

2021 BUDGET



LEE'S SUMMIT
MISSOURI

816.969.1000 | 220 SE Green Street, Lee's Summit, MO 64063 | cityofls.net

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Introduction

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HISTORY

Over a hundred and years ago, the small 11 block Town of Strother straddled the Missouri Pacific Railroad tracks. Today, that small town consists of 65.24 square miles and is known as the City of Lee's Summit. In the late 1800's, a man by the name of William B. Howard was drawn to this fertile, gently rolling prairie land with the dream of building a city. Today, more than 96,000 residents have been enticed to this progressive, yet restful and family-oriented community atmosphere, with a unified dream to create a dynamic, vital city. From yesterday to today, the story of this once small town has been filled with the courage, dedication, and quiet determination of its citizens, making Lee's Summit an ideal city in which to live and work.

On October 28, 1865, William B. Howard founded the Town of Strother by filing a plat containing the 11 blocks that currently encompass the downtown business district. At the time of incorporation, the population count stood at one hundred people. In November of 1868, the name was changed and the area incorporated as the "Town of Lee's Summit". Although the "Summit" portion of the name was obviously based on the fact the town's elevation is the highest point on the railroad between Kansas City and St. Louis, there are numerous opinions and theories on the origin of "Lee". According to one theory, the town was named after Civil War General Robert E. Lee, since incorporation took place shortly after the war and the majority of citizens migrated from the Southern states. However, another version suggests the town was named after a prominent early settler, Dr. Pleasant Lea. The discrepancy in the spelling of "Lea" has been attributed to railroad sign painters.

Lee's Summit's most infamous citizen was Cole Younger, called "The Last of the Great Outlaws" by author Homer Croy. According to history, soldiers drove Younger to a life outside the law after his father's murder and subsequent robbery. While Union forces were enforcing Order #11, the command issued in 1862 ostensibly to burn homes belonging to those with Southern ties, Younger and his brothers were credited with saving some of the original homes within Lee's Summit, the most prominent of which belonged to William B. Howard. Order #11 helped to unify the transplanted southern population in Missouri and compelled Younger to join the Confederate guerrilla band known as Quantrill's Raiders. Cole Younger was arrested after an attempted bank robbery in Northfield, Minnesota. Following 25 years of imprisonment for his crimes, Cole Younger was paroled in 1901. Three years later, Younger returned to Lee's Summit where he lived as a model citizen until his death in 1916. His grave is located in the Lee's Summit Historic Cemetery.

The Fire of 1885 demonstrated yet again the stamina personified by citizens in Lee's Summit. While most of the town's residents were attending Sunday morning church services, fire erupted in the downtown district, which consisted of dry, wooden buildings. A detailed account of the fire, as printed in the April 16, 1885, issue of The Lee's Summit Journal, stated the buildings burned "...like greased wood". Virtually the entire business district was destroyed and the loss aggregated at \$87,000, with a total of 25 buildings consumed by the flames. However, the stalwart citizens took their losses in stride and promptly commenced to rebuild the town.

Almost 30 years later, Mr. R. A. Long, a prominent Kansas City lumberman, began building his dream, which became a reality with the construction of Longview Farm. In 1912, Mr. Long purchased approximately 1,700 acres in the southwest portion of Lee's Summit. Mostly self-sufficient, the farm included five major barn groups and 42 buildings. When completed and functional, Longview Farm became internationally known for the horses and livestock contained within its white rail fences and was one of only three dozen such showplace farms.

The history of Lee's Summit abounds with the tragedies and triumphs of courageous people who have never failed in their dream of creating a city that will continually progress and prosper. Most importantly, Lee's Summit is comprised of dedicated people who never lose touch with the basic values that make a community livable. We feel Lee's Summit has lived up to the dreams of its forefathers.

MAYOR AND CITY COUNCIL



Mayor Bill Baird



Diane Forte



Hillary Shields



Trish Carlyle



Andrew S. Felker



Phyllis Q. Edson



Beto Lopez



Fred DeMoro



Bob Johnson

Mayor

The City of Lee's Summit operates under a Mayor/City Council form of government.

The Mayor is elected at-large for a four-year term and is recognized as the head of the city for all legal and ceremonial purposes and by the Governor of Missouri for all purposes of military law. The Mayor presides at City Council meetings, executes all ordinances, resolutions, proclamations, grants and executive orders. Any ordinance or resolution adopted by the City Council may be vetoed by the Mayor; however, the Mayor may only vote in the event of a tie.

The Mayor presents a State of the City address at least once annually as to the affairs of the city and any recommendations of the Mayor.

City Council

The City Council consists of eight members. Two Councilmembers are elected by qualified voters from each of the four respective districts of the city, as provided by Section 9.4, City Council Districts.

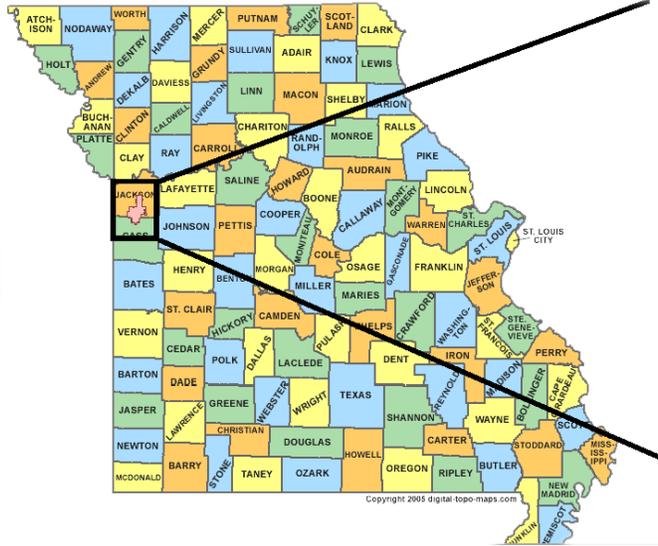
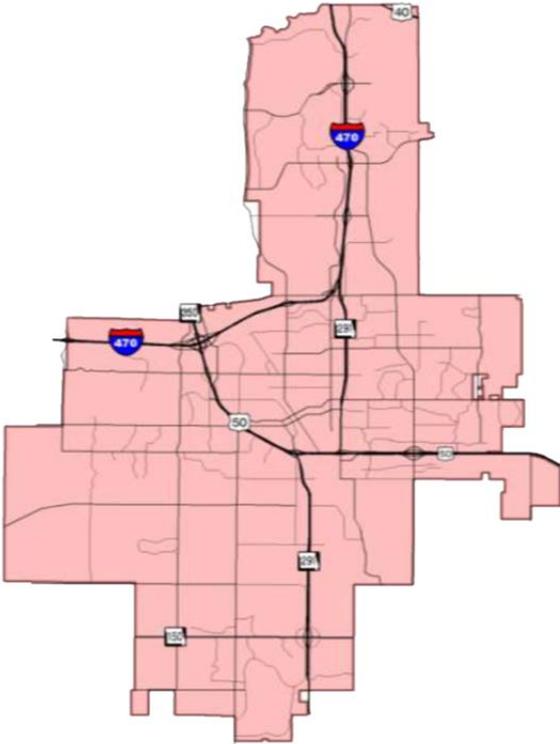
City Councilmembers shall be elected to serve staggered four-year terms. At each regular municipal election, Councilmembers shall be elected to fill the offices of those whose terms expire.

Finance and Budget Committee

The Finance and Budget Committee evaluates and reviews financial statements, investment actions, recommends purchasing and bid approvals to the full Council and considers all other financial transactions as directed by the City Council. The Committee also reviews the City Manager's proposed budget prior to its consideration by the City Council pursuant to Article XI of the City Charter.

For the FY21 budget process, the committee consisted of the following members:

Bob Johnson, Chair
Beto Lopez
Trish Carlyle
Phyllis Edson



Demographics		2010 Census
Average Household Size		2.62
Median Age		37.2
Median Household Income		\$73,151
Per Capita Income		\$33,149
Households		33,054.00
Median Value Owner-Occupied Housing Units		\$185,500

MO Statewide Populations and Rankings		
Geographic Area	Total Population	Rank
State of Missouri	5,988,927	
Counties		
St. Louis County	998,954	1
Jackson County	674,158	2
St. Charles County	360,485	3
Greene County	275,174	4
Clay County	221,939	5
Jefferson County	218,733	6
Boone County	162,642	7
Jasper County	117,404	8
Franklin County	101,492	9
Cass County	99,478	10
Cities		
Kansas City	459,787	1
St. Louis	319,294	2
Springfield	159,498	3
Independence	116,830	4
Columbia	108,500	5
Lee's Summit	91,364	6
O'Fallon	79,329	7
St. Joseph	76,780	8
St. Charles	65,794	9
Blue Springs	52,575	10

DEMOGRAPHIC AND ECONOMIC STATISTICS
Last Ten Fiscal Years

Year	Population	Median Household Income	Per Capita Personal Income	Median Age	Education Level			School Enrollment	Unemployment Rate
					High School Graduate Percentage	Some College Or Associate's Degree or Higher Percentage	Bachelor's Degree Or Higher Percentage		
2010	93,163							17,120	6.70%
2011	91,364	\$ 71,772	\$ 31,266	38.8	16.4%	29.9%	50.1%	17,287	6.70%
2012	91,767							17,524	5.30%
2013	92,292							17,559	5.10%
2014	93,092							17,615	4.70%
2015	93,888							17,610	4.20%
2016	95,430							17,747	3.50%
2017	95,973							17,927	2.80%
2018	97,135							18,157	2.70%
2019	98,469							17,937	2.50%

Source: U.S. Census Bureau, U.S. Bureau of Labor Statistics, City of Lee's Summit Planning Department and Lee's Summit R-7 School District
(1) City specific Data for off census year is not readily available

PRINCIPAL EMPLOYERS
Current Year And Nine Years Ago

Employer	2019			2010		
	Employees	Rank	Percentage Of Total City Employment	Employees	Rank	Percentage Of Total City Employment
Lee's Summit R-7 School	3,116	1	6.16%	2,581	1	6.52%
Homeland Security-USCIS	3,000	2	5.93%	—	—	0.00%
Saint Luke's East - Lee's Summit	1,430	3	2.82%	608	8	1.54%
Truman Medical Center-Lakewood	1,200	4	2.37%	1,128	3	2.85%
John Knox Village	1,000	5	1.98%	1,050	4	2.68%
GEHA Holdings Inc	880	6	1.74%	—	—	0.00%
City of Lee's Summit	786	7	1.55%	659	7	1.67%
Lee's Summit Medical Center	730	8	1.44%	550	10	1.39%
Rediscover	550	9	1.09%	—	—	0.00%
CVS Caremark Inc	450	10	0.89%	559	9	1.41%
Metropolitan Community College-Longview				1,000	5	2.53%
AT&T				1,200	2	3.03%
Immigration & Naturalization Service				900	6	2.27%
	<u>13,142</u>		<u>25.97%</u>	<u>10,235</u>		<u>25.89%</u>

Source: Lee's Summit Economic Development Council: *Workforce, Major Employer*

**OPERATING INDICATORS BY FUNCTION
Last Ten Fiscal Years**

	Fiscal Year									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Building Permits Issued (1)										
Residential/single family	110	170	166	270	319	319	310	324	391	339
Residential/multi family	1	—	—	2	6	7	7	27	52	18
Commercial/Industrial	19	13	10	14	9	15	16	32	20	20
Additions	1,082	1,302	*5,229	1,588	1,404	1,943	1,548	1,572	2,047	2,282
Police protection (2)										
Homicide	0.01	0.02	—	—	—	0.02	0.01	0.03	0.01	0.02
Rape	0.17	0.19	0.18	0.14	0.19	0.19	0.17	0.22	0.31	0.24
Robbery	0.30	0.28	0.33	0.26	0.16	0.20	0.19	0.37	0.38	0.25
Aggravated Assault	0.64	0.57	0.64	0.78	0.62	0.45	0.71	0.48	0.21	0.68
Burglary	4.37	3.16	3.53	2.84	2.87	2.61	2.30	2.15	1.76	2.11
Larceny	19.24	18.76	18.23	18.99	16.98	15.43	15.55	14.02	12.21	17.45
Motor Vehicle Theft	1.57	1.33	1.25	1.17	1.17	1.11	1.10	0.87	1.70	1.82
Arson	0.09	0.05	0.08	0.06	-	-	0.03	0.01	0.02	0.01
Violent Crime	1.21	1.06	1.15	1.18	0.98	0.86	1.09	1.08	1.17	1.20
Property Crime	25.27	23.31	23.09	23.06	21.01	19.14	18.98	17.05	16.70	21.39
Population	93,163	91,364	91,767	92,292	93,092	93,888	95,430	95,973	97,135	98,469
Traffic Crashes	1,912	2,047	1,906	1,753	1,821	1,750	1,800	1,885	2,030	2,098
Calls for Service	85,255	91,037	88,846	77,008	75,325	73,244	67,244	65,235	71,459	71,702
Number of Officers	136	136	143	142	142	142	143	143	146	148
Animal Control Calls for Service	8,857	8,857	8,737	8,474	8,960	9,848	10,518	8,905	10,034	9,745
Fire protection (1)										
Fire personnel	146	146	146	146	146	144	144	153	154	154
Calls answered	8,015	9,144	9,147	9,027	8,917	9,073	10,000	9,811	10,388	10,709
Water source										
Kansas City Water Co.	12.00%	19.40%	34.30%	27.90%	27.60%	23.20%	28.60%	25.90%	27.30%	22.00%
Independence Water Co.	88.00%	80.60%	65.70%	72.10%	72.40%	76.80%	71.40%	74.10%	72.70%	78.00%
Water										
Number of service connections	33,800	34,260	34,242	34,538	34,774	35,160	35,379	35,816	36,322	36,472
Number of fire hydrants	4,887	4,922	4,940	4,940	5,006	5,021	5,076	5,188	5,226	5,273
Average daily consumption (gallons)	8,960,000	9,650,000	11,603,000	10,790,000	10,390,000	9,270,000	10,150,000	9,950,000	9,944	9,659
Maximum contract amount	21,500,000	21,500,000	21,500,000	27,500,000	27,500,000	27,500,000	32,500,000	32,500,000	32,500	32,500
Maximum daily demand	16,500,000	20,400,000	22,810,000	25,500,000	19,000,000	19,000,000	21,300,000	18,800,000	1,800,000	1,800,000
Storage capacity (gallons)	35,200,000	35,200,000	35,200,000	35,200,000	35,200,000	35,200,000	35,200,000	35,200,000	35,200,000	35,200,000

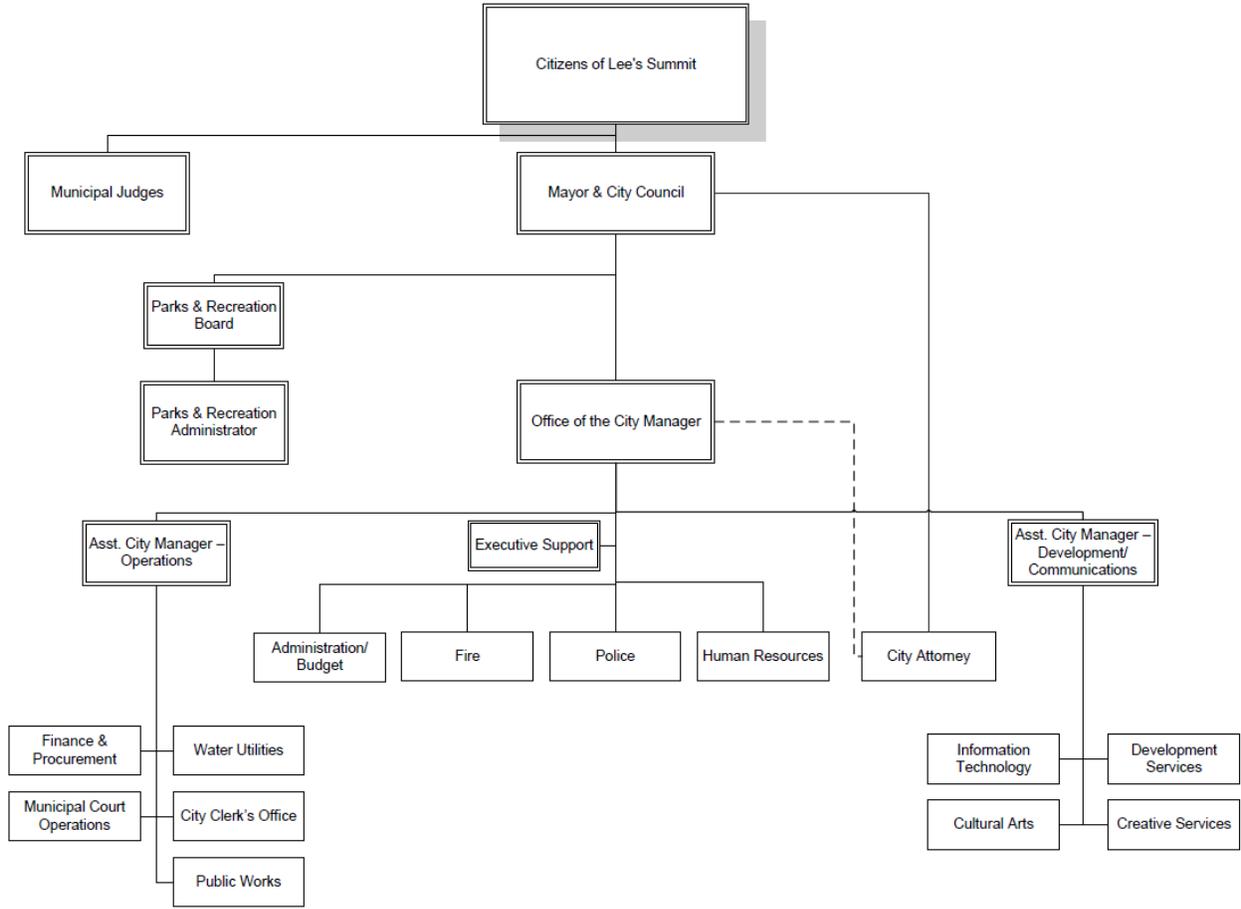
(1) Statistics based on calendar year
(2) Statistics based on FBI Uniform Crime Report data per 1,000 residents.
* This includes re-roof permits. In April 2011 a significant hail storm hit the area.
Source: City records

**CAPITAL STATISTICS BY FUNCTION
Last Ten Fiscal Years**

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Police Protection										
Stations	1	1	1	1	1	1	1	1	1	1
Fire Protection										
Stations	7	7	7	7	7	7	7	7	7	7
Public Works										
Residential centerline miles	327	337	308	271	309	309	306	309	311	315
Collector centerline miles	102	83	88	90	92	92	94	95	95	97
Arterial centerline miles	91	103	83	91	81	81	83	84	84	84
Parks and Recreation										
Parks	27	28	28	28	29	29	29	30	30	30
Swimming pools	1	1	1	1	1	1	1	1	1	1
Indoor aquatic center	1	1	1	1	1	1	1	1	1	2
Tennis courts	15	15	15	15	15	15	15	15	15	15
Community centers	3	3	3	3	3	3	3	3	3	4
Water										
Miles of water mains	604	607	604	604	607	607	611	617	620	622

Source: City records

Organization Chart



2020-2021 BUDGET CALENDAR

The annual budget calendar is developed by the City Manager and Chairman of the Finance and Budget Committee. The calendar includes Committee meeting schedule and important milestones to guide the budget process.

