to improve the clarity and utility of this report.

While the city faces challenges, we do not believe its service problems are intractable. We have seen some improvement in areas where the city has made an investment in time, money, or attention. For example, citizen satisfaction with property code enforcement has improved since 2000. Property codes have been a focus of the Mayor's ServiceFirst initiative and case closure rates have increased. Citizens are more satisfied with timeliness of towing abandoned cars, which has also been a focus of ServiceFirst. Citizen satisfaction with water services is above the average for the metropolitan area. The City Manager's KC-GO effort focused on water services and the department is working to improve service without increasing rates.

We appreciate the courtesy and cooperation of city, Police Department, and MAST staff in helping us to compile and assess the reliability of information. The audit team on this project was Anatoli Douditski, Joshua Farrar, Amanda Noble, Suzanne Polys, Joan Pu, and Vivien Zhi.

Mark Funkhouser
City Auditor

City Services Performance Report for Fiscal Year 2002

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Introduction

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Objectives

We conducted this project pursuant to Article II, Section 13 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties.

The purpose of this project is to report the 2002 citizen survey results along with performance indicators in six broad areas related to city services: streets, public safety, parks, water and sewer, neighborhood livability, and overall quality of life. Our aim was to highlight a few key performance indicators focusing on community conditions and outcomes to supplement citizen survey data.

We do not independently interpret and evaluate the performance information reported. In other words, the report does not say whether the city is doing a good or bad job in any of these areas. However, we hope the report encourages public discussion about city performance and expectations for performance. We also plan to use the information collected in deciding future audit topics.

Scope and Methodology

Survey Methodology

We contracted with ETC Institute to conduct a telephone survey to measure citizen satisfaction with city services and identify which services citizens think should receive most emphasis over the next two years. The telephone survey was conducted in October and November 2002 and administered to 1,200 households throughout the city. A total of 200 surveys were completed in each of the city's six council districts. Survey results have a 95 percent confidence level and a margin of error up to +/- 3 percent. This means that out of 100 samples drawn in the same manner, we would expect 95 to yield results within the specified error range.

The survey had an overall response rate of 55.2 percent. Compared to the 2000 Census for the city as a whole, the survey under represents African-Americans and over represents respondents in the "Other" category, which includes Asian/Pacific Islander, American Indian/Eskimo, and Hispanic respondents.

Comparison of Survey Respondent Demographics to 2000 Census - Gender

	Male	Female
Census	47.6%	52.4%
2002 Survey	45.6%	54.4%

Sources: ETC Institute DirectionFinder survey 2002 and Census 2000 Supplementary Survey Summary Tables.

Comparison of Survey Respondent Demographics to 2000 Census - Race

	White	Black/African American	Other
Census	59.6%	35.4%	5.0%
2002 Survey	60.7%	29.2%	10.1%

Sources: ETC Institute DirectionFinder survey 2002 and Census 2000 Supplementary Survey Summary Tables.

We report 2002 survey results compared to results from the two previous years, which the ETC Institute conducted in February 2000 and November 2001. These surveys also had overall 95 percent confidence levels and margins of error up to +/- 3 percent. Small differences between responses on the surveys could be due to sampling error. We note changes that are statistically significant.

For some survey questions, we provide benchmarking data from 19 other communities in the Kansas City metropolitan area and twelve other large cities – Arlington, Dallas, Denver, Fort Worth, Houston, Indianapolis, Minneapolis, Oklahoma City, San Antonio, St. Louis, Tulsa, and Wichita. ETC conducted citizen satisfaction surveys in these cities between July 2001 and December 2002. Surveys in the metropolitan area were conducted between December 2000 and December 2002. The benchmarking data provide some context for interpreting survey results.

Performance Indicators

The set of performance indicators we highlight in this report is not intended to be a complete set of performance measures for all users. We sought to limit the number of measures we report so the information is more accessible to the public and elected officials. Our focus is on a few critical measures in priority areas that are relevant to community conditions and citizen satisfaction.

Our objective was to consider performance information from a citizen's point of view rather than functional responsibility for service delivery. Therefore, responsibility for some of the service areas may overlap programs, departments, or jurisdictions.

An advisory panel of seven community representatives and two city staff assisted us in selecting performance indicators that focus on community conditions and program results. The panel met four times between September 14 and October 5, 2001, to discuss performance indicators that are central to quality of services or citizen satisfaction.

We selected indicators to report based on the panel's input and data availability. We compiled performance data for fiscal year 2002 and compared the results with the data we compiled last year.

Where possible we verified data by reviewing how data are collected and recorded, reviewing computer programs or calculations, performing calculations, or seeking confirmation from other sources.

Where available, we report targets, standards, or goals for the measures. For example, we report some benchmarks from the International City/County Management Association (ICMA) Comparative Performance Measurement FY 2001 Data Report. But for the most part, we did not collect comparable data from other cities due to time constraints and the difficulty of ensuring that data from other cities are reliable and comparable. This is our second City Services Performance Report.

We conducted this audit in accordance with generally accepted government auditing standards, with the exception of reporting the views of management concerning the audit. We sent a draft report to the City Manager for his review. No information was omitted from this report because it was deemed privileged or confidential.

Background

Performance measurement encourages accountability by providing information regarding use of public resources. The Governmental Accounting Standards Board (GASB) has encouraged governments to publicly report performance data to provide more complete information about the results of programs than is available in a budget or financial statement. Accessible and reliable information about government performance allows the public to build trust and confidence in their public institutions. Accessible and reliable performance information also supports decision-making and an engaged citizenry.

Elected officials and citizens can use performance information to decide how well the city is providing services. Comparisons can be made between current information and:

- Previous year's performance
- Agency targets or goals
- Technically developed standards or norms
- Similar jurisdictions
- Citizen expectations
- Similar private sector organizations
- Among geographical areas or client groups

While the performance information is useful in telling us how the city is doing, it does not tell us why the city is doing well or poorly. Many factors including funding, weather, population density, and vague or conflicting program goals can influence outcomes.

Results

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Summary of the 2002 Citizen Survey

Results of the 2002 citizen survey show little change from last year. About half (52 percent) of respondents rated their satisfaction with the overall quality of services provided by the city as a 4 or 5, where 5 means very satisfied. About half (53 percent) rated their satisfaction with the overall quality of life in the city as a 4 or 5, where 5 means very satisfied.

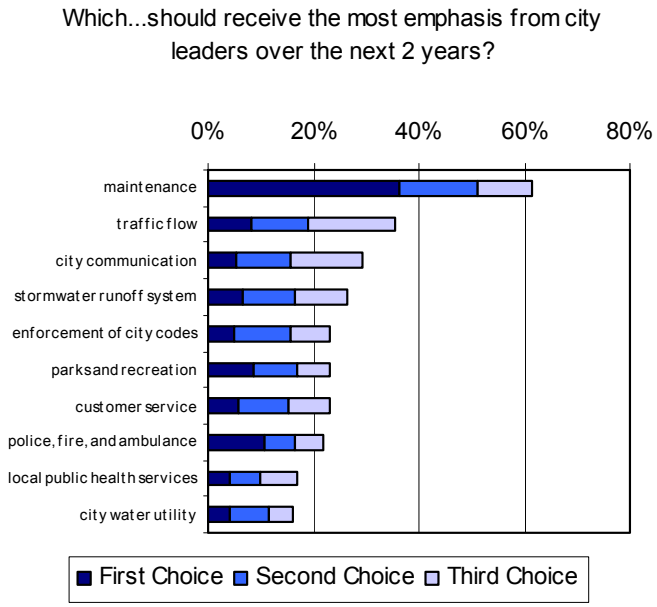
Citizen satisfaction continued to improve with the overall quality of the city's storm water runoff system. More citizens reported dissatisfaction with the overall flow of traffic. While survey results show some improvement, Kansas City residents continue to rate most services below the average of the other communities surveyed.

- 70 percent of respondents rated their satisfaction with the overall quality of the city's police, fire, and ambulance services as a 4 or 5, which is lower than the average metro area benchmarks, but consistent with the average of the other central US/regional large cities.
- 63 percent of respondents rated their satisfaction with the overall quality of city water and sewer utilities as a 4 or 5, which is higher than the average metro area benchmarks.
- 53 percent of respondents rated their satisfaction with the overall quality of the city's park and recreation services as a 4 or 5, which is lower than the average metro area benchmarks and lower than the average of the other central US/regional large cities. The percent of "don't know" responses decreased significantly for all questions related to parks.
- 50 percent of respondents rated their satisfaction with the overall quality of the customer service in Kansas City as a 4 or 5, which is lower than the average metro area benchmarks.
- 45 percent of respondents rated their satisfaction with the enforcement of the city codes as a 4 or 5, which is slightly lower than the metro area average, but consistent with the average of the other central US/regional large cities.
- 41 percent of respondents rated their satisfaction with the city stormwater runoff system as a 4 or 5, which is about the metro area average.
- 39 percent of respondents rated their satisfaction with the effectiveness of the city communication with the public as a 4 or 5, which is lower than the metro area average and

a little lower than the average of the other central US/regional large cities.

- 24 percent of respondents rated their satisfaction with the maintenance of streets/buildings as a 4 or 5, which is lower than the metro area average benchmarks and lower than the average of the other central US/regional large cities.

Maintenance again topped the list of areas that citizens think should receive the most emphasis over the next two years.

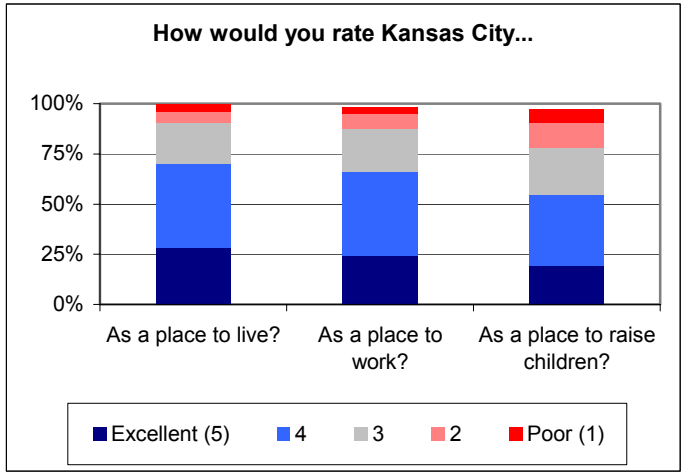


Source: ETC Institute, 2002 DirectionFinder Survey.

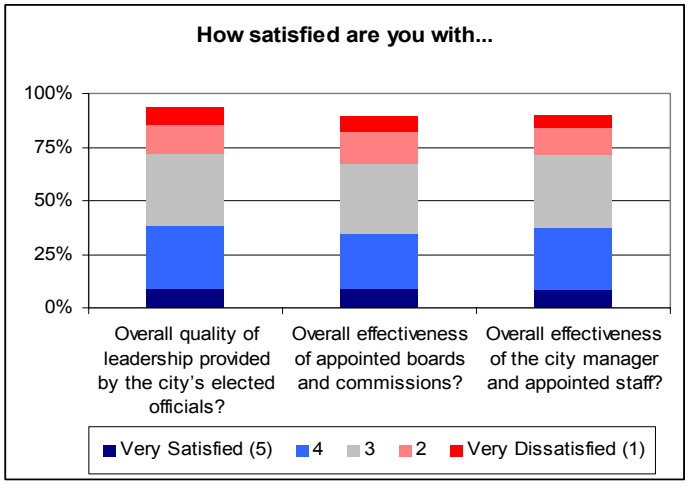
About 62 percent of those surveyed selected overall maintenance of city streets, buildings and facilities among their top three choices for leaders to emphasize over the next two years – 36 percent selected maintenance as their top choice. About 11 percent of respondents selected public safety (police, fire, and ambulance) as their first choice. This year we asked about priorities within service areas. Respondents selected maintenance of city streets and maintenance of streets in neighborhoods as the top maintenance priorities.

Citizen satisfaction with city leadership was also unchanged. Thirty-eight percent of respondents rated their satisfaction with the overall quality of leadership provided by elected officials as a 4 or 5, where 5 means very satisfied. Thirty-five percent of respondents rated the effectiveness of appointed boards as a 4 or 5; and 37 percent rated the overall effectiveness of the City Manager and appointed staff as a 4 or 5.

Most respondents continue to rate Kansas City as a good place to live and work. Respondents did not rate Kansas City as a place to raise children quite as well, but over half (55 percent) rated Kansas City as a 4 or 5 as a place to raise children where 5 means excellent.

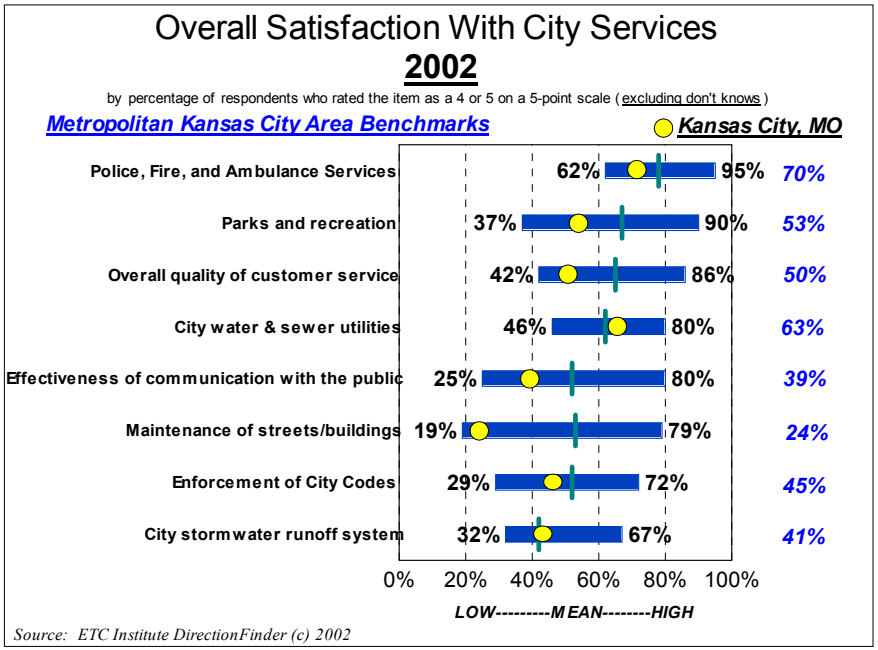


Source: ETC Institute, 2002 DirectionFinder Survey.



Source: ETC Institute, 2002 DirectionFinder Survey.

