Vibrant, dynamic and friendly -- a community that values a neighbor-to-neighbor lifestyle for a prosperous future.

Developed by
Wichita State University Hugo Wall School of Public Affairs
Center for Urban Studies
Acknowledgements

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Plan Development

Background
In the fall of 2013, the City of Roeland Park, led by a small group of dedicated community members, determined the need for a community strategic plan that reflected the values, vision and priorities of the citizens of the community. The plan was to be a “grassroots approach” that would be influenced by the voices of the citizens and an opportunity to engage the community on critical issues impacting Roeland Park today and into the future. A strategic plan creates a vision for a community, but also identifies priorities to create that vision. More importantly, a plan serves as a communication tool to engage citizens and build relationships to work together to create the preferred future for a community.

In the spring of 2014, the City of Roeland Park contracted with the Center of Urban Studies, at the Hugo Wall School (HWS) of Public Affairs at Wichita State University to assist in the facilitation of the plan development. The Roeland Park strategic planning process started in full force in late March with the initial phase of community input on the current environment, critical issues and preferred future of Roeland Park. The HWS interviewed critical stakeholder groups as identified by the Strategic Plan Steering Committee, “Neighbor to Neighbor,” and sought input from the Steering Committee.

The stakeholder interviews continued in April, along with a community open house and an online survey in May. Approximately 250-300 community members participated in the community input phase of the project.

In late May, the steering committee met again to review the community input and to prioritize the information. More than 75 pages of notes and statements were recorded in the community input phase. The HWS categorized the information to provide a summary of the community feedback. The steering committee used the information from the community to identify the following five strategic issues that were identified as “transformative” and “critical” for the prosperity of the community.
Through the summer and early fall, the Steering Committee met with content experts, city staff and other resources in the community to learn more about the identified strategic goals. In the fall of 2014, the Committee developed and prioritized strategies and actions to address the goals identified for the plan.

In November 2015, the Steering Committee hosted a community open house to share the goals and strategies of the draft plan. In January 2015, additional community feedback was sought through another online survey that collected responses from 200 interested community members. The Steering Committee reviewed all the community feedback, made adjustments to the plan, and finalized in February 2015.

**About the Plan**

The plan is divided into five main goals. Each goal has a lead staff person or persons assigned to be accountable for the goal and strategy implementation. Each strategy has been identified to be completed in Phase 1 (1-3 years) or Phase 2 (3-5 years).

At the end of the plan there are two documents: 1) Implementation Plan, which provides a quick view of the strategies, responsible staff lead and proposed implementation schedule; and 2) Influencing Factors Report, which was created by the staff of Roeland Park to identify trends impacting the community currently and into the future.

Finally, Roeland Park Strategic Plan truly was a grassroots effort led by citizens of the community. Therefore, it is recommended that an ongoing citizen advisory committee be created to support the work of the Roeland Park City Council in the implementation of the plan and to continue to improve communication, transparence and trust with the community. The commitment and support created in developing the plan will serve as a foundation for continued community engagement in the future. The Advisory Board would meet quarterly with the City Council to discuss implementation and progress. Last, it is recommended the plan be updated annually to reflect changes and communication with the community.
Goal 1: Create a long-term financial plan to diversify revenue supporting Economic growth.

Staff leads: City Administrator and Assistant City Administrator/Finance Director

In an effort to prepare for the planned loss of a primary business in Roeland Park in 2015-16, the City began a multiyear budget cycle beginning in FY 2014. The preparation has helped to identify financial trends and illustrates anticipated fund balances over a three-year period. The multiyear budget change will help the City prepare to implement the strategies outlined in Goal 1 of the strategic plan.

In addition, the City has already implemented or initiated tools to assist the City with economic development and long-term financial stability including:

- Participating in the LocationOne Information Systems tool that identifies available commercial properties in Roeland Park.
- Partnering with the City of Westwood to develop a unified plan and timeline for a Neighborhood Revitalization Program to encourage new construction and improve residential and commercial buildings.

Strategy A: Collaborate with peer cities with similar developmental issues and define potential options. Possible communities include: (Phase 1)

- Merriam, KS
- Mission, KS
- Fairway, KS
- Westwood, KS

Strategy B: Prioritize grant funding opportunities to improve the community and diversify finances. (Phase 1)

1. Prioritize grant funding areas, such as: environmental concerns for industrial area, park or green space, transportation expansion, public-private funding to attract business and city development; and opportunities to diversifying tax base.