FY21 Budget Calendar	
September 2019	
September 11, 2019 6:00 PM	Regular Finance & Budget Committee Meeting Agenda: Priority Based Budgeting Update and Next Steps
October 2019	
October 7, 2019	Priority Based Budgeting: Department Scoring Webinar
October 7, 2019	Priority Based Budgeting: Departments Begin Scoring Programs
October 14, 2019 5:00 PM	Regular Finance & Budget Committee Meeting Agenda: Review Budget Calendar
October 22, 2019	Priority Based Budgeting: Department Scoring Follow Up/ Office Hours Webinar
October 24, 2019	Questica Budget Software: Department Super User Training on Operating Module
November 2019	
November 2019	Departments begin preparing FY20 year end projections
November 11, 2019 5:00 PM	Regular Finance & Budget Committee Meeting Agenda: FY19 Clean Up Amendment, Dashboards (through 1st Quarter-FY20)
November 12, 2019	Priority Based Budgeting: Peer Review Scoring Webinar
November 12, 2019	Priority Based Budgeting: Peer Review Teams Begin Scoring Programs
December 2019	
December 2019	Questica Budget Software: End User Trainings
December 9, 2019 5:00 PM	Regular Finance & Budget Committee Meeting Agenda: Dashboards (through October FY20)
January 2020	
January 2020	Departments begin preparing FY21 budget requests
January 13, 2020 5:30 PM	Regular Finance & Budget Committee Meeting Agenda: Dashboards (through November FY20)
January 20, 2020	All FY20 year end projections due
January 24, 2020	City Manager Review of FY20 YE Projections
February 2020	
February 7, 2020	Changes to the Schedule of Fees Due
February 10, 2020 5:30 PM	Regular Finance & Budget Committee Meeting Agenda: Review of FY20 Year End Projections, Capital Rollover Amendment, Dashboards (through Dec FY20)
February 14, 2020	Core Expenditure Numbers due
February 14, 2020	All expansion requests due for City Manager Review (Personnel, Fleet, Capital, ITS)
March 2020	
March 2020	Department budget meetings with City Manager begin
March 9, 2020 5:30 PM	Regular Finance & Budget Committee Meeting Agenda: Changes to Schedule of Fees, Dashboards (through January FY20)
April 2020	
April 13, 2020 5:00 PM	Regular Finance & Budget Committee Meeting Agenda: FY21 Revenue Forecasts; Dashboards (through February FY20)
May 2020	
May 11, 2020 5:00 PM	Regular Finance & Budget Committee Meeting Agenda: Presentation of City Manager's proposed FY21 Budget; Committee Review of FY21 Budget; Dashboard
May 18, 2020 1:00 PM	Special Finance & Budget Committee Meeting Agenda: Continued Committee Review of FY21 Budget; Budget Ordinance
May 25, 2020	Deadline to publish Notice of Public Hearing
June 2020	
June 8, 2020 5:30 PM	Regular Finance & Budget Committee Meeting Agenda: Dashboards (through April FY20)
June 9, 2020 6:00 PM	City Council Meeting: Public Hearing; First Reading of FY21 Budget Ordinance
June 16, 2020 6:00 PM	City Council Meeting: Second Reading of FY21 Budget Ordinance

AWARD FOR DISTINGUISHED BUDGET PRESENTATION

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Lee's Summit, Missouri, for its Annual Budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Lee's Summit

Missouri

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



Administrative Summary

2

May 20, 2020

Mayor and City Council,

The Fiscal Year 2020-2021 (FY21) budget was prepared during a challenging and unprecedented time. The COVID-19 pandemic has affected the lives of numerous people and the economy throughout our city, region, and nation. Social distancing, a term and concept unknown to many people only a few months ago, has become the “new normal” influencing how we live, work, learn, and play.

Although this is a challenging time, the FY21 budget has been prepared in a thoughtful manner. Top of mind throughout this budget preparation process has been the City’s Core Values.



Service Excellence: We are committed to quality in all we do. The proposed budget recommends spending down a portion of the General Fund reserves to ensure that our citizens continue to receive the services that they have come to expect.

Integrity: We are transparent, ethical and accountable in our actions. The budget review, approval, and monitoring process is designed to be transparent and ensure that our actions are ethical and accountable.

Stewardship: We are innovative and use our resources wisely. Although the proposed budget recommends spending down a portion the General Fund reserves, it is important to point out that where possible staff have identified and cut expenses from the budget. Specific areas where this was accomplished occurred with spending cuts for employee travel and training, as well as studies performed by outside entities.

Strategic Plan

In FY19, the City launched a citizen based strategic planning process called “Lee’s Summit Ignite! Your Ideas. Our Future.” The process, which was facilitated by the Novak Consulting Group, engaged citizens and stakeholders through community conversations, focus groups, and an online engagement platform. The Lee’s Summit community very much embraced the process with hundreds of people giving their input and ideas.

The community’s vision for Lee’s Summit is “a world-class community striving to ensure purposeful growth and quality of life for future generations.” In order to achieve that vision seven critical success factors were identified:

- strategic economic development;
- strong neighborhoods with housing choices;
- cultural and recreational amenities;
- community engagement;
- community health and wellbeing;
- collaborative relations with education partners; and
- city services and infrastructure.

The strategic planning efforts continued in FY20 with the formation of C4 groups (Citizens, Council, City Partners, and City Staff). These groups are being assisted by consultants from the University of Kansas Public Management Center and have been tasked with creating implementation plans for each of the critical success factors. This will serve as a foundation to ensure that our resources align to our strategic priorities and needs. Although the COVID-19 pandemic has impacted the timeframe and schedule for the implementation plans, it is anticipated that this work will be concluded in the near future.

1. Budget Request

In the FY21 Budget, and in future budgets, staff works to allocate resources to best support the delivery of municipal services. The City has approximately 70 different funds, each categorized by purpose. We are proposing a total budget expenditure of \$234,371,328. This includes all proposed funding for daily operations, capital improvements, debt service, internal services, and enterprise operations.

Total Proposed Budget		
	FY20 Budget	FY21 Proposed
General Fund	\$78,514,897	\$75,898,833
Special Revenue Funds	\$18,653,341	\$17,022,977
Capital Project Funds	\$50,190,012	\$62,381,818
Debt Service Funds	\$12,800,275	\$13,924,098
Enterprise Funds	\$58,651,798	\$52,164,532
Internal Service Funds	\$17,814,809	\$12,979,070
Total Proposed Expenditures	\$236,625,132	\$234,371,328

General Fund: This fund includes budgets for nine departments that provide the mission critical services to our residents such as police and fire protection, street maintenance, planning, codes, municipal court, and general administration of the City.

Special Revenue Funds: These funds include Parks, grants, tax increment financing (TIF), and transportation development district (TDD) funds. These funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital project) requiring separate accounting because of legal or regulatory provisions or administrative actions.

Debt Service Funds: The City utilizes two funds to record the receipt and disbursement of monies used to repay principal and interest charges on city-issued debt. The General Obligation Debt Service Fund and Park COP Debt Service Fund are used to account for the annual retirement of bonds issued since 2003.

Enterprise Funds: The City’s enterprise funds hold the budgets for departments that operate in business-type activities. These funds rely on revenues generated from sales of materials or services. The enterprise funds include budgets for Water Utilities, Solid Waste, Harris Park Community Center, and Airport activities.

Internal Service Funds: The City uses internal service funds, or Proprietary Funds, to account for its fleet of vehicles and equipment, information technology systems, central building services, and trust funds. The internal service departments allocate costs for the reimbursement of services to other departments.

2. General Fund Overview

The General Fund includes budgets for nine departments that provide the mission critical services to our residents such as police and fire protection, street maintenance, planning, codes, municipal court, and general administration of the City. In FY21, General Fund revenues are estimated to total \$70,322,934 and the expenditures are estimated to total \$75,898,833.

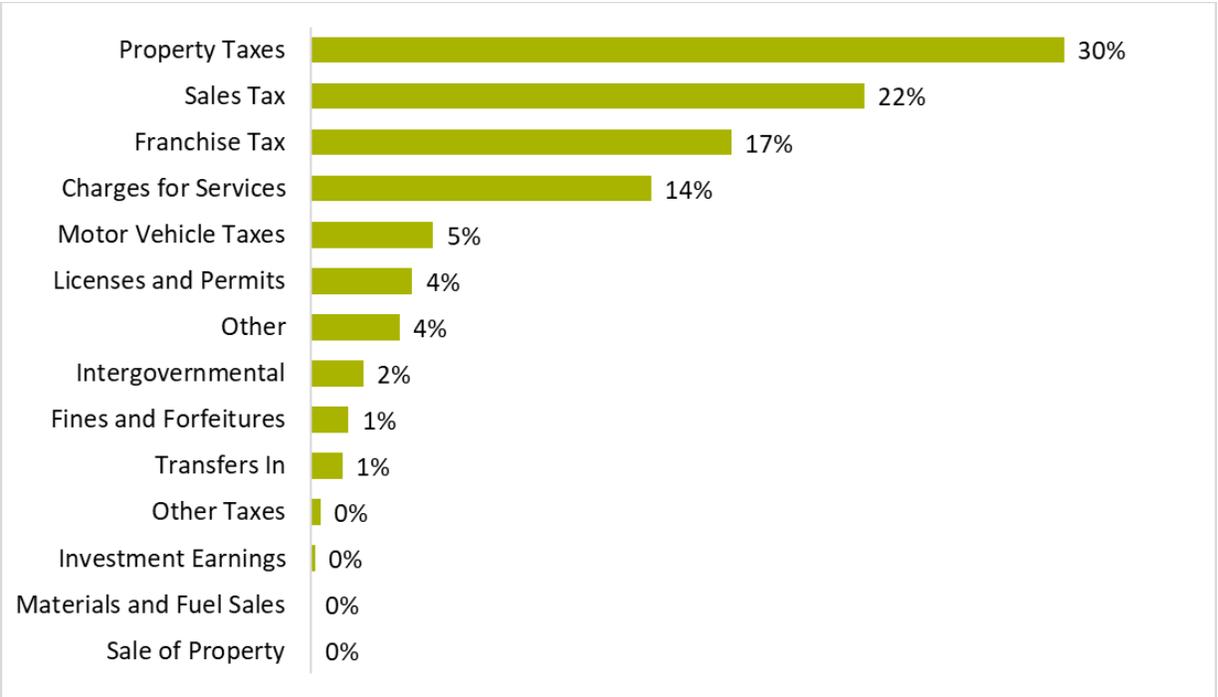
Revenues	2021 Forecast
Property Taxes	21,076,390
Sales Tax	15,475,569
Franchise Tax	11,770,257
Motor Vehicle Taxes	3,408,925
Other Taxes	269,410
Fines and Forfeitures	1,043,397
Licenses and Permits	2,825,126
Intergovernmental	1,457,795
Charges for Services	9,528,761
Materials and Fuel Sales	3,945
Investment Earnings	111,304
Other	2,481,942
Sale of Property	0
Transfers In	870,113
Total	70,322,934

Expenses	2021 Request
Personnel Services	52,843,228
Supplies for resale	255,500
Other supplies, services and charges	6,895,310
Repairs and maintenance	1,735,030
Utilities	1,905,430
Fuel and lubricants	493,262
Miscellaneous	405,430
Capital outlay	0
Construction	0
Interdepartment charges	7,045,434
Transfers out	380,210
Receivables Adjustment	3,940,000
Total	75,898,833

GENERAL FUND REVENUES

The forecast for the FY21 General Fund revenues was put together during unprecedented times with the COVID-19 pandemic affecting the health and economies of cities, states, and countries around the world. In order to combat the virus, measures like the stay-at-home orders and social distancing were put into place, which will affect the City’s revenues.

In FY21, the forecasted revenues for the General Fund is estimated to total \$70,322,934, which is a decrease of \$3.1 million (or 4.22 percent) from the FY20 projections. The primary cause of the decrease is due to the anticipated economic impacts from the COVID-19 pandemic.

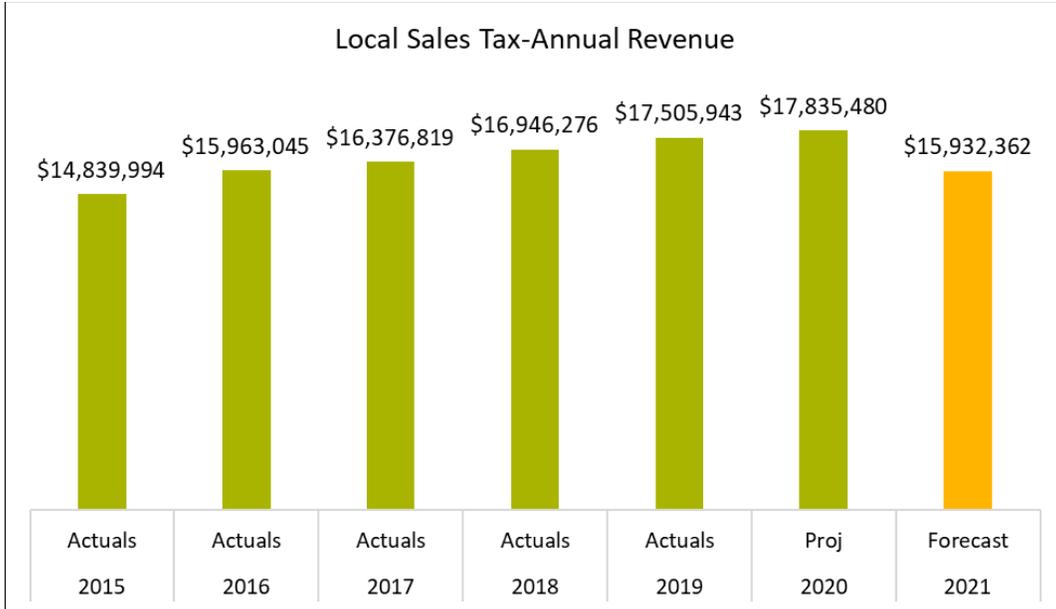


Property Tax: Property tax estimates are based on the City’s assessed value in Jackson and Cass Counties, as well as anticipated new development and property. Beginning in FY21, the City will change how Property Tax-Payment in Lieu of Taxes (also referred to as PILOTs) revenue is reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City.

Property tax is the largest revenue source for the City’s General Fund, accounting for approximately 30 percent of all General Fund revenues. As a category, property tax revenues are forecasted at approximately \$21 million, which is an estimated increase of \$383,000 (or 1.85 percent) over the FY20 revenue projections.

Sales Tax: Sales tax is the second largest revenue source for the City’s General Fund, accounting for approximately 22 percent of revenues. General Fund sales tax revenue is a net figure of the gross one percent sales tax receipts less sales tax redirection from Economic Activity Taxes (EATs) generated within Tax Increment Financing (TIF) districts in Lee’s Summit. The General Fund also receives a monthly payment from Cass County for a prior period remittance error. These payments are spread over 36 months and began in January 2018. The City is scheduled to receive the final payment in December 2020.

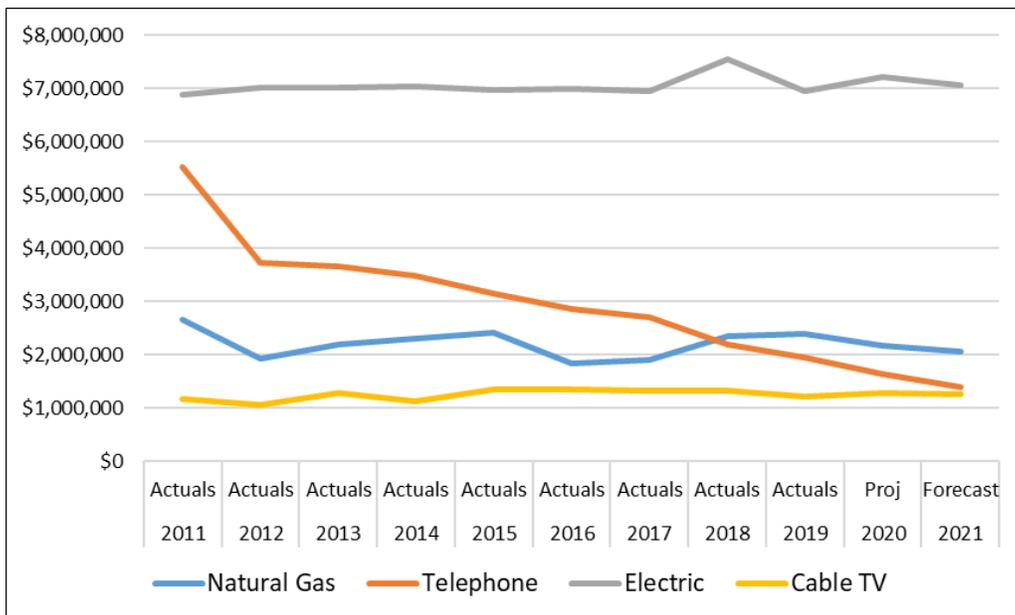
Sales tax revenue is an area that is anticipated to be impacted by the COVID-19 pandemic. In order to plan for the anticipated impact and forecast the FY21 Local Sales Tax and Local Sales Tax-EATs revenues, the City assumed a 10 percent decrease from FY20 amounts. Sales tax is forecasted to total approximately \$15.5 million, which is a decrease of almost \$2 million.