Benchmarking Data on Citizens' Overall Satisfaction with Major Categories of Services



Citizens' Overall Satisfaction with Major Categories of Services

	Very Satisfied (5)			4			3			2			Very Dissatisfied (1)			Don't Know		
How satisfied are you with:	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb-00	Nov 01	Oct 02	Feb-00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02
Overall quality of police, fire, and ambulance services?	34%	34%	30%	33%	35%	38%	19%	19%	20%	5%	5%	5%	3%	3%	4%	6%	3%	4%
Overall quality of city parks and recreation programs and facilities?	20%	21%	18%	34%	33%	32%	24%	25%	27%	8%	9%	11%	5%	4%	6%	9%	8%	6%
Overall maintenance of city streets, buildings and facilities?	8%	7%	8%	16%	16%	16%	32%	29%	27%	23%	27%	27%	21%	21%	23%	<1%	<1%	<1%
Overall quality of city water utilities?	23%	27%	24%	34%	37%	38%	23%	20%	21%	9%	8%	9%	9%	5%	7%	2%	2%	2%
Overall enforcement of city codes and ordinances?	13%	15%	13%	21%	26%	29%	31%	29%	30%	12%	11%	12%	11%	8%	9%	12%	11%	7%
Overall quality of customer service you receive from city employees?	20%	20%	16%	31%	30%	31%	22%	26%	25%	10%	9%	13%	9%	7%	10%	8%	7%	5%
Overall effectiveness of city communication with the public?	11%	13%	10%	25%	30%	27%	34%	32%	33%	15%	14%	16%	10%	8%	10%	5%	3%	4%
Overall quality of the city's stormwater runoff/stormwater management system?	11%	12%	11%	**20%**	25%	**29%**	27%	29%	29%	18%	15%	14%	15%	10%	12%	9%	9%	6%
Overall quality of local public health services?	16%	**19%**	**14%**	28%	32%	32%	25%	24%	27%	5%	**6%**	**10%**	4%	4%	6%	22%	15%	10%
Overall flow of traffic?	n/a	9%	9%	n/a	30%	26%	n/a	31%	31%	n/a	**17%**	**22%**	n/a	10%	11%	n/a	2%	1%

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

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Streets

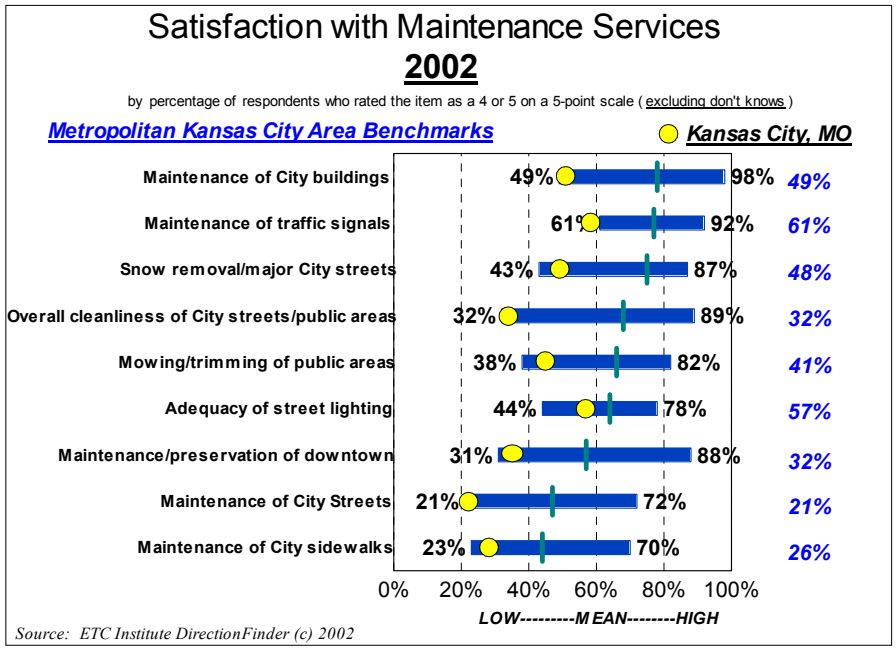
The Public Works Department maintains city streets, including resurfacing, patching potholes, clearing snow and ice, and cleaning roadside ditches. The department is also responsible for inspecting utility cuts, issuing traffic control and street closure permits, setting speed limits and intersection controls, and maintaining traffic signals and signs. Street services are primarily funded by city and state taxes. The city has about 5,900 lane miles of streets.

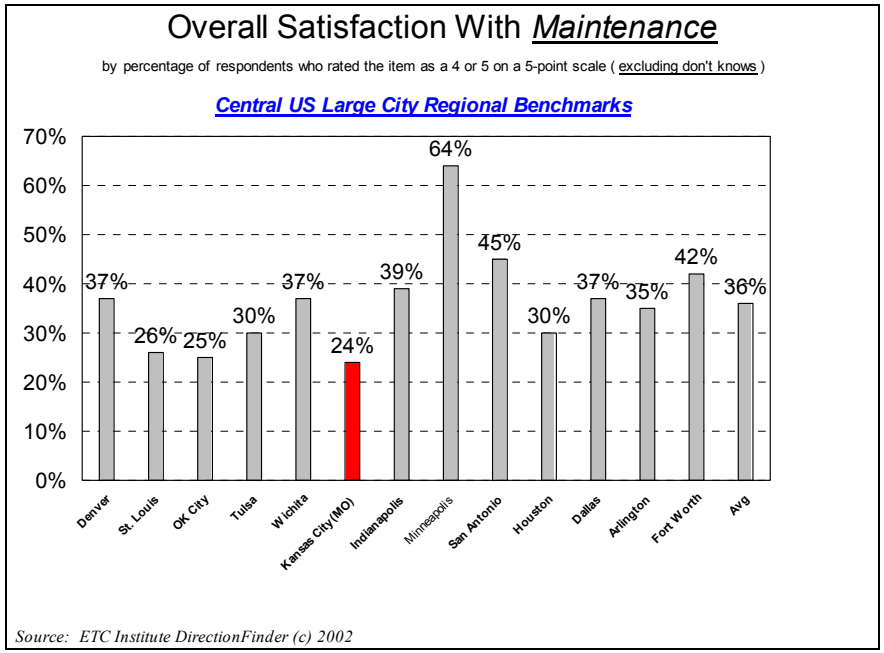
Public Works Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$83.2	$99.1	$105.2
FTE	388.8	403.4	391.7

Sources: Adopted Budgets 2002 and 2003 and Submitted Budget 2004.

Citizen Satisfaction Benchmarking Data





Citizen Satisfaction with Streets

How satisfied are you with:	Very Satisfied (5)			4			3			2			Very Dissatisfied (1)			Don't Know		
	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov-01	Oct-02
Maintenance of city streets?	**7%**	**4%**	6%	15%	16%	15%	**31%**	**25%**	21%	26%	28%	29%	**21%**	25%	**27%**	<1%	1%	1%
Maintenance of streets in your neighborhood?	n/a	10%	10%	n/a	23%	25%	n/a	23%	21%	n/a	22%	21%	n/a	21%	21%	n/a	1%	1%
Maintenance of sidewalks in the city?	6%	6%	6%	17%	21%	19%	29%	29%	31%	21%	20%	24%	**21%**	17%	**16%**	6%	6%	4%
Maintenance of street signs?	16%	12%	13%	35%	38%	36%	28%	31%	31%	12%	11%	10%	7%	6%	6%	2%	3%	3%
Maintenance of traffic signals?	**22%**	**16%**	16%	43%	41%	44%	24%	29%	26%	7%	7%	8%	3%	4%	5%	1%	2%	2%
Snow removal on major city streets?	**22%**	**13%**	14%	**39%**	37%	**33%**	**22%**	25%	**28%**	**9%**	**13%**	13%	6%	10%	9%	2%	2%	4%
Snow removal on streets in residential areas?	7%	6%	8%	17%	**16%**	**24%**	23%	24%	27%	24%	**26%**	**19%**	27%	**25%**	**17%**	2%	2%	4%
Mowing and tree trimming along city streets and other public areas?	12%	10%	10%	29%	31%	30%	28%	31%	32%	17%	16%	16%	11%	10%	9%	3%	2%	3%
Overall cleanliness of city streets and other public areas?	8%	7%	7%	24%	29%	25%	35%	36%	37%	19%	17%	20%	13%	9%	10%	1%	1%	2%
Adequacy of city street lighting?	**24%**	22%	**19%**	36%	41%	37%	23%	23%	24%	10%	9%	12%	6%	4%	6%	1%	1%	2%

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Maintenance Priorities

Which two of these maintenance items do you think should receive the most emphasis from city leaders over the next two years?

	First Choice	Second Choice	In Top Two
Maintenance of city streets	35%	9%	44%
Maintenance of streets in your neighborhood	8%	15%	23%
Snow removal on streets in residential areas	7%	12%	19%
Overall cleanliness of city streets and other public areas	6%	11%	17%
Maintenance and preservation of downtown Kansas City, MO	9%	7%	16%
Maintenance of sidewalks in the city	6%	9%	15%
Timeliness of the removal of abandoned cars from public property	5%	8%	12%
Adequacy of city street lighting	4%	6%	9%
Snow removal on major city streets	4%	4%	8%
Mowing and tree trimming along city streets and other public areas	4%	4%	8%
Overall quality of trash collection services	3%	4%	7%
None selected	6%	7%	6%
Maintenance of city buildings, such as City Hall	2%	3%	4%
Maintenance of street signs	1%	2%	3%
Maintenance of traffic signals	2%	2%	3%

*This is the first year this question was asked in the survey.
Source: ETC Institute 2002 DirectionFinder Survey.

Street Services Performance Indicators

Street condition

We report the percent of asphalt arterial streets with potholes, cracks, and bumps or depressions. The Public Works Department assessed the condition of a sample of the city's streets in the fall of 2002. The sample was randomly selected to represent streets in the north, south, and middle parts of the city. We report the results for asphalt streets, which make up 97 percent of the city's streets (2 percent are concrete and 1 percent are unpaved).

Street District Boundaries

District 1: all of the city north of the Missouri River.
District 2: from the Missouri River south to the Plaza (47th Street/Blue Parkway/55th Street).
District 3: from the District 2 southern boundary to the city's south border.

Streets failed the assessment criteria if they had:

- potholes more than one square foot in area and more than one inch deep
- unsealed cracking over ¼ inch wide and 25 feet long in primary or secondary asphalt arterial roads or more than 100 feet long on local asphalt roads
- unsealed alligator cracking (a network of cracks that form areas of pavement that are roughly rectangular or triangular) more than 125 square feet in area
- depressions or bumps (abrupt changes in the pavement) more than 1 inch deep or high in asphalt streets or more than 2 inches deep or high in concrete streets

Although evaluators noted whether steel plates were on the street, the Public Works Department did not summarize and report these data for 2002.

Some stretches of Kansas City streets are designated as state or federal highways and maintenance is the responsibility of the Missouri Department of Transportation (MODOT). These streets are not included in the street condition assessment, but may influence citizens' perceptions of the quality of street maintenance, traffic flow, etc.

Why is it important? Pavement condition is a measure of how well the city is maintaining its streets. Poorly maintained streets contribute to accidents, costs, delays, and negative citizen perceptions. People often complain about potholes and metal plates on the streets. Street maintenance has had one of the lowest citizen satisfaction ratings and satisfaction is declining – 57 percent of respondents in 2002 rated their satisfaction as a 1 or a 2, where 1 means very dissatisfied. Citizens' overall satisfaction with maintenance was below the average reported in other large cities in the central United States and other

cities in the metropolitan area. Respondents identified maintenance (of city streets, buildings, and facilities) and traffic flow as the top two city services that should receive emphasis over the next two years.

Maintenance of city streets and neighborhood streets topped the list of maintenance-related items that respondents said city leaders should emphasize most over the next two years.

How is the city doing? Cracking is a problem in the city's streets. More than a third of the sampled arterial streets in the north and in the central area of the city failed the assessment criteria for cracks. Roads in the southern part of the city (District 3) are in better shape than in the north and central districts.

Percent of Arterial Streets Failing Assessment Criteria by Street District

	District 1	District 2	District 3
Potholes	3%	2%	1%
Cracks	35%	36%	24%
Bumps/Depressions	5%	5%	2%

Source: Public Works, KC 2002 Street Assessment.

Street safety

We report the number of traffic accidents that occurred in Kansas City in 1999, 2000, and 2001. Traffic accidents are divided according to the outcome reported by the Kansas City Police Department. According to their outcome, accidents can be fatal, can involve an injury, or can involve property damage only.

Why is it important? Traffic accidents result in property damage, injuries, and fatalities. Traffic accidents are an indicator of street safety, although many other factors, such as weather and driver error or inattention, contribute to accidents. The city's Public Works Department analyzes accident data to identify unsafe locations where the city could take action to improve traffic safety, such as changing traffic controls. Public Works' analysis was not ready in time to be included in this report.

How is the city doing? The number of accidents has declined in the last three years. The Police Department took a total of 20,574 traffic accidents reports in 2001.

Number of Traffic Accidents Reported to the KCPD in 1999-2001

	1999	2000	2001
Property Damage Only	17,090	16,675	15,811
Injury	5,189	4,999	4,721
Fatal	35	41	42
Total	22,314	21,715	20,574

Source: Public Works Department.

Snow removal

We had planned to report the percent of arterial streets and boulevards cleared within 12 hours of the end of the storm and the percent of residential streets cleared within 48 hours of the end of the storm.

Why is it important? Snow removal affects people's ability to travel safely through city streets. About 47 percent of survey respondents rated their satisfaction with snow removal on major city streets as a 4 or 5, where 5 means very satisfied. Citizen satisfaction with snow removal on residential streets improved this year – about 32 percent rated their satisfaction as a 4 or 5, where 5 means very satisfied. Citizen satisfaction with snow removal is below the average for other cities in the metropolitan area.

How is the city doing? Data are not available. The Public Works Department's goal is to clear one "lane of bare pavement per travel direction on arterials and boulevards within 12 hours of the end of the storm and to clear one lane of bare pavement on residential streets within 48 hours of the end of a storm." However the department has not collected data to determine whether the goal is met.

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Street cleanliness

We report the percent of streets failing the Street Condition Assessment Survey criteria for curb dirt and debris. Arterial streets failed the assessment criteria if they had accumulation of dirt more than 2 inches deep and more than 3 square feet in area and/or debris (large pieces of material, such as tree limbs, tires, and large rocks that cause water to flow outside the gutter flowline).

Why is it important? Debris in the streets can be a hazard to street safety and block the gutters and storm inlets, increasing the risk of flooding. Debris also affects people's perceptions of city streets. Citizens report a relatively low level of satisfaction with the overall cleanliness of city streets and public areas – 30 percent of respondents in 2002 rated their satisfaction as a 1 or 2, where 1 means very dissatisfied. Citizens' overall satisfaction with the cleanliness of city streets and public areas was the lowest reported in the metropolitan area.

How is the city doing? More streets in the central part of the city failed the criteria for dirt and debris.

Percent of Arterial Streets Failing Dirt and Debris at Curbs Criteria

District 1	9%
District 2	15%
District 3	8%

Source: Public Works, KC 2002 Street Assessment.

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Public Safety

The Police and Fire departments and Metropolitan Ambulance Services Trust (MAST) are the city's major providers of public safety services.

- The Police Department responds to 911 calls for service, provides police patrol and community policing, investigates crimes, and compiles evidence for prosecutions. In fiscal year 2002, the Police Department responded to over 154,000 calls.

- The Fire Department responds to fires, medical emergencies, and other dangerous situations. The department also promotes fire safety through public education and enforcement of the city's fire code. In fiscal year 2002 the department responded to about 40,700 emergency incidents.

