City of Lawrence
Strategic Plan Development
Consultant Services

Environmental Scan

January 2017

The Novak Consulting Group

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January 6, 2017

Mr. Tom Markus
City Manager
PO Box 708
Lawrence, KS 66044

Dear Mr. Markus:

We are pleased to present this environmental scan for the City of Lawrence. The environmental scan includes information about the City in order to answer the question "Where are we today?" and provides the City with a comprehensive overview of the community. The demographic data in this scan comes primarily from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and the Federal Bureau of Investigation's Uniform Crime Reporting database. Financial and staffing information was also received from the City and incorporated into the scan.

The information enclosed in this scan enables the City to understand its present situation to better answer the second question of strategic planning: Where do we want to go? It is our hope that this scan will serve as a useful reference as the strategic planning process continues and in years to come.

Sincerely,

Julia D. Novak
President

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Executive Summary

This environmental scan discusses the City of Lawrence in the context of larger demographic trends as well as the City's historical budget and staffing levels. Although the following sections of this report provide specific insights into these trends, it is useful to summarize these findings to present a broad view of the City's operating environment. The following statements encapsulate major trends and themes regarding the City as they exist today.

The City of Lawrence is growing. In 2015, the City's population was estimated at 93,917, an increase of 17% since 2000 and 7% since 2010. The City's population is growing at a faster rate than that of the State of Kansas. The number of housing units increased by 15% between 2000 and 2014 to 37,763.

The City of Lawrence is young. Residents age 19 to 24 years make up nearly one third of the City's population – due in large part to the presence of the University of Kansas – and nearly half of the City's population is age 19 to 34 years. The City's median age is 27 years.

The City of Lawrence is a university town. Approximately 23,623 students are enrolled at the University of Kansas' City of Lawrence campus and approximately 821 students are enrolled at the Haskell Indian Nations University. Approximately 25% of University of Kansas students are enrolled in graduate programs and the remaining 75% are undergraduates. Additionally, approximately 55% of the City's housing units are occupied by renters, which is much higher than the state average of 33%.

The City of Lawrence is educated. A total of 26% of residents have a graduate or professional degree and more than half have at least a bachelor's degree. This is much higher than the State average; only 11% of State of Kansas residents have a graduate or professional degree and 31% have at least a bachelor's degree.

The City of Lawrence is homogenous. A total of 82% of the City's residents identify as White, 5% identify as Asian, and 5% identify as Black or African American. Approximately 7% of the City's population identifies as Hispanic or Latino. However, the City is slightly more diverse than the State of Kansas as a whole.

The City of Lawrence is employed, but low income. The City's 2015 unemployment rate is at pre-recession levels (3.7%), after a peak of 6.2% in 2010. However, the median household income in the City of Lawrence ($46,929) is less than that of the State of Kansas ($51,872) and the City has an individual poverty rate of 21%, which is higher than the state rate of 14%. However, when university students are excluded the City's poverty rate drops to 11.3%

The City of Lawrence is getting safer. The violent crime rate decreased by 33% and the property crime rate decreased by 22% between 2006 and 2013.

The City of Lawrence is spending more than it is generating. In 2015, the City spent more than it generated in revenue, a trend which is expected to continue in 2016 and 2017 due to large, one-time expenses. Revenues have increased by 13% over the last six years and expenditures have increased 24%.

Introduction

In October 2016, the City of Lawrence retained the services of The Novak Consulting Group to conduct a strategic planning effort. This process focused on three specific questions:

- What do we know to be true? *Where are we?*
- What do we hope will be true in the future? *Where do we want to go?*
- What must go well in order to make it so? *How do we get there?*

The purpose of a strategic plan is to consider past, present, and future factors that impact these questions. In strategic planning, the process of defining and determining what an organization "knows to be true" is called an environmental scan. An environmental scan considers the factors that will influence the direction and goals of the organization. Elements considered in an environmental scan include any events, trends, and relationships that might be relevant in this planning. Environmental scans set the stage for strategic planning by identifying challenges and opportunities, and allowing the organization to improve its future position.

In developing this environmental scan for the City of Lawrence, significant quantitative data was gathered. Data showing trends in local, regional, and national demographics were compiled, as well as historical data about the Lawrence community. This information helps provide the context for the environment in which the City of Lawrence operates today and the challenges that the City and community may face in the future.

Community Characteristics

The City of Lawrence is located in Douglas County, Kansas. To identify and compare trends relevant to the City, data presented in this scan was obtained from a variety of sources, including:

- U.S. Census Bureau
  - 2000 and 2010 Decennial Census Results
  - American Community Survey (ACS) Five Year Estimates, 2009-2014
  - 2015 Population Estimates Program
- U.S. Bureau of Labor Statistics
  - Unemployment information
- Federal Bureau of Investigations (FBI)
  - Uniform Crime Report (UCR)
- City of Lawrence Government
  - Financial data
  - Employment Information

This information was examined in historical and geographical contexts to understand how trends in the City of Lawrence compare to county and state-level trends, as well as how the City has changed over the last several years. The following sections provide an overview of these trends in greater detail.

Population

Total Population and Population Characteristics

According to the 2015 Population Estimates Program (PEP), the total population of the City of Lawrence is approximately 93,917 persons. This represents an increase of 17% compared to the 2000 Census and 7% compared to the 2010 Census, as illustrated in the following figure.

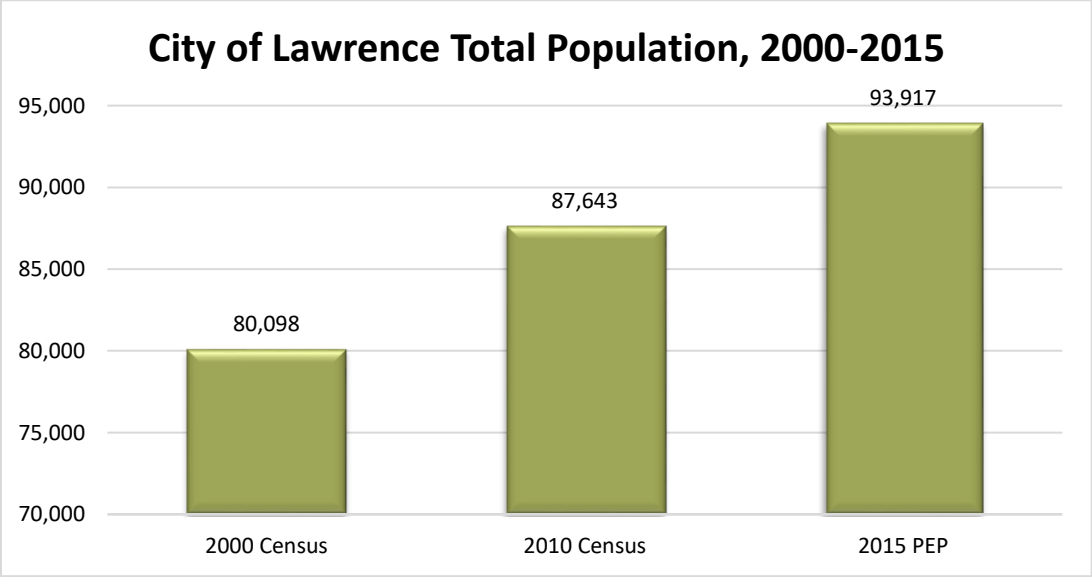

Figure 1: City of Lawrence Total Population, 2000-2015

The City of Lawrence is the most populous community in Douglas County and the sixth-largest city in Kansas. The City has been home to 80% of the County's residents since the 2000 Census. As a result, growth patterns in Douglas County largely mirror those of the City of Lawrence. Population increases in Lawrence and Douglas County have outpaced growth in the State of Kansas over the same period, as illustrated in the following table.

Table 1: Comparison of Population Trends, 2000-2015

Total Population	2000 Census	2010 Census	2015 PEP	Percent Change 2000 to 2015	Percent Change 2010 to 2015
City of Lawrence	80,098	87,643	93,917	17%	7%
Douglas County	99,962	110,826	118,053	18%	7%
State of Kansas	2,688,418	2,853,118	2,911,641	8%	2%

Age of Population

Persons aged 20 to 24 years constitute the largest proportional group in the City of Lawrence, due in large part to the presence of the University of Kansas near downtown Lawrence. This age group comprises 22% of the City's residents, followed by persons aged 25 to 34 years (16.6%) and persons aged 35 to 44 years (10.3%). Together, these categories account for just under half of all Lawrence residents, at 48.9%. The following figure illustrates the City's total population by age group according to the latest ACS data.