In FY19, the City's General Fund received a one-time payment of \$300,000. This has been removed from the amount in the above chart for comparative purposes.

Franchise Taxes: Franchise taxes are a gross receipts tax on utility providers who attain access to the City's right-of-ways to deliver private services. There are four types of franchise taxes: Natural Gas, Telephone, Electric, and Cable TV.

A significant trend from previous fiscal years that continues to cause concern is the long-term deterioration of franchise taxes, which are the third largest revenue source for the City. In FY11, revenue from franchise taxes totaled \$16.3 million and accounted for approximately 28 percent of all General Fund revenues. By comparison, for the FY21 budget, it is forecasted that revenue from franchise taxes will total \$11.8 million and account for approximately 16 percent of all General Fund revenues.



As it can be seen from the chart, a major cause of the deterioration of franchise taxes can be attributed to the decline in telephone franchise tax revenue. From FY11 to present, telephone franchise tax revenue has decreased by a total of \$4.2 million (or 75 percent). The decline has occurred as people are increasingly eliminating landlines in favor of cell phones.

Telephone and Cable TV franchise taxes were forecasted by subtracting the 3-year average amount that the revenues have decreased from the FY20 projections.

The two most impactful variables for Natural Gas and Electric franchise tax revenues are (1) rates and (2) usage, which is impacted by the weather. In order to forecast the FY21 amounts, a baseline was estimated using historical averages. Once the baseline was established, then 3 percent was subtracted from the baseline to account for the COVID-19 impact. (Because of the increase in unemployment from the stay-at-home orders and social distancing practices, an increase in delinquent utility accounts is anticipated.)

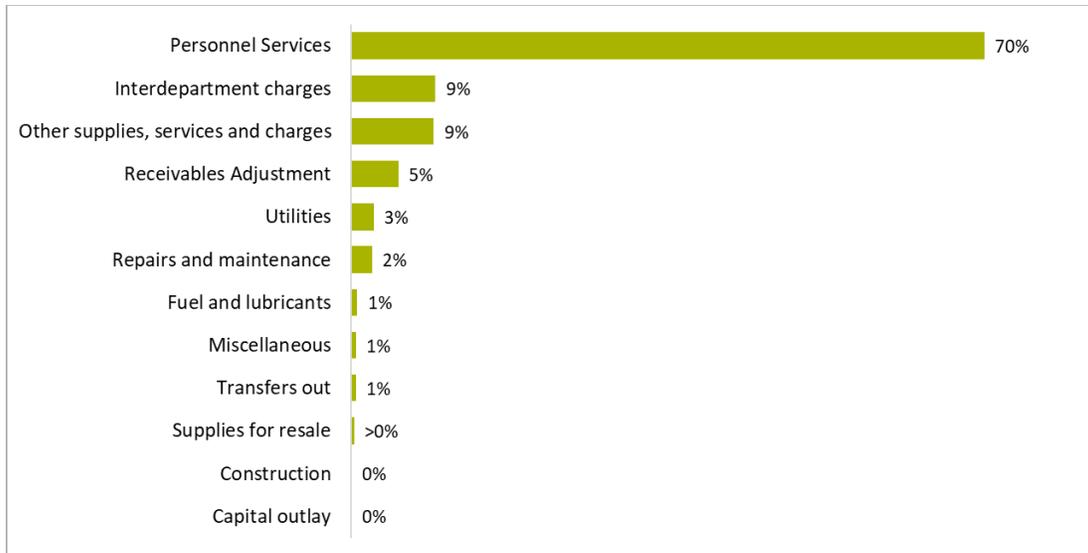
Charges for Services: This revenue category consists of the charges for services provided by the City. The largest revenue source in this category are the fees charged for ambulance services. In the FY21 budget, the total revenue for the charges for services is \$9.5 million, accounts for approximately 14 percent of all revenues in the General Fund.

Motor Vehicle Taxes: This revenue category accounts for approximately 4% of General Fund revenues and consists of three different revenues: Motor Vehicle-Fuel tax, Motor Vehicle-Sales tax, and Motor Vehicle-License/ Transfer fee. This is another revenue category that is anticipated to be impacted by the COVID-19 pandemic. In order to plan for the anticipated impact and forecast the FY21 revenues, the City used a similar methodology that was used for Sales Tax and assumed a 10 percent decrease from FY20 amounts.

Licenses and Permits: This revenue category accounts for approximately 4 percent of General Fund revenues. The revenue category consists of approximately 20 different revenues, with a majority of the total revenues dealing with development related licenses and permits. The methodology used to calculate this category's forecast was to estimate the revenues under normal conditions, which served as the baseline. Then to account for the anticipated impacts of COVID-19, a 15 percent decrease from the baseline forecast was assumed.

GENERAL FUND EXPENDITURES

The challenge each budget planning process is to maximize the limited resources provided by taxpayers and residents of the community in the most efficient manner possible. During the COVID-19 environment, this is an even greater challenge because of the impact it is having on the revenues. From an expenditure viewpoint, the focus was to ensure that our citizens continue to receive the services and level of service that they come to expect. In FY21, the forecasted expenses for the General Fund is estimated to total \$75,898,833.



Personnel Services: As a service organization, our largest expense (70 percent of all General Fund expenses) is for those who provide our municipal services such as accountants, police officers, fire fighters, and other dedicated professionals. Personnel services includes the costs associated with employees’ compensation and benefits.

For FY21, personnel services expenses will total approximately \$52.8 million, which is an increase of approximately \$1.7 million over the FY20 budget. It is important to mention that the cause of the increase in personnel services is not from an increase in the workforce. Rather, the increase in personnel services is primarily the result of three items: (1) wage increases, (2) insurance adjustments/increases, and (3) increases in employer contribution rates for LAGERS (Local Government Employees Retirement System).

Department	2019 Budget	2020 Budget [^]	2021 Budget	Difference FY20
Administration	30.29	30.43	29.75	-0.68
PW Engineering	42.25	42.00	42.00	0.00
Law Enforcement	206.50	207.50	207.50	0.00
Fire/Ems Services	154.00	155.00	155.00	0.00
Finance	22.00	22.00	22.00	0.00
Legal Services	10.50	10.88	10.88	0.00
Municipal Court	11.96	10.90	10.90	0.00
PW Operations Division	33.80	33.80	33.75	-0.05
Development Services*	40.67	41.42	40.40	-1.02
General Fund Total	551.97	553.93	552.18	-1.75

*FY19 Development Services includes employee totals from the Planning and Special Projects department.
[^] FY20 Budget amounts includes position changes resulting from Budget Amendments.

Wage increases. A priority of the Council and Management Team was to provide funding for wage increases for the City’s workforce. This includes funding the commitments made by the City to the

represented employees that are in step plans, which provide for a mandatory wage increase according to an established schedule. Also, to ensure that there was pay equity for other positions in the City, the budget also includes a two-percent merit increase for those employees that are not in a step plan.

Insurance Adjustments/ Increases. The City offers medical, dental, and vision insurance to benefits-eligible employees. Within the medical plan there are three different types of insurance (Preferred Care Blue Choice-\$0 deductible; Preferred Care Blue-\$500 deductible; and Blue Saver-High Deductible Health Plan) and three different tiers of insurance (individual, individual plus one, and family). The employer contribution is different depending on the tier of plan. As a result, the City uses a “blended rate” to budget insurance expenses. Part of the FY21 budget process included adjusting the blended insurance rate that is applied to benefit eligible employees in the budget.

The City also anticipates that the medical insurance premiums will increase approximately 10 percent on January 1, 2021. The employer contribution increases are reflected in the budget and is a factor in why the personnel services have increased. In addition, because there is a cost share between the City and workforce with insurance benefits, the employee portion will also increase. It is important to mention that the increase to employees for insurance benefits was one of the key reasons why City leadership felt it was important to include funding for the wage increases mentioned above.

LAGERS rate increases. The City provides retirement benefits to eligible employees through the Local Government Employees Retirement System, also referred to as LAGERS. The retirement benefit is 100 percent funded by the City. Depending on the position and type of work performed by the employees, there are three different types of LAGERS plans: (1) General, (2) Police, and (3) Fire. Each plan has a rate that determines what the City pays and the rates for all three plans will increase in FY21.

LAGERS Type	FY20 Budget	FY21 Budget	% Change Increase
General	9.60%	10.60%	1.00%
Police	13.50%	13.80%	0.30%
Fire	11.90%	12.30%	0.40%

Inter-department Charges: This expense category accounts for approximately 9 percent of all General Fund expenses. Inter-department charges are the expenses for internal services that are charged to departments. There are two types of inter-department charges:

Overhead Costs. These are the actual operational costs incurred by Information Technology Services, Central Building Services, and Fleet Operations. They are charged to departments for services that are provided. The amounts charged to departments are determined and calculated using formulas.

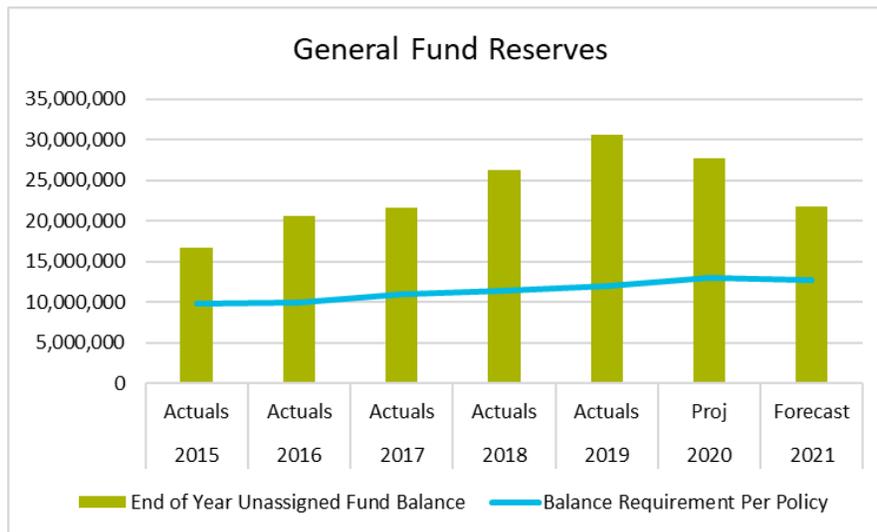
Equipment Replacement Programs (also known as ERPs). These are the costs associated with the Vehicle Equipment Replacement Program (VERP), Building Equipment Replacement Program (BERP), MIS Equipment Replacement Program (MERP) and Software Licenses Equipment Replacement Program (SLERP). Departments are charged for ERPs based on the equipment that they have in the programs.

Other Supplies, Services, and Charges: This expense category accounts for approximately 9 percent of all General Fund expenses. Examples of expenses for other supplies, services, and charges include professional fees, non-employee insurance (i.e. general liability, auto, and property), and materials and equipment (i.e. tools, concrete, and road salt).

It is important to point out that with the FY21 budget, the City will change how Property Tax-Payment in Lieu of Taxes (also referred to as PILOTs) are reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). The portion that was passed through to the other entities was an expense that was applied to this category. Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City, and as a result there will no longer be a PILOT expense in the City’s General Fund budget.

3. Review of Financial Condition – General Fund

One of the many strengths of this organization is the strong fiscal management and stewardship of the City’s resources. This can be seen in the strategic and thoughtful way that taxpayer dollars are spent on municipal services to achieve outcomes that benefit the citizens of Lee’s Summit. In addition, the City has made efforts in recent fiscal years to increase the General Fund reserve balance to ensure a healthy reserve position. Because of these efforts, the City of Lee’s Summit achieved a triple A (AAa) credit rating from Moody’s Investor Service.



Although the triple A (AAa) credit rating is a distinction that the City can be proud of, the primary purpose of the General Fund reserves is to provide economic stability during times of fiscal strain and emergency. With the effects of the COVID-19 pandemic on the economy and City’s revenues, the General Fund reserves ensure that our citizens continue to receive the municipal services and level of service that they have come to expect.

For the FY21 Budget, the City is forecasting to have revenues less than expenditures by \$5,575,899, which would require the City to spend down a portion of the General Fund Reserves by that amount. The City anticipates that the unassigned General Fund Reserve Balance to begin FY21 will be approximately \$27,729,680 (which is 36.5 percent of the FY21 operating expenditures). Because of the need for deficit spending in FY21, the end-of-year reserve balance is estimated to be approximately \$22,153,781 (which is 29.2 percent of the operating expenditures).

City Ordinance No. 7428 outlines the General Fund Reserve Balance Guidelines and states that the General Fund balance shall be maintained in an amount equal to that of at least two (2) average months

of regular general fund operating revenues or expenditures, whichever is greater (16.67%) based on the prior fiscal year, to address emergencies and provide for economic stability. Based on the requirements of the ordinance, the General Fund Reserve Balance would need to be at least \$12,649,806. As it can be seen from the above information, the estimated General Fund Reserve Balance to end FY21 is still well above the requirements outlined by the ordinance.

4. Enterprise and Internal Service Funds

Enterprise and internal service funds receive revenues from user fees and charges directly from internal and external customers. These funds are not directly supported by tax revenue, but by charges to City departments and users of provided services.

	FY20	FY21
Enterprise Funds	Budget	Proposed
Water/Sewer Fund	\$50,080,335	\$47,773,890
Airport Fund	\$2,892,256	\$2,956,827
Solid Waste Management	\$4,040,332	\$180,362
Harris Park Community Ctr	\$1,638,875	\$1,253,453
Total	\$58,651,798	\$52,164,532

Water Utilities is responsible for providing clean, safe drinking water to the City with the exception of two areas served by other water districts. The department purchases treated water from Independence and Kansas City to serve over 35,000 residential, commercial, and irrigation accounts. Similarly, the department operates and maintains facilities to collect wastewater from its customers so that it is conveyed to Little Blue Valley Sewer District for treatment. The department provides sanitary sewer service to approximately 32,500 accounts.

The **Airport** provides general management and administration of resources to operate, maintain, market, and promote the airport, which operates two runways and eight taxiways, totaling 166,044 square yards of pavement, and 23 buildings.

Following the closure of the landfill, **Solid Waste** will provide oversight of the post-closure process to ensure compliance with state laws and regulations.

	FY20	FY21
Internal Service Funds	Budget	Proposed
Central Building Services	\$2,110,750	\$1,391,007
Fleet Operations	\$7,988,676	\$4,561,712
ITS Services	\$5,190,953	\$4,940,872
Short Term Disability Fnd	\$31,074	\$20,393
Unemployment Trust Fund	\$30,792	\$32,630
Claims & Damages Reserve Fund	\$982,000	\$1,005,874
Work Comp Self Insurance	\$1,480,564	\$1,008,423
Health Insurance Reserve Funds	\$0	\$18,159
Total	\$17,814,809	\$12,979,070

Information Technology Services (ITS) provides central management of information technology resources and initiatives for the entire organization. Key projects to be led by ITS for the upcoming fiscal

year include implementation of a new Enterprise Content Management system, completion of the Police Department Computer Automated Dispatch/Records Management System, and implementation of new a budgeting software and open data portal.

Fleet Management provides oversight and management of the City’s motor vehicle and equipment fleet, including administration of the Vehicle and Equipment Replacement Program (VERP), motor pool, maintenance and repair services, acquisition and disposal of the City’s fleet units. Key work done in this arena includes expanding capabilities to doing repairs in-house thereby reducing maintenance costs for the City.

Central Building Services (CBS) provides oversight and management of the City’s facilities including administration of the Building and Equipment Replacement Program (BERP), project management, facility maintenance services and custodial services programs, as well as maintenance and repair services for leased facilities.

5. Capital Improvement Plan

The 2021–2025 Capital Improvement Plan (CIP) has been divided into seven major categories, plus the Public Works and Water Utilities programs. All funding sources that may be used for various capital improvements are reviewed each year. Much of the work to develop the CIP focuses on the balancing of available resources with the identified capital needs. Consideration must be given to factors such as annual revenue projections from various sources, restrictions on the uses of certain funds, legal limitations on debt capacity, and City policies relative to project funding.

For budgeting purposes, the first year’s funding is included in the annual budget with the subsequent years funding added to each future annual budget respectively.

CIP Summary	FY21 Proposed
Airport	\$5,485,000
Bridges, Streets and Signals	\$11,378,000
Facilities	\$13,475,000
Parks and Recreation	\$350,000
Public Works Programs	\$7,323,000
Storm Water	\$3,703,000
Sanitary Sewer	\$4,880,000
Water	\$8,783,000
Water Utilities Programs	\$1,045,000
Total Proposed Expenditures	\$56,422,000

The following are examples of major CIP projects receiving funding in FY21:

- Colbern Road – M350 to Douglas Street
- Fire Station 4 Replacement
- Police Department Renovations

6. Workforce and Expansion Requests

Workforce, or employee counts, is defined as a ratio of full-time equivalents (FTE) where one full-time employee is estimated to work 2,080 hours annually, or 2,912 hours for certain Fire Department personnel.

Fund	2019 Budget	2020 Budget	2021 Budget	Difference FY20
General Fund	551.97	553.93	552.18	-1.75
Parks and Recreation	126.92	139.29	122.22	-17.07
Water Utilities	62.46	66.92	66.92	0.00
Airport	8.46	9.30	9.30	0.00
Solid Waste	1.60	1.60	1.00	-0.60
Central Building Services	8.12	8.12	6.10	-2.02
Fleet	10.12	10.12	10.00	-0.12
ITS	28.13	27.99	28.02	0.03
Total	797.78	817.27	795.74	-21.53

The primary goal of the budget-creation process is to maintain the level of service our community currently receives. In addition to that, every year departments are asked to submit expansion requests for consideration of funding in the annual budget. An expansion request is a new expenditure that is to be made in an effort to enhance services, increase efficiency, or improve the working environment. For a growing community, it is common for these needs to be in excess of available resources. The City of Lee's Summit is in this position and must carefully consider each new request as well as the current needs of the organization. Unfortunately, due to the economic impacts that COVID-19 has had on the economy and City's revenues, it is not feasible to include any additional expansion requests in the FY21 Budget proposal.