2. Leverage funding opportunities presented through Johnson County and Mid-America Regional Council (MARC).

3. Develop a process for continual review of funding opportunities through public, nonprofit and private resources for cities.
Strategy C: Evaluate the historical, present and future financial commitments of Roeland Park and create a written analysis. (Phase 1)

Strategy D: Dedicate resources to create a financial plan with the purpose to diversify the revenue base. (Phase 1 and Phase 2)

Strategy E: Establish an Economic Development Committee to work with the City Council, residents and business community for implementation of the finance plan. (Phase 1 and Phase 2)
- Charge with review of the finance study.
- Develop an implementation plan for diversifying the tax-base.
- Improve communication with the business community.

Goal 2: Create a commercial development plan to revitalize underutilized property and leverage available land to create a sustainable community.

Staff Leads: Assistant City Administrator/Finance Director and City Administrator

Active engagement on this goal is already underway. Several collaborative groups have formed to help implement cohesive development plans for several of the City's targeted sites due to their locations along the City's borders. In addition, Mayor Joel Marquardt in conjunction with volunteer architects and development group has worked extensively to generate potential design ideas for the targeted economic development sites in the City. Several groups putting effort toward these strategies in and around Roeland Park include:

- The 47th and Mission Road Area Development and Management Committee consisting of City Council members, Planning Commissioners staff and volunteers from the Unified Government, Westwood and Roeland Park.
- The Mission-Roeland Park Interlocal Steering Committee consisting of Council Members, Planning Commissioners and staff from both Cities. This Ad-Hoc group is working together to develop a unified development plan for the northeast corner of Johnson Drive and Roe Boulevard.
- The City Planning Commission has taken on the task of reviewing the Sustainable Code Audit developed through MARC. Their goal is to discuss and target areas of the City zoning code that could be amended to make future development more sustainable.

Strategy A: Identify and prioritize potential commercial development sites in order to attract and retain developers and retail constituents supporting sustainable goals. (Phase 1)
1. Based on the six sites considered by the volunteer architects and development group, concentrate development opportunities on the following:
   • Various sites: Roeland Parkers state a “sit down” restaurant as one of their top priorities for enhancing community life. Various sites could attract a ‘destination restaurant’ with high visibility/signage along Roe Blvd.
   • 47th & Mission: County Line from Mission to Rainbow is already being developed as a 39th Street-like corridor for unique dining and shopping. Roeland Park has an opportunity to help guide and influence the southwest corner of Mission and 47th Street with distinctive, destination entertainment establishments.
   • Cloverleafs (East & West): Even with the Gateway development on hold, the northeast and northwest corners of Roe and Johnson Drive hold great promise for high-density, multi-use developments that blend retail and apartment/condo/single family housing. The volunteer architects and development group has considered and produced some documents which display possible uses of the Northeast Clover Leaf property.

2. Monitor progress with the Mission Gateway development and guide, where possible and appropriate, work with the private owners of the Roeland Park Shopping Center.
   • Opportunities may exist to influence retail replacement through the Community Improvement District (CID).
   • Potential for improving CVS store w/ drive-thru.
   • Potential for improving egress and parking lot design.

**Strategy B: Leverage commercial development sites as anchors for transforming Roeland Park into a community that serves to attract all ages with target audiences of young adults and seniors. (Phase 2)**

1. Formally consult and utilize regional agencies like MARC, community engagement tools and planning resources to move Roeland Park towards “Creating a Sustainable Destination”. In collaboration with commercial development anchors, forge a comprehensive city plan to increase the community’s vitality and resilience with the following actions:
   • Integrate stormwater management plan.
   • Improve access to fresh, healthy fruits and vegetables, local farmers markets, and community gardens.
   • Increase opportunities for biking and walking paths along Roe Blvd., 55th Street, 51st Street, Roe and Johnson intersection.
   • Expand growth of diverse, alternative methods of public transportation, such as Carma Hop, currently being tested and used in Lawrence, KS.
2. Focus planning efforts on 47th & Mission corridor as a walkable, bikeable, family friendly destination through coordination with the cities of Westwood and Kansas City, Kansas and the region.

3. Focus planning efforts on recreating a “Gathering Center” for City of Roeland Park integrated with or surrounding the Walmart site.
   - Review/reframe and enforce codes based on comprehensive, sustainable, social, and economic principles.
   - Encourage future development which respects our unique town heritage.

*Strategy C: Establish an Economic Development Committee (as mentioned in Goal 1) to re-ignite dialogue between developers, planning committee, citizens, and others by increasing transparency at each level. (Phase 2)*

   1. Ensure Commercial Development Committee for Roeland Park is diverse to include citizens, council members, mayor, an urban planner and engineer.