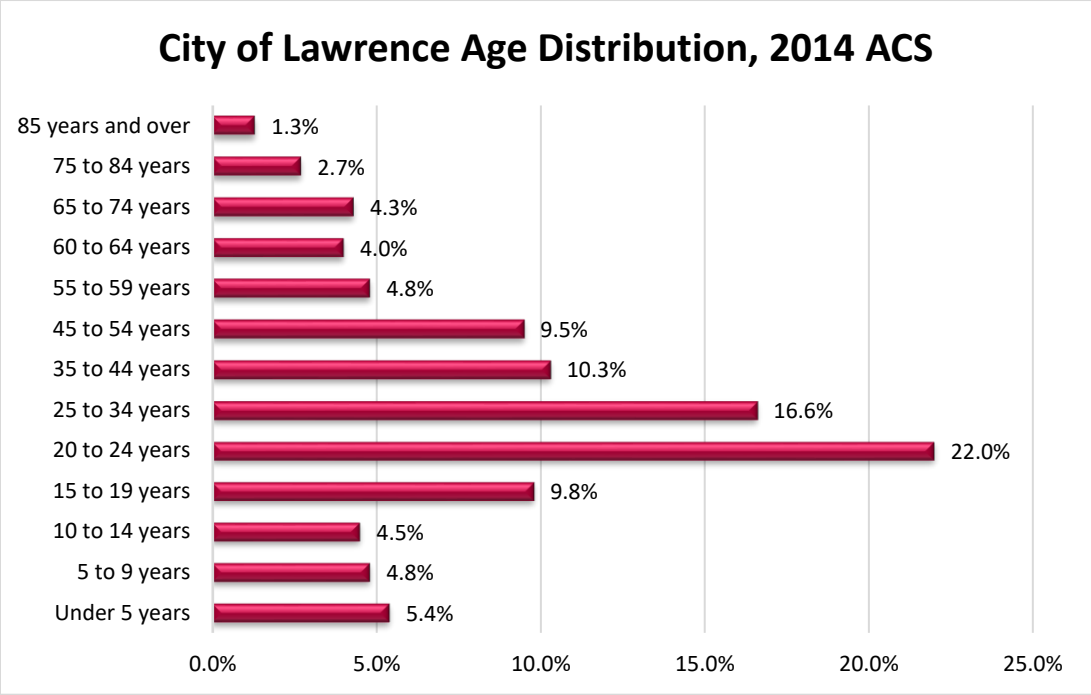

Figure 2: City of Lawrence Age Distribution, 2014 ACS

The proportion of persons by age group is substantially similar to the 2000 and 2010 Census. Because 63% of the City's residents are under 34 years old, the City's median age has hovered around 26 years since the 2000 Census. The following figure illustrates the relative consistency in the City's median age over this timespan.

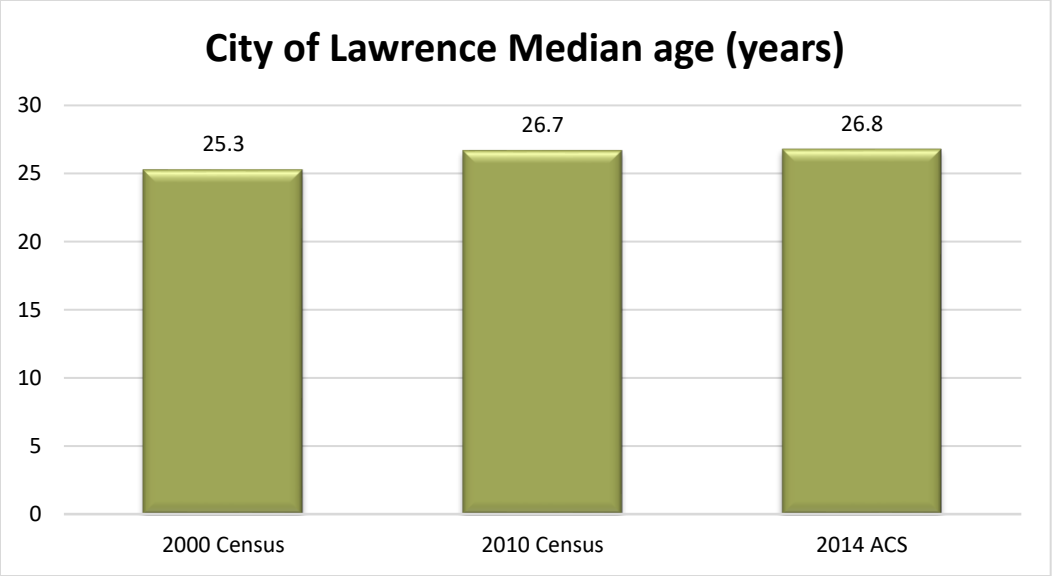

Figure 3: City of Lawrence Median Age, 2000-2014

While these age distribution trends heavily influence Douglas County, notable differences exist between the City's age groups and those in the state at large. The following table compares the proportion of each age group in the City, Douglas County, and the state as of the 2014 ACS.

Table 2: Proportion of Population by Age, 2014 ACS

Population by Age	City of Lawrence	Douglas County	State of Kansas
Under 5 years	5.4%	5.4%	7.0%
5 to 9 years	4.8%	5.2%	7.1%
10 to 14 years	4.5%	5.4%	6.9%
15 to 19 years	9.8%	9.3%	7.0%
20 to 24 years	22.0%	18.4%	7.3%
25 to 34 years	16.6%	15.3%	13.3%
35 to 44 years	10.3%	11.0%	12.0%
45 to 54 years	9.5%	10.6%	13.4%
55 to 59 years	4.8%	5.4%	6.6%
60 to 64 years	4.0%	4.5%	5.6%
65 to 74 years	4.3%	5.3%	7.2%
75 to 84 years	2.7%	2.8%	4.4%
85 years and over	1.3%	1.4%	2.1%
Total	**100.0%**	**100.0%**	**100.0%**

The City of Lawrence and Douglas County have significantly more persons aged 20 to 24 years on a proportional basis compared to the State, as well as a higher proportion of persons aged 15 to 19 years and 25 to 34 years. The proportion of other age groups is generally lower in the City and County compared to the State. As a result, the State's median age is higher than the City's at 36.0 years compared to 26.8 years.

Race and Ethnicity

The City's population is racially homogenous, with 95% of residents identifying as one race and 82.2% identifying as White. According to the 2014 ACS, the largest racial subgroup is Asian, followed by persons identifying as two or more races and Black or African Americans, as illustrated in the following chart.

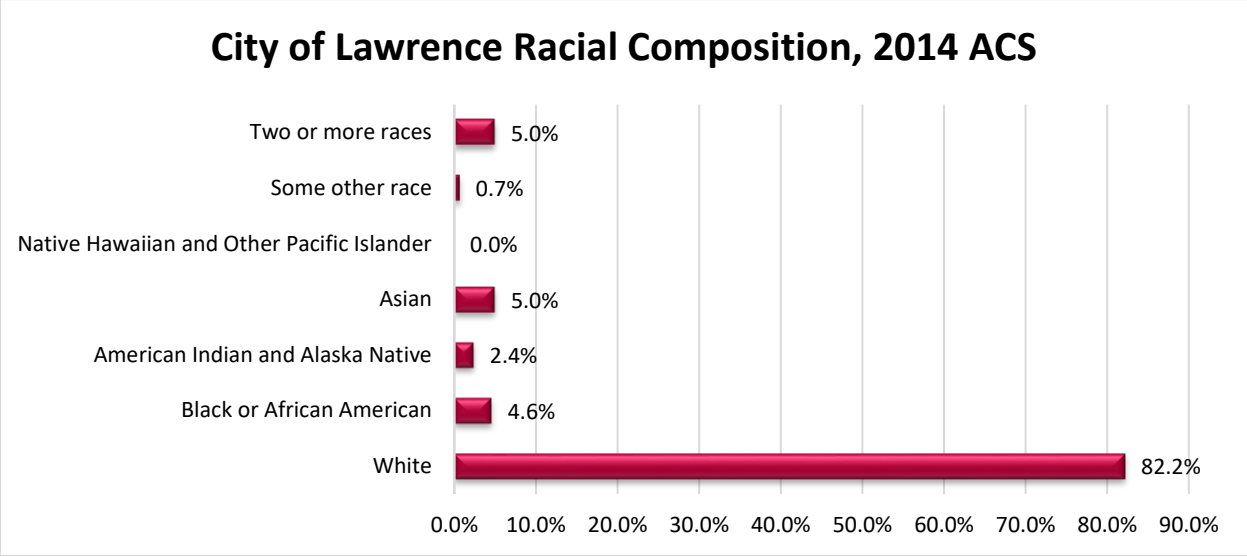

Figure 4: City of Lawrence Racial Composition, 2014

This pattern is similar to the City's racial distribution in the 2000 and 2010 Decennial Censuses. Since the 2000 Census, the proportion of White residents has declined from 83.8% to 82.2%, and the proportion of persons identifying as Asian increased from 3.8% to 5.0%. Additionally, the proportion of persons identifying as two or more races increased from 3.0% to 5.0% over this same period.