7. Summary

In looking to the future, the City will continue to face challenges that will require all of us working together if we are to overcome them. Like most municipalities throughout the country, Lee's Summit faces the difficulty of balancing operating costs while keeping within revenue sources. The COVID-19 pandemic has brought those issues to the forefront. In order to address our current and future needs it will be essential for the City to plan and identify sustainable revenue resources that can be counted on to support the level of service expected by the citizens of Lee's Summit.

In closing, I want to express my appreciation to the Finance and Budget Committee; the City's Management Team; and the City's Budget Technicians for their important work in preparing this budget for your consideration.

Sincerely,



Stephen Arbo
City Manager



Budget Overview

3

Fund and Department organization

The General Fund: This fund includes budgets for 10 departments that provide the mission critical services to our residents, such as police and fire protection, street maintenance, planning, codes, court, and general administration of the City.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital project) requiring separate accounting because of legal or regulatory provisions or administrative action. This includes the Parks, grants, business and industry, tax increment financing (TIF), and transportation development district (TDD) funds.

Debt Service Funds: The city utilizes two funds to record the receipt and disbursement of monies used to repay principal and interest charges on city issued debt. The General Obligation Debt Service Fund and Park COP Debt Service Fund are used to account for the annual retirement of bonds issued from 2003 through 2017.

Capital Project Funds: The capital improvement funds include budgets that allocate expenses for infrastructure improvements. The City's capital projects are funded by a variety of different sources. The City's road and bridge maintenance projects and capital improvements are funded by a ½ sales tax. Other projects are funded by tax increment financing and through the sale of general obligation bonds.

Enterprise Funds: The City's enterprise funds hold the budgets for departments that operate in business-type activities. These funds rely on revenues generated from sales of materials or services. The enterprise funds include budgets for our Water/Sewer Utility, Municipal Airport, Sanitary Landfill, and Harris Park Community Center.

Internal Service Funds: The City uses internal service funds, or Proprietary Funds, to account for its fleet of vehicles and equipment, information technology systems, central building services, and trust funds. The internal service departments allocate costs for the reimbursement of services to other departments.

Review of Funds

The following table lists the estimated beginning fund balance or retained earnings; projected revenues; and expenditures (including interfund transfers) and the projected ending fund balance for all City funds.

Fund	Name	Unaudited	FY21 Budget		Projected	Net Change	
		Balance 6/30/2020	Add Revenue	Less Expenditures	Balance 6/30/2021	Amount	Percent
GOVERNMENTAL FUNDS							
100	General Fund	34,522,960	70,322,934	75,898,833	28,947,061	(5,575,899)	-16.15%
	Total Governmental Funds	34,522,960	70,322,934	75,898,833	28,947,061	(5,575,899)	-16.15%
SPECIAL REVENUE FUNDS							
200	Parks & Recreation Fund	2,982,085	3,849,957	3,406,344	3,425,698	443,613	14.88%
201	Gamber Community Center	520,883	500,323	399,100	622,106	101,223	19.43%
202	Lovell CC at Legacy Park	1,354,564	1,894,689	1,860,716	1,388,537	33,973	2.51%
203	Summit Waves Aquatic Center	238,067	864,053	764,531	337,589	99,522	41.80%
204	Cemetery Trust Fund	1,346,467	153,793	191,522	1,308,738	(37,729)	-2.80%
205	Longview Community Center	(518,645)	1,090,501	1,257,015	(685,159)	(166,514)	32.11%
220	Business & Industry Fund	215,203	366,246	323,583	257,866	42,663	19.82%
230	Road & Bridge Escrow	158,156	0	0	158,156	0	0.00%
240	Entitlement Fund	(75,939)	372,384	393,451	(97,006)	(21,067)	27.74%
245	VAWA Grant Fund	496,885	150,000	150,000	496,885	0	0.00%
260	Postclosure Trust Fund	5,846,252	0	508,681	5,337,571	(508,681)	-8.70%
275	Public Safety Equip Replcmt Fd	1,272,080	303,514	187,628	1,387,966	115,886	9.11%
	Total Special Revenue Funds	13,836,058	9,545,460	9,442,571	13,938,947	102,889	0.74%
CAPITAL PROJECT FUNDS							
300	SummitWoods East TIF	3,043,592	3,185,071	3,224,445	3,004,218	(39,374)	-1.29%
301	SmtWds East TIF Amendment	7,285	0	0	7,285	0	0.00%
303	I470 Business Center TIF	206,081	917,000	809,353	313,728	107,647	52.24%
304	SummitWoods TDD	43,397	0	0	43,397	0	0.00%
307	Longview Farm TIF (old TIF)	(2,128,033)	400,901	587,227	(2,314,359)	(186,326)	8.76%
308	Longview TDD	13,411	0	0	13,411	0	0.00%
309	Ritter Plaza TIF	337,945	262,644	279,815	320,774	(17,171)	-5.08%
312	Todd George/50 Hwy TIF	(3,439,393)	2,069,452	1,873,138	(3,243,079)	196,314	-5.71%
313	Water District No. 14	41,999	0	0	41,999	0	0.00%
314	Water Tap Fund	3,545,575	1,668,706	1,609,318	3,604,963	59,388	1.67%
315	Sewer Tap Fund	3,213,154	2,860,603	0	6,073,757	2,860,603	89.03%
316	Water Construction	36,721,053	8,091,385	7,852,000	36,960,438	239,385	0.65%
317	Sewer Construction Fund	28,310,852	6,121,166	7,522,000	26,910,018	(1,400,834)	-4.95%
318	WU Equipment Replacement	7,072,442	945,948	1,757,000	6,261,390	(811,052)	-11.47%
319	ERP System	15,114	0	0	15,114	0	0.00%
321	Airport Construction	4,834,518	0	2,983,000	1,851,518	(2,983,000)	-61.70%
322	Capital Imprvmt Sales Tax	35,903,282	7,950,140	12,673,000	31,180,422	(4,722,860)	-13.15%
323	R & B Excise Tax	3,694,862	1,090,757	1,477,000	3,308,619	(386,243)	-10.45%
324	Road & Bridge Improvement	2,422,677	7,684,078	9,825,000	281,755	(2,140,922)	-88.37%
327	Park Development Fund	(4,934,735)	3,500,000	378,500	(1,813,235)	3,121,500	-63.26%
338	Storm Water Improvements	1,726,695	0	0	1,726,695	0	0.00%
342	Road Impr 2010-reopened 2019	4,598	0	0	4,598	0	0.00%
345	TIF Application Fund	54,999	200,000	250,000	4,999	(50,000)	-90.91%
346	Cultural Arts 2013	0	0	0	0	0	0.00%
347	Road Improvements 2013	608,776	0	0	608,776	0	0.00%
348	Blue Pkwy & Colbern Rd CID Fnd	(3,716,268)	0	0	(3,716,268)	0	0.00%
349	US 50/Rte 291 S Intrch Bonds	2,299,120	0	0	2,299,120	0	0.00%
350	LS Sports Complex TIF	20,698	33,577	38,057	16,218	(4,480)	-21.64%
351	Longview Farm 2016 TIF	318,374	784,244	768,371	334,247	15,873	4.99%
352	Public Safety Bonds 2016	1,115,430	0	0	1,115,430	0	0.00%
356	Public Safety Imprmnts 2020	7,952,869	0	9,055,000	(1,102,131)	(9,055,000)	-113.86%
358	Public Safety Bonds 2020 B	(1,500)	0	7,000,000	(7,001,500)	(7,000,000)	466666.67%
359	Green St Improvements	(3,054,144)	0	0	(3,054,144)	0	0.00%
	Total Capital Project Funds	126,254,727	47,765,672	69,962,224	104,058,175	(22,196,552)	-17.58%

Review of Funds

The following table lists the estimated beginning fund balance or retained earnings; projected revenues; and expenditures (including interfund transfers) and the projected ending fund balance for all City funds.

Fund	Name	Unaudited	FY21 Budget		Projected	Net Change	
		Balance 6/30/2020	Add Revenue	Less Expenditures	Balance 6/30/2021	Amount	Percent
DEBT SERVICE FUNDS							
400	General Obligation Debt	10,227,557	11,221,903	10,266,598	11,182,862	955,305	9.34%
410	Park COP Debt	719,565	3,847,040	3,657,500	909,105	189,540	26.34%
415	Revenue Bonds - Dpr & Repl	(2,674,738)	0	0	(2,674,738)	0	0.00%
	Total Debt Service Funds	8,272,384	15,068,943	13,924,098	9,417,229	1,144,845	13.84%
ENTERPRISE FUNDS							
500	Water/Sewer Fund	9,805,938	40,946,140	47,773,890	2,978,188	(6,827,750)	-69.63%
510	Airport Fund	29,159,799	3,070,256	2,956,827	29,273,228	113,429	0.39%
520	Solid Waste Management	(9,387,211)	112,435	180,362	(9,455,138)	(67,927)	0.72%
530	Harris Park Community Ctr	(38,719)	1,329,893	1,253,453	37,721	76,440	-197.42%
	Total Enterprise Funds	29,539,807	45,458,724	52,164,532	22,833,999	(6,705,808)	-22.70%
INTERNAL SERVICE FUNDS							
600	Central Building Services	2,326,451	1,258,045	1,391,007	2,193,489	(132,962)	-5.72%
610	Fleet Operations	(5,647,802)	3,801,379	4,561,712	(6,408,135)	(760,333)	13.46%
620	ITS Services	407,708	4,728,063	4,940,872	194,899	(212,809)	-52.20%
630	Short Term Disability Fnd	202,823	35,204	20,393	217,634	14,811	7.30%
640	Unemployment Trust Fund	194,345	47,850	32,630	209,565	15,220	7.83%
650	Claims & Damages Reserve Fund	1,064,729	1,055,106	1,005,874	1,113,961	49,232	4.62%
660	Work Comp Self Insurance	2,114,175	1,008,430	1,008,423	2,114,182	7	0.00%
670	Health Insurance Reserve Fund	2,635,499	246,096	18,159	2,863,436	227,937	8.65%
	Total Internal Service Funds	3,297,928	12,180,173	12,979,070	2,499,031	(798,897)	-24.22%
	GRAND TOTAL	215,723,864	200,341,906	234,371,328	181,694,442	(34,029,422)	-15.77%

Three Year Fund Schedules

The following table lists the FY19 actual revenues and expenditures, FY20 amended budgeted revenues and expenditures, and the FY21 budgeted revenues and expenditures.

Fund Name	FY19 Actuals		FY20 Amended Budget		FY21 Budget	
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures
GOVERNMENTAL FUNDS						
100 General Fund	76,106,106	71,770,311	75,719,343	78,750,168	70,322,934	75,898,833
Total Governmental Funds	76,106,106	71,770,311	75,719,343	78,750,168	70,322,934	75,898,833
SPECIAL REVENUE FUNDS						
200 Parks & Recreation Fund	3,926,764	3,878,222	3,688,631	3,615,724	3,849,957	3,406,344
201 Gamber Community Center	480,459	448,611	471,216	425,730	500,323	399,100
202 Lovell CC at Legacy Park	2,103,442	2,147,880	2,091,270	2,085,352	1,894,689	1,860,716
203 Summit Waves Aquatic Center	587,978	591,016	761,472	689,414	864,053	764,531
204 Cemetery Trust Fund	168,471	148,683	208,885	204,873	153,793	191,522
205 Longview Community Center	586,556	779,046	1,478,870	1,362,821	1,090,501	1,257,015
220 Business & Industry Fund	579,125	640,783	613,201	631,544	366,246	323,583
230 Road & Bridge Escrow	24,368	0	0	0	0	0
240 Entitlement Fund	332,682	233,986	372,189	406,232	372,384	393,451
245 VAWA Grant Fund	(110,227)	54,513	150,000	150,000	150,000	150,000
260 Postclosure Trust Fund	385,473	0	0	303,120	0	508,681
275 Public Safety Equip Replcmt Fd	200,479	78,478	962,873	782,850	303,514	187,628
Total Special Revenue Funds	9,265,570	9,001,218	10,798,607	10,657,660	9,545,460	9,442,571
CAPITAL PROJECT FUNDS						
300 SummitWoods East TIF	3,914,186	18,670,540	2,543,140	3,825,399	3,185,071	3,224,445
301 SmtWds East TIF Amendment	0	0	0	0	0	0
303 I470 Business Center TIF	1,079,580	1,089,209	1,062,399	946,360	917,000	809,353
304 SummitWoods TDD	32,698	15,980	0	0	0	0
307 Longview Farm TIF (old TIF)	662,759	1,318,402	398,333	1,602,310	400,901	587,227
308 Longview TDD	210,288	0	33,000	33,000	0	0
309 Ritter Plaza TIF	312,957	16,490	204,790	196,347	262,644	279,815
312 Todd George/50 Hwy TIF	2,083,364	876,067	1,812,063	1,392,239	2,069,452	1,873,138
313 Water District No. 14	4,906	100	1,256	0	0	0
314 Water Tap Fund	3,600,379	655,025	2,079,582	2,534,147	1,668,706	1,609,318
315 Sewer Tap Fund	371,384	0	252,409	700,000	2,860,603	0
316 Water Construction	4,597,627	0	9,029,285	5,074,000	8,091,385	7,852,000
317 Sewer Construction Fund	4,385,560	0	7,058,229	5,345,000	6,121,166	7,522,000
318 WU Equipment Replacement	922,185	38,256	786,036	874,000	945,948	1,757,000
319 ERP System	420	0	0	0	0	0
321 Airport Construction	7,192,270	10,719,366	1,064,000	4,901,000	0	2,983,000
322 Capital Imprvmt Sales Tax	9,647,274	9,431,519	9,431,519	15,578,000	7,950,140	12,673,000
323 R & B Excise Tax	1,046,582	1,092,165	1,092,165	1,200,000	1,090,757	1,477,000
324 Road & Bridge Improvement	7,915,715	9,111,763	9,111,763	8,140,616	7,684,078	9,825,000
327 Park Development Fund	4,651,076	4,435,000	4,435,000	5,530,000	3,500,000	378,500
338 Storm Water Improvements	66,946	125,519	0	0	0	0
342 Road Impr 2010-reopened 2019	1,011,537	947,687	0	0	0	0
345 TIF Application Fund	352,461	243,807	100,000	96,429	200,000	250,000
346 Cultural Arts 2013	69,060	47,203	0	0	0	0
347 Road Improvements 2013	604,716	5,173	0	216,820	0	0
348 Blue Pkwy & Colbern Rd CID Fnd	1,987	4,310	0	0	0	0
349 US 50/Rte 291 S Intrch Bonds	2,038,119	18,224	0	0	0	0
350 LS Sports Complex TIF	14,566	26	1,403,135	26	33,577	38,057
351 Longview Farm 2016 TIF	75,377	4,926	47,000	0	784,244	768,371
352 Public Safety Bonds 2016	222,393	3,969,292	0	0	0	0
356 Public Safety Imprmnts 2020	0	0	0	0	0	9,055,000
358 Public Safety Bonds 2020 B	0	0	0	0	0	7,000,000
359 Green St Improvements	0	0	0	0	0	0
Total Capital Project Funds	57,088,372	62,836,049	51,945,104	58,185,693	47,765,672	69,962,224

Three Year Fund Schedules

The following table lists the FY19 actual revenues and expenditures, FY20 amended budgeted revenues and expenditures, and the FY21 budgeted revenues and expenditures.

Fund Name	FY19 Actuals		FY20 Amended Budget		FY21 Budget	
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures
DEBT SERVICE FUNDS						
400 General Obligation Debt	9,944,655	10,209,886	9,212,341	8,305,275	11,221,903	10,266,598
410 Park COP Debt	4,008,315	3,974,623	4,183,807	4,495,000	3,847,040	3,657,500
415 Revenue Bonds - Dpr & Repl	26,604	0	0	0	0	0
Total Debt Service Funds	13,979,574	14,184,509	13,396,148	12,800,275	15,068,943	13,924,098
ENTERPRISE FUNDS						
500 Water/Sewer Fund	42,017,219	40,982,418	40,383,524	50,080,335	40,946,140	47,773,890
510 Airport Fund	11,343,754	2,411,287	2,189,659	2,892,256	3,070,256	2,956,827
520 Solid Waste Management	(927,161)	1,506,254	499,511	4,040,332	112,435	180,362
530 Harris Park Community Ctr	1,314,965	1,316,370	1,522,510	1,638,875	1,329,893	1,253,453
Total Enterprise Funds	53,748,777	46,216,329	44,595,204	58,651,798	45,458,724	52,164,532
INTERNAL SERVICE FUNDS						
600 Central Building Services	1,176,685	1,060,509	1,163,203	2,110,750	1,258,045	1,391,007
610 Fleet Operations	3,372,286	3,065,630	3,349,835	7,988,676	3,801,379	4,561,712
620 ITS Services	4,873,340	4,449,959	3,877,000	5,190,953	4,728,063	4,940,872
630 Short Term Disability Fnd	36,284	10,453	66,663	31,074	35,204	20,393
640 Unemployment Trust Fund	54,095	10,397	44,041	30,792	47,850	32,630
650 Claims & Damages Reserve Fund	1,141,782	923,500	1,031,232	982,000	1,055,106	1,005,874
660 Work Comp Self Insurance	1,016,402	(54,351)	849,999	1,480,564	1,008,430	1,008,423
670 Health Insurance Reserve Fund	218,008	18,125	0	0	246,096	18,159
Total Internal Service Funds	11,888,882	9,484,222	10,381,973	17,814,809	12,180,173	12,979,070
GRAND TOTAL	222,077,281	213,492,638	206,836,379	236,860,403	200,341,906	234,371,328

Operating Funds and Departments

Department	FY20	FY21	Change from FY20 Budget	
	Budget	Budget	\$	%
General Fund Departments				
Administration	3,919,481	3,522,887	-396,594	-10.12%
Public Works/Engineering	5,954,642	6,275,757	321,115	5.39%
Law Enforcement	22,191,703	22,793,832	602,129	2.71%
Fire/EMS Services	21,744,489	20,781,662	-962,827	-4.43%
Finance	12,238,365	10,261,893	-1,976,472	-16.15%
Legal Services	1,615,661	1,665,081	49,420	3.06%
Municipal Court	1,011,265	971,756	-39,509	-3.91%
PW Operations Division	5,471,516	5,158,485	-313,031	-5.72%
Development Services	4,603,046	4,467,480	-135,566	-2.95%
Special Revenue Fund Departments				
Parks & Recreation	3,615,724	3,406,344	-209,380	-5.79%
Gamber Community Center	425,730	399,100	-26,630	-6.26%
Lovell CC at Legacy Park	2,085,352	1,860,716	-224,636	-10.77%
Summit Waves Aquatic Center	689,414	764,531	75,117	10.90%
Cemetery	204,873	191,522	-13,351	-6.52%
Longview Community Center	1,362,821	1,257,015	-105,806	-7.76%
Enterprise Fund Departments				
Water Utilities	50,080,335	47,773,890	-2,306,445	-4.61%
Airport	2,892,256	2,956,827	64,571	2.23%
Solid Waste (Landfill)	4,040,332	180,362	-3,859,970	-95.54%
Harris Park Community Center	1,638,875	1,253,453	-385,422	-23.52%
Internal Service Fund Departments				
Central Building Services	2,110,750	1,391,007	-719,743	-34.10%
Fleet	7,988,676	4,561,712	-3,426,964	-42.90%
ITS (Information Technology)	5,190,953	4,940,872	-250,081	-4.82%

Full Time Equivalents (FTE)

FTE's are positions or employees that are expressed as a ratio of hours worked. One FTE is assumed to work 2,080 hours per year. For certain Firefighter positions, 1 FTE is assumed to work 2,912 hours per year. The table below lists all approved FTEs for FY20.