- The city contracts with MAST to provide paramedic and ambulance services. MAST is responsible for contracting for ambulance service delivery through competitive bidding, monitoring ambulance service, and handling billing and collections. Most of MAST's revenue is from patient billing. The city budgeted $2.5 million for MAST in fiscal year 2003.

Police Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$117.5	$126.3	$134.0
FTE	1,945.0	1,972.0	2,030

Source: Police Department Appropriated Budgets 2001, 2002, 2003.

Fire Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$57.8	$66.5	$71.3
FTE	849.7	866.1	866.1

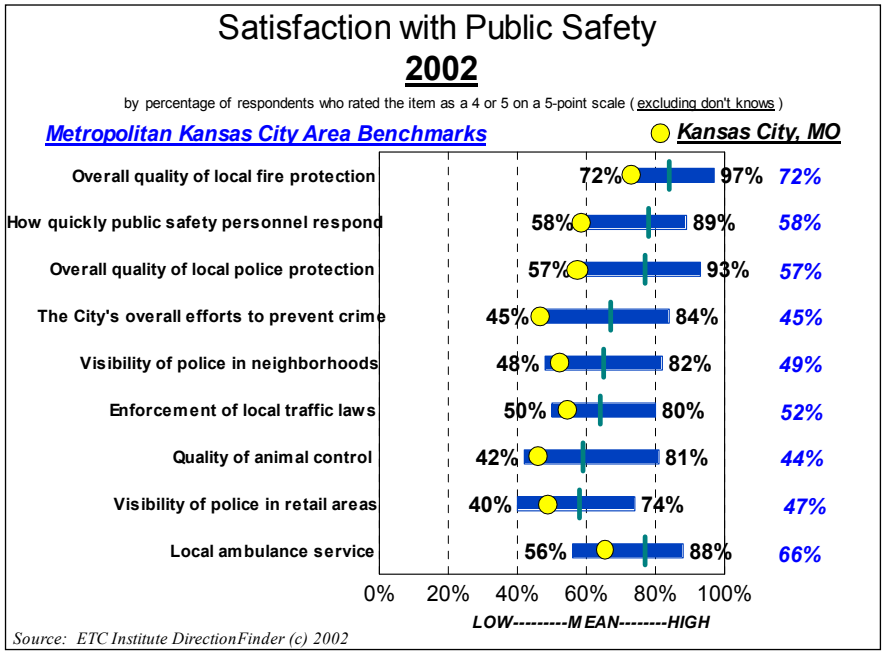
Sources: Adopted Budget 2002 and 2003, and Preliminary Budget 2004.

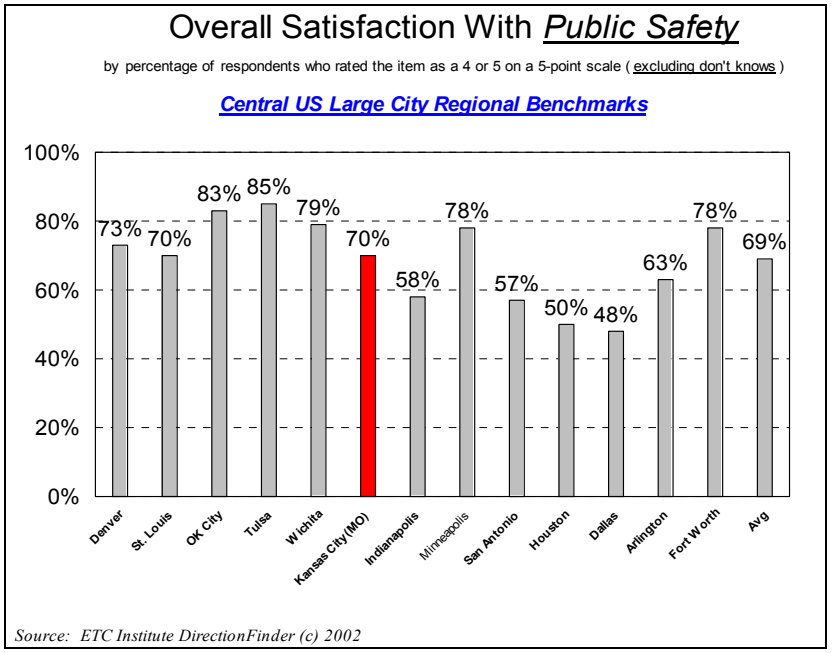
MAST Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$24.5	$24.6	$30.9
MAST FTE	44.0	38.0	36.0
EPI FTE			318.0

Sources: MAST Statement of Revenue and Expenses – FY 2000, 2001, 2002; EPI.

Citizen Satisfaction Benchmarking Data





Citizen Satisfaction with Public Safety

	Very Satisfied (5)			4			3			2			Very Dissatisfied (1)			Don't Know		
How satisfied are you with:	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02
Overall quality of local police protection?	**25%**	20%	**19%**	36%	39%	37%	21%	24%	24%	9%	10%	12%	7%	5%	6%	2%	2%	2%
The visibility of police in neighborhoods?	**21%**	18%	**15%**	28%	32%	33%	24%	25%	27%	16%	15%	16%	10%	9%	8%	1%	1%	1%
The visibility of police in retail areas?	16%	15%	13%	30%	31%	32%	31%	33%	31%	12%	12%	15%	6%	4%	6%	5%	4%	3%
The city's overall efforts to prevent crime?	**15%**	13%	**11%**	33%	34%	33%	32%	32%	31%	**11%**	12%	**15%**	6%	5%	7%	3%	4%	3%
Enforcement of local traffic laws?	18%	15%	15%	31%	36%	35%	28%	28%	29%	12%	11%	12%	8%	7%	6%	3%	3%	2%
Overall quality of local fire protection?	**39%**	35%	**30%**	39%	44%	39%	**12%**	13%	**17%**	2%	**1%**	**5%**	1%	**1%**	**4%**	7%	6%	5%
Quality of local ambulance service?	**30%**	27%	**24%**	**30%**	**38%**	37%	18%	15%	19%	3%	**4%**	**8%**	2%	**2%**	**4%**	17%	**14%**	**8%**
How quickly public safety personnel respond to emergencies?	24%	22%	21%	30%	35%	32%	21%	20%	22%	7%	7%	9%	3%	**4%**	**8%**	15%	**12%**	**8%**
Quality of animal control?	16%	13%	12%	27%	29%	29%	26%	27%	28%	12%	12%	15%	10%	9%	9%	9%	10%	7%
City efforts to enhance fire protection?	n/a	20%	18%	n/a	37%	36%	n/a	23%	25%	n/a	**5%**	**9%**	n/a	**1%**	**5%**	n/a	**14%**	**7%**
The City's municipal court?	n/a	10%	13%	n/a	26%	26%	n/a	27%	27%	n/a	6%	9%	n/a	**4%**	**7%**	n/a	**27%**	**19%**

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Citizen Satisfaction with Public Safety (continued)

	Very safe (5)			4			3			2			Very unsafe (1)			Don't Know		
How safe do you feel in the following situations:	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02
At home during the day?	48%	**49%**	**43%**	35%	36%	37%	13%	11%	12%	3%	**2%**	**5%**	1%	1%	2%	<1%	<1%	1%
At home at night?	34%	**34%**	**28%**	36%	37%	37%	19%	18%	20%	8%	8%	10%	3%	3%	4%	<1%	<1%	1%
In your neighborhood during the day?	45%	**46%**	**39%**	36%	36%	38%	14%	12%	14%	4%	**3%**	**6%**	1%	2%	2%	<1%	<1%	1%
In your neighborhood at night?	27%	**28%**	**22%**	33%	35%	32%	22%	20%	23%	11%	**10%**	**14%**	6%	6%	7%	<1%	<1%	1%
In City parks during the day?	21%	21%	19%	32%	34%	32%	23%	**21%**	**26%**	7%	6%	9%	4%	5%	4%	13%	12%	10%
In City parks at night?	3%	3%	5%	**5%**	**8%**	**12%**	16%	19%	19%	24%	22%	24%	**37%**	32%	**29%**	15%	**16%**	**12%**

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Public Safety Priorities

Which two of these public safety items do you think should receive the most emphasis from city leaders over the next two years?

	First Choice	Second Choice	In Top Two
The visibility of police in neighborhoods?	19%	10%	28%
The City's overall efforts to prevent crime?	11%	16%	28%
Overall quality of local police protection?	18%	7%	25%
Quality of animal control?	10%	10%	20%
Enforcement of local traffic laws?	8%	9%	17%
The visibility of police in retail areas?	7%	9%	16%
How quickly public safety personnel respond to emergencies?	9%	8%	16%
The City's municipal court?	4%	8%	12%
City efforts to enhance fire protection?	3%	6%	9%
Overall quality of local fire protection?	4%	5%	8%
Quality of local ambulance service?	3%	4%	7%
None selected	6%	8%	6%

*This is the first year this question was asked in the survey.
Source: ETC Institute 2002 DirectionFinder Survey.

Public Safety Performance Indicators

Time to answer 911 calls

Last year we reported the percent of 911 calls answered within 12 and 24 seconds, about 3 to 6 rings, from the Police Department's phone system report. City code sets a performance standard for answering 90 percent of 911 emergency telephone calls within 18 seconds.[1] However, the Police Department's phone system report did not measure calls answered within this interval.

Why is it important? The 911 system is the starting point for people to access emergency services. We found in our performance audit of the emergency medical services system that 911 call taking was sometimes a bottleneck.[2] When all call takers are on a line, callers hear a recording telling them to stay on the line or call MAST or the Fire Department directly.

How is the city doing? The Police Department no longer measures the time to answer 911 calls. The department has a new phone system that can not differentiate between a call answered by a calltaker and a recorded message that answers when all lines are busy. In fiscal year 2001, the department answered 71.7 percent of calls within 12 seconds and 79.2 percent of calls within 24 seconds.

Police response time

We report the average time for police to respond to priority 1 and priority 2 calls. The Police Department measures response time from the time the call taker receives the call until the first unit arrives on the scene. Response time does not include time to answer the 911 call. Start and stop times are recorded in whole minutes that have been converted to hundredths of an hour.[3]

Why is it important? Response time measures how quickly police can respond to emergencies. Though there is not a strong connection between response time and crime deterrence or resolution of reported incidents, response time remains one of the most popular measures of police patrol effectiveness nationwide. Compared to other communities in the metropolitan area, citizen satisfaction with the quality of local police protection and how quickly public safety personnel respond (including police, fire, and ambulance) was below average. About 53 percent of respondents in 2002 rated their satisfaction with how quickly public safety personnel respond to emergencies as a 4 or 5, where 5 means very satisfied.

[1] Code of Ordinances, Kansas City, Missouri, Section 34-372(a).

[2] *Performance Audit: Emergency Medical Services System*, Office of the City Auditor, Kansas City, Missouri, January 2000, p. 34.

[3] This conversion affects the precision of response time calculations. Individual response times can be off by up to 83 seconds in either direction. However, the average response time is accurate if the start and stop times are normally distributed.

The department responds to urgent calls with lights and sirens. Urgent calls include most Priority 1 calls, and Priority 2 or 3 calls under some circumstances such as the presence of the suspect at or near the scene, the potential destruction of evidence, and when incidents are of great magnitude.

How is the city doing? Average response times improved in fiscal year 2002, while the number of dispatches for which response time was measured increased.[4] The department does not have a formal target for response time; their goal is continuous improvement.

Priority 1:

- Assist the officer
- Robbery
- Suspicious party armed
- Rape in progress
- Nature unknown
- Explosive device
- Disaster
- Injury accident
- Explosion
- Ambulance
- Shooting
- Hold-up alarm
- Cutting

Priority 2:

- Strong–arm robbery
- Prowler
- Fire
- Bomb threat
- Assault
- Dead body
- Meet the officer
- Disturbance (other than noise)
- Domestic violence assault

Source: Police Department.

[4] In last year's report, we estimated the number of priority 1 and 2 dispatches based on call classes. This year we recalculated the figures for 2001 based on actual dispatch priority.

Average Police Response Time, Fiscal Years 2001 and 2002

	Priority 1		Priority 2	
	FY01	FY02	FY01	FY02
Time (min:sec)	11:08	10:59	14:18	13:54
No. Dispatches	15,400	17,888	40,310	58,608
Percent	13.5%	11.6%	35.4%	38.0%

Source: KCPD Monthly Average Response Time By Division Reports.

Average response time was shortest in the Central Patrol divisions, and longest in the North Patrol division. The East Patrol division had the highest number of priority 1 and 2 dispatches.

Average Response Time Priority 1 Dispatches by Patrol Division

Patrol Division	Time (min:sec)	No. of Dispatches	Time (min:sec)	No. of Dispatches
	FY 2001		FY 2002	
East	11:07	5,077	10:58	5,601
Central	9:27	3,875	9:23	5,120
Metro	10:43	3,616	10:10	3,926
South	11:19	1,424	11:26	1,680
North	13:02	1,381	12:58	1,534

Source: KCPD Monthly Average Response Time By Division Reports.

Average Response Time Priority 2 Dispatches by Patrol Division

Patrol Division	Time (min:sec)	No. of Dispatches	Time (min:sec)	No. of Dispatches
	FY 2001		FY 2002	
East	14:20	13,574	13:46	18,653
Central	12:50	8,267	12:22	13,994
Metro	13:07	9,988	12:38	13,897
South	14:31	3,943	14:16	6,009
North	16:43	4,451	16:27	5,963

Source: KCPD Monthly Average Response Time By Division Reports.

Part 1 Offenses: Murder, non-negligent manslaughter, forcible rape, robbery, aggravated assault, burglary, larceny (stealing), auto theft, and arson.

Part II Offenses: Non-aggravated assault, forgery, counterfeiting, fraud, embezzlement, vandalism, sex offenses, and all others.

Source: Uniform Crime Reporting Handbook

Clearance rates

We report clearance rates for part 1 and part 2 offenses. The clearance rate is the total number of offenses cleared by arrest or exceptional circumstances during a fiscal year divided by the total number of reported offenses in that same fiscal year.[5]

One arrest may clear multiple offenses, and may be counted in each category of offense. Multiple arrests clearing a single offense are reported as a single clearance. The department counts exceptional clearances, where circumstances preclude arrests, in the clearance rate. Examples include the death of the offender, confession by an offender already in custody or serving a sentence, and minor juvenile offenses. The department reports clearance rates to the Board of Police Commissioners and the Missouri Highway Patrol, who in turn reports them to the FBI.

Why is it important? The clearance rate provides information about how well the Police Department investigates cases and identifies and captures suspects.

How is the city doing? The department's clearance rates improved in fiscal year 2002, but were still below the clearance rates in fiscal year 2000. Kansas City's clearance rates are lower than the fiscal year 2001 ICMA average for cities reporting with over 100,000 population – the average for these cities was 48.6 percent for part 1 violent crimes and 18.1 percent for part 1 property crimes.[6] Kansas City reported a clearance rate of 24.9 percent for violent crimes and 9.3 percent for property crimes in that year. The number of reported part 1 violent crimes decreased by 7.1 percent in fiscal year 2002.