Compared to the County and the State, the City has relatively fewer White and Black or African American residents, and proportionally more American Indian and Asian residents, as illustrated on the following table.

Table 3: Comparison of Population by Race, 2014 ACS

Racial Composition - 2014 ACS	City of Lawrence	Douglas County	State of Kansas
White	82.2%	84.5%	85.3%
Black or African American	4.6%	3.9%	5.8%
American Indian and Alaska Native	2.4%	2.1%	0.8%
Asian	5.0%	4.2%	2.5%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.1%
Some other race	0.7%	0.7%	2.3%
Total One race	**95.0%**	**95.4%**	**96.7%**
Two or more races	**5.0%**	**4.6%**	**3.3%**
Total Population	**100.0%**	**100.0%**	**100.0%**

The U.S. Census Bureau currently classifies Hispanic and Latino origins as an ethnic category, to which persons of any race may belong. The proportion of Hispanic and Latino persons has increased in the City of Lawrence from 3.6% of the total population in 2000 to 6.5% according to the 2014 ACS, but has remained largely stable since the 2010 Census.

However, the City has proportionally fewer Hispanic and Latino residents than the State. The following table illustrates the relative size of each ethnic group in each community according to the 2014 ACS.

Table 4: Comparison of Population by Ethnicity, 2014 ACS

Hispanic or Latino Ethnicity	City of Lawrence	Douglas County	State of Kansas
Mexican	4.7%	4.0%	9.2%
Puerto Rican	0.4%	0.4%	0.3%
Cuban	0.3%	0.2%	0.1%
Other Hispanic or Latino	1.0%	0.9%	1.3%
Total Hispanic or Latino (of any race)	**6.5%**	**5.5%**	**11.0%**
Not Hispanic or Latino	**93.5%**	**94.5%**	**89.0%**
Total Population	**100.0%**	**100.0%**	**100.0%**

While approximately 6.5% of Lawrence residents identify as Hispanic or Latino, 11.0% of Kansas residents share this identity. The proportion of Mexican residents in particular is higher in the State than in the City. Specific factors behind this trend are unclear, but may be connected to immigrant migration patterns that affect more rural parts of the state differently from more urban areas such as Lawrence.

Universities

Lawrence is home to the University of Kansas (KU) and Haskell Indian Nations University. The University of Kansas was founded in 1866 and currently spans five campuses in Lawrence, Kansas City, Overland Park, Wichita, and Salina. As of the fall 2016 semester, approximately 23,623 students were enrolled at KU's Lawrence campus. Approximately 25% of these students are enrolled in graduate programs, and the remaining 75% are undergraduates. Nearly 90% of these students live on-campus, and the average age of undergraduate students is 21 years.[1]

Haskell Indian Nations University was founded in 1884 and offers curricula oriented toward American Indian/Alaska Native cultures. As of fall 2016, approximately 821 students from 152 tribes were enrolled at Haskell Indian Nations University.

In the last several Census cycles, the Census Bureau has counted college residents at the place of their usual residence, which for most full-time students is their college address.[2] As a result, university students comprise nearly one-quarter of the City's reported 2010 Census population and affect many of the demographic characteristics described below.

Households

[1] https://oirp.ku.edu/sites/oirp.ku.edu/files/files/Profiles/2017/4-005.pdf
[2] http://www.census.gov/2010census/partners/pdf/langfiles/qrb_English.pdf

The number of housing units in Lawrence increased 14% between the 2000 and 2010 Censuses, from 32,761 units to 37,502 units. According to the 2014 ACS, the City's estimated number of housing units is 37,763 which represents a marginal increase over 2010 levels.

Occupancy

The City's occupancy rate is very strong, with over 92% of housing units in the City occupied according to the 2014 ACS. However, occupancy rates were higher in both the 2000 and 2010 Censuses. In total, the proportion of vacant housing in Lawrence has increased 3.3% since 2000, as illustrated in the following figure:

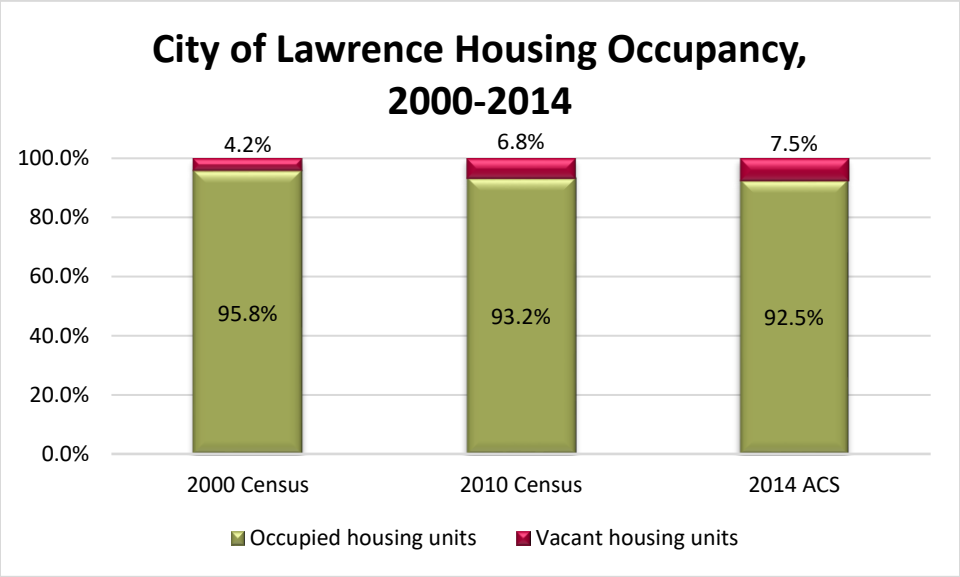

Figure 5: City of Lawrence Housing Occupancy, 2000-2014

The City has proportionally fewer vacant housing units than the County and the State, with over 10% of the State's housing classified as vacant compared to 7.5% of the City's total available housing.

Ownership

In addition to comparing occupied and vacant housing, it is useful to examine the proportion of homeowners and renters in the community. Of the City's occupied housing units, 54.4% are home to renters, while 45.6% are occupied by homeowners. The higher proportion of renters is attributable to the presence of student housing serving the University of Kansas population, and differs significantly from the County and the State, as illustrated below.

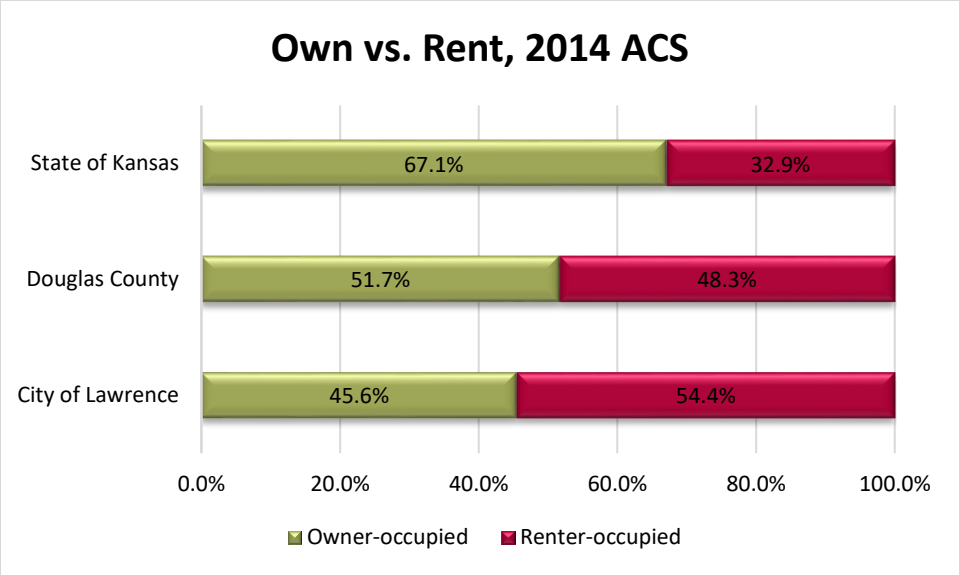

Figure 6: Comparison of Home Ownership, 2014 ACS

Costs

According to the U.S. Census Bureau, the median value of owner-occupied housing units in the City of Lawrence is $176,300, which is less than the median in Douglas County but significantly more than the median in the State of Kansas as a whole. The median gross rent in the City of Lawrence is $852 per month, which is more than the median in Douglas County but less than the median in the State of Kansas as a whole. The following table shows the median value of owner occupied housing units and the median gross rent in the City of Lawrence, Douglas County, and the State of Kansas

