



STRATEGIC PLAN

November 7, 2024

DE SOTO
KANSAS





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VISION

De Soto is a growing, sustainable small town where families, alongside global and local businesses, thrive together because of excellent schools, vibrant neighborhoods, and abundant economic opportunities.

PLAN FRAMEWORK

The City of De Soto is experiencing historic and transformational growth. Harnessing opportunities from that growth, while preserving the small-town character of the community, is a driving force behind the De Soto Strategic Plan.

The Strategic Plan, developed by elected officials and staff, establishes a framework for De Soto to continue to thrive into the future. Three priority areas—Community, Built & Natural Environment, and Economy—form the foundation of the plan. Each priority area has goals that describe desired outcomes, consistent with the Vision Statement (see sidebar). Strategies describe methods to move toward the goals. Measures establish methods for tracking progress.

The Strategic Plan does the important work of identifying and communicating community priorities. However, the strategic planning process is not over. The success of the planning effort resides in the execution and implementation of the strategies moving forward.

DEFINITIONS

VISION	Describes the future in idealistic and aspirational terms; offers hope.
MISSION STATEMENT	How city government will support the vision.
VALUES	Common virtues that are the underlying motivation for action.
GOALS	Long-term desired results.
STRATEGIES	Direction to reach the goals.
MEASURES	Defines success in specific terms.

VALUES



TRUST & ACCOUNTABILITY

Act with integrity. Be honest, open, and transparent.



SAFETY

Never compromise on public and personal safety.



COMMUNITY ENGAGEMENT

Champion involvement and embrace input and feedback.



EMPLOYEE ENRICHMENT

Value our people.



SERVICE EXCELLENCE

Deliver quality services the community expects and that attract people and investment.



COLLABORATE

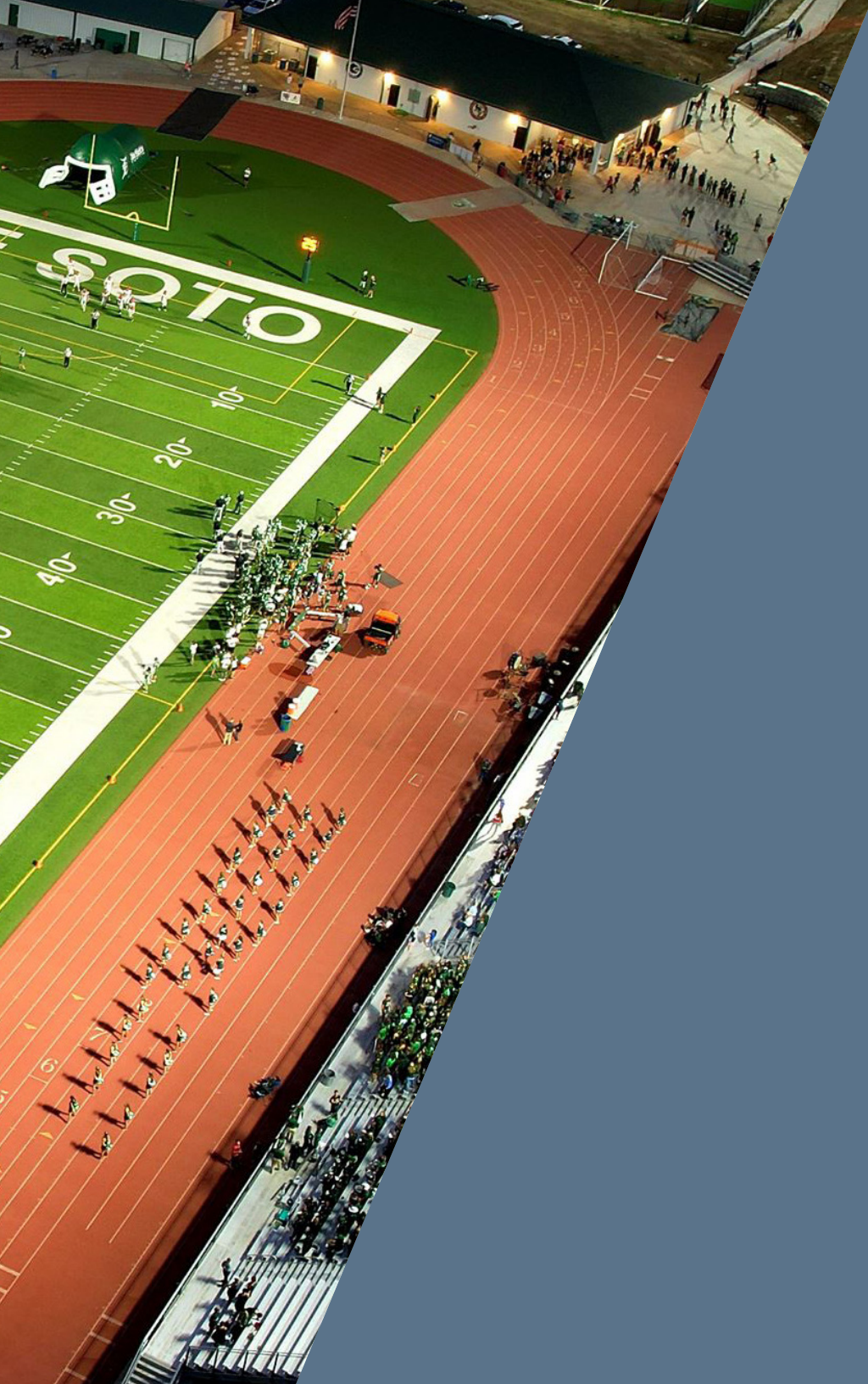
Build partnerships to find solutions, create opportunities, and enhance services.