[5] Clearance rate is defined by the FBI's Uniform Crime Reporting (UCR) program, which compiles crime statistics reported by law enforcement agencies nationwide.

[6] Comparative Performance Measurement FY2001 Data Report, p. 419.

Number of Reported Offenses by Fiscal Year

	2000	2001	2002
Part 1 Violent Crimes	8,133	7,178	6,669
Part 1 Property Crimes	44,365	41,989	42,051
Part 2 Crimes	21,323	18,998	18,067

Sources: KCPD Annual Arrest Clearance Rates Reports.

Percent of Offenses Cleared by Arrest

	2000	2001	2002	ICMA 2001
Part 1 Violent Crimes	32.1%	24.9%	29.1%	48.6%
Part 1 Property Crimes	10.3%	9.3%	9.8%	18.1%
Part 2 Crimes	39.3%	31.5%	36.8%	

Sources: KCPD Annual Arrest Clearance Rates Reports; and ICMA Comparative Performance Measurement FY2001 Data Report.

Number of officers and civilian staff

We report the number of authorized sworn officers and civilian full time employees per 1,000 population. 'Authorized' refers to the number of budgeted police positions, regardless of whether they are filled. 'Sworn' officers, as distinguished from civilian staff, are those with general power to make arrests. We report the number of positions per 1,000 population to allow for comparisons with other cities.

Why is it important? Staffing affects the department's ability to provide services.

How is the city doing? Kansas City increased its authorized law enforcement positions by 43 in fiscal year 2002 to a total of 1,353 – for 3.06 authorized sworn officers per 1,000 residents. Cities with populations greater than 100,000 that reported to ICMA averaged 1.95 sworn officers per 1,000 population. Kansas City added 15 civilian employees to account for an average of 1.53 per 1,000 residents. Forty-eight percent of citizen respondents expressed satisfaction with the visibility of police in neighborhoods, while 24 percent expressed dissatisfaction.

Police Department Employees per 1,000 Residents

	2000	2001	2002	ICMA 2001
Authorized officers per 1,000 residents	2.97	2.97	3.06	1.95
Civilian FTEs per 1,000 residents	1.44	1.50	1.53	0.65

Sources: Police Department Appropriated Budgets 2002, 2003; U.S. Census; and ICMA Comparative Performance Measurement FY 2001 Data Reports

Fire response time

We report the percent of Fire Department responses to emergency calls (fires, overpressure ruptures, hazardous conditions, EMS, and rescue) within five-minutes. The Fire Department measures response time from the time a unit is dispatched to the time it arrives on the scene. This measure of response time does not include time in the 911 system or the time to dispatch a call.

Why is it important? Response time measures how quickly fire companies can respond to emergencies. Quick response can help reduce fire damage and save lives. City code sets a response time standard of five minutes or less 90 percent of the time for life threatening EMS calls.[7]

Compared to other communities in the metropolitan area, citizen satisfaction with the quality of local fire protection and how quickly public safety personnel respond (including police, fire, and ambulance) was below average. Satisfaction with fire protection has declined in the past few years. About 69 percent of respondents in 2002 rated their satisfaction with the quality of local fire protection as a 4 or 5, where 5 means very satisfied, down from 78 percent in 2000. About 53 percent of respondents in 2002 rated their satisfaction with how quickly public safety personnel respond to emergencies as a 4 or 5, where 5 means very satisfied.

How is the city doing? The Fire Department responded to emergencies within 5 minutes about 74 percent of the time in fiscal year 2002 and 72 percent in fiscal years 2000 and 2001. The Fire Department's percent of responses within 5 minutes is better than the ICMA average of about 69 percent for cities with population of 100,000 or more.[8]

[7] Code of Ordinances, Section 34-371(b).
[8] ICMA Comparative Performance Measurement, 2001 Data Report, p.148.

Percent of Fire Department Emergency Responses Within 5 Minutes

	2000	2001	2002	ICMA 2001
Number of Calls	38,113	40,584	40,677	------
% under 5 min.	72.3%	72.1%	73.7%	69.1%

Source: KCFD Fractile Time Reports, and ICMA Compara-tive Performance Measurement FY 2001 Data Report.

Number of structure fires

We report the number of structure fires in Kansas City. This category includes any fire incident inside a building or structure, whether or not there was structural damage to the building. The number of structure fire incidents comprises residential, commercial, and industrial structure fires.

Why is it important? The number of structure fires is a measure of demand for the Fire Department's services and a measure of the effectiveness of fire prevention efforts.

How is the city doing? The city reported 2,074 structure fires in fiscal year 2002. This is an increase from 2,047 in fiscal year 2001, but still below the fiscal year 2000 mark of 2,142. This number is high compared to the number of structure fires reported to ICMA by cities with populations of 100,000 or more – ICMA cities averaged 431 fires in fiscal year 2001. We have not assessed the reliability of the Fire Incident Reporting System because the city is installing a new computer aided dispatch and reporting system for public safety.

Structure Fires

	2000	2001	2002	ICMA 2001
Total	2,142	2,047	2,074	431
No. per 100,000 population	485.1	463.6	469.7	105.9

Sources: Fire Incidents Reporting System, and ICMA Comparative Performance Measurement FY 2001 Data Report.

Ambulance response time

We report the percent of ambulance responses to priority 1 calls within the 8 minute, 30 second target. City code requires an advanced life support unit to be on the scene within 9 minutes on 90 percent of all life threatening emergency calls.[9] MAST, the agency that contracts for and monitors ambulance service for the city, requires its contractor to respond to priority 1 (life-threatening) calls within 8 minutes, 30 seconds 90 percent of the time. MAST starts measuring response time from the moment the ambulance dispatcher answers the call. This measure of response time does not count the time it takes for the Police Department to answer and transfer the 911 call to the dispatcher.

Why is it important? Ambulance response times to calls for emergency assistance may affect patients' survival rates or degrees of injury. Also, response times are the primary measure MAST uses to monitor performance of their contractor. Compared to other communities in the metropolitan area, citizen satisfaction with the quality of local ambulance service and how quickly public safety personnel respond (including police, fire and ambulance) was below average. Satisfaction with ambulance service has declined in the past few years. The percent of respondents who rated their satisfaction with the quality of ambulance service as a 4 or 5, where 5 means very satisfied, stayed about the same (62 percent in 2002), but the percent rating their satisfaction as a 1 or a 2, where 1 means very dissatisfied has increased from 5 percent in 2000 to 12 percent in 2002.

How is the city doing? Ambulance response times are meeting MAST's citywide goal. We found in our EMS audit that MAST's response time standard was stringent compared to other cities. At the time of the audit, released in January 2000, MAST was not meeting response time goals.[10]

Percent of Ambulance Code 1 Responses Within 8 Minutes 30 Seconds

	2000[11]	2001	2002
Number of Code 1 Calls	15,609	20,209	20,142
Percent within target	91.5%	91.6%	91.9%

Source: MAST

[9] Code of Ordinances, Section 34-371 (a).

[10] *Emergency Medical Services System*, pp. 23, 26.

[11] We excluded May and June data because MAST changed how response times are measured beginning in July 1999.

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Parks and Recreation

The Parks and Recreation Department is responsible for maintaining about 9,400 acres of developed and undeveloped park land. Parks and Recreation facilities include:

- About 200 parks
- 130 playgrounds
- Nearly 15 miles of trails
- 11 community centers
- 20 swimming pools
- 133 boulevards and parkway miles

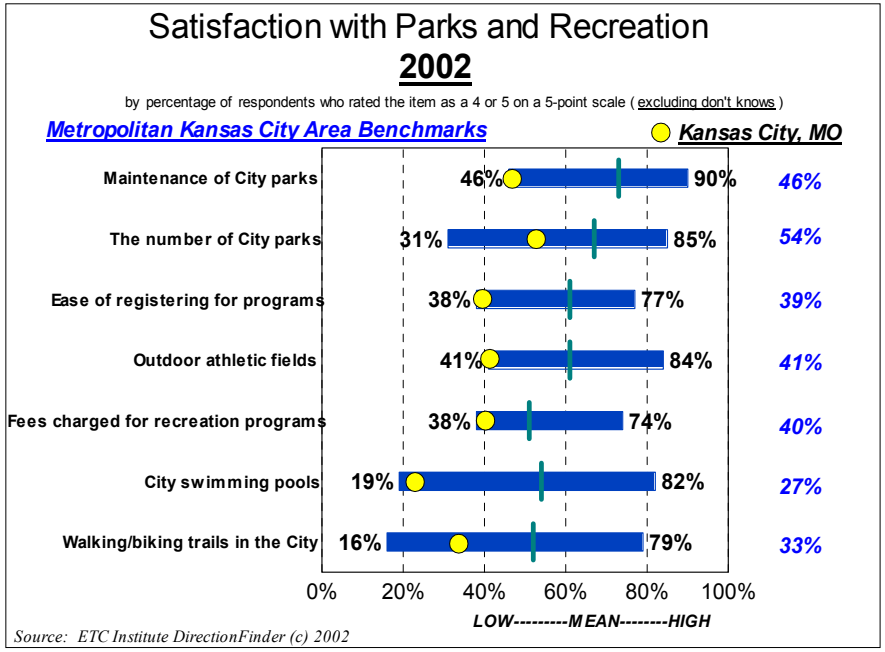
The department provides various other services including recreation and educational programs, golf, tennis, and tree trimming along boulevards and parkways. Expenditures in fiscal year 2001 included nearly $36 million to renovate and expand the Liberty Memorial. Expenditures in fiscal year 2002 included about $17 million for clean-up after the January 2002 ice storm.

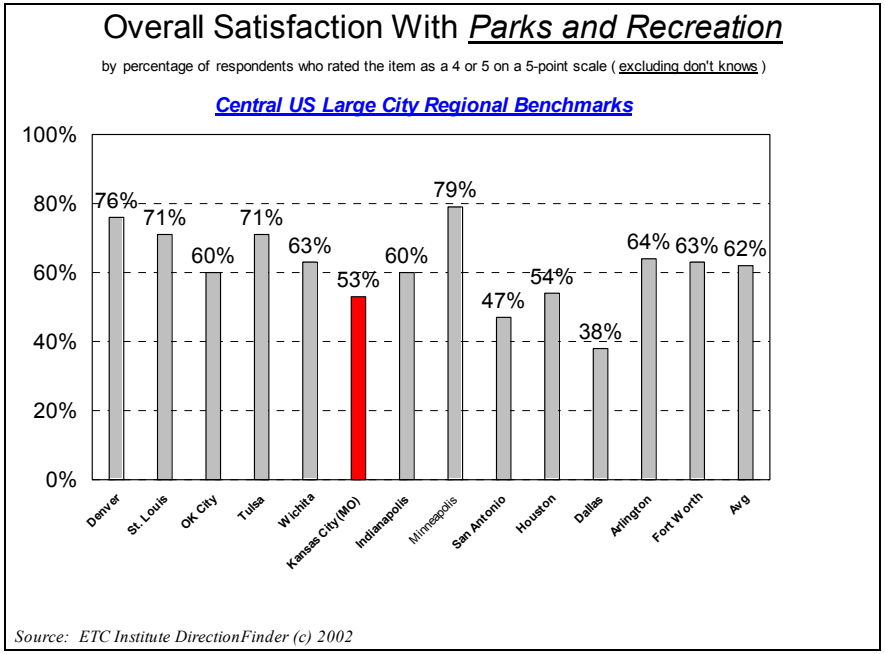
Parks and Recreation Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$51.3	$88.3	$73.3
FTE	744.2	730.6	761.1

Sources: Adopted Budget 2002 and 2003, and Preliminary Budget 2004.

Citizen Satisfaction Benchmarking Data





Citizen Satisfaction with Parks and Recreation

How satisfied are you with:	Very Satisfied (5)			4			3			2			Very Dissatisfied (1)			Don't Know		
	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02
Maintenance of city parks?	19%	16%	15%	33%	37%	32%	24%	25%	25%	10%	**10%**	**14%**	4%	**5%**	**8%**	**10%**	8%	**6%**
The number of city parks	**26%**	**20%**	18%	28%	32%	33%	22%	24%	22%	**9%**	11%	**13%**	4%	**4%**	**7%**	**11%**	9%	**7%**
Walking and biking trails in the city?	11%	10%	11%	17%	20%	19%	**23%**	26%	**29%**	18%	18%	20%	11%	10%	10%	20%	**16%**	**11%**
City Swimming pools?	5%	5%	5%	9%	**11%**	**16%**	**21%**	25%	**26%**	17%	16%	18%	14%	12%	13%	34%	**31%**	**22%**
City Golf Courses?	10%	9%	9%	17%	**15%**	**23%**	21%	24%	21%	6%	**6%**	**10%**	4%	**4%**	**7%**	42%	**40%**	**30%**
Outdoor athletic fields (i.e. baseball, soccer, and flag football)?	12%	10%	11%	23%	23%	23%	**25%**	27%	**31%**	10%	10%	11%	5%	5%	7%	25%	**24%**	**16%**
The city's youth athletic programs?	8%	8%	10%	16%	17%	19%	23%	27%	26%	10%	**8%**	**13%**	5%	**5%**	**9%**	38%	**36%**	**24%**
The city's adult athletic programs?	7%	6%	8%	**13%**	14%	**18%**	22%	26%	26%	9%	**8%**	**14%**	5%	**5%**	**9%**	44%	**40%**	**26%**
Other city recreation programs, such as classes, trips, and special events?	9%	7%	8%	**17%**	18%	**22%**	**23%**	**28%**	28%	9%	7%	12%	3%	**3%**	**7%**	39%	**37%**	**24%**
Ease of registering for programs?	8%	6%	9%	**15%**	16%	**20%**	**22%**	**27%**	27%	7%	6%	11%	3%	**4%**	**7%**	45%	**41%**	**27%**
Fees that are charged for recreation programs?	8%	6%	8%	17%	**16%**	**21%**	**22%**	**27%**	27%	6%	7%	10%	4%	**4%**	**7%**	43%	**40%**	**27%**

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Use of Parks and Recreation Facilities

During the past 12 months, approximately how many times did you or other members of your household visit any parks in Kansas City, Missouri?			
	Feb 00	Nov 01	Oct 02
at least once a week	15%	**15%**	**10%**
a few times a month	20%	20%	16%
monthly	14%	**13%**	**9%**
less than once a month	17%	18%	16%
seldom or never	34%	**33%**	**48%**
During the past 12 months, approximately how many times did you or other members of your household visit a park in Kansas City, Missouri that is near your home?			
	Feb 00	Nov 01	Oct 02
at least once a week	15%	**14%**	**10%**
a few times a month	16%	17%	14%
monthly	13%	12%	10%
less than once a month	14%	16%	15%
seldom or never	42%	**39%**	**52%**
During the past 12 months, approximately how many times did you or other members of your household use City recreation facilities, such as swimming pools, community centers, sports fields, or golf courses?			
	Feb 00	Nov 01	Oct 02
at least once a week	7%	9%	6%
a few times a month	11%	10%	10%
monthly	8%	8%	10%
less than once a month	11%	13%	11%
seldom or never	63%	60%	63%

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Parks and Recreation Priorities

Which two of these parks and recreation items do you think should receive the most emphasis from city leaders over the next two years?