Table 5: Median Housing Costs, 2015 ACS

	City of Lawrence	Douglas County	State of Kansas
Median Value of Owner-Occupied Housing Units	$176,300	$179,800	$132,000
Median Gross Rent	$852	$859	$757

Education

Educational Attainment

The City of Lawrence enjoys high educational attainment among residents aged 25 and over, with over a quarter of residents having earned a graduate or professional degree according to the 2014 ACS. Only 5.1% of Lawrence residents lack a high school degree, and 53.4% of the City's residents age 25 and over have achieved a bachelor's degree or higher. The following table illustrates changes in the proportion of residents achieving educational milestones between the 2000 Census and the 2014 ACS.

Table 6: Proportion of Educational Attainment for Persons Age 25 and Over, City of Lawrence, 2000 and 2014

Educational Attainment	2000 Census	2014 ACS	Change
Less than 9th grade	2.1%	1.8%	-0.3%

Educational Attainment	2000 Census	2014 ACS	Change
9th to 12th grade, no diploma	5.1%	3.3%	-1.8%
High school graduate (includes equivalency)	18.5%	16.5%	-2.0%
Some college, no degree	21.9%	19.5%	-2.4%
Associate's degree	4.8%	5.5%	0.7%
Bachelor's degree	26.9%	27.9%	1.0%
Graduate or professional degree	20.8%	25.5%	4.7%
Total	**100.0%**	**100.0%**	**0.0%**

This distribution compares favorably with Douglas County and the State of Kansas. Of these, the City of Lawrence has the highest proportion of educated residents, and the lowest proportion of residents who lack high school diplomas or equivalencies.

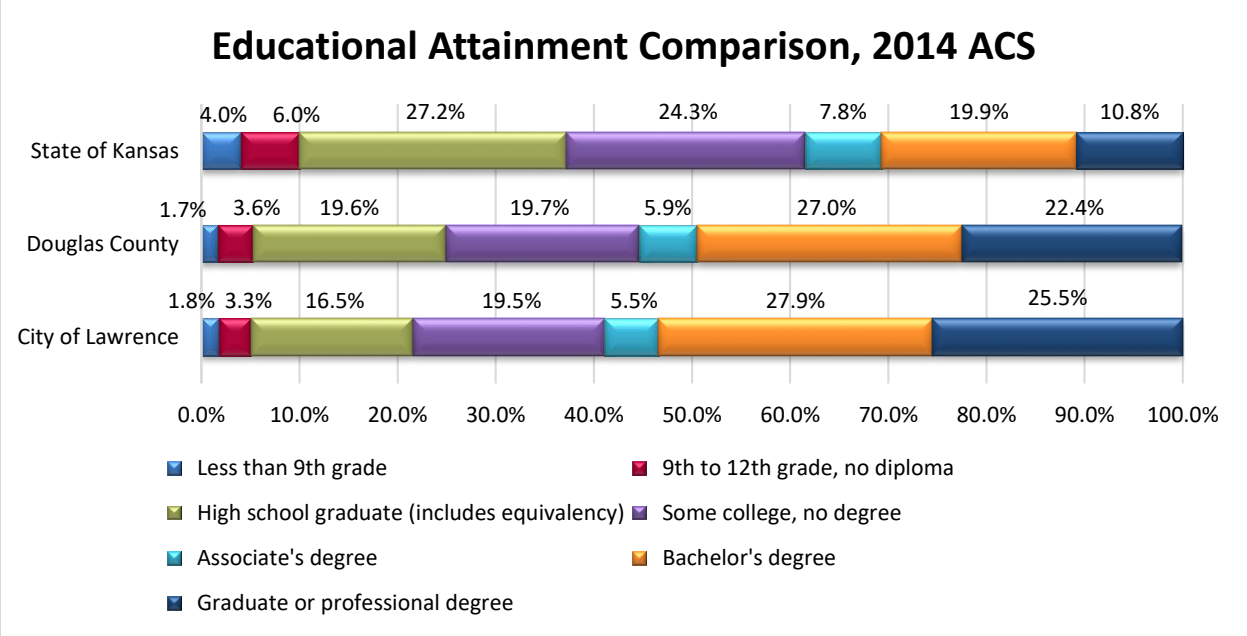

Figure 7: Comparison of Educational Attainment, 2014 ACS

Enrollment and Graduation Rate

The City has experienced a greater proportional enrollment of preschool and children age 5 to 9 years in school compared to the 2000 Census. The percentage of 3 and 4-year-olds enrolled in school increased from 47.2% to 57.4%, and the percentage of 5 to 9-year-olds enrolled in school increased from 68.4% to 96.8% over the same period.

A greater proportion of the City's population is currently enrolled in school at all ages compared to the State of Kansas, as illustrated in the following table.

Table 7: Percent of Age Group Enrolled in School, 2014 ACS

Percent of age group enrolled in school	City of Lawrence	Douglas County	State of Kansas
3 and 4 years	57.4%	57.9%	45.2%
5 to 9 years	96.8%	96.2%	95.5%

Percent of age group enrolled in school	City of Lawrence	Douglas County	State of Kansas
10 to 14 years	98.6%	99.1%	98.3%
15 to 17 years	98.5%	98.4%	96.9%
18 and 19 years	94.2%	93.2%	76.6%
20 to 24 years	72.4%	71.9%	43.8%
25 to 34 years	26.6%	24.2%	13.3%
35 years and over	4.0%	3.8%	2.9%

The differences in enrollment are particularly noticeable among 3 and 4-year-olds, as well as persons over age 18. A significantly higher percentage of persons aged 18 to 34 are currently enrolled in school compared to the same age groups at the state level.

Table 8: Total K-12 Enrollment, 2007-2016 School Years, Kansas State Department of Education

	2006-2007	2015-2016	Percent Change
Total Enrollment	10,622	12,106	14%
Percent Free/Reduced Lunch	3,033	4,745	56%

Since 2010[3], Lawrence Public Schools graduation rate has decreased by 2% to 80.7%.

Funding

According to the Kansas Department of Education, Lawrence Public Schools receive less state funding per pupil ($4,930) than 92% of the 286 school districts in the State of Kansas. This represents an increase from the 2007-2008 per-pupil funding level of $3,554. Lawrence Public Schools have become increasingly dependent on state aid; in 2007-2008, approximately 72% of the district's budget came from state funding while in 2015-2016 99% of the district's budget came from state funding.

Employment

Commuting

Overall, slightly more people commute out of Lawrence than into the City. The City of Lawrence's net daytime population decreases by 418 people each day. However, the net number of individuals commuting out of the City has decreased by over 500% in the last 10 years. The following table compares the resident population to the estimated daytime population.

Table 9: Net Commuters, 2010 ACS

Net Commuters – 2010 ACS	2000	2010
Total Resident Population	80,098	86,426
Estimated Daytime Population	79,159	86,008
Net Change	(939)	(418)
Percent Change	(1.2%)	(0.5%)

Over 85% of commutes to work in the City of Lawrence take place in a car. Approximately 75% of all commutes consist of persons driving alone, with an additional 11% consisting of persons

[3] The Elementary and Secondary Education Act (ESEA) introduced a new formula for calculating graduation rates.

who carpool. Walking is the third most prevalent commuting method, with 6.1% of employed persons in Lawrence. These commuting methods are compared to Douglas County and the State of Kansas in the following table.

Table 10: Comparison of Commuting Patterns, 2014 ACS

Commuting to Work – 2014 ACS	City of Lawrence	Douglas County	State of Kansas
Car, truck, or van -- drove alone	74.8%	76.4%	82.1%
Car, truck, or van -- carpooled	10.9%	10.5%	9.5%
Public transportation (excluding taxicab)	2.4%	2.0%	0.5%
Walked	6.1%	5.3%	2.4%
Other means	2.1%	1.8%	1.3%
Worked at home	3.7%	3.9%	4.2%
Total	**100.0%**	**100.0%**	**100.0%**

As illustrated in the table above, employed persons in the state are proportionally more likely to drive alone than to walk to work. The City of Lawrence also has proportionally more persons who walk and take public transportation to work.