STEWARDSHIP & SUSTAINABILITY

Responsibly use natural and economic resources. Enhance our environment today and for future generations.





1. Community

A desirable, engaged, safe community with quality education, childcare, parks and leisure opportunities for all.

Community Statistics

Demographics

Total Population



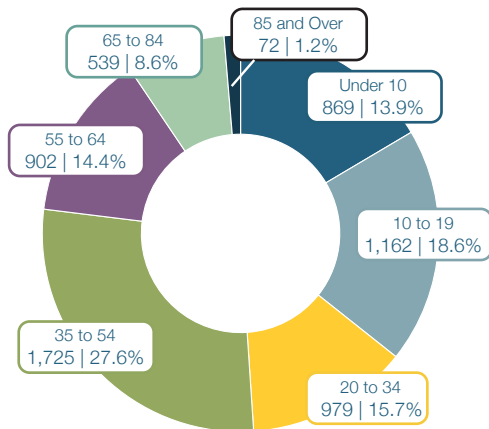
*De Soto, April 2020 Decennial Census
2022 ACS 5-year estimate: 6,248

2029 Total Population Projection: **7,192***

*Esri forecasts for 2024 and 2029. This projection does not factor in Panasonic population effects.

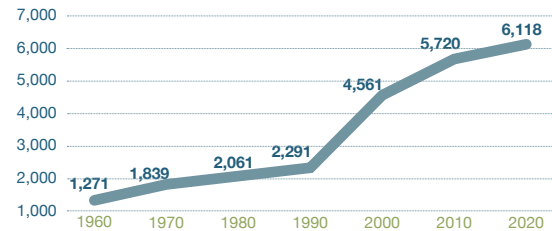
Source: ACS, 2022 and Esri Market Profile, Census Bureau, Esri, Esri-Data Axle, 2022

Population by Age Group



Source: ACS, 2022

Population (Decennial Census)



Source: Decennial Census 2020

Median Age

De Soto	37.2
Johnson County	38.8
Kansas	37.6



Source: ACS, 2022

Population by Race & Ethnicity

Race	Population Percent
White (Non-Hispanic)	89.7%
Black or African American (Non-Hispanic)	3.5%
Asian (Non-Hispanic)	2.0%
Multiracial (Non-Hispanic)	2.7%
American Indian and Alaska Native (Non-Hispanic)	0.1%
Hispanic	7.0%
Native Hawaiian and Other Pacific Islander (Non-Hispanic)	0.0%
Other (Non-Hispanic)	1.6

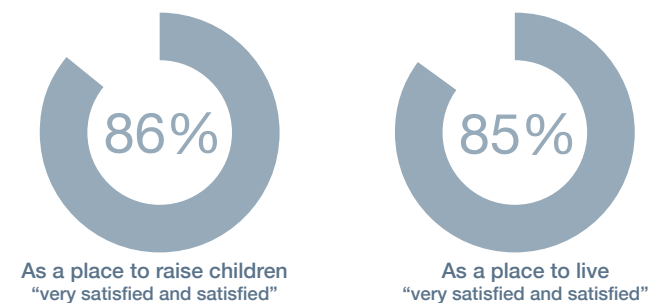
Source: ACS, 2022

City Services

Perception of De Soto



Overall Ratings of De Soto

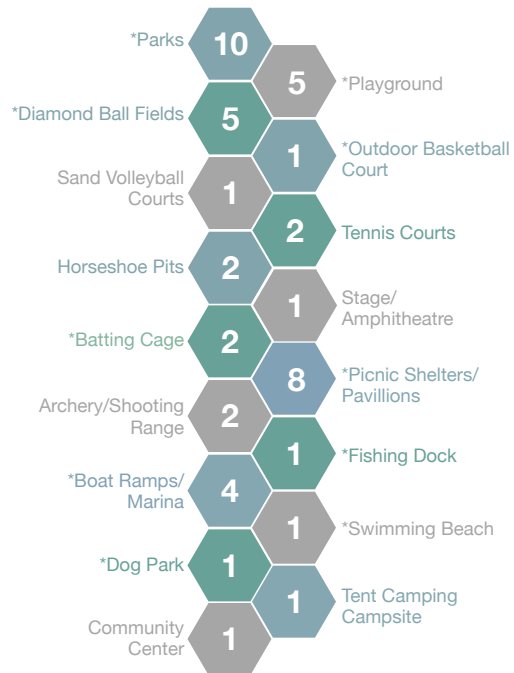


Citizen Satisfaction Survey

Source: 2022 City of De Soto Citizen Satisfaction Survey

Leisure

De Soto Amenities



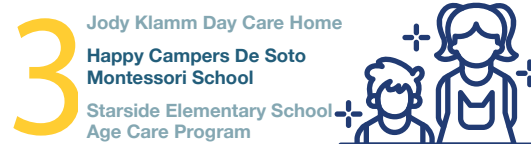
YOUTH SPORTS		ADULT PROGRAMS
• Tiny basketball	• Blastball	• Adult co-ed volleyball
• Basketball	• Volleyball league	• Land fitness classes
• Spring soccer	• Summer soccer camp*	• Water aerobics
• Fall soccer	• Basketball clinic	• Pickleball
• T-Ball		• Yoga
• Softball		
• Baseball		