	First choice	Second Choice	In Top Two
Maintenance of city parks	22%	8%	29%
Walking and biking trails in the city	14%	9%	24%
City Swimming pools	13%	11%	24%
The number of city parks	7%	8%	16%
The city's youth athletic programs	8%	8%	16%
Fees that are charged for recreation programs	4%	9%	13%
None selected	13%	17%	13%
Outdoor athletic fields (i.e. baseball, soccer, and flag football)	5%	8%	12%
The city's adult athletic programs	5%	6%	11%
Other city recreation programs, such as classes, trips, and special events	3%	8%	11%
Ease of registering for programs	3%	5%	8%
City Golf Courses	3%	3%	6%

*This is the first year this question was asked in the survey.
Source: ETC Institute 2002 DirectionFinder Survey.

Parks and Recreation Performance Indicators

Availability of parks

We report the percent of city residents living within a half-mile and within one mile of a city park.

Why is it important? This measure provides information about the location of parks relative to the city's population. Recreational opportunities should be available, accessible, and convenient to citizens throughout the city. About 51 percent of respondents in 2002 rated their satisfaction with the number of parks as a 4 or 5, where 5 means very satisfied.

How is the city doing? Most Kansas City residents live close to a city park – 84 percent of residents live in blocks located within a half mile of city park land, and 97 percent of residents live in blocks within a mile of park land. About 90 percent of residents live within one mile of a developed park. A developed park contains an amenity such as playgrounds, trails, picnic tables, benches, or ball fields, or is mowed regularly and cleaned of trash.

Residents Living Near City Parks

	Residents within ½ mile	Residents within 1 mile
All parks	84.2%	97.3%
Developed parks	74.6%	89.8%

Source: Citywide Planning and Research Division, City Development Department.

While most people live near a city park, 64 percent of respondents said they visit a city park less than once a month. The percentage of respondents that said they seldom or never visit a city park increased significantly between 2001 and 2002. Seventy-four percent of respondents said they visit city recreation facilities such as community centers, swimming pools, sports fields, or golf courses less than once a month.

Condition of parks

We report the percent of parks with problems as measured by trained observers. Two auditors visited 50 parks between June 12 and July 26, 2002, and evaluated conditions using a standard checklist.[12] Auditors took about 1,400 digital photographs to document their observations. Auditors rated the cleanliness of grounds, landscaping, condition of playgrounds, courts, ball fields, restrooms and other amenities and structures using the following scale:

- "not applicable" if the amenity or structure was not present
- "no problem" if the amenity or structure was present and did not exhibit any of the problem conditions on the checklist

[12] *Performance Audit Park Conditions*, Office of the City Auditor, Kansas City, Missouri, November 2002.

- "limited problem" when only a few of several of the same amenity had a problem, or a condition was noted in only a small portion of the park

- "widespread problem" when one of one amenity had a significant problem or if the condition was noted in a large portion of the park

Why is it important? The condition of the city's parks could affect citizen perception and use. Forty seven percent of survey respondents rated their satisfaction with park maintenance as a 4 or 5, where 5 means very satisfied. Citizens' overall satisfaction with parks and recreation programs and facilities was below the average reported in other large cities in the central United States and other cities in the metropolitan area. Park maintenance topped the list of park-related items that respondents said city leaders should emphasize most over the next two years.

How is the city doing? Litter and disrepair was prevalent in city parks. We observed limited or widespread problem conditions in all 50 parks we visited. We noted problems in cleanliness, playgrounds, courts and playing fields, restrooms, and other structures. Landscaping and mowing conditions were good. The table below summarizes results of the 50 park inspections. The percent of parks with problems excludes parks for which the rating was not applicable.

Park Inspection Ratings June and July 2002

Problem	No Problem	Limited	Widespread	Percent with problem
Cleanliness				
Litter; trash piled or scattered	23	24	3	54%
Illegal dumping; large items of trash are discarded in the park	30	18	2	40%
Graffiti	38	8	4	24%
Playgrounds				
Play equipment has broken, corroded, loose, or missing parts	25	12	1	34%
Equipment is defaced or in need of painting or refinishing	20	9	9	47%
Sand, gravel or resilient play areas have weeds, debris	23	9	6	40%
Sand, gravel, or wood chips under play areas not level and soft or loose	21	13	4	45%
Broken glass hazard	29	6	3	24%
Ball Diamonds, Basketball and Tennis Courts				
Basketball/tennis court lines or surface in poor condition; tennis nets in poor condition	3	10	12	88%
Backstop/fences are not stable or have holes	11	17	2	63%
Field is not level, has ruts and/or infield has weeds	23	5	2	23%
Bleachers broken, rotted, need paint/repair	7	4	10	67%
Dugout bench broken, rotted, needs paint/repair	10	6	12	64%
Broken glass hazard	24	9	2	31%
Restrooms				
Sinks and toilets are dirty	9	0	4	31%
Walls are dirty or stained	11	2	1	21%
Trash, water or dirt on floors	10	2	2	29%
Lack of toilet paper or towels	11	1	2	21%
Fixtures – inoperable, leak, broken, missing	10	2	3	33%
Interior/exterior – faded or chipped paint, and/or marked with graffiti	10	3	1	29%
Picnic Tables, Drinking Fountains, Grills, and Paths				
Picnic tables broken or damaged	14	14	4	56%
Picnic tables dirty or greasy	29	1	2	9%
Picnic tables in need of repainting or refinishing	21	6	4	32%

Problem	No Problem	Limited	Widespread	Percent with problem
Drinking fountains not operational, are visibly damaged or don't drain properly	8	4	9	62%
Grills are dirty and filled with ashes; grills are damaged	11	10	6	59%
Paths and walks overgrown, rutted, holes, muddy, blocked	16	9	4	45%
Structures damaged or broken	8	13	5	69%
Structures in need of repainting (due to graffiti, etc.)	14	3	6	39%
Benches, Trash Cans, Park Signs, and Parking Areas				
Benches broken or damaged	21	7	1	28%
Benches need repainting or refinishing	20	6	3	31%
Trash cans are overflowing	36	4	4	18%
Sign not visible or sign damaged	31	8	3	26%
Parking lot/driveway has pot holes	17	2	3	23%
Landscaping				
Grass is overgrown	47	2	1	6%
Grass brown, unhealthy or worn	40	9	1	20%
Grass not trimmed around fencing, walls and trees	43	7	0	14%
Dead trees, limbs, and/or shrubs	29	19	2	42%
Shrub beds and plantings have weeds	7	2	0	22%

Source: *Performance Audit Park Conditions*, Office of the City Auditor, Kansas City, Missouri, November 2002.

Cost

We report net operating expense per capita and general fund support of the Parks and Recreation Department. Operating expenses include personnel costs such as wages and benefits, costs of services, and commodities, but exclude capital expenditures. Net operating expenses are operating expenses excluding non-tax revenue – fees and grants. We also exclude golf and zoo revenues and expenditures from net operating cost to be consistent with the ICMA definition.[13] Expenditures for fiscal year 2002 exclude those related to the ice storm in January 2002.

[13] *Comparative Performance Measurement FY 2001 Data Report*, p. 345.

General fund support refers to money allocated to the Parks and Recreation Department beyond dedicated taxes, grants, and fee revenues. It includes money budgeted directly from the general fund and transfers from the general fund to parks funds.

Tax revenues dedicated to the Parks and Recreation Department include:

- a property tax of $0.50 per $100 assessed value of land excluding improvements, for park maintenance;
- a license fee of $12.50 per personal and commercial motor vehicle for parks and community centers;
- a levy of one dollar per foot of property abutting boulevards, parkways, roads, and highways under the control and management of the Board of Parks and Recreation Commissioners and used for boulevard maintenance, repair, and improvement.

Why is it important? Operating expense per capita is an efficiency measure that enables comparison of parks expenditures over time or among cities of varying populations. General fund support of parks may be compared to general fund support of other Kansas City programs and services or to general fund support of parks in past fiscal years to monitor trends in reduction or growth. We recommended in March 2000 that the department report the operating cost per capita of its recreation programs, as well as general fund support.[14]

How is the city doing? The city's park system is well funded compared to other large cities. While net operating expense per capita and general fund support decreased slightly between fiscal years 2001 and 2002 (excluding emergency expenditures related to the ice storm clean-up), the city's net operating expense per capita was much higher than the average of those reported to the ICMA by other large cities. The fiscal year 2001 average parks and recreation operating and maintenance expenditures per capita was $22.68 for cities with populations greater than 100,000, compared to $54.02 for Kansas City.[15]

Operating Expense Per Capita and General Fund Support for Parks and Recreation

	2000	2001	2002
Net Operating Expense per Capita	$51.00	$54.02	$53.31
General Fund Support (millions)	$18.0	$20.8	$19.9

Sources: Adopted Budget 2002, Submitted Budget 2003, and AFN.

[14] *Recreation Program Performance Measures*, pp. 8, 12.

[15] *Comparative Performance Measurement FY 2001 Data Report*, p. 351.

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Water and Sewer Services

The Water Services Department treats and distributes water. The department is also responsible for treating wastewater, maintaining the stormwater system, cleaning and repairing catch basins, and maintaining and repairing sewer and water lines. Services are funded by rates and fees charged to customers. The city has about 2,600 miles of water mains and 2,500 miles of sewer pipe.

Water Services Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$83.2	$88.5	$93.8
FTE	1,007.2	987.6	999.5

Sources: Adopted Budget 2002 and 2003, and Preliminary Budget 2004.

Citizen Satisfaction with Water and Sewer Services

	Very Satisfied (5)			4			3			2			Very Dissatisfied (1)			Don't Know		
How satisfied are you with:	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02
Overall quality of city water utilities?	23%	27%	24%	34%	37%	38%	23%	20%	21%	9%	8%	9%	**9%**	**5%**	7%	2%	2%	2%
Overall quality of the city's stormwater runoff/stormwater management system?	11%	12%	11%	**20%**	25%	**29%**	27%	29%	29%	18%	15%	14%	**15%**	**10%**	12%	9%	9%	6%

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Water and Sewer Services Performance Indicators

Drinking water quality

We report instances where Kansas City water failed to meet state or federal standards in fiscal years 2000 through 2002, and customer satisfaction with water.

The Water Department Customer Satisfaction Survey released in October 1999 asked customers about their satisfaction with the color, smell, water pressure, clarity, taste, and relative quality of tap water supplied by the city. Customers surveyed by phone and mail were asked to rate their satisfaction on a scale where 5 meant 'very satisfied' and 1 meant 'very dissatisfied.' The two lowest responses, (1) and (2), were combined and reported as a single result in each category. The Water Department intends to conduct their Customer Satisfaction Survey every two to three years, though the next survey remains unscheduled due to budget constraints.

Why is it important? Water quality standards ensure that water is safe for consumption. Water that does not meet quality standards may pose health risks, additional costs, or inconveniences. Other aspects of water quality such as taste, color, smell, and level of pressure influence customer satisfaction.

How is the city doing? Kansas City water met all state and federal water quality standards throughout fiscal years 2000 through 2002.

Most water customers surveyed were satisfied with the quality of their water. Seventeen percent of those surveyed said they were dissatisfied with the taste of their water, which respondents identified as the most important factor in water quality.

Customer Satisfaction with Water Quality October 1999

Factors (in order of importance)	Very Satisfied (5)	Somewhat Satisfied (4)	Dissatisfied/ Very Dissatisfied (2)/(1)
Taste	40%	33%	17%
Clarity	48%	33%	11%
Water Pressure: Typical Day	55%	27%	11%
Smell	52%	31%	10%
Quality-KC vs. Metro	31%	20%	5%
Color	54%	33%	7%
Water Pressure: High Demand	44%	29%	16%

Source: *Customer Satisfaction Survey, Kansas City Missouri Water Services Department*, ETC Institute, October 1999.

Water and sewer costs

We calculated the average bi-monthly (every two months) water and sewer bills per household in fiscal years 2000, 2001, and 2002 based on water use. Kansas City measures water in units of one hundred cubic feet (ccf).

Why is it important? Customers care about the cost of water and sewer service. In the 1999 Customer Satisfaction Survey, 63 percent of respondents reported that they were at least somewhat satisfied with water charges and 24 percent expressed dissatisfaction. When asked how their rates compared to rates in other cities, 25 percent were satisfied and 13 percent reported dissatisfaction.[16] Compared to other cities in the metropolitan area, citizen satisfaction with the overall quality of city water utilities is above average. In 2002, 62 percent rated their satisfaction as a 5 or 4, where 5 means very satisfied.

How is the city doing? The average water bill decreased 2.3 percent and the average sewer bill decreased 2.4 percent between fiscal years 2001 and 2002. Kansas City residents generally pay less for water than do customers of other water utilities in the metropolitan area.

Average Bi-Monthly Water and Sewer Bills

	2000	2001	2002
Water	$36.73	$38.47	$37.58
Sewer	$22.61	$24.76	$24.17

Sources: Schedule of Water and Sanitary Sewer Service Rates, 2000, 2001, and 2002.

Kansas City water rates are lower than those in Johnson County Water District 1 and Lee's Summit, but higher than in Independence. These four utilities supply water to the majority of residents in the Kansas City metropolitan area.

[16] *Customer Satisfaction Survey, Kansas City, Missouri Water Services Department*, ETC Institute, October 1999.

Dependability

We report the number of water main breaks per hundred miles of pipeline and the total number of sewer overflows reported to the Missouri Department of Natural Resources. Sewer overflows include both sanitary sewer overflows and combined sewer overflows. Sanitary sewer overflows are discharges of untreated sewage from municipal sanitary sewer systems resulting from broken pipes, equipment failure, or system overload. Combined sewer overflows are discharges of untreated sewage and storm water from sewer systems or treatment plants when the volume of wastewater exceeds the system's capacity due to periods of heavy rainfall or snow melt.

Why is it important? The number of water main breaks per hundred miles provides information about the structural integrity and dependability of the city's water transport system. Frequent water main breaks result in loss of water, reduced water pressure, damage to streets and property, contaminated drinking water, and higher repair costs. The amount of water treated, but not billed was about 25 percent of water production in 2001.[17]

The number of sewer overflows is a measure of the capacity and dependability of the sewer or combined sewer/storm water system to handle the total volume of wastewater. Overflows sometimes occur even in well-operated systems due to pipe blockages.

[17] *KCGO Executive Summary of Competitive Business Plan,* December 12, 2001, p. 14.

However frequent overflows may indicate pipe breaks or leaks, equipment failures, and insufficient system capacity. Overflows are required to be reported to the Missouri Department of Natural Resources.

How is the city doing? The number of water main breaks decreased last year, but the number of reported sewer overflows has increased. City crews repaired 825 main breaks in fiscal year 2002 resulting in about 8 fewer main breaks per hundred miles of pipeline. KC-GO's Competitive Review Committee has proposed a benchmark of 7 main breaks per 100 miles of pipeline based on an average of six benchmark utilities.[18]

Water Main Breaks per 100 Miles

	2000	2001	2002	KCGO Benchmark
Main breaks per 100 miles	39.8	39.8	32.0	7.0

Source: Water Services Work Order System.