Example FTE Calculation				
Position	Hours Worked		Hours Available	FTE
Management Analyst	1500	÷	2080	= 0.72

Fund	2019 Budget	2020 Budget	2021 Budget	Difference FY20
General Fund	551.97	553.93	552.18	-1.75
Parks and Recreation	126.92	139.29	122.22	-17.07
Water Utilities	62.46	66.92	66.92	0.00
Airport	8.46	9.30	9.30	0.00
Solid Waste	1.60	1.60	1.00	-0.60
Central Building Services	8.12	8.12	6.10	-2.02
Fleet	10.12	10.12	10.00	-0.12
ITS	28.13	27.99	28.02	0.03
Total	797.78	817.27	795.74	-21.53

Key Financial Trends

The City's Finance and Budget Committee is updated monthly regarding the City's financial condition and financial trends. In addition to the monthly information, the Budget Committee reviews key trends when presented with mid-year projections, future year revenue forecasts, and budget estimates. Although all of the funds revenues and expenditures are monitored, the General Fund is monitored and reported on monthly to the Finance and Budget Committee. As a result, the financial trends discussed in this section will focus on the General Fund.

Property taxes, sales taxes, and franchise taxes accounted for approximately 69% of total revenues in the General Fund FY21 budget. With these revenues accounting for such a significant percentage of total General Fund revenues, the financial trends for these are monitored closely and reviewed often throughout the fiscal year.

Property tax estimates are based on the City's assessed value in Jackson and Cass Counties, as well as anticipated new development and property. Beginning in FY21, the City will change how Property Tax-Payment in Lieu of Taxes (also referred to as PILOTs) revenue is reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City.

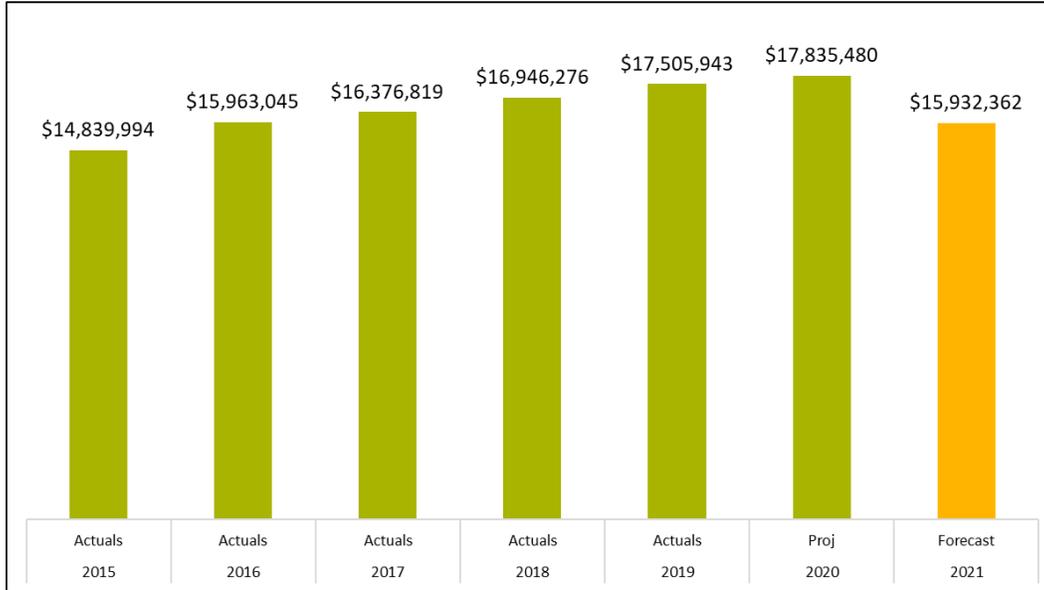
Property tax is the largest revenue source for the City's General Fund, accounting for approximately 30 percent of all General Fund revenues. As a category, property tax revenues are forecasted at approximately \$21 million.

	2015	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Proj	Forecast	Forecast
Property Taxes- Jackson	15,089,375	15,247,123	15,926,090	16,652,184	17,017,105	17,261,085	17,730,059
Property Taxes Cass	416,359	428,559	454,012	485,585	480,817	518,682	508,034
RR Tax - Jackson	369,814	409,475	410,510	382,344	334,486	382,344	382,344
RR Tax - Cass	8,594	10,937	10,879	9,904	9,954	9,187	7,365
Replacement Tax	1,535,807	1,599,995	1,704,297	1,794,230	1,794,230	1,905,021	1,916,115
Payment in Lieu of Taxes	1,289,492	1,453,631	1,782,216	1,853,132	2,346,832	2,989,531	532,473
Total	18,709,441	19,149,720	20,288,004	21,177,379	21,983,424	23,065,850	21,076,390

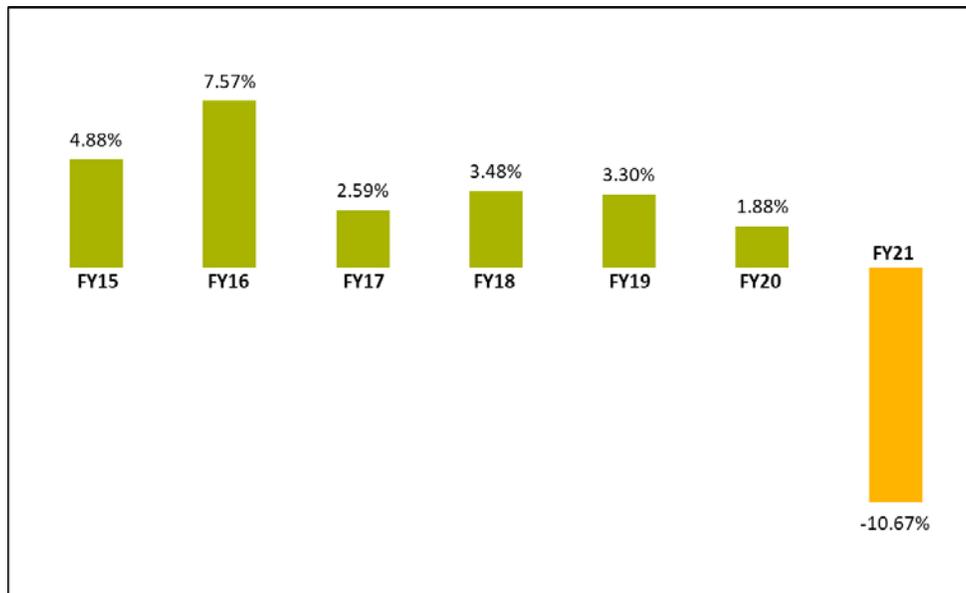
Sales tax is the second largest revenue source for the City's General Fund, accounting for approximately 22 percent of revenues. General Fund sales tax revenue is a net figure of the gross one percent sales tax receipts less sales tax redirection from Economic Activity Taxes (EATs) generated within Tax Increment Financing (TIF) districts in Lee's Summit. The General Fund also receives a monthly payment from Cass County for a prior period remittance error. These payments are spread over 36 months and began in January 2018. The City is scheduled to receive the final payment in December 2020.

Sales tax revenue is an area that is anticipated to be impacted by the COVID-19 pandemic. In order to plan for the anticipated impact and forecast the FY21 Local Sales Tax and Local Sales Tax-EATs revenues, the City assumed a 10 percent decrease from FY20 amounts. Sales tax is forecasted to total approximately \$15.5 million, which is a decrease of almost \$2 million.

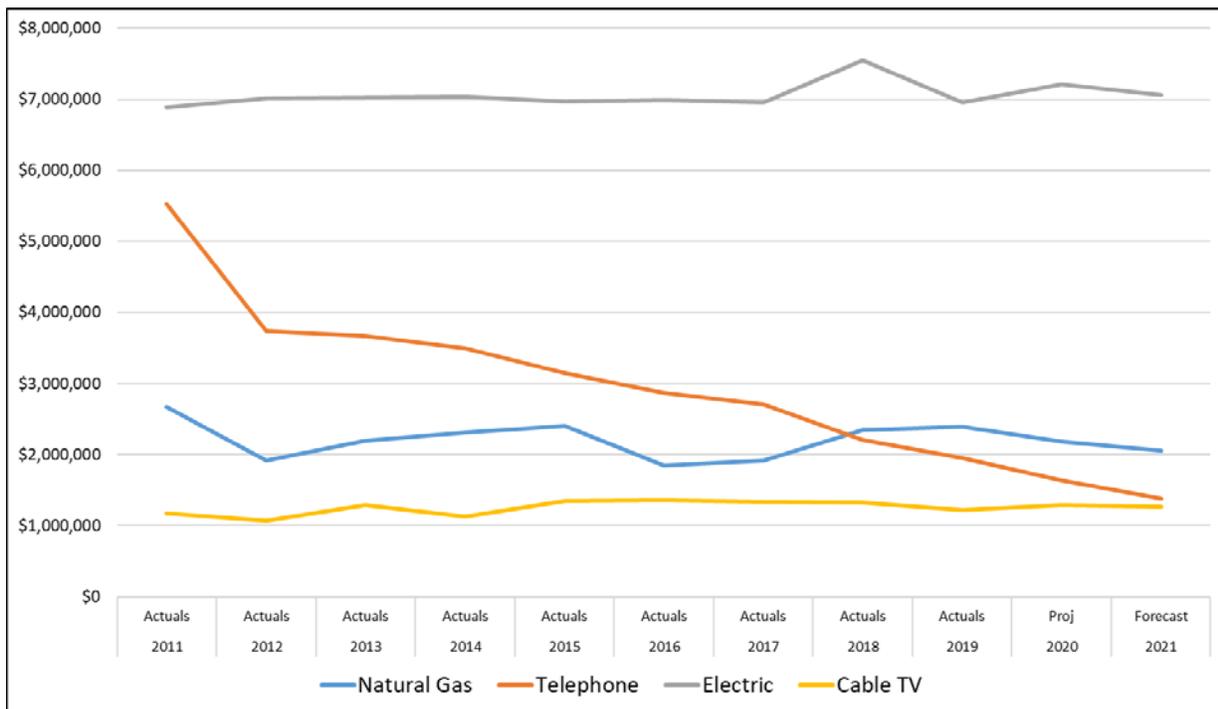
General Fund Gross Sales Tax



General Fund Gross Sales Tax – Percentage Growth Over Prior Year

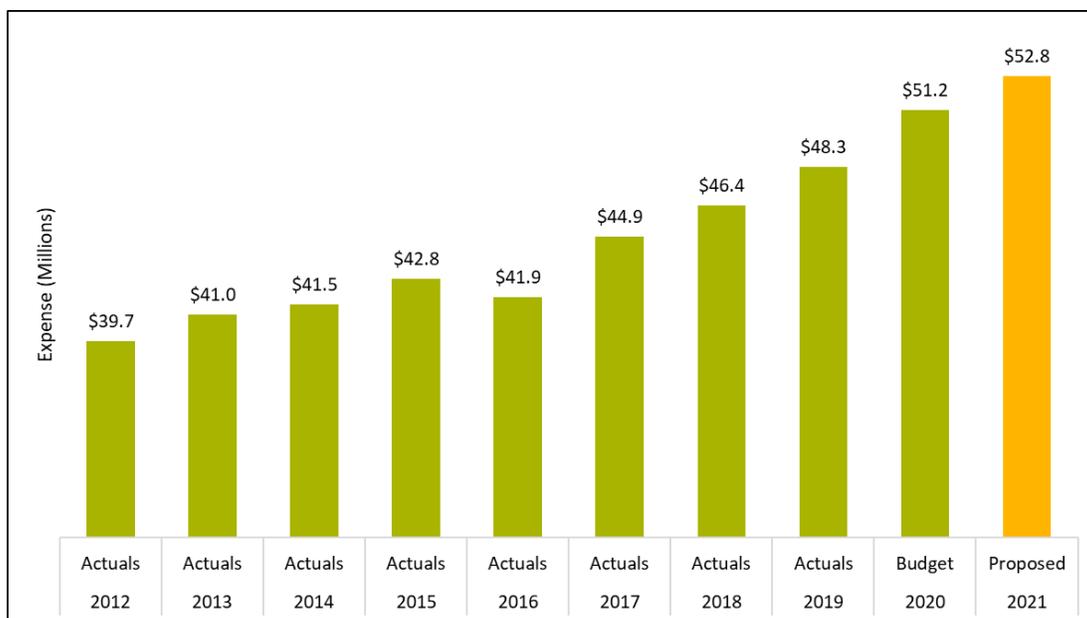


A significant trend from previous fiscal years that continues to cause concern is the long-term deterioration of franchise taxes, which are the third largest revenue source for the City. In FY11, revenue from franchise taxes totaled \$16.3 million and accounted for approximately 28 percent of all General Fund revenues. By comparison, for the FY21 budget, it is forecasted that revenue from franchise taxes will total \$11.8 million and account for approximately 16 percent of all General Fund revenues.



In addition to revenue analysis, key expenditure trends are monitored and presented for Finance and Budget Committee review. The largest category of expenses, excluding capital costs, is personnel, which account for approximately 70 percent of General Fund expenses.

General Fund Expenses: Personnel Services



For FY21, personnel services expenses will total approximately \$52.8 million, which is an increase of approximately \$1.7 million over the FY20 budget. It is important to mention that the cause of the increase in personnel services is not from a substantial increase in the workforce.

General Fund Department	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget [^]	2021 Budget
Administration	27.39	26.99	27.98	30.29	30.43	29.75
PW Engineering	33.80	41.10	42.25	42.25	42.00	42.00
Law Enforcement	202.00	202.00	205.50	206.50	207.50	207.50
Fire/Ems Services	144.00	153.00	154.00	154.00	155.00	155.00
Finance	22.00	22.00	22.00	22.00	22.00	22.00
Legal Services	10.25	10.55	10.51	10.50	10.88	10.88
Municipal Court	11.29	11.87	11.38	11.96	10.90	10.90
PW Operations Division	38.00	34.20	33.80	33.80	33.80	33.75
Development Services*	37.38	37.87	40.68	40.67	41.42	40.40
General Fund Total	526.11	539.58	548.10	551.97	553.93	552.18

*FY16-FY19 Development Services includes employee totals for both Development Services and Planning and Special Projects.

[^]FY20 Budget amounts includes position changes resulting from Budget Amendments.

Rather, the increase in personnel services is primarily the result of three items: (1) wage increases/ salaries, (2) insurance adjustments/ increases, and (3) increases in employer contribution rates for LAGERS (Local Government Employees Retirement System).

Personnel Services	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2021 Budget
Salaries	27,754,919	29,060,900	29,860,580	31,236,512	33,471,779	33,917,129
Overtime	2,115,992	2,776,475	2,838,984	2,899,083	3,397,613	3,407,786
FICA/ Medicare	2,173,761	2,314,939	2,372,523	2,474,442	2,605,412	2,657,404
Miscellaneous	157,150	165,220	171,024	193,277	194,023	189,870
Health/ Dental Insurance	5,415,743	5,944,995	6,505,680	6,850,399	6,548,804	7,462,350
Retirement-LAGERS	3,378,125	3,657,826	3,624,462	3,741,215	3,899,477	4,127,331
Other Payroll Costs	908,423	967,246	1,042,545	923,246	1,034,762	1,081,357
Total	41,904,113	44,887,601	46,415,798	48,318,174	51,151,870	52,843,227

BILL NO. 20-103**ORDINANCE NO. 8905**

AN ORDINANCE APPROVING, ADOPTING AND APPROPRIATING THE BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2021, FOR THE CITY OF LEE'S SUMMIT, MISSOURI.