*Includes amenities owned and operated by Johnson County Parks and Recreation

Source: De Soto Parks and Recreation Master Plan, 2018

Childcare

Childcare Providers in De Soto



Average Monthly Cost of Full-Time Childcare	De Soto	Kansas
	\$613	\$613

Source: Care Lulu, 2024

Education



*USD #232 draws from De Soto, Shawnee, Lenexa, and a portion of Olathe

Source: USD 232

2022 - 2023 GRADUATION RATE	
De Soto, KS USD #232	97.5%
Blue Valley, KS USD #229	96.2%
Gardner-Edgerton, KS USD #231	93.5%
Olathe, KS USD #233	91.3%
Shawnee Mission, KS USD #512	87.4%
Spring Hill, KS USD #230	84.6%

Source: Kansas State Department of Education

Public Safety

De Soto Fire Safety

Northwest Consolidated Fire District (NWCDFD) serves the City of De Soto and the Northwest Johnson County area.

Source: Northwest Consolidated Fire District, 2024



The **Insurance Services Office (ISO)** evaluates local fire departments. The ISO classes range from 1 to 10, with 1 being the best.

NWCDFD Staffing



36 FULL-TIME FIREFIGHTERS
Includes Fire Chief, Deputy Chief, 3 Battalion chiefs. All firefighters are trained EMTs.

4 PART-TIME FIREFIGHTERS

Calls for Service

1,000 Total Calls for NWCDFD Service

650 (65%) Calls Within De Soto

2023 call stats

Source: Northwest Consolidated Fire District, 2024

Crime Rate Comparisons

Violent Crimes are offenses against people where the force or the threat of force is used against victims.	JOHNSON COUNTY		KANSAS	
	VIOLENT CRIME	PROPERTY CRIME	VIOLENT CRIME	PROPERTY CRIME
	2.3 RATE/1,000	17.7 RATE/1,000	4.5 RATE/1,000	22.5 RATE/1,000

Property Crimes include the offenses of burglary, larceny-theft, motor vehicle theft, and arson. Property crimes are offenses where money or property are taken, but there is no force or threat of force against the victims.

Source: KBI Crime Index Report, 2023

Johnson County Sheriff

The City of De Soto contracts law enforcement services through the **Johnson County Sheriff**. The agreement is renewed annually.

Source: De Soto / Johnson County Sheriff Contract, 2024



1.1

City Services

Goal: Provide high-quality City services our residents expect.

Measures

1. Increase % “very satisfied” or “satisfied” with quality of services provided by the City.
2. Increase % “very satisfied” or “satisfied” with quality of life.
3. Increase % of “very satisfied” or “satisfied” with overall ratings of De Soto.

Strategies

1. Improve appearance of public spaces, infrastructure, and public rights-of-way.
2. Improve quality, resiliency, and efficiency of drinking water and wastewater services.
3. Establish a Municipal Foundation.
4. Enhance public relations and communications infrastructure by preparing a crisis communication plan.
5. Implement an assetmanagement system and robust preventative maintenance program for infrastructure and facilities.
6. Improve work safety.



1.2

Leisure

Goal: Increase local recreation and leisure options for community members.

Measures

1. Increase program participation across all ages and abilities.
2. Increase # of amenities and facilities in De Soto.
3. Increase # of arts and cultural opportunities and events.

Strategies

1. Identify and implement programming expansions to serve people of all ages and abilities.
2. Develop a facilities asset management plan.
3. Update Riverfest Park Master Plan.
4. Determine what additional recreation and leisure facilities are desired as the community grows.



1.3

Childcare

Goal: Increase the availability of quality childcare options for working parents through partnerships.

Measures

1. Increase access to childcare for children birth to 5 years in De Soto, focusing on early learning programming.
2. Increase childcare options for two working parent households working 12-hour shifts at De Soto businesses.

Strategies

1. Seek funding opportunities to build with other agencies a Community Wellness Center that includes childcare facilities.
2. Work with community partners to expand existing childcare facilities capacity.



1.4

Education

Goal: Maintain highly-educated workforce and community of lifelong learners.

Measures

1. Monitor graduation rate in USD 232.
2. Monitor percent of population with high education attainment.
3. Monitor % of residents that are “very satisfied” or “satisfied” with quality of public education.
4. Monitor use of library system.

Strategies

1. Strengthen partnerships with educational institutions such as USD 232, Cedar Trails Exploration Center, technical training, community colleges and institutions of higher education.
2. Strengthen partnerships with library system to expand offerings and facilities.
3. Ensure development incentives do not negatively impact school district.
4. Participate, through EDC funding, in workforce consortium and regional efforts.
5. Collaborate with USD 232 for educational internships at the City including Project Based Learning program.



1.5.1

Public Safety

Goal: Reduce crime and increase feeling of safety in De Soto.

Measures

1. Annual calls for service per 1,000 residents.
2. Average response time for emergency calls.
3. Violent crimes per 1,000 residents.
4. Non-violent crimes per 1,000 residents.
5. Maintain or improve on 86% “Very Satisfied” or “Satisfied” with Feeling of Safety in De Soto.