The Water Department reported 146 total sanitary sewer overflows to the Missouri Department of Natural Resources in fiscal year 2002. Ninety-four of these bypasses were reported as dry weather and 52 were reported as wet weather.

Reported Sewer Overflows

	2000	2001	2002
Dry Weather	54	72	94
Wet Weather	19	40	52
Total	73	112	146

Source: Missouri Department of Natural Resources, Kansas City Regional Office.

[18] Kansas City Government Organization (KCGO) is a labor/management initiative focused on improving the way the city provides services to the public. *City of Kansas City, Missouri, Competitive Review Committee, Water Service Competitive Business Plan*, December 13, 2001.

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Neighborhood Livability

Neighborhoods are the building blocks of our community and city. We recognize that "neighborhood livability" is related to the other service areas we are covering: streets, water and sewer, parks and recreation, and public safety, as well as the category of "overall quality of life." This category focuses on aspects of neighborhood livability not already included in other categories and reports indicators at the neighborhood level.

Many city departments work with and serve neighborhoods. The Neighborhood and Community Services Department enforces property maintenance and nuisance codes, tows abandoned vehicles, demolishes dangerous buildings, enforces the city's animal ordinance, and provides other social and neighborhood services. The Housing and Community Development Department assists individuals, private developers, and not-for-profit organizations in producing new housing, rehabilitating existing housing, and redeveloping neighborhoods. The Environmental Management Department provides residential trash collection, leaf and brush pick up, bulky item pick up, the Clean City program to clean up vacant lots and assist with neighborhood clean up efforts, and investigates and resolves illegal dumping and weed abatement problems.

Neighborhood and Community Services Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$23.1	$24.1	$24.5
FTE	273.9	260.3	261.0

Sources: Adopted Budget 2002 and 2003, and Preliminary Budget 2004.

Housing and Community Development Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$16.4	$18.0	$17.1
FTE	44.0	42.0	42.0

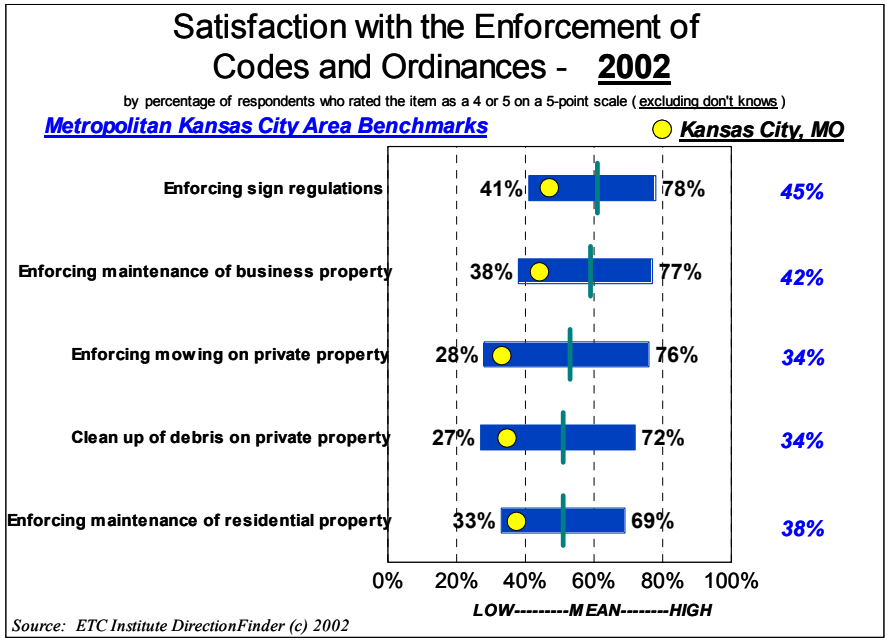
Sources: Adopted Budget 2002 and 2003, and Preliminary Budget 2004.

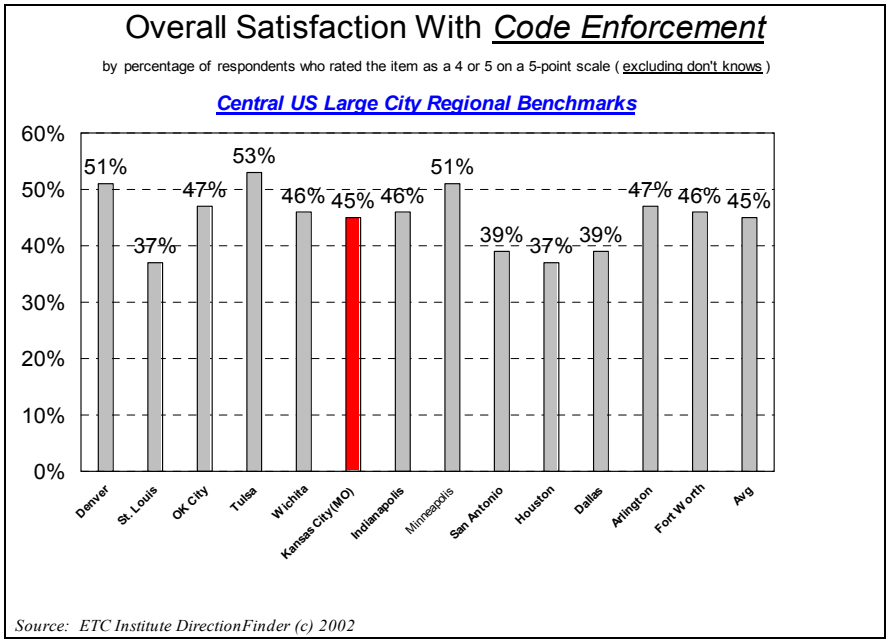
Environmental Management Department Expenditures (millions) and Authorized FTE

	2000	2001	2002
Expenditures	$13.9	$15.9	$20.8
FTE	118	125.2	114

Sources: Adopted Budget 2002 and 2003, and Preliminary Budget 2004.

Citizen Satisfaction Benchmarking Data





Citizen Satisfaction with Neighborhood Livability

	Very Satisfied (5)			4			3			2			Very Dissatisfied (1)			Don't Know		
How satisfied are you with:	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02	Feb 00	Nov 01	Oct 02
Maintenance of streets in your neighborhood?	n/a	10%	10%	n/a	23%	25%	n/a	23%	21%	n/a	22%	21%	n/a	21%	21%	n/a	1%	1%
Enforcing the clean up of litter and debris on private property?	9%	8%	9%	**17%**	**25%**	22%	26%	28%	30%	20%	17%	19%	**17%**	**11%**	13%	11%	**11%**	**7%**
Enforcing the mowing and cutting of weeds on private property?	8%	8%	8%	**18%**	**23%**	23%	29%	29%	32**%**	20%	19%	19%	**16%**	**11%**	11%	9%	10%	7%
Enforcing the maintenance of residential property?	10%	7%	9%	**20%**	**26%**	26%	29%	32%	33%	18%	14%	15%	**13%**	10%	**9%**	10%	10%	7%
Enforcing the exterior maintenance of business property?	9%	10%	10%	24%	28%	29%	32%	34%	32%	13%	11%	14%	7%	5%	7%	15%	**13%**	**8%**
Enforcing codes designed to protect public safety and public health?	10%	10%	11%	27%	31%	30%	31%	32%	30%	10%	**9%**	**13%**	5%	**4%**	**8%**	17%	**14%**	**8%**
Enforcing and prosecuting illegal dumping activities?	8%	7%	9%	**12%**	**18%**	22%	**23%**	**29%**	28%	18%	16%	17%	**21%**	**13%**	15%	18%	**17%**	**9%**
Overall quality of trash collection services?	**28%**	**21%**	18%	37%	**42%**	**36%**	20%	20%	24%	7%	**9%**	**13%**	6%	6%	7%	2%	2%	3%
Timeliness of the removal of abandoned cars from public property?	n/a	9%	9%	n/a	**19%**	**25%**	n/a	26%	30%	n/a	16%	15%	n/a	12%	10%	n/a	**17%**	**11%**

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Code Enforcement Priorities

Which two of these code enforcement items do you think should receive the most emphasis from city leaders over the next two years?

	First choice	Second Choice	In Top Two
Clean up litter	28%	14%	42%
Illegal dumping	19%	17%	36%
Mow/cut weeds	10%	15%	25%
Residential maintenance	9%	12%	20%
Codes to protect safety	8%	10%	18%
None selected	16%	18%	16%
Business exterior maintenance	6%	7%	14%
Sign regulation	5%	8%	12%

*This is the first year this question was asked in the survey.
Source: ETC Institute 2002 DirectionFinder Survey.

Neighborhood Livability Indicators

Home ownership

We report the percent of owner-occupied housing in neighborhoods.

Why is it important? Home equity is a major component of wealth for most households that own their homes. Home ownership also increases residents' sense of community ownership.

How is the city doing? The rate of home ownership has increased slightly in the city since 1990. Home ownership rates continue to vary across neighborhoods.

Percent of Owner-occupied Housing Units in Neighborhoods

Percent Owner-occupied	Number of Neighborhoods	
	1990	2000
25% or less	44	38
25.1–50%	52	64
50.1–75%	75	69
75.1–100%	68	69
Total	239	240

Sources: City Planning and Development Department, 1990 and 2000 census data by neighborhood.

Citywide, 52 percent of housing units were owner occupied in 2000, compared to 50 percent in 1990. Nationally, the homeownership rate was about 51 percent in central cities in 2000 and 49 percent in 1990. Homeownership varies across neighborhoods. Over half of the total housing units were owner occupied in 58 percent of the city's neighborhoods in 2000, and 60 percent of neighborhoods in 1990.

Housing and property maintenance

We report the percent of neighborhood housing needing major repairs, and the percent of property code violation problems resolved.

The Department of Housing and Community Development contracted with the Center for Economic Information at the University of Missouri-Kansas City (UMKC) to conduct the 2001 Housing Conditions Survey. The survey rated residential housing conditions by parcel, including the roof, foundation and walls, windows and doors, exterior paint, private sidewalks and drives, lawns and shrubs, and litter. We define structure problems as properties with roofs or foundations rated as "substandard," "seriously deteriorated," or "severely deteriorated."

The housing condition survey covered 100 percent of the residential structures in about 40 percent of the city, and 5 percent samples in the remaining areas of the city. The "100 percent survey area" contains about 80,450 parcels in 120 neighborhoods in an area generally from Vivion Road on the north to 85th Street on the south, from State Line and Troost on

the west, to I-435 on the east. The "5 percent survey area" covers the newer portions of the city and includes 4,491 parcels.

The Neighborhood Preservation Division in the Neighborhood and Community Services Department enforces property codes. Property code violation cases are closed when the problems are abated. The total number of open cases includes new cases opened in the current fiscal year and cases that were not closed from the previous years.

Why is it important? Well-maintained properties increase neighborhood's housing values as well as residents' sense of pride and ownership of the community. On the other hand, poorly maintained properties are related to community deterioration. Property code enforcement helps a neighborhood sustain its safety as well as quality of life. Citizen satisfaction with enforcement of residential property codes has been generally low, but improved in 2001 and stayed about the same in 2002. While citizen satisfaction with aspects of code enforcement is still below the average of other cities in the metropolitan area, citizens' overall satisfaction with code enforcement is consistent with that of other large cities in the central United States. Clean up litter and illegal dumping topped the list of code-related items that respondents said city leaders should emphasize most over the next two years.

How is the city doing? About 40 percent of homes rated in UMKC's housing condition survey need structural repairs. The percent of homes in each neighborhood needing structural repairs varies widely. The number of abated property code cases has increased over the past three years, but is lower than the average for cities reporting to the ICMA.

Over 40 percent of the neighborhoods included in the "100 percent survey area" of the Housing Conditions Survey had more than half of their housing in need of structural repair. About 7 percent of the neighborhoods did not have any housing with structure problems.

Percent of Surveyed Neighborhoods with Housing Structure Problems

Percent of Housing with Structure Problems	Number of Surveyed Neighborhoods
75-100%	8
50-74.9%	40
25-49.9%	29
1-24.9%	29
0%	8
Total	114

Source: The UMKC Center for Economic Information, City of Kansas City, Missouri 2000/2001 Neighborhood Housing Conditions Survey, March 29, 2002.

The structural average score groups together the scores for roof, foundation/wall, window/door/ porch, and exterior paint. The best possible score is 5.0, and the worst possible score is 1.00. More homes in the newer portions of the city are rated high in housing structures, where almost half of the homes have an average structural score between 4.5 and 5, compared to almost one third of the homes in the "100 percent survey area."

Percent of Homes with Structure Problems

Structural Average Score	100% Survey Area	5% Survey Area	City-Wide
1.0 - 2.49	2.0%	0.1%	0.9%
2.5-4.49	64.2%	50.8%	56.1%
4.5-5.0	33.8%	49.1%	43.0%
Total	100.0%	100.0%	100.0%

Source: The UMKC Center for Economic Information, City of Kansas City, Missouri 2000/2001 Neighborhood Housing Conditions Survey, March 29, 2002.

Resolution of property code cases has improved over the past four years. In both fiscal years 2001 and 2002, 67 percent of cases were closed. However, the rate is still lower than the average of other large cities reporting to the ICMA. For fiscal year 2001, the average case closure rate was 82.7 percent for all reporting cities with populations of 100,000 or more.[19]

Percent of Property Code Violation Cases Closed
Fiscal Years 1999-2002

	1999	2000	2001	2002
Cases	20,210	24,817	22,030	25,031
Closed	11,128	16,288	14,734	16,707
Percent	55.1%	65.6%	66.9%	66.7%

Sources: Statistical Report, Neighborhood Preservation Division, Neighborhood and Community Services Department, December 24, 2002; number of open cases at the end of each physical year, Neighborhood Preservation Division, Neighborhood and Community Services Department, January 22, 2003.

[19] ICMA, *Comparative Performance Measurement, FY2001 Data Report*, p 32.

Physical infrastructure

We report the percent of surveyed neighborhoods rated in the 2001 Housing Conditions Survey with no sidewalks or with deteriorated sidewalks, with streetlight problems, and with deteriorated catch basins. We also report the percent of catch basins cleaned each year.

The 2001 Housing Conditions Survey evaluated the public infrastructure next to the parcel in addition to assessing the private properties. The survey rated conditions of sidewalks, curbs, streets, streetlights, and catch basins.

We define deteriorated sidewalks as those that were rated "sub-standard," "seriously deteriorated," or "severely deteriorated." We define streetlight problems as parcels where streetlights were rated as a "significant problem," "serious problem," or "severe problem." Catch basin problems refer to catch basins that were rated "sub-standard," "seriously deteriorated," or "severely deteriorated."

The Water Services Department tracks catch basin cleaning and repairs. Catch basins are inlets connecting to the storm water system.

Why is it important? Neighborhood infrastructure helps to form the backbone of a neighborhood and serves the people living within. Sidewalks improve pedestrian safety and encourage informal encounters among neighbors. Citizens report a relatively low level of satisfaction with condition of city sidewalks.