Labor and Industry

The available labor pool in the City has remained stable between the 2000 Census and the 2014 ACS. In 2000, approximately 71% of the City's population was in the labor pool, compared to 69.9% in 2014. The ratio of available labor is similar in Douglas County (69.7%) and the State of Kansas (67.4%).

Industry in the City of Lawrence has experienced minor changes since the 2000 Census. Most growth has occurred in educational services and health care and social assistance, which is also the largest industry according to the latest ACS data. Retail trade and arts, entertainment, recreation, accommodation, and food services are the second and third largest industries, as illustrated in the following table.

Table 11: Percent of Workforce Employed by Industry, City of Lawrence, 2000 to 2014[4]

Industry Category	2000 Census	2014 ACS	Change 2000 to 2014
Educational services, and health care and social assistance	30.3%	34.0%	3.7%
Retail trade	12.4%	12.7%	0.3%
Arts, entertainment, and recreation, and accommodation and food services	12.1%	12.6%	0.5%
Professional, scientific, and management, and administrative and waste management services	8.4%	10.1%	1.7%
Manufacturing	8.0%	6.6%	-1.4%
Finance and insurance, and real estate and rental and leasing	6.0%	5.2%	-0.8%
Other services, except public administration	4.5%	4.4%	-0.1%
Public administration	3.8%	3.7%	-0.1%
Construction	5.0%	3.4%	-1.6%

[4] 2010 Census data was not available

Industry Category	2000 Census	2014 ACS	Change 2000 to 2014
Information	4.7%	2.9%	-1.8%
Transportation and warehousing, and utilities	2.7%	2.2%	-0.5%
Wholesale trade	1.6%	1.7%	0.1%
Agriculture, forestry, fishing and hunting, and mining	0.4%	0.7%	0.3%
Total	**100.0%**	**100.0%**	**0.0%**

Modest growth in professional and management services has been offset by declines in manufacturing, construction, and information industry.

Notably, while manufacturing is the fifth largest industry in Lawrence in terms of the proportion of workers employed in that industry, it is the second largest industry in the State of Kansas. Over 75% of the City's employed workforce is employed in educational services, health care and social assistance; retail trade; arts, entertainment, recreation, accommodation and food; professional, scientific, management, administrative, and waste management; or manufacturing industry. Statewide, these industries account for 65% of employed workers, as illustrated in the following figure.

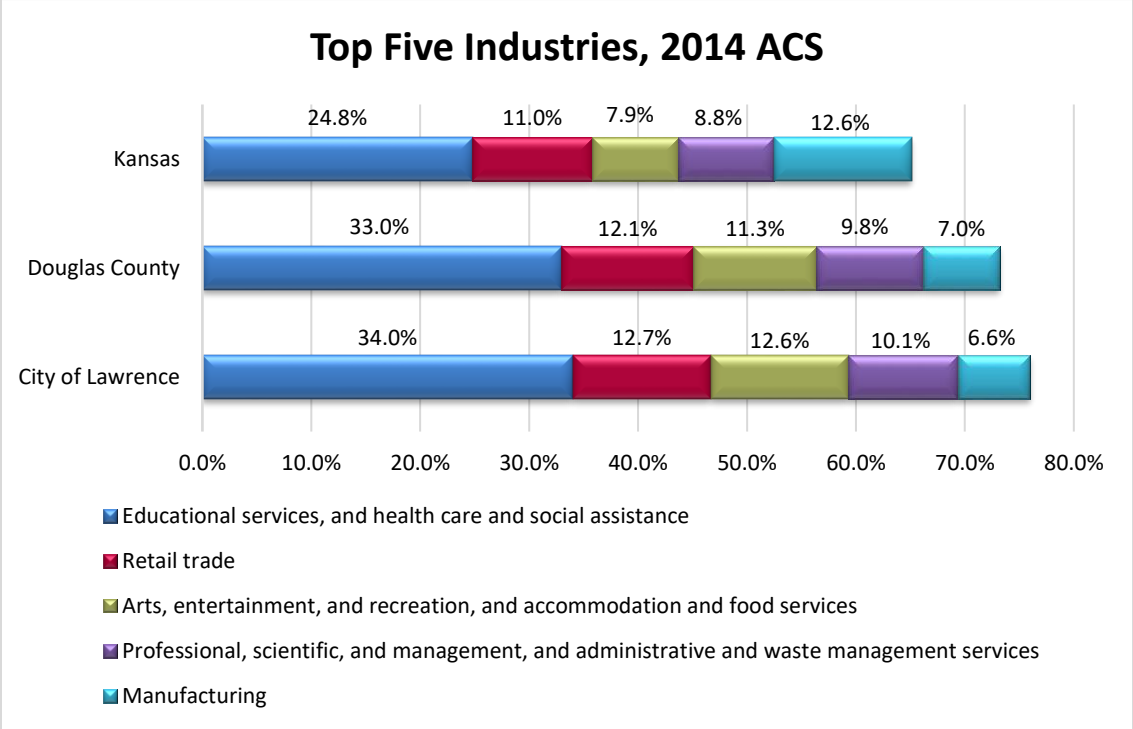

Figure 8: Comparison of Industry Employment, 2014 ACS

This indicates that the City's workforce is more concentrated and its industry composition is less diverse compared to the State as a whole.

According to the 2014 ACS, approximately 25% of workers in Lawrence are classified as government workers, with 70% classified as private wage and salary workers and the remainder

classified as self-employed or unpaid family workers. While these ratios are similar to Douglas County, the State of Kansas features proportionally fewer government workers (16%) and proportionally more private wage and salary workers (77%).

Based on unemployment data provided by the U.S. Bureau of Labor Statistics, the City's average annual unemployment rate is at its lowest level in ten years. This pattern is similar to unemployment in Douglas County and in the State of Kansas, as illustrated in the following figure.

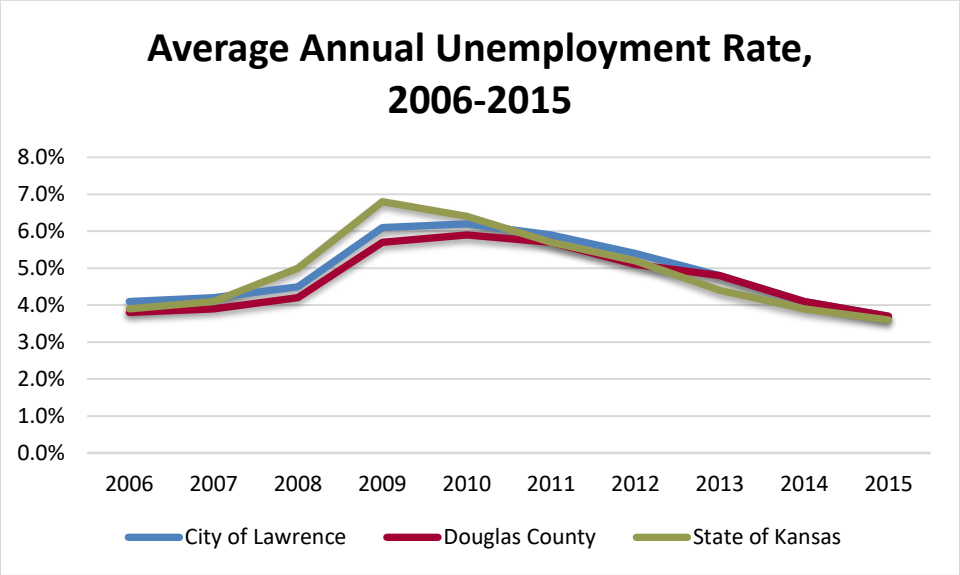

Figure 9: Comparison of Unemployment Rates, 2006-2015

Income

Median household income in the City is $46,929 as of the 2014 ACS, which is comparatively less than Douglas County and the State of Kansas. The City's relatively young median age and high proportion of younger residents directly contributes to the lower median household income; these residents are more likely to be enrolled in school and less likely to earn income at a rate comparable to mid- or late-career professionals. The following figure compares the median household income in the City of Lawrence to Douglas County and the State of Kansas.