Strategies

1. Continue to monitor calls for service, staffing and response time of Johnson County Sheriff’s Office.
2. Conduct a study to determine the point at which to provide police service as population grows.
3. Partner with the Sheriff’s Office to provide quarterly updates on key public safety measures to City Council.



1.5.2

Public Safety

Goal: Protect life and property through the prevention and quick suppression of fires.

Measures

1. Improve ISO Fire Rating Class.
2. Monitor annual calls for service per 1,000 residents.
3. Monitor average response time for emergency calls.

Strategies

1. Work with Northwest Consolidated Fire District (NWCDFD) to locate another station to serve the southwest growth area (currently underway) while continuing to provide excellent fire services throughout the community.
2. Continue to monitor calls for service, staffing and response time of NWCDFD.
3. Continue to make available adequate water supply, including the prevalence of fire hydrants needed to put out fires and enhance hydrant maintenance system.
4. Implement and inspect for compliance with fire safety codes. Include City Building Official in fire district's annual fire inspections.



1.5.3

Public Safety

Goal: Protect health and life through the provision of ambulance services.

Measures

1. Monitor annual calls per service per 1,000 residents.
2. Monitor average response time.

Strategies

1. Request annual report to City Council on service provision and performance by ambulance service.
2. Explore opportunities for installing AED units at various locations throughout the community.
3. Encourage the provision of an ambulance bay at new fire station.



1.5.4

Public Safety

Goal: Mitigate and respond to natural and man-made disasters.

Measures

1. # of hours of emergency management training.
2. # of times emergency warning equipment passed testing.
3. % of population within warning signal range.

Strategies

1. Review emergency management plan annually.
2. Test emergency management equipment.
3. Explore and implement sustainable emergency management staffing model.
4. As the community grows, continue to ensure good warning signal system coverage.
5. Continue NIMS training.
6. Plan for emergency shelter south of K-10 with backup power supply.
7. Educate the public about shelter locations and what to do in an emergency.





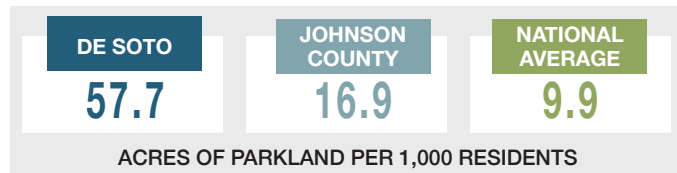
2. Built and Natural Environment

De Soto's quality neighborhoods and places meet the needs of current and future generations.

Built & Natural Environment Statistics

Parks

Acres of Parkland



Source: De Soto GIS, Johnson County Parks and Recreation, and National Recreation and Parks Association

7.3%* Total trail miles in De Soto

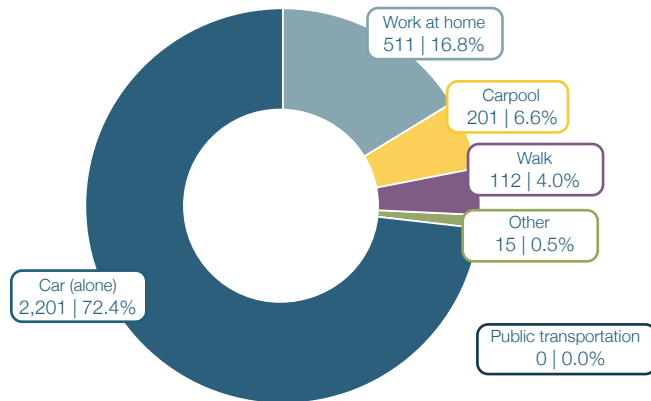
*3.5% City-owned



Source: AIMS, City of De Soto, and Johnson County Park and Recreation District

Connectivity

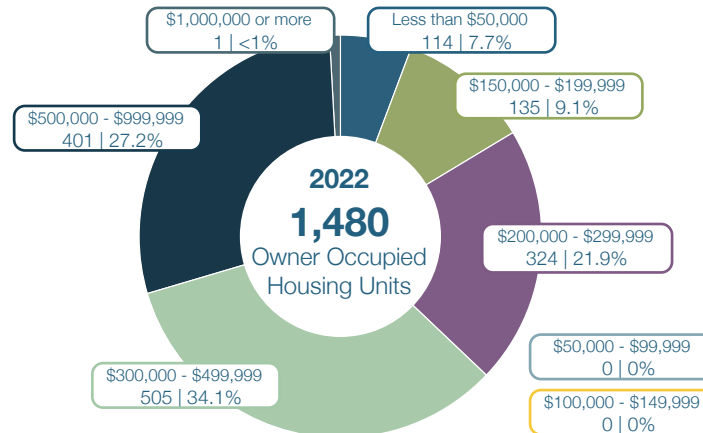
How Residents Commute to Work



Source: ACS, 2022

Housing

Housing Values



Source: ACS, 2022

2020 Housing Units by Occupancy

Owner Occupied	67%	1,480
Renter Occupied	33%	740
Vacant	1.6%	36

Source: ACS, 2024

Age of Housing

203	Units built prior to 1950	9%
496	Units built 1950 -1979	22%
925	Units built 1980 -1999	41%
338	Units built 2000 -2009	15%
294	Units built since 2010	13%

of total housing stock

Source: ACS, 2022

Housing Units by Structure

2022 TOTAL HOUSING UNITS =
2,256

SINGLE-FAMILY			
Structure	Percentage	Count	
Detached	67.8%	1,529	
Duplex or Townhome	10.2%	230	
MULTI-FAMILY			
Structure	Percentage	Count	
2 units	3.6%	82	
3 to 4 units	2.1%	48	
5 to 9 units	11.3%	256	
10 to 19 units	3.0%	68	
20+ units	0.5%	11	
Mobile Home			
Mobile Home	5.1%	114	
Boat, RV, Van, etc.	0.0%	0	