   2. Initiate and/or continue to develop a centralized business plan database consisting of business growth, customer feedback and needs of business community.
      a. Centralized website location for all commercial business data.
      b. Centralized website location for all new and/or redevelopment plans.

   3. Integrate plans with explanatory notes in different languages and in simple language.

**Goal 3: Market Roeland Park to increase awareness and promote a positive image.**

*Staff Lead: City Clerk and Police Chief*

The City uses several mechanisms to communicate local events and City business to the community including actively updating the City's website, using Constant Contact to send calendar updates, surveys and City news to citizens; and engaging through social media including Facebook, Twitter, You Tube and Flicker. In addition, the City makes every effort to host quarterly business forums to engage with local business owners and listen to any concerns they may have regarding conducting business in Roeland Park.

*Strategy A: Create a new branding endeavor of Roeland Park as premier city of choice. (Phase 1)*

   1. Identify and develop branding strategies to address advantages and perceived
disadvantages associated with Roeland Park and develop promotional materials.

2. Utilize social media to help promote new branding effort of Roeland Park.

3. Develop a promotion packet of Roeland Park for residents, realtors, area partners and others to understand the assets of Roeland Park.

4. Dedicate resources for the development of a marketing plan, implementation and promotion material in coordination with the branding effort.

**Strategy B: Ensure continuous outreach to effectively engage citizens, businesses, public and nonprofit sector. (Phase 1)**

1. Enhance relationships with residents through additional engagement opportunities among residents and elected officials.
   a. Encourage participation and involvement of elected officials in community events.
   b. Develop promotions and special opportunities for citizens to attend council events.
   c. Create an atmosphere in public meetings to promote positive interactions among city officials and residents.
   d. Improve visible signage and electronic media notification of meetings and events.

2. Facilitate and improve relationships with business and industry by creating a forum for city officials and business representatives to meet quarterly.

3. Increase local government officials’ knowledge of the business environment by working with the MARC and Northeast Johnson County Chamber of Commerce to provide information on resources, trends, partnership opportunities to market Roeland Park.

**Strategy C: Establish Roeland Park as the premier community for location and service. (Phase 1)**

1. Promote excellence in public service and the unique opportunities for residents in Roeland Park.

2. Support image of Roeland Park as a safe community by developing programs that encourage resident involvement.

3. Promote history of Roeland Park to the community and surrounding area.

4. Emphasize prime location of Roeland Park in all marketing materials.
Goal 4: Connect citizens to the community through events, places, services and activities.

*Staff Lead: City Administrator, Assistant City Administrator/Finance Director, City Clerk, Public Works Director and Police Chief*

Thanks in large part to citizen volunteer committees, the City has begun the process of enhancing community events and promotion of the events. The Citizen's Initiative for R Park has done great work in establishing community events and fundraisers to develop features in R Park. Some events include the Bacon, Blues and Brews and the BBQ and Bluegrass Festival. Other committees such as Community Events, Parks and the Arts Committees have hosted several events designed to enhance a sense of community and to raise awareness of the City's many assets. These efforts have helped to lay the groundwork for implementing the strategies set out in the strategic plan.

*Strategy A: Increase effective communication as an essential element in the quest to increase community involvement. (Phase 1)*

1. Improve the timeliness of newsletter publication and distribution.

2. Enhance the welcome package and involve citizens to welcome new residents.

3. Increase utilization of the social media and website by adding additional features that increase traffic and usage. Potential opportunities include:
   
   a. Redesign website to be more user-friendly and provide for a more inclusive calendar of events, search bar, and navigation of website. Add a page to highlight an individual or groups for exceptional service or accomplishments.
   
   b. Add a “Senior Connection” page to website.
      
      - List city-specific services for our senior population.
      - Provide links to county services, helpful numbers; tips on accessing senior services.
      - Work with community center to bring attention to services and activities thru website.
      - Include ways for citizens to get involved with or assist seniors.
   
   c. Improve utilization of Text Alerts for community events and city announcements.

4. Utilize the Northeast Johnson County Chamber of commerce newsletter to increase awareness of Roeland Park.

*Strategy B: Increase civic activities to connect residents to the community. (Phase 2)*
1. Support and grow participation of all age groups in quarterly community events through increased promotion to residents through social media and partner organizations.