WHEREAS, in accordance with Section 11.2 of the Lee's Summit City Charter, the City Manager has submitted to the Mayor and Council a budget for the fiscal year ending June 30, 2021 and an accompanying message; and,

WHEREAS, in accordance with Section 11.5 of the Lee's Summit City Charter, the Council has caused to be published in one or more newspapers of general circulation in the city a general summary of the budget and a notice stating the times and places where copies of the message and budget were available for inspection by the public, and the time and place for a public hearing on the budget; and,

WHEREAS, a public hearing on the proposed budget for fiscal year ending June 30, 2021, was held on June 9, 2020, not less than two weeks after such publication.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LEE'S SUMMIT, MISSOURI, as follows:

SECTION 1. That the maximum amounts to be expended for the fiscal and budget year of 2019-2020 (FY20) are as follows, and said amounts are hereby approved, adopted and appropriated by funds:

2020 -2021 Budget

Fiscal Year 2020 - 2021	Interfund Transfers	Net Budget 2020 - 2021
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General Fund

Administration	3,522,887	76,696	3,446,191
Pub. Wks./Engineering	6,275,757	-	6,275,757
Law Enforcement	22,793,832	136,201	22,657,631
Fire/Ems Services	20,781,662	167,313	20,614,349
Finance	10,261,893	-	10,261,893
Legal Services	1,665,081	-	1,665,081
PW Operations Division	5,158,485	-	5,158,485
Development Services	4,467,480	-	4,467,480
Total:	74,927,077	380,210	74,546,867

BILL NO. 20-103**ORDINANCE NO. 8905**

Special Revenue Funds			
Parks & Recreation Fund	3,406,344	-	3,406,344
Gamber Center	399,100	-	399,100
Legacy Park Community Ctr	1,860,716	-	1,860,716
Summit Waves	764,531	5,985	758,546
Cemetery Trust Fund	191,522	21,171	170,351
Longview Community Ctr	1,257,015	-	1,257,015
Business & Industry Fund	323,583	10,313	313,270
Entitlement Fund	393,451	-	393,451
VAWA Grant Fund	150,000	-	150,000
Postclosure Trust Fund	508,681	-	508,681
PSERP	187,628	-	187,628
Total:	9,442,571	37,469	9,405,102
TIF & TDD Funds			
SummitWoods East TIF	3,224,445	-	3,224,445
I470 Business Center TIF	809,353	-	809,353
Longview Farm TIF	587,227	-	587,227
Ritter Plaza TIF	279,815	-	279,815
Todd George/50 Hwy TIF	1,873,138	-	1,873,138
LS Sports Complex TIF	38,057	-	38,057
Longview Farm 2016 TIF	768,371	-	768,371
Total:	7,580,406	-	7,580,406
Capital Project Funds			
Water Tap Fund	1,609,318	459,318	1,150,000
Water Construction	7,852,000	-	7,852,000
Sewer Construction Fund	7,522,000	2,642,000	4,880,000
WU Equipment Replacement	1,757,000	-	1,757,000
Airport Construction	2,983,000	-	2,983,000
Capital Imprvmt Sales Tax	12,673,000	-	12,673,000
R&B Excise Tax	1,477,000	-	1,477,000
Road & Bridge Improvement	9,825,000	-	9,825,000
Park Development Fund	378,500	-	378,500
TIF Application Fund	250,000	-	250,000
Public Safety Improvements 2020	9,055,000	-	9,055,000
Public Safety Bonds 2020 B	7,000,000	-	7,000,000
Total:	62,381,818	3,101,318	59,280,500

BILL NO. 20-103**ORDINANCE NO. 8905**

Debt Service Funds			
General Obligation Debt	10,266,598	-	10,266,598
Park COP Debt	3,657,500	3,657,500	-
Total:	13,924,098	3,657,500	10,266,598
Enterprise Funds			
Water/Sewer Fund	47,773,890	16,090,579	31,683,311
Airport Fund	2,956,827	103,278	2,853,549
Solid Waste Management	180,362	-	180,362
Harris Park Community Ctr	1,253,453	3,000	1,250,453
Total:	52,164,532	16,196,857	35,967,675
Internal Service Funds			
Central Building Services	1,391,007	-	1,391,007
Fleet Operations	4,561,712	-	4,561,712
ITS Services	4,940,872	-	4,940,872
Short Term Disability Fnd	20,393	-	20,393
Unemployment Trust Fund	32,630	-	32,630
Claims & Damages Reserve Fund	1,005,874	-	1,005,874
Work Comp Self Insurance	1,008,423	-	1,008,423
Health Insurance Reserve Fund	18,159	-	18,159
Total:	12,979,070	-	12,979,070
Total Appropriation	233,399,572	23,373,354	210,026,218

SECTION 2. That pay ranges for the position classification plan of the City, which is attached hereto as Exhibit A and incorporated herein by reference as if fully set forth herein, is hereby approved pursuant to Section 2-308 of the Code of Ordinances of the City of Lee's Summit, Missouri.

SECTION 3. This Ordinance shall be in full force and effect from and after the date of its passage and adoption, and approval by the Mayor.

SECTION 4. Should any section, sentence, or clause of this Ordinance be declared invalid or unconstitutional, such declaration shall not affect the validity of the remaining sections, sentences, or clauses.

PASSED by the City Council of the City of Lee's Summit, Missouri, this 16th day of June, 2020.

ATTEST:


City Clerk Trisha Fowler Arcuri


Mayor William A. Baird

BILL NO. 20-103

ORDINANCE NO. 8905

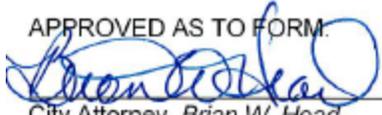
APPROVED by the Mayor of said city this 17th day of June, 2020.

ATTEST:


City Clerk *Trisha Fowler Arcuri*


Mayor *William A. Baird*

APPROVED AS TO FORM:


City Attorney, *Brian W. Head*

AN ORDINANCE APPROVING, ADOPTING AND APPROPRIATING THE BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2021, FOR THE MUNICIPAL COURT DEPARTMENT OF THE CITY OF LEE'S SUMMIT, MISSOURI.

WHEREAS, in accordance with Section 11.2 of the Lee's Summit City Charter, the City Manager has submitted to the Mayor and Council a budget for the fiscal year ending June 30, 2021 and an accompanying message; and,

WHEREAS, in accordance with Section 11.5 of the Lee's Summit City Charter, the Council has caused to be published in one or more newspapers of general circulation in the city a general summary of the budget and a notice stating the times and places where copies of the message and budget were available for inspection by the public, and the time and place for a public hearing on the budget; and,

WHEREAS, a public hearing on the proposed budget for fiscal year ending June 30, 2021, was held on June 9, 2020, not less than two weeks after such publication.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LEE'S SUMMIT, MISSOURI, as follows:

SECTION 1. That the maximum amounts to be expended for the fiscal and budget year of 2019-2020 (FY20) are as follows, and said amounts are hereby approved, adopted and appropriated by funds:

2020 -2021 Budget			
	Fiscal Year 2020 - 2021	Interfund Transfers	Net Budget 2020 - 2021
General Fund			
Municipal Court	971,756	-	971,756
Total:	971,756	-	971,756
Total Appropriation	971,756	-	971,756

SECTION 2. That pay ranges for the position classification plan of the City, which is attached hereto as Exhibit A and incorporated herein by reference as if fully set forth herein, is hereby approved pursuant to Section 2-308 of the Code of Ordinances of the City of Lee's Summit, Missouri.

SECTION 3. This Ordinance shall be in full force and effect from and after the date of its passage and adoption, and approval by the Mayor.

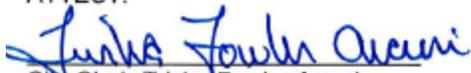
BILL NO. 20-104

ORDINANCE NO. 8906

SECTION 4. Should any section, sentence, or clause of this Ordinance be declared invalid or unconstitutional, such declaration shall not affect the validity of the remaining sections, sentences, or clauses.

PASSED by the City Council of the City of Lee's Summit, Missouri, this 16th day of June, 2020.

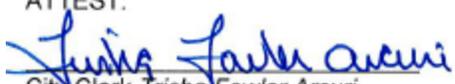
ATTEST:


City Clerk *Trisha Fowler Arcuri*


Mayor *William A. Baird*

APPROVED by the Mayor of said city this 17th day of June, 2020.

ATTEST:


City Clerk *Trisha Fowler Arcuri*


Mayor *William A. Baird*

APPROVED AS TO FORM:


City Attorney, *Brian W. Head*

Organizational Policies and Procedures

Summary of Significant Accounting Policies

The City of Lee's Summit, Missouri (the City) was incorporated in 1868 and covers an area of approximately 64 square miles in Jackson and Cass Counties, Missouri. Lee's Summit is a charter city operating under an elected Mayor-City Council form of government. The City Administrator is the chief administrative officer of the City. The City provides services to more than 70,000 residents in many areas including law enforcement, fire protection, water and sewer services, community enrichment and development, and various social services. Educational services are provided by separate governmental entities.

The accounting and reporting policies of the City conform to generally accepted accounting principles (GAAP) applicable to local governments. The following represent the more significant accounting and reporting policies and practices of the City.

The Financial Reporting Entity

The City is governed by an elected eight-member council and a mayor. As required by GAAP, these financial statements present the City of Lee's Summit (the primary government). The following component unit is included in the City's reporting entity because of the significance of its operational and financial relationship with the City.

Blended Component Unit

The following legally separate entity is a component unit which is, in substance, a part of the City's general operations. This component unit provides services almost entirely to the primary government and provides services which almost exclusively benefit the primary government. Data from this unit is combined with data of the primary government for financial reporting purposes.

The Lee's Summit, Missouri Municipal Building Authority (the Authority) is a not-for-profit corporation incorporated under the laws of the state of Missouri on August 13, 1994. The Authority is governed by a three-member board appointed by the City Council. The Authority was established to promote, acquire, develop, construct, own and lease facilities within the City which are approved by the City Council for the purpose of promoting the economic, social, industrial, cultural and commercial growth and for the general benefit of the City and its residents. Administration of its various programs is performed by City employees. Although it is legally separate from the City, the Authority is reported as if it were part of the primary government because its sole purpose is to finance and construct the City's public buildings. Separate financial statements for the Authority are not prepared.

Basis of Budgeting and Presentation

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, equities, revenues and expenditures or expenses. The various funds are grouped by type in the general purpose financial statements. The following fund types and account groups are used by the City.

Governmental Fund Types

The **General Fund** is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action.

The **Debt Service Fund** is used to account for the accumulation of resources for, and the payment of, principal, interest and fiscal charges on long-term obligations other than obligations payable from the operations of Proprietary Fund Types.

Capital Project Funds are used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by Proprietary Fund Types or Expendable Trust Funds.

Proprietary Fund Types

Enterprise Funds are used to account for operations which provide a service to the general public and are financed primarily by user charges from such services.

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City on a cost-reimbursement basis.

Fiduciary Fund Types

Expendable Trust Funds are used to account for assets held in trust by the City for others. The City's Expendable Trust Funds include the Entitlement Fund.

Account Groups

The **General Fixed Assets Account Group** is established to account for all fixed assets of the City other than those accounted for in the Proprietary Fund Types. Construction in progress, which recognizes the value of assets not completed, is also included in this fund.

The **General Long-Term Debt Account Group** is established to account for all long-term indebtedness of the City except that accounted for in the Proprietary Fund Types.

Basis of Accounting

The accounting and financial reporting applied to a fund is determined by its measurement focus. All Governmental Fund Types and Expendable Trust Funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e.,

revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

The modified accrual basis of accounting is used by all Governmental Fund Types, Expendable Trust Funds and Agency Funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers property taxes as available if they are collected within 60 days after year-end. A one-year availability period is used for revenue recognition for all other Governmental Fund revenues. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due or when amounts have been accumulated in the Debt Service Fund for payments to be made early in the following year.

Those revenues susceptible to accrual are property taxes, franchise taxes and interest. Sales taxes collected and held by the state at year-end on behalf of the City also are recognized as revenue. Fines, licenses and permits are not susceptible to accrual because, generally, they are not measurable until received in cash.

All Proprietary Fund Types are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (i.e., net total assets) is segregated into contributed capital and retained earnings components. Proprietary Fund Type operating statements present increases (e.g., revenues, non-operating revenues and operating transfers in) and decreases (e.g., expenses, non-operating expenses and operating transfers out) in net total assets.

The accrual basis of accounting is utilized by the Proprietary Fund Types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The City does not apply Financial Accounting Standards Board (FASB) statements issued after November 30, 1989 for its Proprietary Funds.

Cash Equivalents

Cash equivalents include investments with original maturities of less than three months.

Other Taxes and Revenues

Recognized state shared taxes, such as motor, gas and liquor taxes, represent payments received during the current fiscal period.

Federal and state grant aid is reported as revenue when the related reimbursable expenditures are incurred. Unrestricted aid is reported as revenue in the fiscal year the entitlement is received. Charges for services are generally susceptible to accrual and are recorded as revenue when earned.

Licenses, fees, fines, forfeitures and other revenues are generally not susceptible to accrual and are recorded when received in cash.

Inventories

Inventories, which primarily consist of water line maintenance materials, are valued at cost using the first-in, first-out (FIFO) method. The costs of Governmental Fund Type inventories are recorded as expenditures when consumed rather than when purchased.

Prepaid Insurance

Prepaid insurance represents the payment of insurance premiums for coverage that benefits more than one fiscal period. The premium amounts are amortized over the policy periods.

Deferred Bond Issue Costs and Unamortized Bond Discount

Deferred bond issue costs and unamortized bond discount are amortized over the life of the debt using the effective interest method.

Property, Plant and Equipment

Property, plant and equipment owned by the Proprietary Fund Types are stated at actual or estimated historical cost, less accumulated depreciation. Contributed assets are recorded at estimated fair market value at the time received. Assets acquired through capital leases are recorded in the appropriate property, plant and equipment accounts and are depreciated over their estimated useful lives.

Amortization of assets recorded under capital leases is included within Proprietary Fund Type depreciation expense. Depreciation of plant and equipment is provided on the straight-line basis over the estimated useful lives of the respective assets as follows:

Buildings	20–40 years
Plant and water/sewerage systems	35–75 years
Machinery and equipment	3–15 years

It is general practice to charge maintenance and repairs to expenses. Major expenditures for renewals and betterments are capitalized and depreciated over their estimated useful lives.

Cost of assets sold or retired and the related amounts of accumulated depreciation are eliminated from the accounts in the year of sale or retirements, and any resulting gain or loss is reflected in the general purpose financial statements.

General Fixed Assets

General fixed assets have been acquired for general governmental purposes. Assets purchased are recorded as expenditures in the Governmental Fund Types and capitalized at actual or estimated historical cost in the General Fixed Assets Account Group. In the case of gifts or contributions, such assets are recorded in General Fixed Assets Account Group at fair market value when received.

Certain improvements, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems and lighting systems, have not been capitalized. No depreciation is provided on general fixed assets.

Interest Expenditures

Expenditures for interest on general long-term debt are accounted for in the year of payment.

Compensated Absences

Under the terms of the City's personnel policy, City employees are granted vacation and sick leave in varying amounts. In the event of termination, an employee is paid for accumulated vacation days up to the equivalent of two years' vacation (maximum of six weeks). Employees are paid for one-eighth of accumulated sick leave upon termination if they have five or more years of employment with the City. All employer-related costs of vacation and sick leave are accrued and recorded when earned. Only the current portion of accrued vacation and sick leave is recorded in the Governmental Fund Types, and the remainder of the liability is reported in the General Long-Term Debt Account Group. All employer-related costs of accrued vacation and sick leave in the Proprietary Fund Types is recorded entirely within those funds.

Budgetary Procedures

The reported budgetary data represents the final approved budget after amendments as adopted by the City Council. Amendments to the original budget were not material, and appropriations lapse at year-end. The basis of accounting is the same for both budgeting and GAAP reporting purposes. The City Council utilizes the following procedures in establishing the budgetary data reflected in the general purpose financial statements.

- (1) Prior to the beginning of the fiscal year, the City Administrator submits to the City Council a proposed operating budget for the fiscal year commencing the following July 1. The operating budget provides a complete financial plan of all funds and activities for the upcoming fiscal year. In no event shall the total proposed expenditures exceed the estimated revenues to be received plus any unencumbered cash reserves estimated to be on hand at the beginning of the budget year.
- (2) Public hearings are conducted to obtain taxpayer comments.
- (3) Prior to July 1, the budget is legally enacted through passage of an ordinance.

The appropriated budget is prepared by fund, department and program. Department heads may make transfers of appropriations within their departments. Upon written request by the City Administrator, the Council may, by ordinance, transfer part or all of any unencumbered appropriation balance from one department to another. The legal level of budgetary control is the department level.

Although the City is legally required to prepare budgets for all funds, there is no legal requirement to report on those budgets. Therefore, the Combined Statement of Revenues, Expenditures and Changes in Fund Balances – Budget and Actual presents a comparison of budget and actual for only the General Fund, Special Revenue Funds, Debt Service Fund and the Expendable Trust Fund.

All special revenue funds have annual appropriated budgets except for the Federal Emergency Management Measures Fund (FEMA). The FEMA Fund is activated only when the City is declared a state or federal disaster area.

Capital projects are budgeted on a project basis rather than on an annual fiscal basis; therefore, a comparison of actual to budget for Capital Project Funds would not be meaningful

Budget Adoption and Administration

As adopted by City Charter and Council Policy

The following procedures will be followed in the preparation, adoption, administration, and control of departmental budgets within city organizations.

Preparation

The following fund types shall be budgeted:

- General Operating
- Special Revenue
- Debt Service
- Capital Projects
- Enterprise
- Internal Service

Prior to the preparation of departmental budget requests, the City Manager and Department Directors shall meet with the City Council to discuss priorities for the coming fiscal year. The priorities shall be the basis for which the Department Directors then prepare individual Program Budget requests for the upcoming year. The City Manager and Department Directors will meet to present and discuss their respective budget requests at least two months prior to the beginning of the new fiscal year. They will make adjustments as necessary to meet the overall budget goals and funding levels of the City.

Budget Adoption

The City Manager and Department Directors will submit their combined budget proposal to the Budget Committee one month prior to adoption. The Mayor and City Council will review the proposed budget draft during the Work Session preceding the meeting of adoption.

The City Council shall publish in one or more newspapers in the City a general summary of the budget and a notice stating: 1) the times and places where copies of the message and budget are available for inspections by the general public; and 2) the time and place, not less than two weeks after such publication, for a public hearing on the budget.

Adoption of the budget will be by passage of the budget ordinance by the City Council and approval by the Mayor, as provided by law. The budget shall provide a complete financial plan of all city funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the City Manager deems desirable or the Council may require. The budget must be balanced, in which expenses do not exceed revenues. In no event shall the total proposed expenditures exceed the

estimated revenues to be received plus any unencumbered cash reserves estimated to be on hand at the beginning of the budget year.