Source: ACS, 2022



Infrastructure

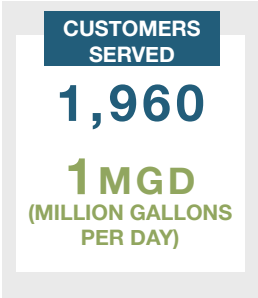
Utilities

The De Soto Utilities Department includes our water and sewer utilities. De Soto operates both water and sewer treatment facilities, a water distribution system, and a sewer collection system.

Other De Soto residents are served by Rural Water District #7 for drinking water.

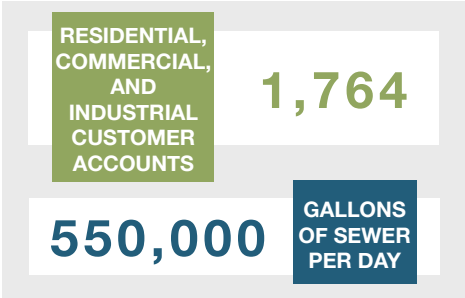
Source: City of De Soto Website

Water



Source: City of De Soto

Sewer



Streets & Traffic

Solid Waste



Source: City of De Soto

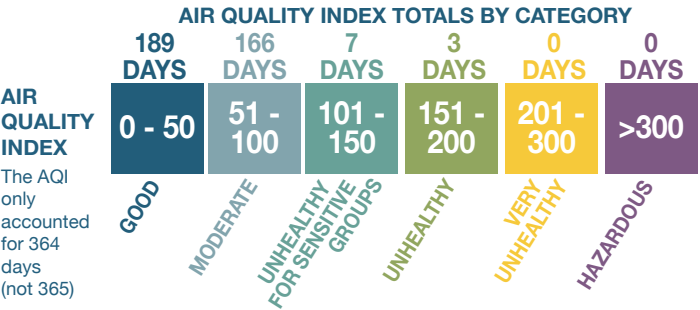


112
*DOES NOT INCLUDE KDOT HIGHWAYS

Source: City of De Soto, AIMS 2022

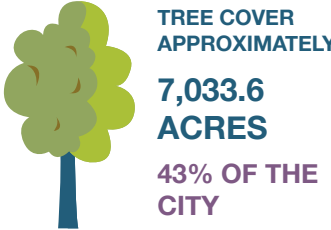
Sustainability

Air Quality



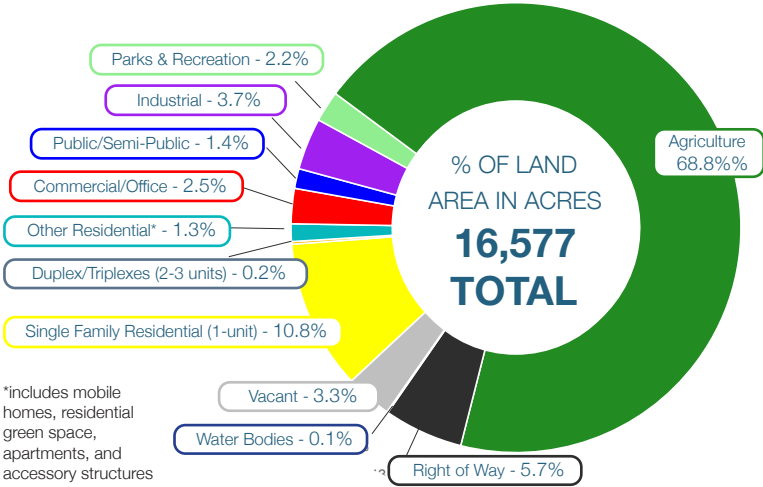
Source: EPA, 2023

Natural Resources & Habitats



Source: i-Tree Canopy, 2022

Growth & Development



Source: De Soto GIS, 2022

NONBUILDING CONSTRUCTION PERMITS

(Principally Public Infrastructure Projects)

In the first half of 2023, **JOHNSON COUNTY** held **66%** of the annual nonbuilding construction value in the Kansas City Metro region

Source: CERl Kansas City Metro Market Profile, 2023



2.1 Parks



Goal: Maintain a quality and extensive park system.

Measures

1. Acres of green spaces, including parks and greenways.
2. Acres of green spaces, including parks and greenways, as a % of total land area.
3. Maintenance funding for parks system by acre.
4. Acres of parkland per 1,000 residents.
5. % of community within a 15-minute walk of a trail.
6. % of community within a 10-minute walk of parkland.

Strategies

1. Update the Parks Master Plan as part of the Comprehensive Plan Update.
2. Increase maintenance funding for parks system.
3. Require neighborhood parks, open spaces in new developments.
4. Work to get a De Soto resident on the Johnson County Parks & Recreation Board.
5. Participate in the master plan of 2,000 acres at Astra Enterprise Park.