2. Develop a signature event for Roeland Park to create a destination experience to promote the community.

   Examples may include:
   - Chalk Art Weekend
   - Kids Art Contest
   - Pet Owner Activities

3. Host a weekly event in the summer during the month of June, such as live music, (local band), or family movie.

4. Partner with Johnson County to have promotions at the Aquatic Center to increase awareness of pool amenities as well as membership.

5. Establish a Block Party fund where neighborhoods can apply for funding to develop relations at the neighborhood level.

6. Identify opportunities to include school-age children in activities whenever possible to increase adult participation.

**Strategy C: Promote community service opportunities to encourage resident involvement and connection to Roeland Park. (Phase 2)**

1. Organize monthly events to serve the community, such as:
   - Park clean-up
   - School playground project
   - Beautification projects

2. Organize a “Neighbors helping Neighbors” group that tackles large projects two or three times per year. For example:
   - Rake Day (elderly or others in need can sign up to have their yard raked)
   - Plant a Tree Day (get trees donated and volunteers can plant in people's yards or in city parks)
   - Spring Cleaning Day (can help with minor repairs and clean up at select citizens’ homes – paint, gutters, trim bushes, rake...)
   - Work with schools – help arrange activities that include kids and retired citizens
3. Establish a “time bank” on the website for volunteer services that residents can exchange services among themselves.

4. Include a volunteer blog on the website.

5. Recruit youth from area schools in community service activities.

**Goal 5: Promote recreational opportunities through enhanced green space, facilities and communication.**

*Staff Leads: Public Works Director and City Clerk*

The city's multi-year Capital Improvement Plan will help guide improvements to City parks and green spaces and helps to target resources where most needed. As the City does not have a dedicated Parks or Recreation Department, the responsibility of maintenance is with Public Works. While recreational programming is orchestrated primarily by volunteer committees and Johnson County Parks and Recreation which operates the City's Aquatic Center and Community Center.

Some of the work already underway to help further this goal includes:

- Developing a list of improvements and costs for Nall Park.
- Installing park directional signage on major streets and around town.
- Taking pictures of all improvements being made to help beautify parks and green spaces and sharing those with Council and the public.
- Enhancing maintenance through more concentrated efforts in parks.

*Strategy A: Develop existing facilities and green space to maximize usage and service to the public. (Phase 2)*

1. Make all green spaces visibly appealing to increase usage.
   Example: Level and smooth R Park, killing weeds, planting grass and appropriate trees

2. Upgrade and enhance existing facilities to meet the needs of the public with dedicated funding from capital improvement.

3. Expand Park and Trees Committee scope of influence to include non-park areas to increase the available land for recreation.
4. Partner with the Community Center and Cedar Roe Library to create master plans to ensure successful service for the future.

5. Create a five-year implementation plan for each park and identify opportunities for implementation.

**Strategy B: Enhance promotion of community events, facilities and programs to increase awareness and recreation participation.** *(Phase 1)*

1. Enhance online parks and recreation presence by updating pictures, improving descriptions and increasing presence on new web sites.

2. Add additional and more prominent directional signage to the main roads within Roeland Park for park and recreational amenities.

3. Increase communication between Roeland Park committees, Roeland Park City Administration and Johnson County Parks and Recreational Department (JCPRD) by establishing quarterly meetings.

4. Establish a promotion process for events using all available channels including the city website, online social networking, the Community Center, JCPRD publications, City newsletter, Prairie Village Post, signage on Roe Boulevard, Roeland Park Library, businesses within Roeland park, JoCo Robo call and text messaging to residents.

5. Increase the use of public spaces by partnering with the city of Roeland Park, City Committees, Roeland Park Library and JCPRD in developing cross-promotion of events and programs.

**Strategy C: Identify and leverage additional financial, human and creative resources to expand recreational opportunities.** *(Phase 2)*

1. Establish and maintain a database of grants for recreational and park improvements for current and future use and prioritize potential projects.

2. Build a team of volunteer citizens with specific skill sets to assist in city improvement projects.

3. Identify and solicit local artists for art around the city and for assistance with beautification projects.

4. Increase and use sustainable options whenever maintaining and updating within the city to ensure a positive return on investments.
5. Identify a volunteer champion for each park and the Community Center to act as a liaison to the Parks and Trees Committee and Public Works for maintenance issues, improvements and monthly reports.