Expense categories for the City of Lee’s Summit include:

- Personal Services: Control of expenditures in the area of personal services is provided through position control. No new positions may be created without the approval of the City Manager, Mayor, and City Council.
- Commodities: The Commodities category shall include uniforms that are purchased, office equipment and furniture, small tools, janitorial, fuel and lube and other items consumed in performing the function of the department.
- Contractual Services: Contractual Services are professional fees such as organizational memberships, legal fees, auditing, testing, service and equipment rentals, and maintenance and repair expenses incurred in the routine operation of the department.
- Maintenance & Repairs: The Maintenance & Repairs category is for buildings, vehicles and equipment used in the delivery of service by the department. This also includes the Internal Services overhead charge.
- Utilities: Utilities expenditures are those incurred for gas, electric, phone, cell phones, water and sewer.
- Fuel & Lubricants: These are the petroleum expenditures incurred for motorized equipment and vehicles.
- Depreciation: The periodic expense of assets based on value and estimated life of the capital assets.
- Debt Service: This is the principal, interest and fiscal agent expenditures relating to general obligation, revenue bonds, and certificates of participation as well as any lease purchase type debt instruments.
- Interfund Transfers: Interfund transfers are used to provide resources on a program basis while still maintaining fiscal integrity by fund source and type.
- Capital Outlay: Capital Outlays are expenditures incurred through the acquisition or enhancement of capital assets, to the extent the expenditure exceeds \$5,000 and has a useful life or can be expected to extend the life two years or more. A more detailed explanation of this account may be found in the City's Capital Asset Policy.

Administration

No Capital Expenditure will be made unless:

- It was specifically budgeted for in the adopted budget, or the Management Analyst determines that there are funds available in the department's budget, and the City Manager approves the purchase in writing.
- The City Council upon recommendation of the appropriate standing committees shall authorize the unbudgeted expenditure if it exceeds \$10,000 to the extent that the reappropriation of funds does not diminish the overall goal and objectives of the departments program for which these funds are taken. The request for such approval shall be highlighted on the Council's Regular Agenda, and backup material provided which explains the purpose of the change and its impact on budget priorities.

The City Manager shall approve all transfers of funds between line items within each department's budget which exceed \$10,000. The City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department and, upon written request by the City Manager, the Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department to another.

Reporting: The Administration Department will provide timely reports of budget position to each Department Director, the City Manager, Mayor, and City Council.

Expenditure Projection and Analysis: The Administration Department will analyze the expenditures of each department on a monthly basis and inform each Department Director whose expenditures appear to be exceeding the adopted budget. By the end of the seventh month of each budget year, the Administration Department will notify all Department Directors whose budgets are likely to be exceeded. The City Manager, Mayor, and City Council shall also be notified. Each Department Director so notified shall, within two weeks, inform the Finance Director and City Manager of the actions he/she will take to avoid exceeding the departmental budget.

Control of Budget Overruns

Budget Overruns: If, during the budget year, the Administration Department shall determine that a department's expenditures will exceed the approved budget, the Management Analyst shall with the approval of the City Manager prepare an adjustment to the budget. If the department's expenditures are expected to exceed the approved budget a Budget Amendment shall be prepared for submission to the Mayor and City Council. In the event of an emergency, the City Manager may authorize an expenditure by a department which is in an "overrun" situation.

Summary

The Director of each department shall be held responsible and accountable for the expenditures of his/her department. The Management Analyst shall, through timely reports and analysis, keep Department Directors and elected officials informed of any possible budget problems. A department shall not exceed its approved budget without authorization from the City Manager. Amendments which change the total budgeted appropriations for any fund will be made through adoption of a budget revision ordinance.

Cash Management Procedures

As adopted by Council Policy

The City's idle funds shall be invested in accordance with the Investment Policy adopted by the Mayor and City Council. Supplemental to these general policies and procedures the City's Cash Management Officer shall monitor the cash and investment portfolio to maintain adequate collateral of deposits in excess of FDIC insurance.

A schedule of collateral shall be maintained and monitored to insure that market values are equal to, or greater than 105% of estimated deposits in the overnight money market account. Weekly cash flow projections should be determined and/or calculated by comparing general ledger cash balances (cash

board) with expected receipts or funds needed to cover next two payments cycles, security maturities and payments. If cash on hand is projected to exceed short term needs, then an analysis should be made to invest excess in a fixed maturity security. The new investment maturity should attempt to provide continuous monthly maturities up to a maximum of three years.

The interest rate quoted may be tied to another rate to allow for market fluctuations (i.e, the most recent ninety-day (90) treasury bill plus or minus basis points). Any such rate must be subject to independent verification.

To accomplish the above listed duties the following activities should be performed on a daily basis:

- Log on to the Bank On-Line Account Inquiry system and print the account balance for that day.
- Compare the bank balance with the General Ledger Cash Board for reasonableness, i.e. recently issued checks or deposits that may not have cleared.
- Compare the accounts payable open items list for large payments scheduled for the current and subsequent week to arrive at a cash needs amount.
- Project any significant cash receipts due that would correspond with outgoing payments, i.e. sales tax normally wired on the tenth of the month, franchise tax receipts and any grant or tax payments.
- Establish regular vendor payments utilizing ACH process.

Debt Management Policy
As adopted by Council Policy

Debt Types

The City of Lee's Summit is authorized to issue General Obligation Bonds, Revenue Bonds, and Lease-Purchase Certificates of Participation.

In determining the type of bond to issue, the following factors should be considered:

- The direct and indirect beneficiaries of the project. A significantly large proportion of citizens should benefit from projects financed from general obligation bonds.
- The time pattern of the stream of benefits generated by the project.
- The revenues that may be raised by alternative types of user charges.
- The cost-effectiveness of user charges.
- The effect of the proposed bond issue on the City's ability to finance future projects of equal or high priority.
- The true interest cost of each type of bond.
- The impact on the City's financial condition and credit ratings.

General Obligation Bonds

The city is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements and equipment upon a two-thirds majority vote, and on general election dates a four-sevenths majority vote, of the qualified voters. The Missouri constitution permits the City to incur general

obligation indebtedness for City purposes not to exceed 10% of the assessed valuation of taxable tangible property; and to incur general obligation indebtedness not exceeding an additional 10% for acquiring rights of way; constructing and improving streets, sanitary sewers, and storm sewers; and purchasing or constructing waterworks plants.

General obligation, property tax-supported bonding should be used to finance only those capital improvements and long term assets, which have been determined to be essential to the maintenance or development of the City.

The City should maintain a General Debt and Interest Fund balance which is at least 50% of the average annual debt service.

Revenue Bonds

The City is also authorized to issue Revenue Bonds to finance capital improvements to its combined water and sewerage system, airport and sanitary landfill facilities. These types of Revenue Bonds require a simple majority vote.

Revenue Bonds **do not** carry the full faith and credit of the City in servicing bond indebtedness, and such bonds are not considered in determining the legal debt margin resulting from the 20% limitation described above. However, if any taxes are pledged or dedicated to the payment of revenue bonds (sales taxes, property taxes etc.) the bonds must be voted as general obligation bonds, the debt limit must be observed, and all bonds must be paid off within 20 years.

Revenue supported bonds should be used to limit potential dependence on property taxes for those projects with available revenue sources, whether self-generated or dedicated from other sources.

Adequate financial feasibility studies should be performed for each project to provide assurances as to the self-liquidating nature of the project or adequacy of dedicated revenue sources.

63-20 Corporations (Municipal Building Authority)

Internal Revenue Service Ruling 63-20 allows the City to create not-for-profit corporations. Through these corporations, the City can issue tax-exempt bonds for the lease purchase of equipment and facilities without the voter approval required for the issuance of general obligation bonds--the City's obligation under a one-year annually renewable lease is not an "indebtedness" according to the Missouri Constitution. The City has financed several projects and equipment purchases through the Lee's Summit Municipal Building Authority.

Lease financing is appropriate whenever the introduction of leased equipment and/or a capital improvement results in verifiable operating savings that, properly discounted, outweigh the lease financing costs.

Adequate financial feasibility studies should be performed for all innovative financing proposals such as lease and lease-purchase agreements, tax increment financing, pool participation, and special assessment projects.

Long term borrowing will be confined to construction of capital improvements and acquisition of capital equipment too large to be financed from current revenues.

Proceeds from long-term debt should only be used for construction project costs, acquisition of other fixed assets, bond issue costs, debt service reserve requirements, and refunding of outstanding bond issues and will not be used for current, ongoing operations.

Debt will be extinguished within a period not to exceed the expected useful life of the capital project or equipment.

The City should actively monitor its investment practices to ensure maximum returns on its invested bond funds while complying with Federal arbitrage guidelines.

The Finance Department should continually monitor outstanding debt issues to verify compliance with debt covenants.

The City's financial management policies should be oriented to maintain a balanced relationship between issuing debt and pay as you go financing.

Financial Advisor

The City shall retain the services of a Financial Advisor to assist the city in identifying capital financing alternatives and planning its debt program. The financial advisor's role in the debt issuance will vary depending on whether bonds are issued through a competitive or negotiated method of sale. The financial advisor should have no affiliation with the underwriting of a particular issue of the city. The financial advisor and or employees of the financial advisor shall not have made political contributions to any candidate for public office in the city for a period of two years preceding their selection as financial advisor.

Method of Bond Sale

When appropriate, new debt issues will be offered utilizing the **competitive bid** process. In a competitive sale, the financial advisor will assist in determining the structure and timing of the issue, prepare bond documents and rating agency presentations and evaluate the best bid and assist in the closing transaction.

Refunding of Existing Debt

The city will consider undertaking a refunding when one or more of the following three conditions exist:

1. The present value of all refunding costs, (including interest, call premium, bond counsel, financial underwriter spread/discount and other issuance costs) is less than the present value of the current interest. Net present value savings should approximate a minimum of three percent (3%).
2. The city wishes to restructure debt service.
3. The city wishes to eliminate old bond covenants that may have become restrictive.

Financial Underwriter

The financial underwriter shall determine which bid for the city's bonds is best by reviewing the pricing of comparable issues, talking to potential investors, identifying other similar issues that are likely to be in the market at the same time, and assessing the level of competition among various underwriting firms utilizing the Negotiated Sale process.

The financial underwriter and or employees of the financial underwriter shall not have made political contributions to any candidate for public office in the city, for a period of two years preceding their selection as financial underwriter.

Federal Arbitrage Compliance

Arbitrage is the difference between the yield on an issuer's tax exempt bond and the investment income earned on the proceeds. Arbitrage profits are earned when lower-yielding tax-exempt bond proceeds are invested in higher-yielding taxable securities.

Federal arbitrage restrictions imposed by the federal government prohibit an issuer from retaining arbitrage profits when investing bond proceeds at a yield that exceeds the yield on the bonds. The city will calculate or contract with a reputable firm to calculate, any arbitrage liability, and rebate such, to the U.S. Treasury in accordance with federal guidelines.

Capital Improvement Projects (CIP): Budget Adoption and Administration Policy

As referenced by City Charter and Council Adopted Policy

The following procedures will be followed in the preparation, adoption, administration, and control of capital projects.

Preparation and Adoption

The City's Charter mandates the development and annual review of a capital improvements plan and estimated operating and maintenance costs of the proposed improvements. The plan is formally adopted each year by the Planning Commission as part of the Comprehensive Plan. This approach addresses legal requirements for public hearings on the location, nature and extent of all projects. All costs identified for the first year of the plan are included in the City's Operating Budget, which is adopted by the Mayor and City Council, for the upcoming fiscal year.

Capital Expenditures

Capital Expenditures are expenditures incurred through the acquisition or enhancement of fixed assets, to the extent the expenditure exceeds \$1,000 and has a useful life or can be expected to extend the life three years or more.

Capital Project Financing

The City of Lee's Summit is authorized to issue General Obligation Bonds, Revenue Bonds, and Lease-Purchase Certificates of Participation.

- In determining the type of bond to issue, the following factors should be considered:
- The direct and indirect beneficiaries of the project. A significantly large proportion of citizens should benefit from projects financed from general obligation bonds.
- The time pattern of the stream of benefits generated by the project.
- The revenues that may be raised by alternative types of user charges.
- The cost-effectiveness of user charges.
- The effect of the proposed bond issue on the City's ability to finance future projects of equal or high priority.
- The true interest cost of each type of bond.
- The impact on the City's financial condition and credit ratings.

General Obligation Bonds

The city is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements and equipment upon a two-thirds majority vote, and on general election dates a four-sevenths majority vote, of the qualified voters. The Missouri constitution permits the City to incur general obligation indebtedness for City purposes not to exceed 10% of the assessed valuation of taxable tangible property; and to incur general obligation indebtedness not exceeding an additional 10% for acquiring rights of way; constructing and improving streets, sanitary sewers, and storm sewers; and purchasing or constructing waterworks plants.

General obligation, property tax-supported bonding should be used to finance only those capital improvements and long term assets, which have been determined to be essential to the maintenance or development of the City.

The City should maintain a General Obligation Debt Service and Interest Fund balance which is at least 50% of the average annual debt service.

Revenue Bonds

The City is also authorized to issue Revenue Bonds to finance capital improvements to its combined water and sewerage system, airport and sanitary landfill facilities. These types of Revenue Bonds require a simple majority vote.

Revenue Bonds **do not** carry the full faith and credit of the City in servicing bond indebtedness, and such bonds are not considered in determining the legal debt margin resulting from the 20% limitation described above. However, if any taxes are pledged or dedicated to the payment of revenue bonds (sales taxes, property taxes etc.) the bonds must be voted as general obligation bonds, the debt limit must be observed, and all bonds must be paid off within 20 years.

Revenue supported bonds should be used to limit potential dependence on property taxes for those projects with available revenue sources, whether self-generated or dedicated from other sources.

Adequate financial feasibility studies should be performed for each project to provide assurances as to the self-liquidating nature of the project or adequacy of dedicated revenue sources.

63-20 Corporations (Municipal Building Authority)

Internal Revenue Service Ruling 63-20 allows the City to create not-for-profit corporations. Through these corporations, the City can issue tax-exempt bonds for the lease purchase of equipment and facilities without the voter approval required for the issuance of general obligation bonds--the City's obligation under a one-year annually renewable lease is not an "indebtedness" according to the Missouri Constitution. The City has financed several projects and equipment purchases through the Lee's Summit Municipal Building Authority.

Lease financing is appropriate whenever the introduction of leased equipment and/or a capital improvement results in verifiable operating savings that, properly discounted, outweigh the lease financing costs.

Adequate financial feasibility studies should be performed for all innovative financing proposals such as lease and lease-purchase agreements, tax increment financing, pool participation, and special assessment projects.

Long term borrowing will be confined to construction of capital improvements and acquisition of capital equipment too large to be financed from current revenues.

Proceeds from long-term debt should only be used for design and construction project costs, acquisition of other fixed assets, bond issue costs, debt service reserve requirements, and refunding of outstanding bond issues and will not be used for current, ongoing operations.

Debt will be extinguished within a period not to exceed the expected useful life of the capital project or equipment.

The City's financial management policies should be oriented to maintain a balanced relationship between issuing debt and pay as you go financing.



Revenue Projections

4

Revenue Projections

The primary support for general services comes from diverse revenue sources such as property taxes, sales taxes, and utility franchise taxes. Combined, these major revenue sources comprise approximately 69% of all General Fund revenues. The balance of revenues is derived from user charges, fines and forfeitures, investment income, and miscellaneous fees and charges.

In previous years, these revenue sources experienced steady growth allowing the City to maintain and in some service areas expand the level of service. The forecast for the FY21 General Fund revenues was put together during unprecedented times with the COVID-19 pandemic affecting the health and economies of cities, states, and countries around the world. In order to combat the virus, measures like the stay-at-home orders and social distancing were put into place, which will affect the City's revenues.

The starting point for all account revenue projections begins with the new construction building permit activity of the past year. From this, assessed valuations are projected for the property tax accounts. The building permit information also provides an estimation of population growth, which is normally factored into the various accounts such as licenses, permits, and fees. Historical account activity is tracked to also provide trend information to provide a comparative basis for projections.

Each revenue page has five sections, which lists the account code, legal authorization, description, basis of revenue projection and the fund collection/distribution.

1. The **Account Code** section lists the specific line item that the receipt will be posted to in the city's general ledger accounting system.
2. The **Legal Authorization** section should list either the state statute or city ordinance, which allows the city to levy and receive this source of funds.
3. The **Description** section provides a brief explanation of the formula (i.e. tax levy times assessed valuation or building permit square footage times rate per foot), or established schedule of fees.
4. The **Basis of Revenue Projection** section describes the logic and/or assumptions used to arrive at the projected amounts and possibly the history or trend analysis of the particular account.
5. The **Fund Collection/Distribution** section lists at least the most recent five years of actual receipt activity in the account, plus a projection for the current fiscal year and the upcoming budget year. In the case where a single revenue account is received in more than one fund, all funds are listed by fund category and then totaled.

Property Tax

Legal Authorization:

State Statute : Chapter 94, Chapter 137
City Ordinance : N/A

Account Codes:

4000, 4001, 4003, 4004, 4005

Description:

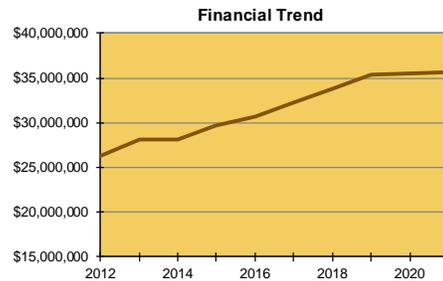
Revenue from the ad valorem tax, levied on all real and personal property is based upon the assessed valuation as established by the County Assessor on January 1st of each year. Real property assessed valuation is determined by applying the market value times the appropriate assessment ratios. They are as follows: Commercial/Industrial - 32%; Residential - 19%; Agricultural - 12%. Personal property assessed valuation is set at 33% of market value and is determined by the State Tax Commission. Each year the City Council must set the rates to be levied for the City's property taxes. In odd numbered years, all county assessors are required to re-assess property values in their county.

The Hancock Amendment applies to Previously Assessed Property, and, limits the increase in Revenues generated by that property to the lesser of 5%, the CPI or the increase in assessed values for previously assessed property. Budget amounts are calculated using the previous calendar year's final assessment or preliminary assessment. Because reassessment only occurs in odd numbered years, budgeted amounts fall short of actual amounts because of conservative growth projections at the time of calculation.

Basis of Projection & Analysis:

Jackson County provided a preliminary assessment for FY21, CY2020, of real and personal property values. Previously assessed value has increased.

Beginning in FY21, the City will change how Property Tax-Payment in Lieu of Taxes (also referred to as PILOTs) revenue is reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City.