2.2

Connectivity

Goal: Improve safe connectivity by creating direct paths between places for all modes of transportation.

Measures

1. Increase miles of trails.
2. Increase miles of bicycle facilities.
3. Increase % of community within a 15-minute walk of a trail.
4. Reduce sidewalk gaps.
5. Increase % of marked crosswalks.
6. Improve ADA accessibility.

Strategies

1. Update the Parks Master Plan as part of the Comprehensive Plan Update.
2. Fill gaps in sidewalk network to connect neighborhoods to amenities & services with a robust sidewalk program.
3. Update and implement complete streets policy.
4. Increase crosswalk marking program and implementation of ADA accessible sidewalk ramps and crossings.
5. Work to maintain connectivity and safe crossing should the rail line be reactivated.
6. Improve the connectivity of the street network for all modes of transportation.
7. Coordinate with the railroad, if reactivated, to ensure impacts are mitigated through methods such as raised rail, pedestrian crossings, sound walls, etc.
8. Create a partnership with bike share provider to bring services to De Soto.



2.3 Housing

Goal: Diversify quality housing stock that caters to many types of people at various points in their lives.

Measures

1. Increase diversity of housing stock.
2. *Increase number of workforce housing units.

**Price point is attainable to retain and attract De Soto workforce.*

Strategies

1. Promote the diversity of housing stock to include more Missing Middle housing, infill, ADUs and smaller-scale, more attainable options.
2. Preserve areas for large-lot single-family home developments to maintain lower density in certain areas.
3. Encourage starter homes to draw in first-time home buyers and young families.
4. Encourage senior housing to support residents' community ties and increase housing availability.
5. Incentivize landlords to accept Johnson County Voucher Program to offset cost of rent.
6. Strengthen the existing housing stock to improve neighborhood image.
7. Protect and preserve existing affordable workforce housing units, preventing their conversion into more expensive housing options.
8. Prioritize eco-friendly, energy-efficient workforce housing to reduce environmental impact and lower utility costs for residents.
9. Establish partnerships with developers to boost workforce housing using public incentives and private resources.
10. Incentivize production of workforce housing that is attainably priced by sharing risk, reducing gaps in the private market, and creating housing partnerships.



2.4

Infrastructure

Goal: Sustain and enhance resilient facilities and infrastructure to improve our high quality of life and service delivery.

Measures

1. Reduce deferred maintenance cost.
2. Reduce # of water main breaks, improving service reliability.
3. Improve customer satisfaction ratings.
4. Reduce sewer backups and sanitary sewer overflows.
5. Improve quality, redundancy, and resiliency of drinking water system.

Strategies

1. Upgrade infrastructure & facilities to increase efficiency, sustainability, and accommodate future needs.
2. Strengthen partnerships with other service providers to maintain the quality and expand the types of public services.
3. Plan and build new facilities to accommodate demand for services and accommodate growth.
4. Build resilient infrastructure to serve future growth and redevelopment.
5. Establish future water service territory.
6. Develop and fund asset management program for publicly-owned infrastructure and utilities.
7. Incorporate green practices and technologies into infrastructure.
8. Incorporate placemaking and beautification into infrastructure improvements.
9. Upgrade existing facilities and consider new facilities to accommodate growth in community, services and staffing.



2.5

Sustainability

Goal: Develop and redevelop the community while enhancing the environment.

Measures

1. Reduce the city's energy consumption from non-renewable sources.
2. Reduce the city's carbon footprint.
3. Maintain the amount of green space per capita.

Strategies

1. Incorporate green infrastructure in current and future projects.
2. Use partnerships to raise awareness among the community about the importance of natural resource conservation through educational programs, workshops, and outreach events.
3. Integrate climate change considerations into infrastructure development, land use planning, and building codes.
4. Encourage water conservation measures such as water-saving incentives, stormwater management, and wastewater non-potable recycling to protect freshwater resources.
5. Promote sustainable transportation options such as public transit, biking, and reduce air pollution, greenhouse emissions, and habitat fragmentation caused by roads and highways.
6. Develop and implement sound buffering strategies to mitigate the impact of highway noise on the community.
7. Conduct a carbon footprint inventory and set reduction goals.
8. Work with landowners to establish conservation easements that protect critical habitats and natural landscapes from development.



2.6

Growth & Development

Goal: Encourage development and redevelopment that maintains the character of De Soto while accommodating new options, opportunities, and services for the community.

Measures

1. Increase the number of building permits issued annually.
2. Increase revenue from excise tax indicating growth.

Strategies

1. Update the City's Comprehensive Plan.
2. Update the Zoning and Subdivision Regulations.
3. Prepare an area plan for Southwest Growth Area hub: K-10 N; 103rd Street S; Lexington Avenue E; Sunflower Road W.
4. Update building codes to include energy and water efficiency measures.
5. Recover full cost of serving new development.