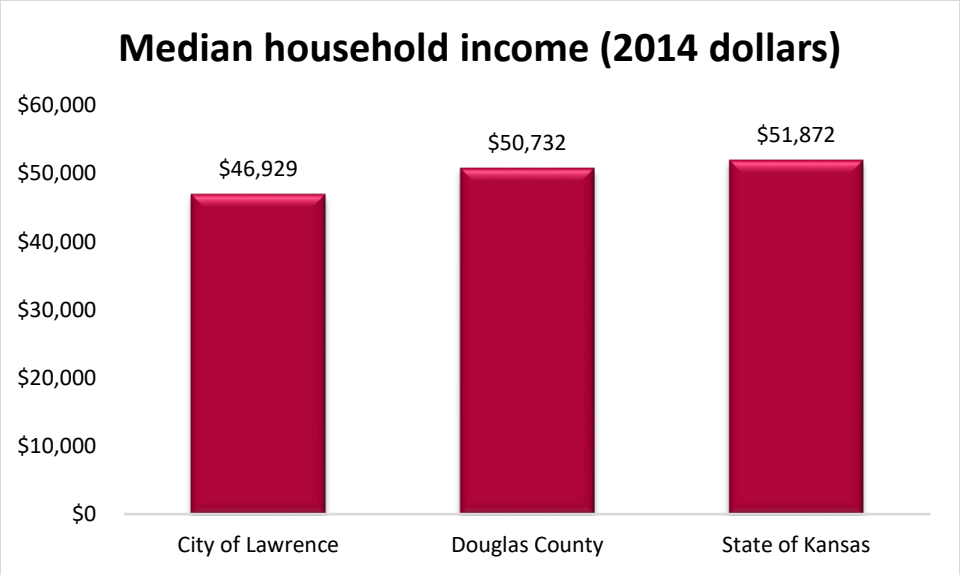

Figure 10: Comparison of Median Household Income, 2014 ACS

The university/college student population distorts the City's median household income because many students are not employed while enrolled in classes. The following table includes the median household income level of the City's population by age. When students are excluded, the median household income of residents under age 25 increases from $18,379 to $43,143.

Table 12: Median Household Income by Age, Including and Excluding University Students, 2015 ACS

	Median Household Income (student population included)	Median Household Income (student population excluded)
Median household income (2015 dollars)	$46,406	$51,175
Householder under 25 years	$18,379	$43,143
Householder 25 to 44 years	$50,667	$50,667
Householder 45 to 64 years	$66,818	$66,818
Householder 65 years and above	$44,072	$44,072

Examining earnings by educational attainment illustrates comparable patterns among the City, County, and the State. Persons with less than a high school education earn less than half of what college graduates earn, and persons with graduate degrees or higher report the highest earnings. Median earnings statewide are higher than those in the City, which mirrors the trend in median household incomes.

Table 13: Median Earnings by Education Level, 2014 ACS

Median Earnings by Education	City of Lawrence	Douglas County	State of Kansas
Less than high school graduate	$13,008	$12,976	$22,073
High school graduate (includes equivalency)	$24,797	$26,457	$27,338
Some college or associate's degree	$28,544	$31,381	$32,047
Bachelor's degree	$37,150	$39,047	$45,339

Median Earnings by Education	City of Lawrence	Douglas County	State of Kansas
Graduate or professional degree	$50,262	$51,058	$57,376

As a result of lower earnings and income, more Lawrence residents meet federal poverty criteria than in Douglas County and the rest of the State. The individual poverty rate in Lawrence is 21.3%, and the family poverty rate is 8.3%. However, the individual poverty rate includes college/university students, who are often still considered dependents and therefore should not be included in the calculation. When those students are excluded, the City's poverty rate drops to 11.3%. The following figure compares individual and family poverty rates between these jurisdictions according to the 2014 ACS data.

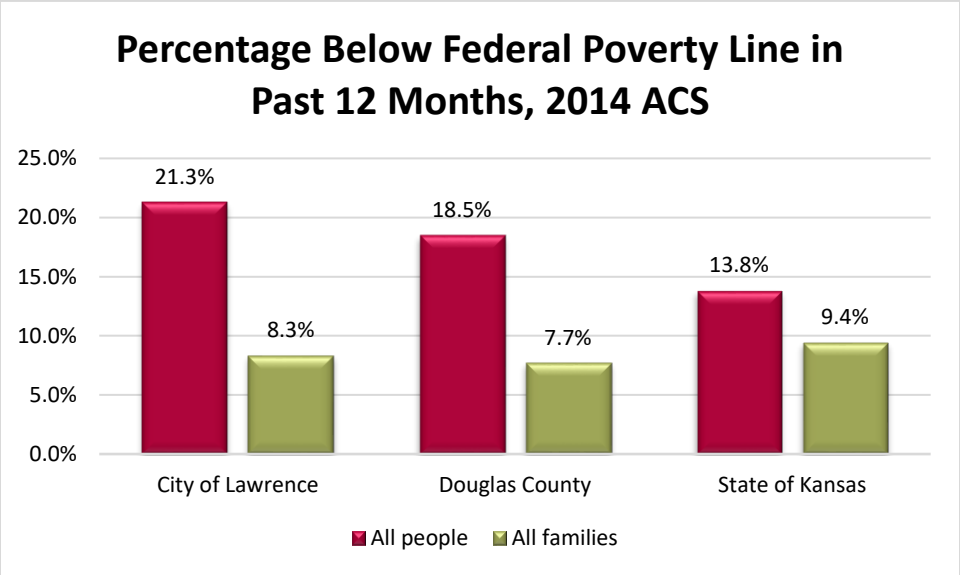

Figure 11: Comparison of Poverty Rates in the City of Lawrence, Douglas County, and the State of Kansas, 2014 ACS

Crime

The Lawrence Police Department, like many police departments across the country, participates in the FBI's Uniform Crime Reporting (UCR) system. This system provides a framework for analyzing crime patterns in a community by organizing incidents according to their kind and severity. UCR Part I crimes include serious crimes which are likely to be reported to police, and which occur with regularity across the country. These crimes include homicide, forcible rape, robbery, assault, burglary, larceny, motor vehicle theft, and arson. Participating departments report offenses reported, those cleared by arrest or exceptional means, and demographic information regarding those arrested for Part I offenses.

Over the last eight years, the total number of violent crimes has decreased by 33%. The following violent crime types have seen decreases in the City of Lawrence: murder and nonnegligent manslaughter (67%), aggravated assault (42%), and robbery (6%). The following figure shows the number of violent crimes reported by type each year from 2006 through 2013.

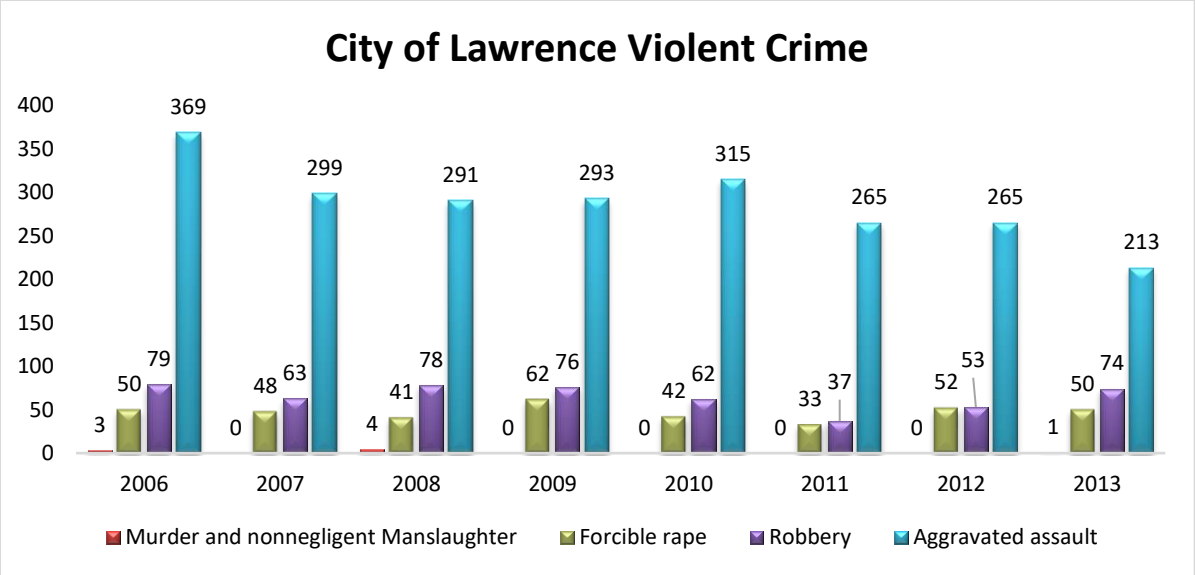

Figure 12: Violent Crime in the City of Lawrence, 2006-2013[5]

Over the last eight years, the number of property crimes has decreased by 27%. The following property crime types have seen decreases in the City of Lawrence: larceny-theft (29%), burglary (18%), and motor vehicle theft (16%). The following figure shows the number of property crimes reported by type each year from 2006 through 2013.