6. Commit to making Roeland Park a walkable community to connect citizens to resources and attractions within Roeland Park.
Vibrant, dynamic and friendly -- a community that values a neighbor-to-neighbor lifestyle for a prosperous future.
INFLUENCING FACTORS REPORT

STRATEGIC PLAN

CITY OF ROELAND PARK

CREATED BY:

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Ted Clemons, Intern
Table of Contents

Influencing Factors on the Strategic Plan 15

Purpose 18

Demographics 19

Employment and Income 22

Housing 24

City Financial Summary 25
Influencing Factors on the Strategic Plan

“It's the little details that are vital. Little things make big things happen.”

- John Wooden
**Purpose**

The purpose of the Strategic Plan is to determine the City's current and future priorities and create shared commitments among the City Council, City staff, and residents regarding the goals and strategies required to appropriately address these priorities. There are several key areas that affect the decision making process involved with the Strategic Plan:

- Demographics
- Employment and Income Statistics
- Housing
- City Financial Summary

To assist in the Strategic planning process information has been gathered from federal, state, and local government organizations as well as academic research.
Demographics

Roeland Park is located in Johnson County, the most populated county in Kansas. Johnson County has experienced tremendous population growth over the last 50 years. The county has grown by over 400,000 residents since 1960.

Johnson County Population Growth
Census 2000 to Census 2010

<table>
<thead>
<tr>
<th>Name</th>
<th>Population Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson County</td>
<td>20.6%</td>
</tr>
<tr>
<td>United States</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

Roeland Park has not shared in the county’s growth. Much of this can be attributed to the lack of developable land within Roeland Park’s boundaries, being landlocked by the neighboring communities, the single-family land use that occupies the vast majority of Roeland Park and the general national trend of smaller households.
**Age**

The 2010 Census population was 6,731 a -6.6% change from 2000. The current population is 48.4% male and 51.6% female. In the 2010 census the median age of the population was 34.1, compared to Fairway (41.9), Mission (35.2) and the US median age which was 37.2. The population density in the area is 4,149.8 people per square mile.

![Age Population Comparison 2000 to 2010](image)

The census trend in Roeland Park is typical for communities of Northeast Johnson County. The level population trend is the result of established housing stock, aging population, lack of available developable land, and the growth and development taking place in southern Johnson County.
<table>
<thead>
<tr>
<th>QuickFacts 2010 Census</th>
<th>Roeland Park</th>
<th>Mission</th>
<th>Merriam</th>
<th>Lenexa</th>
<th>Fairway</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>6,731</td>
<td>9,323</td>
<td>11,003</td>
<td>48,190</td>
<td>3,882</td>
</tr>
<tr>
<td>Population Density</td>
<td>4,149.8</td>
<td>3,495.7</td>
<td>2,549.4</td>
<td>1,413.2</td>
<td>3,529.09</td>
</tr>
<tr>
<td>Households</td>
<td>2,931</td>
<td>5,477</td>
<td>4,869</td>
<td>19,319</td>
<td>1,749</td>
</tr>
<tr>
<td>Median Household Income (est. 2010)</td>
<td>$64,708</td>
<td>$49,112</td>
<td>$54,809</td>
<td>$74,042</td>
<td>$96,362</td>
</tr>
<tr>
<td>Total Population Median Age</td>
<td>34.10</td>
<td>35.20</td>
<td>37.40</td>
<td>36.60</td>
<td>41.90</td>
</tr>
</tbody>
</table>

**Race and Ethnicity**

In 2000, the racial makeup in Roeland Park was as follows: 88.3% white; 6.6% Hispanic or Latino, 2.0% black, 0.5% Native American, 1.4% Asian/pacific islander. In 2010 the racial makeup became more diverse and changed to the following: 82% white, 10.4% Hispanic or Latino, 3.7% black, 0.4% Native American, 1.5% Asian/pacific islander. Compare the 2010 Census data to Fairway which was 95.3% white, 3.0% Hispanic or Latino, 0.8% black, 0.3% Asian/pacific islander; and Mission which was 79.8% white, 8.2% Hispanic or Latino, 5.5% black, .04% Asian/pacific islander; and the US racial makeup which was: 72.4% White, 12.6% Black, 0.9% Native American, 4.8% Asian/Pacific Islander.

**Education**

According to data from 2009-2013 approximately 96% of Roeland Parks population 25 years and older have received a high school diploma. Other cities in the area have comparable percentages of high school graduates: Mission 94%, Merriam 93% and Lenexa 95%.
According to data from 2009-2013 approximately 50% of Roeland Parks population have received a Bachelor’s degree or higher compared with other cities in the area: Mission 50%, Merriam 34%, and Lenexa 52%.