About 40 percent of respondents in 2002 rated their satisfaction as a 1 or 2, where 1 means very dissatisfied. Compared to other communities in the metropolitan area, citizen satisfaction with maintenance of city sidewalks in Kansas City was below average.

Streetlights improve street visibility and may also complement neighborhood crime prevention efforts. Street lighting has had one of the highest citizen satisfaction ratings. While satisfaction has declined, citizen satisfaction with the adequacy of street lighting is near the average of other communities in the metropolitan area. Fifty-seven percent of respondents in 2002 rated their satisfaction as a 5 or 4, where 5 means very satisfied; 64 percent respondents rated their satisfaction with street lights as 5 or 4 in 2001.

Cleaning catch basins helps to reduce the risk of flooding. The city's goal is to clean all of the city's 34,000 catch basins at least once every two years. The city also cleans catch basins in response to citizen requests. Compared to other communities in the metropolitan area, citizen satisfaction with the overall quality of storm water management was about average. Citizens' satisfaction with the overall quality of storm water management has improved since 2000. In 2000, 33 percent of respondents rated their satisfaction with the quality of storm water management as a 1 or 2, where 1 means very dissatisfied. This percentage decreased to 26 percent in 2002.

How is the city doing? The majority of neighborhoods rated in the housing condition survey had no sidewalks or had deteriorated sidewalks. However, most of the neighborhoods had no problems with streetlights and most catch basins were rated as adequate. The number of catch basins cleaned citywide increased from 2000.

Over 40 percent of the parcels in the "100 percent survey area" do not have or have deteriorated sidewalks. Over one fourth of the neighborhoods evaluated (27%) in the "100 percent survey area" have problems with most of their sidewalks (75% or more). Only 6 neighborhoods among the 120 evaluated had no problems with sidewalks.

Number of Surveyed Neighborhoods with No Sidewalks or Deteriorated Sidewalks

Percent of Parcels with No Sidewalks or Deteriorated Sidewalks	Number of Surveyed Neighborhoods
75-100%	32
50-74.9%	18
25-49.9%	23
1-24.9%	41
0%	6
Total	120

Source: The UMKC Center for Economic Information, City of Kansas City, Missouri 2000/2001 Neighborhood Housing Conditions Survey, March 29, 2002.

Most of the neighborhoods evaluated in the "100 percent survey area" had no problems with their streetlights. In neighborhoods with problems noted, most of the streetlights worked properly.

Number of Surveyed Neighborhoods with Streetlight Problems

Percent of Parcels with Streetlight Problems	Number of Surveyed Neighborhoods
75-100%	0
50-74.9%	0
25-49.9%	0
1-24.9%	47
0%	73
Total	120

Source: The UMKC Center for Economic Information, City of Kansas City, Missouri 2000/2001 Neighborhood Housing Conditions Survey, March 29, 2002.

Catch basins in most of the neighborhoods rated as functioning adequately or in perfect operational condition.

Percent of Surveyed Neighborhoods with Catch Basin Problems

Percent of Catch Basins with Problems	Number of Surveyed Neighborhoods
75-100%	1
50-74.9%	5
25-49.9%	28
1-24.9%	51
0%	33
Total	118

Source: The UMKC Center for Economic Information, City of Kansas City, Missouri 2000/2001 Neighborhood Housing Conditions Survey, March 29, 2002.

The number of catch basins cleaned citywide has increased from 2000. Most of the increase is from cleaning requested by citizens.

Number of Catch Basins Cleaned

	2000	2001	2002 (Thru Sept.)
Citizen Requests	5,618	10,729	8,231
City Wide Program	13,378	14,162	7,780
Total Cleaned	18,996	24,891	16,011
Percent	56%	73%	47%

Source: Water Services Department, *ServiceFirst Performance Profile*, January 2002.

Social characteristics

We report racial composition in the city and the metropolitan area using the dissimilarity index, which measures the extent to which blacks/African-Americans are unevenly distributed relative to a baseline of perfect integration. An index measure of 0 would represent perfect integration – where the proportion of black/African-American residents in each census tract of the city would approximately equal the proportion citywide. Conversely, an index measure of 1 would represent absolute segregation. An index measure of 0.6 is said to represent "hypersegregation."[20] We also report the distribution of children by neighborhood.

Why is it important? One way to assess the health of neighborhoods is by comparing demographic characteristics of neighborhoods to those of the overall city. Concentrations of racial segregation or

[20] Glaeser, Edward, "Racial Segregation in the 2000 Census: Promising News, " The Brookings Institution, Survey Series, April 2001.

loss of families with children could indicate problems. Research has shown that racial segregation is related to concentrations of poverty, which is in turn related to social problems such as crime and drug abuse.[21] Residential segregation creates barriers for families to education, employment, a safe environment, fair insurance rates, and wealth in the form of home equity. Residential segregation also undermines the community as a whole.

How is the city doing? Kansas City remains a racially segregated city, although there has been some improvement since 1990. The percent of children in Kansas City is similar to the metropolitan area as a whole.

The dissimilarity indices declined in Kansas City and the metropolitan area between 1990 and 2000. However, the indices remain above 0.6, representing a high level of segregation. The indices of Kansas City are a little bit lower than the metropolitan area. About three-quarters of Kansas City's neighborhoods can be considered highly segregated – where the black/African-American population is more than 60 percent different from the citywide proportion.

Black/Non-black Dissimilarity (1990 and 2000)

	1990	2000
Kansas City, MO	0.712	0.662
Kansas City, MO-KS MSA	0.721	0.683

Sources: 1990 & 2000 Census data from the City Planning and Development Department; Glaeser, Edward, "Racial Segregation in the 2000 Census: Promising News," The Brookings Institute, Survey Series, April 2001.

Highly Segregated Neighborhoods (1990 and 2000)

Percentage of Black Population in Neighborhood	Number of Neighborhoods		Change
	1990	2000	
Much less than citywide proportion[22]	131	117	-11%
Much more than citywide proportion[23]	51	62	22%
Total of highly Segregated neighborhoods	182	179	-2%
Percent of city neighborhoods	76%	75%	-1%

Sources: 1990 and 2000 Census data from the City Planning and Development Department.

[21] Massey, Douglas S., "American Apartheid: Housing Segregation and Persistent Urban Poverty," NIU Social Science Research Institute Distinguished Lectures, March 1994.

[22] The proportion of black/African-American population in a neighborhood is at least 60 percent less than it is citywide (less than 11.8 percent of the neighborhood population).

[23] The proportion of black/African-American population in a neighborhood is at least 60 percent more than it is citywide (more than 47.4 percent of the neighborhood population).

Children under the age of 15 make up about 21 percent of Kansas City's population, which is similar to the metropolitan area as a whole. However, children are not evenly distributed by neighborhoods – about 70 percent of the children live in half of the city's neighborhoods.

Child Population in KCMO Compared to That in the Metropolitan Area

	KCMO	Kansas City, MO-KS MSA
Total under age 15	94,354	394,131
Total population	441,545	776,062
Percent under 15	21%	22%

Source: U.S. Bureau of the Census, Census 2000.

Child Distribution by Neighborhood (2000)

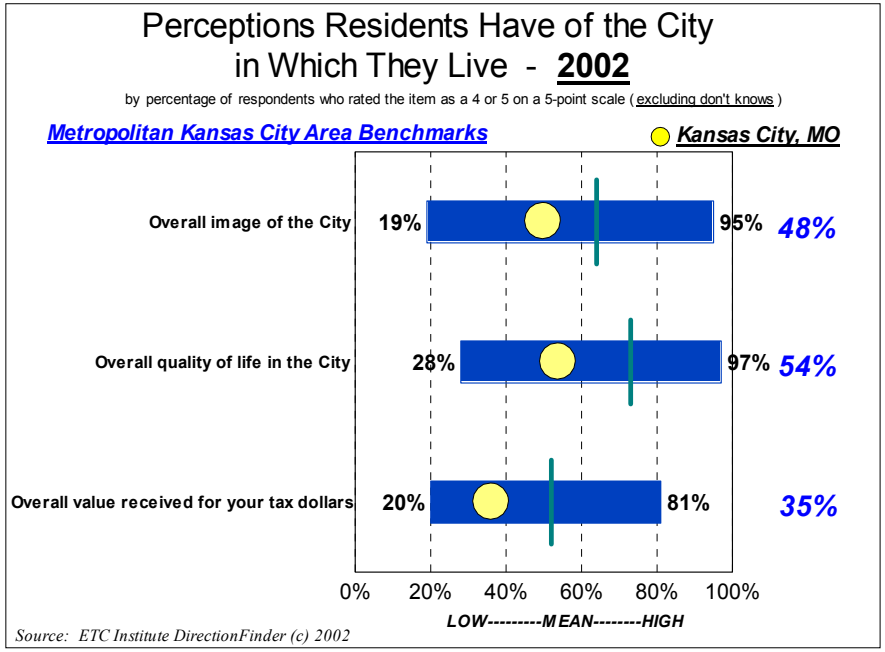
Percent of Population Under 15	Number (Percent) of Neighborhoods	Number (Percent) of Children
0-10%	24 (10%)	2,194 (2%)
11-20%	89 (37%)	23,795 (25%)
21-30%	115 (48%)	62,825 (67%)
31-40%	7 (3%)	3,446 (4%)
41-50%	5 (2%)	2,053 (2%)
Total	240 (100%)	94,313 (100%)

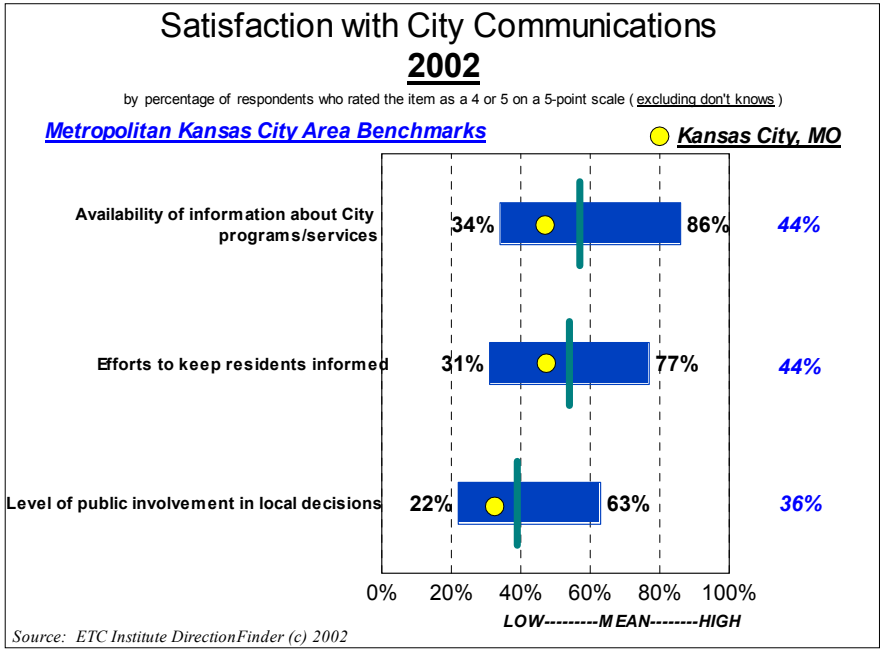
Source: 2000 Census data from the City Planning and Development Department.

Overall Quality of Life

Community "quality of life" is a broad concept that has generated numerous definitions and measurements ranging from standard statistics, such as the Cost of Living Index, to subjective indicators, such as "feelings of happiness." Here, we report measures of wealth, employment, and health in Kansas City. While external economic conditions that influence these aspects of quality of life are largely beyond the control of local government, measuring these conditions can help the city respond to changes. In the long run, building an economic base – through maintaining capital infrastructure, competitive tax rates, and providing an adequate level of service – will encourage businesses and families to stay in the city.

Citizen Satisfaction Benchmarking Data





Citizen Satisfaction with Overall Quality of Life

How satisfied are you with:	Very Satisfied (5) Feb 00	Nov 01	Oct 02	4 Feb 00	Nov 01	Oct 02	3 Feb 00	Nov 01	Oct 02	2 Feb 00	Nov 01	Oct 02	Very Dissatisfied (1) Feb 00	Nov 01	Oct 02	Don't Know Feb 00	Nov 01	Oct 02
Overall quality of services provided by the City of Kansas City, Missouri?	n/a	12%	13%	n/a	42%	39%	n/a	33%	34%	n/a	7%	9%	n/a	3%	4%	n/a	1%	1%
Overall value that you receive for your city tax dollars and fees?	9%	8%	9%	26%	28%	26%	34%	34%	34%	15%	18%	19%	**14%**	**9%**	11%	2%	2%	2%
Overall image of the city?	18%	18%	14%	37%	36%	34%	28%	27%	30%	12%	14%	15%	5%	5%	6%	<1%	1%	2%
How well the city is planning growth?	15%	12%	11%	23%	27%	26%	30%	31%	30%	16%	15%	18%	9%	9%	9%	7%	7%	7%
Overall quality of life in the city?	18%	17%	14%	42%	44%	39%	28%	26%	30%	8%	8%	11%	3%	3%	5%	1%	2%	2%
Overall feeling of safety in the city?	n/a	10%	10%	n/a	**36%**	**30%**	n/a	31%	34%	n/a	15%	17%	n/a	7%	8%	n/a	1%	1%

How would you rate Kansas City, Missouri:	Excellent (5) Feb 00	Nov 01	Oct 02	4 Feb 00	Nov 01	Oct 02	3 Feb 00	Nov 01	Oct 02	2 Feb 00	Nov 01	Oct 02	Poor (1) Feb 00	Nov 01	Oct 02	Don't Know Feb 00	Nov 01	Oct 02
As a place to live?	26%	27%	28%	45%	46%	42%	22%	20%	20%	4%	4%	6%	3%	2%	3%	0%	<1%	1%
As a place to raise children?	18%	20%	20%	33%	38%	35%	26%	22%	23%	13%	11%	13%	**8%**	**5%**	7%	2%	3%	3%
As a place to work?	24%	23%	24%	45%	45%	42%	22%	21%	21%	5%	6%	7%	2%	3%	3%	2%	2%	2%

How satisfied are you with:	Very Satisfied (5) Feb 00	Nov 01	Oct 02	4 Feb 00	Nov 01	Oct 02	3 Feb 00	Nov 01	Oct 02	2 Feb 00	Nov 01	Oct 02	Very Dissatisfied (1) Feb 00	Nov 01	Oct 02	Don't Know Feb 00	Nov 01	Oct 02
Overall quality of leadership provided by the city's elected officials?	8%	7%	9%	27%	30%	30%	33%	33%	34%	17%	17%	13%	9%	8%	8%	6%	5%	7%
Overall effectiveness of appointed boards and commissions?	7%	6%	9%	20%	24%	26%	34%	35%	33%	17%	16%	15%	10%	9%	7%	12%	10%	11%
Overall effectiveness of the City Manager and appointed staff?	9%	6%	9%	26%	28%	29%	35%	35%	34%	12%	14%	13%	6%	7%	6%	12%	11%	10%

*Bold indicates statistically significant changes at p< .05
Sources: ETC Institute DirectionFinder Surveys.