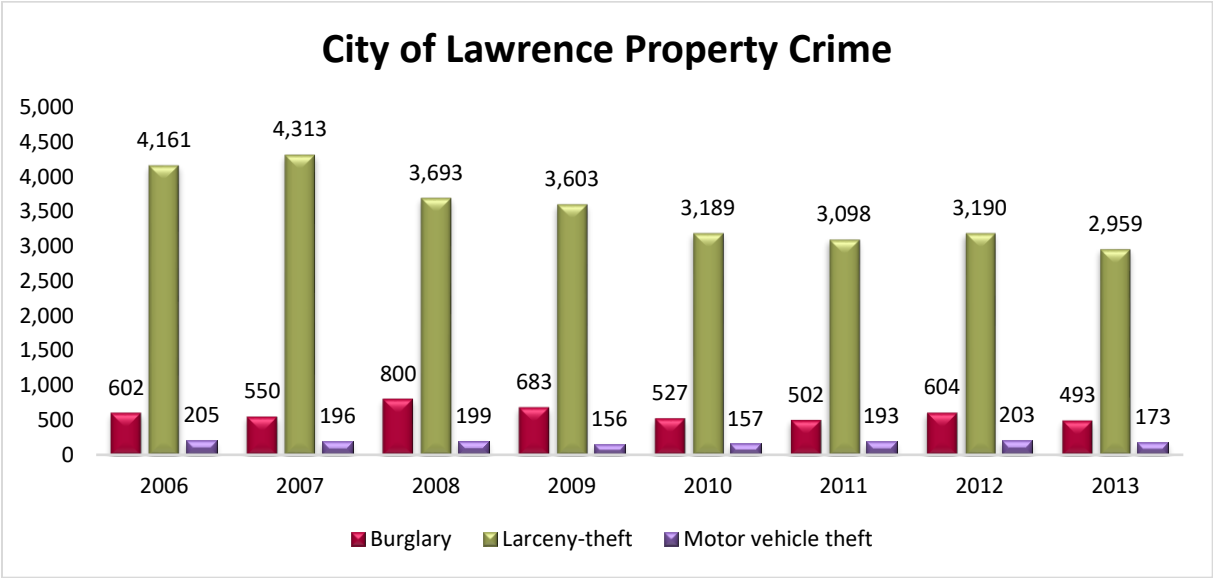

Figure 13: Property Crime in the City of Lawrence, 2006-2013[6]

Arts and Culture

Americans for the Arts' publishes a Local Arts Index, which captures many different characteristics of the cultural life of individual communities. According to the Local Arts Index, arts revenue per

[5] FBI Uniform Crime Report
[6] FBI Uniform Crime Report

capita in Douglas County increased by 18% between 2009 and 2012. The following table includes multiple measures that gauge the appetite for and support of arts and cultural events and organizations by Douglas County residents.

Table 14. Arts and Cultural Event Support in Douglas County

Local Arts Index	
Total nonprofit arts expenditures per capita, 2012	$38
Estimated expenditure on admission fees per capita, 2015	$32
Total estimated selected expenditures per capita, 2015	$433
Total nonprofit arts revenue per capita, 2012	$63
National Endowment for the Arts grants per 10,000 population, 2005-2009	$4,060
Arts and culture establishments per 100,000 population, 2013	72
"Creative Industries" businesses per 100,000 population, 2014	197
"Creative Industries" share of all businesses, 2014	4%
Public libraries per 100,000 population, 2012	3
Museums per 100,000 population, 2015	19

According to the Kansas Historical Society, there are a total of 68 designated historic places in the City of Lawrence.

Health

The Robert Wood Johnson Foundation County Health Rankings and Roadmaps Project tracks health outcomes (length of life and quality of life) and health factors (health behaviors, social and economic factors, physical environment, etc.) across the nation. Douglas County ranks 11th in the State of Kansas in overall health factors and 8th in the state on overall health outcomes. The County ranks 49th in social and economic factors and 53rd in physical environment (subsections of health factors) primarily due to the number of children in poverty, income inequality, severe housing problems, and long commute times. The County ranks 38th in quality of life (a subsection of health outcomes) primarily due to the fact that residents report an average of three poor mental health days per 30 day period. The County ranks highly when it comes to clinical care and health behaviors (obesity, substance abuse, etc.).

City Trends

The following categories describe the current and historical trends in the City organization, including its budget and staffing.

Staffing

The number of full-time equivalents (FTEs) employed by the City of Lawrence has increased by 5% over the last six years. This increase can be attributed to working towards regaining the staffing levels the City had prior to the recession. In addition, the City has added staff for the new Wakarusa Wastewater Treatment Plant. The following figure shows the budgeted number of FTEs each year.

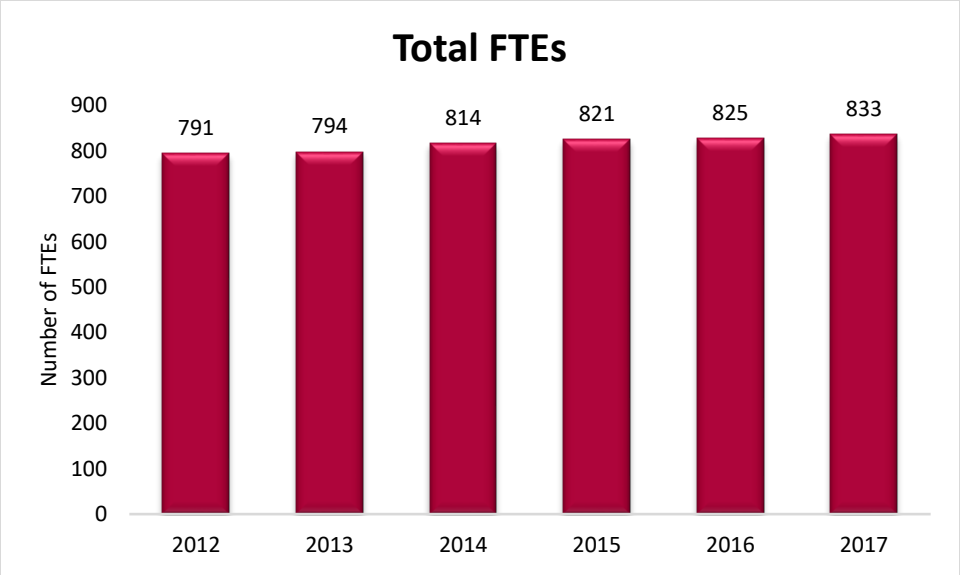

Figure 14: City of Lawrence FTEs, 2012-2017

Revenues

From 2012 to 2015, the City of Lawrence revenues increased by 9%. During this time, General funds have increased by 12%, Special Revenue Funds have increased by 11%, and Enterprise Fund revenues have increased by 7%. Meanwhile, Debt Service Fund revenues have decreased by 2%. The following table summarizes the City's revenue by fund from 2012 through 2015.

Table 15: Trend Analysis of Total City Revenues by Fund, 2012-2015

Revenue by Fund	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	Percent Change
General Fund	$67,833,902	$70,092,265	$73,652,535	$76,156,261	12%
Special Revenue Funds	$29,023,652	$27,492,557	$29,444,626	$32,279,724	11%
Debt Service Fund	$11,182,592	$10,965,305	$10,944,651	$10,955,141	-2%
Enterprise Fund	$50,821,115	$48,916,125	$51,193,459	$54,253,229	7%
Total	**$158,861,261**	**$157,466,252**	**$165,235,271**	**$173,644,355**	**9%**

In the 2016 estimated revenue and the 2017 budget, the City of Lawrence revenues increase by 1%. During this time, Enterprise Fund revenues have increased by 7% and General Fund revenues have increased by 4%. Meanwhile, Special Revenue Funds have decreased by 13% and Debt Service Fund revenues have decreased by 7%. The following table summarizes the City's revenues by fund for 2016 estimated revenues and the 2017 budgeted revenues.