3. Economy

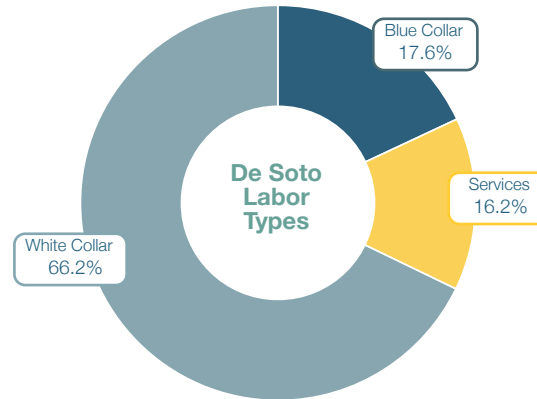
Growth + Prosperity for All in De Soto, Kansas. De Soto is home to world-class, growing global businesses as well as local entrepreneurs and medium-sized businesses who invest in people, community, and a green, sustainable future.

Economy Statistics

The purpose of the Economic Development strategy is to put De Soto's economy on a trajectory of sustainable growth that:

- Increases the prosperity of businesses and workers.
- Raises the standard of living for all.
- Is robust, shared, and enduring.

Labor Types



Source: Esri, Esri-Data Axle, 2024

Per Capita Income		Median Household Income	
De Soto	\$45,061	De Soto	\$102,685
Johnson County	\$56,364	Johnson County	\$103,644
Kansas	\$38,108	Kansas	\$69,747

Source: ACS, 2022

Tax Rates

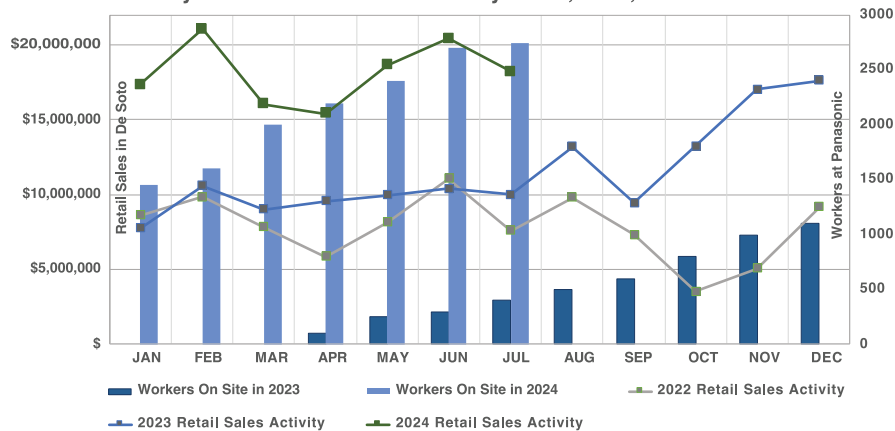
Mill Rate	Valuation	
2025	13.8	\$174,080,938
2024	19.8	\$121,114,188