**Employment**

Roeland Park is primarily a residential community with three commercial anchor stores and an industrial center. Most people are employed by an entity outside the city limits. The primary exceptions to this are the Bella Roe Shopping Center and the Roeland Park Shopping Center both located on Roe Boulevard, and an industrial park located off of Roe Lane on the north side of the community.

The majority of employment offered in Roeland Park can be classified as service. Fast food restaurants, retail stores and drug stores are examples of the types of service sector employment. The three largest employers in Roeland Park are Wal-Mart, Price Chopper and Lowe’s. Most non-service sector employment is provided through a small number of manufacturing businesses and banks.

Between 2009 and 2013 the American Community Survey of the Census Bureau estimates that there were 5,606 people over the age of 16 in Roeland Park. Of these, 4,361 (77.8%) were in the
labor force. Of those in the labor force, 4,179 (95.8%) were employed and 182 (4.2%) were unemployed.

In 2010 there is estimated to have been 5,830 people over the age of 16 in the labor force. Of these 73.6% were employed, 1.9% were unemployed and 24.6% were not in the labor force. In 2000, unemployment in the Kansas City area was 3.5% and in 2010 it was estimated 2.5%.

**Income**

The American Communities Survey for 2009 to 2013 estimates that the average household income for Roeland Park was $80,098 (mean) and $64,708 (median). Over this same time period, the average income for the state of Kansas was $68,051 (mean) and $51,322 (median). For the United States the average income was $73,487 (mean) and $52,046 (median). Fairway’s household income was $154,789 (mean) and $106,071 (median). Prairie Village’s household income was $101,790 (mean) and $80,862 (median). Mission’s household income was $61,116 (mean) and $49,112 (median).
**Housing**

In 2010, there were 3,282 housing units. The median housing value in Roeland Park was $64,376 in 1990; compare this to the US median of $101,100 for the same year. The 2000 Census U.S. median housing value was $119,600. In 1990, there were 2,469 owner occupied housing units vs. 3,065 in 2010. Also in 1990, there were 733 renter occupied housing units vs. 104 in 2010. The average rent in 1990 was $385 vs. $686 for 2000 and $801 based on 5 year average in 2010.
**Households**

Housing makes up the vast majority of Roeland Park. A household is defined as a family, group or individual residing in a housing unit. A housing unit is the actual physical structure. During the 10 years between the 1990 and 2000 U.S. Census surveys, total households decreased and total housing units have increased in Roeland Park. The household numbers may not reflect the corrected census information made available in 2010. These reported trends reflect national trends of similar aging inner ring suburbs.

Data from 2009-2013 revealed there were 2,931 households in Roeland Park. The Corrected Census in 2000 revealed total housing units of 3,304 and 3,201 in 1990. In 2006, the median number of years in residence was 5.82. In 2010, the average household size was 2.3 people and the average family size was 2.9 people. In 2006, the average number of vehicles per household was 1.9.

**City Financial Summary**

Unaudited General Fund revenues generated in 2014 were $5.02 million. Current revenues are collected from four Primary sources: sales and grant revenue (29.9%), city generated revenue (27.1%), property tax (32.7%) and franchise fees (10.3%). Sales tax collections include City and County sales taxes. Sales and grant revenue includes sales and use tax, state alcohol distribution, and grant revenue. City-generated revenue includes special assessments, user fees and fines.
Property tax is revenue generated from ad valorem taxes on real estate and personal property, as well as motor vehicles.

2014 General Fund expenditures (unaudited) equal $4.4 million, 5.3% lower than the adopted 2014 Budget after controlling for budgeted reserves. Overall expenditures (unaudited) came in at $8.9 million, 15.6% less than Budget after controlling for budgeted reserves. This total includes expenditures in all categories for all appropriated funds. These expenditures are allocated among major activities including: General Operating, Police, Employee Benefits, Public Works, Administration, Code Enforcement, Courts, City Council, Capital Improvements/Maintenance and Bond & Interest.

The City's Reserve Policy calls for a minimum discretionary reserve of 16.6% of General Fund expense or two months of operations. In normal economic conditions 24.9% of General Fund expenses or three months of operations can be considered adequate. If the City wishes to aspire to a AAA bond rating status, then 30% of revenues or $1.4 million in General Fund reserves should be the target.

General Fund reserves for three years (FY 2014-2016) will target 24.9% and should not be less than 16.6%. The 2015 budgeted average for three years (FY 2015-2017) is 27.1%. However, in 2016 the City will plan to use reserve funds to help stabilize the noticeable decline in sales tax revenue due to the planned departure of Wal-Mart.