Overall Quality of Life Indicators

Wealth

We report income distribution, median household income; the value of owner occupied housing, age of the city's housing stock, and the number of homeless individuals and families. Income includes wage or salary, self-employment income, interest or dividend, social security, supplemental security, retirement or disability income, public assistance, and other regularly received money income. The 1990 Census provides income data for calendar year 1989 and the 2000 Census provides income data for calendar year 1999.

The Homeless Services Coalition of Greater Kansas City conducts an annual point in time count of homeless persons at places of emergency shelters, transitional housing, permanent supportive housing, and street outreach. The count is a snap shot of the number of homeless individuals and families on a specific day of the year. Counts were conducted in April and November 2000, November 2001, and November 2002. The counts also included the number of persons on the waiting lists for the transitional housing. However, the waiting lists were not included in 2002, as the transitional housing agencies are no longer maintaining the waiting lists.

Why is it important? Income is a key determinant of individual, family, and community well-being. Income levels indicate the ability of individuals and families to meet their needs and correlate with their conditions of health, education, social interaction, housing, leisure, and general life style.

Housing is a major component of household wealth. Home equity is a cornerstone of wealth for most households that own their homes. While homeownership indicates wealth, homelessness indicates lack of wealth.

How is the city doing? The median household income and median value of owner occupied housing in Kansas City increased in real terms between 1990 and 2000. However, the percent of households in the lowest income category is much higher in Kansas City than in the metropolitan area as a whole and homelessness remains a problem.

Kansas City's median income increased about 40 percent, compared to about 30 percent inflation. Income is lower in Kansas City than in the metropolitan area as a whole. A much higher percentage of Kansas City households reported an annual income of less than $10,000 than in the five county metropolitan area.

Household Income (1990 and 2000)[24]

	1990		2000	
	Households		Households	
	Number	Percent	Number	Percent
Less than $10,000	31,800	18.0%	21,385	11.6%
$10,000-14,999	16,784	9.5%	11,745	6.4%
$15,000-24,999	33,988	19.2%	26,325	14.3%
$25,000-34,999	29,828	16.8%	27,110	14.7%
$35,000-49,999	30,575	17.3%	31,731	17.2%
$50,000-74,999	22,866	12.9%	34,354	18.7%
$75,000-99,999	6,246	3.5%	16,037	8.7%
$100,000-149,999	3,328	1.9%	10,330	5.6%
$150,000-199,999	1,742*	1.0%	2,213	1.2%
$200,000 or more			2,798	1.5%
Total households	177,157	100%	184,028	100%
Median household income	$26,713		$37,198	

*$150,000 or more.

Sources: U.S. Bureau of Census, *Census 1990 Population* and *Housing,* and *Census 2000.*

Household Income in KCMO Compared to that in the Metropolitan Area (2000)

Household income	Percent of Households	
	Kansas City, MO	Kansas City, MO--KS MSA
Less than $10,000	11.6%	7.3%
$10,000-14,999	6.4%	5.0%
$15,000-24,999	14.3%	11.4%
$25,000-34,999	14.7%	13.0%
$35,000-49,999	17.2%	17.3%
$50,000-74,999	18.7%	21.8%
$75,000-99,999	8.7%	11.8%
$100,000-149,999	5.6%	8.2%
$150,000-199,999	1.2%	2.1%
$200,000 or more	1.5%	2.2%
Total households	184,028	694,971
Median household income	$37,198	$46,193

Source: U.S. Bureau of Census, *Census 2000.*

[24] The 1990 figures are not adjusted for inflation.

The median value of owner occupied housing also increased in real terms between 1990 and 2000. The median housing value increased about 50 percent compared with about 30 percent inflation. Half of Kansas City's housing was built before 1960.

Value of Owner Occupied Units, 1990 and 2000[25]

Value of Units	1990 Number (%)	2000 Number (%)
Less than $50,000	37,689 (41.7%)	21,203 (21.8%)
$50,000-99,999	41,204 (45.6%)	39,419 (40.4%)
$100,000-149,999	7,196 (8.0%)	21,239 (21.8%)
$150,000-199,999	2,247 (2.5%)	8,716 (8.9%)
$200,000-299,999	1,129 (1.3%)	4,434 (4.5%)
$300,000-499,999	818* (0.9%)	1,663 (1.7%)
$500,000 or more		807 (0.8%)
Total units	90,283 (100%)	97,481 (100%)
Median Value	$56,100	$84,000

*$300,000 or more.

Sources: U.S. Bureau of Census, *Census 1990 of Population and Housing,* and *Census 2000*.

Year Housing Structure Was Built

	Number	Percent
1999 to March 2000	2,980	1.5%
1995 to 1998	8,959	4.4%
1990 to 1994	8,647	4.3%
1980 to 1989	20,025	9.9%
1970 to 1979	27,768	13.7%
1960 to 1969	32,794	16.2%
1940 to 1959	55,417	27.4%
1939 or earlier	45,683	22.6%
Total Housing Units	202,273	100.0%

Sources: U.S. Bureau of Census, *Census 2000*.

[25] The 1990 figures are not adjusted for inflation.

While income and housing values have increased over the last decade, homelessness continues to be a problem. Many factors contribute to homelessness, including a shortage of affordable housing, lack of social programs, and loss of detoxification beds. The numbers of homeless individuals and families in November 2002 did not include those on the waiting lists for transitional housing services.

Count of Homeless Persons and Families With Children

	Apr 00	Nov 00	Nov 01	Nov 02
Individuals	1,325	1,460	1,347	1,419
Families	678	813	957	737

Sources: Homeless Services Coalition of Greater Kansas City*, Kansas City Missouri – Continuum of Care: Gaps Analysis*, 2000, 2001, 2002, 2003.

Employment

We report unemployment rates and employment growth rates from 1992 through October 2002. The unemployment rate is the number of unemployed as a percent of the civilian labor force. The annual rate is calculated as the average of the monthly unemployment rates during the year. Unemployed persons are all persons who had no employment during the week of the twelfth day of the month, were available for work except for temporary illness, and had made specific efforts to find employment.

The annual employment growth rate is how many more (or fewer, if the rate is negative) individuals living in Kansas City were employed each year.

Why is it important? The city's employment base – measured by the unemployment rate and number of jobs – is directly related to business activity and personal income. A declining employment base indicates that overall economic activity is declining. Unemployment is a serious social concern. Unemployed workers and their families face a declining standard of living and pose an increasing demand on the city's social services infrastructure.

How is the city doing? Kansas City's employment picture was mixed over the last decade. Unemployment declined in the 1990s, but increased again after 2000. Annual employment growth was flat except for jumps in 1995 and 2000.

Unemployment rates in Kansas City have climbed up since 2000 after years of decline. Unemployment rates declined from over 6 percent in 1992 and 1993 to a low of 3.9 percent in 1999. However, unemployment in 2002 (through October) again reached over 6 percent.

The annual employment growth rate spiked in 1995 and 2000, reaching 5.5 and 4.7 percent respectively. Growth was negative in 1993, and flat between 1997 and 1999. The growth rates were again low in 2001 and 2002.

Annual Unemployment Rate (1992-2002)

Year	Average Number of Unemployed Persons per Month	Unemployment rate
1992	14,792	6.2%
1993	15,565	6.6%
1994	13,154	5.5%
1995	13,587	5.4%
1996	12,662	4.9%
1997	11,934	4.7%
1998	11,899	4.7%
1999	9,872	3.9%
2000	10,527	4.0%
2001	14,477	5.4%
2002 thru Oct.	16,778	6.1%

Source: Bureau of Labor Statistics, U.S. Department of Labor.

Annual Employment Growth Rate (1992 – 2002)

Year	Average Number of Employed Persons per Month	Annual Employment Growth Rate
1991	220,515	N/A
1992	222,674	1.0%
1993	219,946	-1.2%
1994	226,088	2.8%
1995	238,412	5.5%
1996	243,938	2.3%
1997	242,705	-0.5%
1998	242,612	0.0%
1999	243,269	0.3%
2000	254,669	4.7%
2001	256,091	0.6%
2002 thru Oct	260,171	1.6%

Source: Bureau of Labor Statistics Data, U.S. Department of Labor.

Health

We report measures of infant mortality rate, low birth weight, prenatal care, death rates of major causes, and the percent of persons in the city with no health insurance. The infant mortality rate is the number of infant deaths per 1,000 live births in the year.

Low birth weight refers to infants weighing less than 2,500 grams (5.5 pounds) at birth. The Health Department calculates low birth weight as percentage of live births from birth certificates and the information submitted by hospitals.

Prenatal care means providing care to pregnant women in order to prevent pregnancy-related complications, decrease maternal and prenatal mortality, and lower the chances of birth defects. The Health Department compiles the data according to birth information provided by hospitals.

The death rates by major causes are age-adjusted according to the age distribution of the U.S. population in 2000 for the purpose of comparisons across time and with the national rates. The adjusted death rate is the number of deaths per 100,000 population that would be expected if the age composition of the population in Kansas City, Missouri, were the same as that in the United States in 2000. The death rate by unintentional injury excludes deaths by homicides or suicides, but includes deaths caused by motor vehicle crashes. The Health Department compiles the data from vital records.

Why is it important? An individual's health begins before he/she is born. Low birth weight is associated with infant mortality. Both infant death and low birth weight are related to a mother's economic status, access to health care, and health related behaviors. Prenatal care improves chances that mothers and babies will be healthy. The goals of *Healthy People 2010 Objectives for the Greater Kansas Metropolitan Community* is to reduce the infant mortality rate to no more than 5 per 1,000 live births, and low birth weight to no more than 5 percent by 2010.

Diseases and injuries shorten and damage people's quality of life. Many diseases and accidents are preventable through public health education, healthy behaviors, and early diagnoses and treatment.

How is the city doing? Measures of health in the city have improved over the past decade. Infant mortality has declined. More women are starting prenatal care during their first trimester and fewer women had no prenatal care at all. Death due to coronary heart disease, cancer, and AIDS/HIV declined. However, Kansas City's deaths due to most major causes are higher than the national average for 2000 and about 12 percent of residents lack health insurance.

Infant mortality rates declined from almost 13 per 1,000 live births in 1991 to 7.4 in 2001. Nationally, the rates have also been declining. Kansas City's rates are higher than those of the nation. Low birth weight rates have dropped since the raise in 1998.

Infant Mortality Rate Per 1,000 Live Births

Year	Kansas City	United States
1990	11.4	9.2
1991	12.9	8.9
1992	12.5	8.5
1993	12.7	8.4
1994	10.3	7.9
1995	9.8	7.6
1996	11.4	7.3
1997	8.9	7.2
1998	8.6	7.2
1999	8.2	7.1
2000	7.8	6.9
2001	7.4	n/a

Source: Health Department.

The percent of women receiving no prenatal care during their entire pregnancy dropped from 2.1 percent in 1998, but the numbers were slightly higher in 2000 and 2001 than that in 1999. The percent of women receiving no prenatal care in their first trimester has been dropping continuously since 1993. This means more women began prenatal care during their first trimester, from around 80 percent in the early 1990s to near 88 percent in 2000 and 2001.

The three leading causes of death in Kansas City are coronary heart disease, cancer, and stroke. Death rates due to these diseases have generally declined over the past decade.

Birth Weight Less than 2,500 Grams

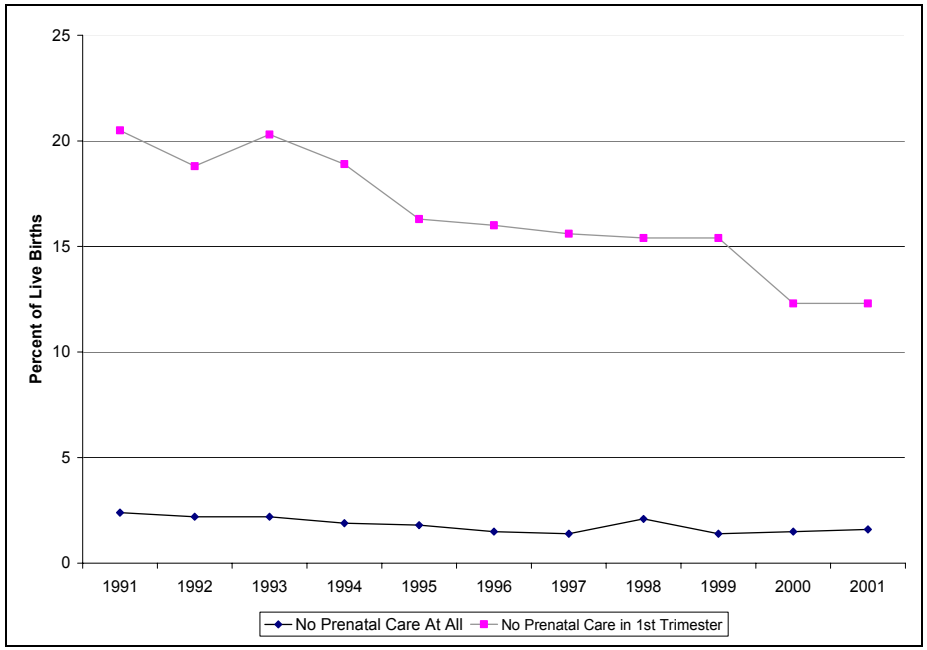
Year	Percent of live births weighing less than 2,500 grams (5.5 lbs.)
1991	9.6%
1992	9.5%
1993	9.8%
1994	9.6%
1995	9.2%
1996	9.1%
1997	9.3%
1998	9.7%
1999	9.4%
2000	8.7%
2001	8.4%

Source: Health Department.

Deaths due to AIDS/HIV dropped significantly in the last five years. However, deaths due to diabetes and unintentional injury have increased. Kansas City's age-adjusted death rates are higher than for the United States as a whole for most major causes.

Finally, we asked survey respondents to the DirectionFinder survey how many people in their household were covered by some type of health insurance. About 11 percent of the persons in surveyed households had no health insurance.

Lack of Prenatal Care 1991-2001



Source: Health Department.

Age-Adjusted Death Rates (Number Per 100,000 Population) Due To Major Causes, 1990-2001

Year	Coronary Heart Disease	Cancer	Stroke	Motor Vehicle Crash	AIDS/HIV	Unintentional Injury	Diabetes
1990	257	248.6	71	16.9	17.9	34.4	21
1991	257	244.6	69	17	18.7	38.7	25
1992	251	244.4	68	13.8	26.6	34.8	23
1993	245	230.3	74	17.1	27.6	38.5	25
1994	248	230.8	71	11.9	26.4	31	30
1995	212	244.2	62	15.7	24.3	36.7	28
1996	224	227.6	66	19.8	17.2	41.5	28
1997	226	220.6	66	16.2	8.8	41.6	29
1998	218	243.3	62	15	9.3	43.5	31
1999	206	210.7	64	12.5	6.9	40.2	33
2000	198	214	65	12.6	8.4	31.2	31
2001	180	217	58	13.8	7.1	41.6	33
2000 U.S.	n/a	201	60.8	15.7	5.3	35.5	25.2

Source: Health Department.