Table 16: Budget Snapshot of Total City Revenues by Fund, 2016-2017

Revenue by Fund	2016 Estimated	2017 Budgeted	Percent Change
General Fund	$69,334,082	$ 72,226,263	4%
Special Revenue Funds	$39,339,042	$34,357,526	-13%
Debt Service Fund	$10,381,000	$9,691,051	-7%
Enterprise Fund	$59,043,089	$62,911,730	7%
Total	**$178,097,213**	**$179,186,570**	**1%**

As was previously mentioned, the City's General Fund revenues have increased by 12% from 2012 to 2015. The following table summarizes the changes by revenue source. Please note over the years many revenues have been reclassified. For example revenue from Charges for Services has increased drastically to due reclassifying revenue from the county for EMS services from Miscellaneous

to a Charge for Service. Additionally, revenue from Licenses & Permits has increased by 55% which can be attributed to the expansion of the Rental Registration Program and an increase in total construction valuation between 2012 and 2015.

Table 17: Trend Analysis of General Fund Revenues by Source, 2012-2015

Revenue Source	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	Percent Change
Property Taxes	$ 15,497,754	$ 16,627,572	$ 17,080,266	$ 18,464,948	19%
Franchise Fees	$6,482,183	$6,822,828	$7,645,920	$7,127,746	10%
City-Wide Sales and Use Taxes	$23,007,680	$23,360,472	$24,635,195	$25,563,595	11%
County-Wide Sales and Use Taxes	$9,401,628	$9,284,355	$10,155,857	$10,510,321	12%
Intergovernmental	$868,339	$865,141	$818,646	$883,855	2%
Licenses & Permits	$982,746	$1,041,875	$974,690	$1,525,191	55%
Fine, Forfeitures and Penalties	$2,731,108	$2,979,218	$3,177,454	$2,895,570	6%
Charges for Service	$684,093	$659,946	$4,970,040	$5,268,283	670%
Interest	$75,587	$51,505	$98,659	$46,544	-38%
Miscellaneous	$4,446,577	$4,743,212	$439,668	$214,014	-95%
Operating Transfers	$3,656,207	$3,656,141	$3,656,141	$3,656,194	0%
Total	**$67,833,902**	**$70,092,265**	**$73,652,536**	**$76,156,261**	**12%**

In the 2016 estimated revenue and the 2017 budget, the City's General Funds have increased 4%. The following table summarizes the changes by revenue source. Again, please note over the years many revenues have been reclassified.

Table 18: Budget Snapshot of General Fund Revenues by Source, 2016-2017

Revenue Source	2016 Estimated	2017 Budgeted	Percent Change
Property Taxes	$ 18,849,000	$ 19,746,198	5%
Franchise Fees	$7,966,000	$8,192,000	3%
City-Wide Sales and Use Taxes	$17,152,348	$17,495,000	2%
County-Wide Sales and Use Taxes	$10,930,734	$11,049,000	1%
Intergovernmental	$909,000	$1,287,502	42%
Licenses & Permits	$1,200,000	$1,382,100	15%

Revenue Source	2016 Estimated	2017 Budgeted	Percent Change
Fine, Forfeitures and Penalties	$2,950,000	$3,029,000	3%
Charges for Service	$5,370,000	$5,997,062	12%
Interest	$88,000	$93,000	6%
Miscellaneous	$262,000	$298,650	14%
Operating Transfers	$3,657,000	$3,656,751	0%
Total	**$ 69,334,082**	**$ 72,226,263**	**4%**

Expenditures

In 2015 the City's annual expenditures were greater than the City's annual revenues. From 2012 to 2015, the City's total expenditure budget has increased by 12%. Special Revenue Fund expenditures have increased by 25%, General Fund expenditures have increased by 13%, Enterprise Fund expenditures have increase by 7%, and Debt Service expenditures have increased by 5%. The following table summarizes the City's total expenditures by fund from 2012 through 2015.

Table 19: Trend Analysis of Total City Expenditures by Fund, 2012-2015

Expenditure by Fund	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	Percent Change
General Fund	$67,790,623	$69,912,801	$73,499,035	$76,376,469	13%
Special Revenue Funds	$27,436,400	$23,726,551	$28,381,786	$34,421,244	25%
Debt Service Fund	$10,370,414	$10,609,674	$9,929,140	$10,865,034	5%
Enterprise Fund	$48,836,709	$46,968,613	$49,821,924	$52,033,929	7%
Total	**$154,434,146**	**$151,217,639**	**$161,631,885**	**$173,696,676**	**12%**

In the 2016 estimated expenditure and the 2017 budget, the City's total expenditure budget has increased by 5%. Enterprise Fund expenditures have increased by 14% which can be attributed to the debt issued to fund the Wakarusa Waste Water Treatment Plant. Debt Service expenditures have increased by 11% which can be attributed to Sports Pavilion Lawrence and the Library. General Fund expenditures have increased by 5%. Meanwhile, Special Revenue Fund expenditures have decreased by 9% which can be attributed to planned, one-time capital street improvement expenditures that occurred in 2016. Please note, the Wakarusa Wastewater Treatment Plant and the street improvement capital expenditures will use or have used fund balance that was set aside for those purposes. The following table summarizes the City's total expenditures by fund from 2016 through 2017.

Table 20: Budget Snapshot of Total City Expenditures by Fund, 2016-2017

Expenditure by Fund	2016 Estimated	2017 Budgeted	Percent Change
General Fund	$69,075,078	$72,226,263	5%
Special Revenue Funds	$43,368,081	$39,513,215	-9%
Debt Service Fund	$10,959,248	$12,195,000	11%
Enterprise Fund	$59,191,598	$67,556,225	14%
Total	**$182,594,005**	**$191,490,703**	**5%**

From 2012-2015, the City's General Fund expenditures have increase by 13%. During that time, the budget of all City departments increased. The following table shows the changes in individual department budgets from 2012 through 2015.

Table 21: Trend Analysis of General Fund Expenditures by Department, 2012-2015

Department	2012 Actuals	2013 Actuals	2014 Actuals	2015 Actuals	Percent Change
City Commission / Auditor	$111,953	$118,827	$125,873	$131,740	18%
City Manager's Office	$1,850,393	$1,980,436	$1,956,727	$2,282,426	23%
Planning and Development Services	$1,946,408	$1,975,446	$2,209,066	$2,376,780	22%
Finance	$21,045,294	$21,182,420	$22,815,683	$24,231,997	15%
Information Systems	$784,215	$842,548	$937,372	$932,584	19%
Legal Department	$1,958,227	$2,081,465	$2,183,362	$2,179,294	11%
Police	$15,705,191	$16,555,305	$17,429,957	$17,649,290	12%
Fire Medical	$13,999,716	$14,413,835	$14,830,465	$15,512,234	11%
Public Works	$6,184,087	$6,497,622	$6,721,251	$6,720,796	9%
Parks and Recreation	$3,240,268	$3,286,079	$3,282,465	$3,321,848	3%
Health Dpt./ Health Bldg. Maintenance	$964,871	$978,818	$1,006,814	$1,037,480	8%
Total	**$67,790,623**	**$69,912,801**	**$73,499,035**	**$76,376,469**	**13%**

In the 2016 estimated expenditure and the 2017 budget, the City's total expenditure budget has increased by 5%. During that time, the budget of most City departments increased. This increase is largely attributed to budgeting for employee benefits within the department

budgets in 2017. The Parks and Recreation Department experienced the largest percentage increase followed by the City Commission/Auditor. The only department to see a decrease is the Finance Department (51%). This decrease is largely attributed to transfers related to the transit and infrastructure sales tax that is no longer passing through the general fund, but is being directly placed in the respective fund. Additionally, employee benefit costs were budgeted in the Finance department; however, in 2017 those expenditures are budgeted within each department. The following table shows the changes in individual department budgets from 2016 through 2017.

Table 22: Budget Snapshot of General Fund Expenditures by Department, 2016-2017

Department	2016 Estimated	2017 Budgeted	Percent Change
City Commission / Auditor	$133,000	$185,000	39%
City Manager's Office	$2,380,000	$2,587,730	9%
Planning and Development Services	$2,624,000	$2,911,721	11%
Finance	$15,066,498	$7,408,401	-51%
Information Systems	$936,840	$1,065,415	14%
Legal Department	$2,070,573	$2,186,788	6%
Police	$18,382,647	$22,300,063	21%
Fire Medical	$15,716,678	$19,197,803	22%
Public Works	$7,138,368	$7,766,085	9%
Parks and Recreation	$3,582,796	$5,561,258	55%
Health Dpt./ Health Bldg. Maintenance	$1,043,678	$1,055,999	1%
Total	**$ 69,075,078**	**$ 72,226,263**	**5%**