43.7% increase

Source: 2024 Municipal Budget

De Soto Retail Sales

Monthly De Soto Retail Sales Activity: 2022, 2023, 2024



Source: City of De Soto, 2024

\$4,824

TAX REVENUE PER CAPITA

\$5,361

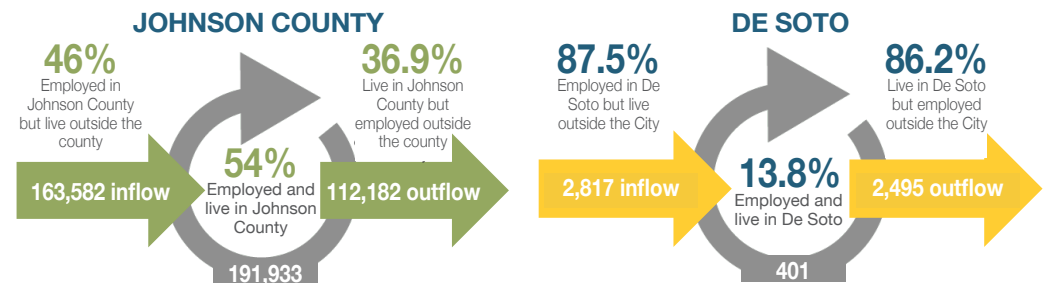
DEBT PER CAPITA

PER CAPITA CALCULATION BASED ON 2022 ACS POPULATION ESTIMATE

DE SOTO'S DIRECT DEBT

\$33,495,000

Source: De Soto ACFR, 2022



Source: U.S. Census Bureau, OnTheMap, 2021

Source: U.S. Census Bureau, OnTheMap, 2021

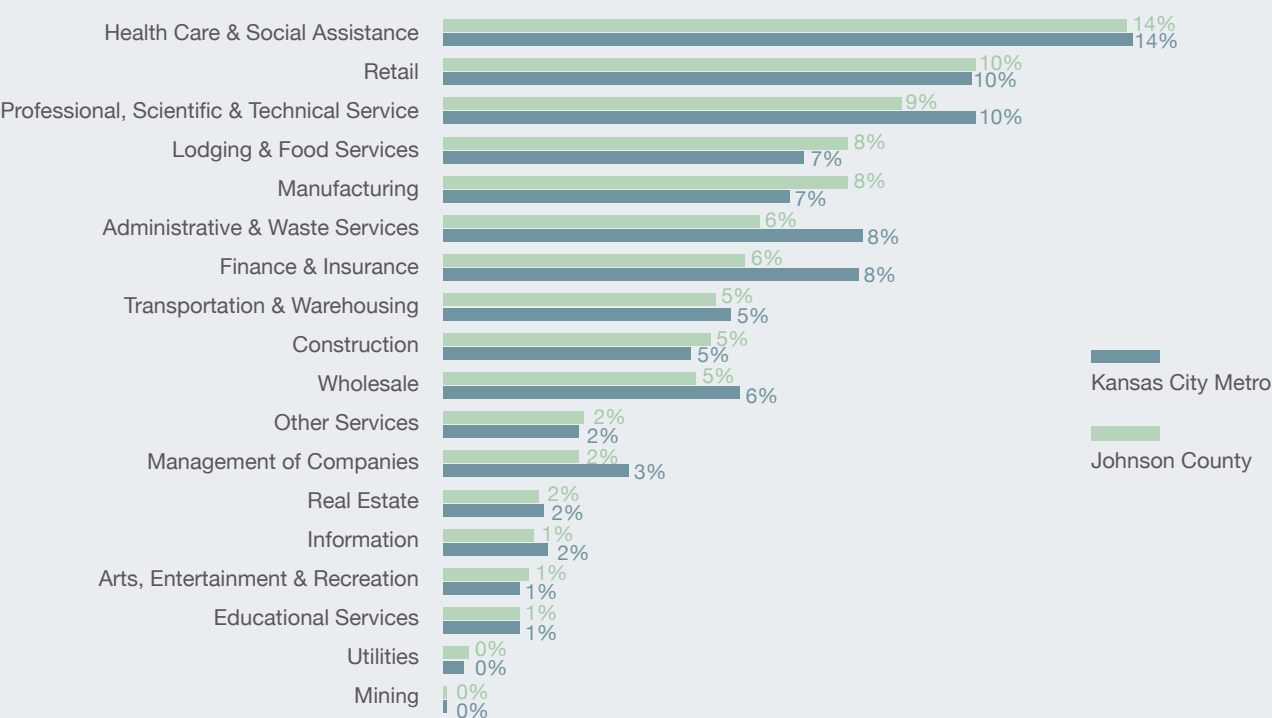


Population Below the Poverty Line

De Soto		Johnson County		US		Kansas	
5.9%		5.3%		12.6%		11.6%	
Under 18	2.7%	Under 18	1.3%	Under 18	3.6%	Under 18	3.4%
18 - 64 years	3.1%	18 - 64 years	3.2%	18 - 64 years	7.1%	18 - 64 years	6.9%
65+ years	0.0%	65+ years	0.8%	65+ years	1.9%	65+ years	1.3%

Source: ACS 2022

Private Sector Employment by Industry



Source: CERI Johnson County An Economic Primer, 2022



3.1 Prosperity

Goal: Increase the prosperity of De Soto residents.

Measures

1. Increase per capita income.
2. Increase wealth index as measured by ESRI, Census Bureau Market Profile relative to the national level.
3. Reduce % of De Soto's population cost burdened by housing (housing is 30% or more of monthly income).

Strategies

1. Provide desirable places to live, with housing choice, amenities, goods, transportation, and services needed to retain and attract talent and visitors.
2. Plan for and incentivize the development of attainable housing, life-cycle housing, and optimize the mix of rental and owner-occupied housing.
3. Provide a reliable, safe, and multi-modal transportation system.



3.2

Economic Growth

Goal: Increase economic activity in De Soto.

Measures

1. Increase number of jobs:
 - Overall.
 - In targeted industries.
 - With wages above the metro average.
2. Increase private investment in the community.

Strategies

1. Grow local talent and attract talent globally.
2. Partner with industry clusters, educational, and training institutions to equip workers with the skills needed by new and expanding businesses to be successful.
3. Support opportunities to learn and earn widely and equally throughout the community, resulting in higher-wage jobs.



3.3 Investment

Goal: Increase tax base and maintain tax base diversity and resiliency.

Measures

1. Increase appraised value of property:
 - Residential.
 - Commercial.
 - Industrial.
2. Increase commercial and industrial revenue share of total revenue sources.

Strategies

1. Prioritize established businesses within De Soto so they can grow their markets and remain successful contributors to the community.
2. Connect existing businesses to regional resources to support entrepreneurship, business innovation, and expansion.
3. Invest in public infrastructure, utilities, and facilities to eliminate barriers and set the conditions for successful business expansion and redevelopment.

Acknowledgments

City Council

Rick Walker, Mayor
Rob Daniels
Kevin Honomichl
Danny Lane
Victoria McMoran
Courtney Tripp
Lori Murdock (former member)
Kevin Ritter (former member)

Advisory Group

Abby Baker
Andrew Leehy
Chantee Redding
Charles Meddock
Clark McCracken
David Burns
Debbie Thompson
Diana Zwahlen
Dominic Saiki
Hayden Knott
Heather Callaway
Inga Nordstrom-Kelly
James Doscher
Jamie Malmstrom
Jill Lavenburg-Moler
Lorri Kelley

Planning Commission

Roger Templin
Mark Huggins
Charles Meddock
Linda Lane
Todd Manson
Justin Milburn
John Shultz
Robert (Bob) Garrett (former member)

Marie Caldwell
Mark Martinez
Matthew Logan
Mitra Templin
Nathan Shrout
Nicole Graves
Patsy Lucas-Allenbrand
Regina Clarke

Rose Burgweger
Ryan Carson
Sherelle Witt
Steve Marcotte
Teri Scott
Zachary Bradley