Fund Category					
Collection/ Distribution Year	General Fund	Parks Fund	Debt Service Fund	TOTAL	Annual Percent Change
2012 Actual	15,848,556	2,815,820	7,594,422	26,258,798	3.8%
2013 Actual	17,105,687	3,027,000	8,024,576	28,157,263	7.2%
2014 Actual	17,157,136	3,034,833	7,894,182	28,086,151	-0.3%
2015 Actual	18,709,442	3,080,222	7,967,013	29,756,677	5.9%
2016 Actual	19,149,720	3,131,869	8,332,556	30,614,145	2.9%
2017 Actual	20,288,003	3,268,274	8,654,744	32,211,021	5.2%
2018 Actual	21,177,379	3,416,526	9,251,834	33,845,739	5.1%
2019 Actual	22,166,626	3,575,825	9,612,953	35,355,404	4.5%
2020 Projected	22,944,613	3,506,513	9,085,649	35,536,775	0.5%
2021 Budget	21,076,390	3,654,483	10,963,996	35,694,869	0.4%

Property Tax - Statistics

Statistics:

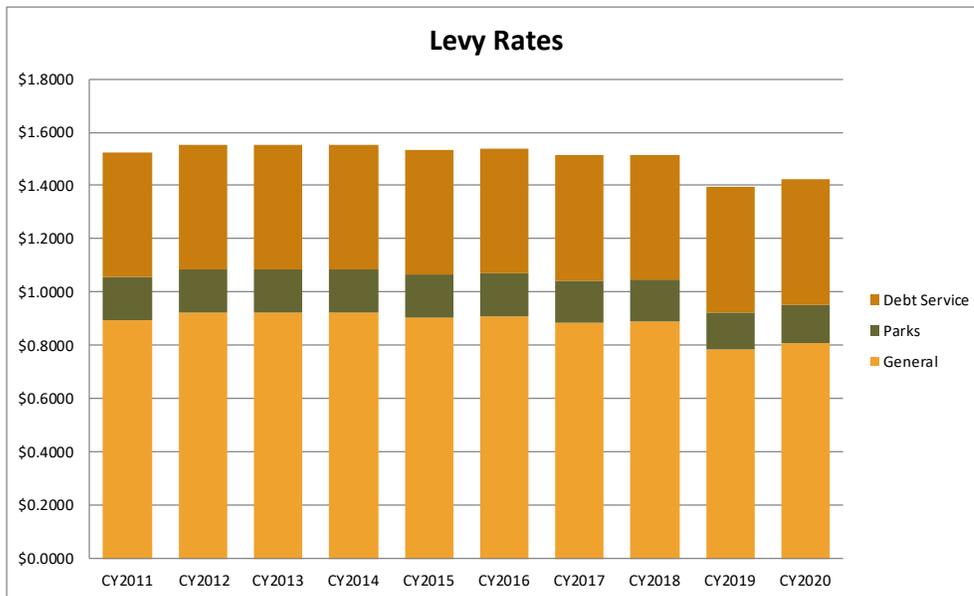
ASSESSED VALUATION			
			<u>% Change</u>
FY12, CY2011	ACTUAL	1,620,849,484	-2.0%
FY13, CY2012	ACTUAL	1,638,685,805	1.1%
FY14, CY2013	ACTUAL	1,692,175,370	3.3%
FY15, CY2014	ACTUAL	1,686,144,194	-0.4%
FY16, CY2015	ACTUAL	1,792,337,036	6.3%
FY17, CY2016	ACTUAL	1,844,106,043	2.9%
FY18, CY2017	ACTUAL	1,963,271,079	6.5%
FY19, CY2018	ACTUAL	2,032,705,197	3.5%
FY20, CY2019	ACTUAL	2,378,473,428	17.0%
FY21, CY2020	PRELIMINARY		-100.0%

The table to the left shows the growth in assessed valuation of both real and personal property in the City.

As State-mandated reassessments occur in odd-numbered years, the growth in even-numbered years is primarily attributable to new development.

The change in assessed value is primarily attributable to inflationary and market adjustments to property value. Additional growth attributable to new construction.

Levy Rates					
	<u>General</u>	<u>Parks</u>	<u>Debt Service</u>	<u>Total Levy</u>	<u>% Change</u>
FY12, CY2011	\$0.8966	\$0.1595	\$0.4697	\$1.5258	0.0%
FY13, CY2012	\$0.9213	\$0.1630	\$0.4697	\$1.5540	1.8%
FY14, CY2013	\$0.9213	\$0.1630	\$0.4697	\$1.5540	0.0%
FY15, CY2014	\$0.9213	\$0.1630	\$0.4697	\$1.5540	0.0%
FY16, CY2015	\$0.9045	\$0.1600	\$0.4697	\$1.5342	-1.3%
FY17, CY2016	\$0.9093	\$0.1608	\$0.4697	\$1.5398	0.4%
FY18, CY2017	\$0.8860	\$0.1567	\$0.4697	\$1.5124	-1.8%
FY19, CY2018	\$0.8886	\$0.1571	\$0.4697	\$1.5154	0.2%
FY20, CY2019	\$0.7851	\$0.1388	\$0.4697	\$1.3936	-8.0%
FY21, CY2020	\$0.8101	\$0.1432	\$0.4697	\$1.4230	2.1%



At time of publishing second report values are available from Jackson and Cass Counties for CY2020.

Payment in Lieu of Taxes (PILOT)

Legal Authorization:

State Statute : Section 100.010 to 100.200, 353.030, and 99.800 to 99.865

City Ordinance : N/A

Account Code:

4006

Description:

The City promotes economic development by utilizing several state authorized tax incentive mechanisms:

- Chapter 100** - provides an incentive for new industries to locate in the area, as well as encourages companies already in the area to remain, by assisting them in improving their present facilities or in building new ones; ad valorem taxes on bond-financed property are abated, and negotiated PILOTs are made by the company to the City and each political subdivision.
- Tax Increment Financing (TIF)** - encourages development of blighted, substandard, or economically under-utilized areas that would not develop without public assistance; the PILOTs are made by property owners in the redevelopment area on the increase in current equalized assessed valuation of each such parcel, and such payments are deposited into the special allocation fund (SAF); payments to the SAF may be used to pay for the redevelopment project costs or to repay any obligations (i.e., bonds or promissory notes) issued by the municipality to pay for the redevelopment project costs.

Basis of Projection:

Chapter 100 Bonds

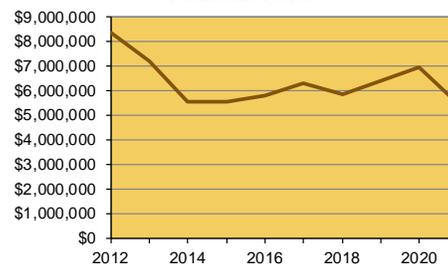
PILOTs are generated pursuant to the terms of Section 100.010 to 100.200, RSMo. The allocations of PILOT for distribution to the City is based on the City's levy in effect when the Section 100 Bonds were issued.

Tax Increment Financing

Tax Increment Financing Funds reflected in category below: Summit Woods East, I-470 Business Center, Longview Farm, Ritter Plaza, Todd George/ 50 Highway, LS Sports Complex, and Longview Farm 2016. The PILOTs are generated pursuant to the terms of the Real Property Tax Increment Allocation Redevelopment Act.

Beginning in FY21, the City will change how General Fund PILOTs revenue is reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City.

Financial Trend



Fund Category

Collection/ Distribution Year	General Fund	Special Revenue Funds	Tax Increment Financing Funds	TOTAL	Annual Percent Change
2012 Actual	937,569	--	6,199,020	8,336,482	0.0%
2013 Actual	1,015,795	--	6,198,679	7,214,474	-13.5%
2014 Actual	954,808	--	4,590,048	5,544,856	-23.1%
2015 Actual	1,289,492	--	4,262,286	5,551,778	0.1%
2016 Actual	1,453,631	--	4,332,343	5,785,974	4.2%
2017 Actual	1,782,216	--	4,509,436	6,291,652	8.7%
2018 Actual	1,853,132	--	3,986,142	5,839,274	-7.2%
2019 Actual	1,931,033	--	4,451,265	6,382,298	9.3%
2020 Projected	2,679,496	--	4,263,648	6,943,144	18.9%
2021 Budget	532,473	--	4,907,840	5,440,313	-21.6%

Sales Tax

Legal Authorization:

State Statute : Sections 94.500 to 94.550, 94.575-94.577 & 94.700-94.705, and Chapter 144

City Ordinance : 1-7(2)

Account Codes:

4020, 4021, 4022, 4023,
4024, 4025, 4026, 4027,
4028, 4029

Description:

The City imposes a total sales tax of 2.25% (Capital Improvement: 0.50%, General fund: 1.0%, Parks and Recreation: 0.25%, Transportation: 0.50%) on all goods and commodities sold within the City limits with the exception of drugs and farm machinery. The tax is also levied on all vehicles registered by residents of the City, regardless of where those vehicles were purchased. Transportation tax is not levied on utilities and is earmarked specifically for use in funding transportation projects only. The State of Missouri receives the tax from the respective business and distributes the funds monthly to the City.

Beginning April 1, 2008, the City's total sales tax rate was reduced from 2.375% to 2.250% due the reduction of 0.125% in the Park and Recreation sales tax.

The Parks and Recreation 0.250% sales tax was initially approved in November 1997 for 0.375%. It was renewed in February 2006 at the 0.25% rate. It was renewed again in August 2016 for fifteen years at 0.25%.

The Capital Improvement 0.500% sales tax was originally approved in November 1997. The sales tax was renewed in April 2007 with collection beginning in 2008 and ending in 2018. In April, 2017, voters approved a 15 year extension with collection beginning in April 2018.

Basis of Projection:

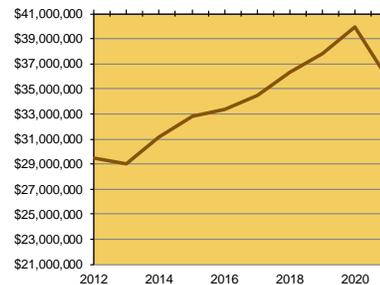
The following considerations are given for the sales tax projections: estimated population growth; inflation; and historical trends.

Sales tax revenue is an area that is anticipated to be impacted by the COVID-19 pandemic. In order to plan for the anticipated impact and forecast the FY21 Sales Tax revenues, the City assumed a 10 percent decrease from FY20 amounts.

Sales tax is broken between four funds as follows:

General Fund	1.000%
Transportation Fund	0.500%
Capital Projects	0.500%
Parks and Recreation	0.250%

Financial Trend



Fund Category						
Collection/ Distribution Year	General Fund	Park Development Fund	Transportation Tax Fund	Capital Project Fund	TOTAL	Annual Percent Change
2012 Actual	13,313,301	3,169,317	6,337,138	6,655,532	29,475,288	3.8%
2013 Actual	13,133,037	3,094,709	6,190,196	6,565,125	28,983,067	-1.7%
2014 Actual	14,149,200	3,321,232	6,641,048	7,073,186	31,184,666	7.6%
2015 Actual	14,840,058	3,500,464	7,024,992	7,418,888	32,784,402	5.1%
2016 Actual	15,116,747	3,560,042	7,121,477	7,557,410	33,355,676	1.7%
2017 Actual	15,582,207	3,694,833	7,391,179	7,790,055	34,458,274	3.3%
2018 Actual	16,402,094	3,923,403	7,848,034	8,199,738	36,373,269	5.6%
2019 Actual	17,328,879	3,939,055	7,869,317	8,657,703	37,794,954	3.9%
2020 Projected	17,447,338	4,177,807	9,111,763	9,219,163	39,956,071	9.9%
2021 Budget	15,932,362	3,983,091	7,966,181	7,966,181	35,847,815	-10.3%

EATS - Local Sales Tax

Legal Authorization:

State Statute : Section 99.820, 99.845
City Ordinance :

Account Codes:

4021, 4023, 4025, 4027

Description:

For redevelopment projects approved by ordinance after August 31, 1991, fifty percent of the total additional revenue from taxes, penalties and interest which are imposed by the municipality or other taxing districts, and which are generated by economic activities within the area over a determined base amount, but excluding certain taxes, shall be allocated to, and paid to the municipality, who shall deposit such funds in a separate segregated account within a special allocation fund.

Lee's Summit has active TIF redevelopment projects which are/will generate economic activity taxes (EATS): Summit Woods East, I-470 Business Center, Longview Farm, Ritter Plaza, Todd George/ 50 Highway, LS Sports Complex, and Longview Farm 2016.

The City imposes a total sales tax of 2.25% (Capital Improvement: 0.50%, General fund: 1.0%, Parks and Recreation: 0.25%, Transportation: 0.50%) on all goods and commodities sold within the City limits with the exception of drugs and farm machinery. The tax is also levied on all vehicles registered by residents of the City, regardless of where those vehicles were purchased. Transportation tax is not levied on utilities and is earmarked specifically for use in funding transportation projects only. The State of Missouri receives the tax from the respective business and distributes the funds monthly to the City.

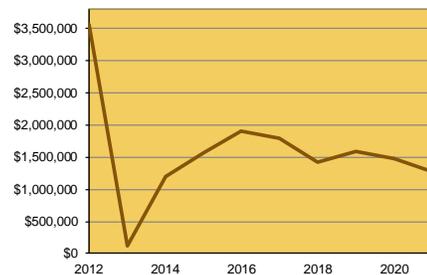
Beginning April 1, 2008, the City's total sales tax rate was reduced from 2.375% to 2.250% due the reduction of 0.125% in the Park and Recreation sales tax.

Basis of Projection & Analysis:

EATs payments for a major shopping center ended in 2013. This amounts to an estimated \$1 million reduction for general fund receipts. The same proportionate reduction was anticipated for the other funds. In FY18, the Chapel Ridge TIF was ended.

An initial forecast was projected using the following considerations: estimated population growth; inflation; historical trends; and TIF project repayment estimated timelines. Because sales tax revenue is an area that is anticipated to be impacted by the COVID-19 pandemic, the initial forecast was modified by decreasing it by 10 percent.

Financial Trend



Fund Category

Collection/ Distribution Year	General Fund	Park Development Fund	Transportation Tax Fund	Capital Project Fund	TOTAL	Annual Percent Change
2012 Actual	1,576,913	394,228	788,456	788,456	3,548,053	4.5%
2013 Actual	56,916	14,229	28,458	28,458	128,061	-96.4%
2014 Actual	565,063	141,266	282,531	282,531	1,199,927	837.0%
2015 Actual	694,189	173,547	347,095	347,095	1,561,925	30%
2016 Actual	846,299	212,009	423,150	423,150	1,904,608	21.9%
2017 Actual	794,612	198,653	397,306	397,306	1,787,877	-6.1%
2018 Actual	633,691	158,416	316,836	316,836	1,425,779	-20.3%
2019 Actual	704,507	176,127	352,254	352,254	1,585,142	11.2%
2020 Projected	632,672	170,050	340,100	340,100	1,482,922	4.0%
2021 Budget	564,205	141,051	282,103	282,103	1,269,462	-14.4%

Utility Franchise Fees

Electric, Natural Gas, Telephone, and Cable

Legal Authorization:

State Statute : Sections 94.110 - 94.120
City Ordinance : 28-90 through 28-97; 28-121 through 28-125; 28-150 through 28-153; 8-39

Account Codes:

4040, 4041
 4042, 4043

Description:

Electric: The City charges a license fee of 7% of the gross receipts derived from the sale of electric energy for domestic and commercial consumption within the City. The fee is collected by the utility company and remitted to the City the following month.

Natural Gas: The City charges a license fee of 7% of the gross receipts derived from the sale of natural gas for domestic and commercial consumption in the City. The fee is collected by the utility company and remitted to the City the following month. Fees collected are highly dependent on weather conditions in the City. Wholesalers are also contracting with large volume users to purchase direct from the well fields avoiding the franchise fee.

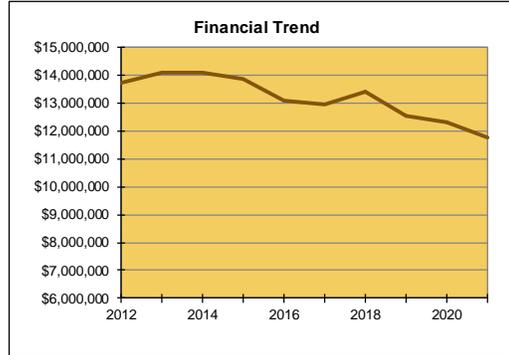
Cable: The City charges a license fee of 5% of the gross receipts derived on all service charges for customers subscribing to cable television service. The fee is assessed on regular monthly billing, and cable companies remit their fees on a quarterly basis to the City.

Telephone: The City charges a license fee of 7% on the gross receipts derived from telecommunication services provided in

Basis of Projection & Analysis:

The following assumptions were used for the FY21 forecast:

- Natural Gas: 5-year average (baseline) and subtract 3% (estimated COVID-19 impact)
- Telephone: subtract 3-year average annual percentage decrease (15.2%) from the FY20 Projected amount
- Electric: 5-year average (baseline) and subtract 3% (estimated COVID-19 impact)
- Cable TV: subtract 3-year average annual percentage decrease (2.3%) from the FY20 Projected amount.



General Fund Category					
Collection/ Distribution Year	Electric	Natural Gas	Telephone	Cable	TOTAL
2012 Actual	7,013,016	1,918,302	3,739,688	1,072,791	13,743,797
2013 Actual	6,897,629	2,195,122	3,668,256	1,319,367	14,080,374
2014 Actual	7,031,470	2,308,681	3,490,461	1,253,171	14,083,783
2015 Actual	6,970,491	2,408,322	3,148,218	1,343,734	13,870,765
2016 Actual	6,989,610	1,846,687	2,870,126	1,362,055	13,068,478
2017 Actual	6,976,830	1,925,530	2,709,095	1,330,345	12,941,800
2018 Actual	7,547,126	2,347,015	2,204,493	1,326,787	13,425,421
2019 Actual	6,957,592	2,394,693	1,950,523	1,222,524	12,525,332
2020 Projected	7,212,579	2,180,203	1,635,754	1,292,099	12,320,635
2021 Budget	7,062,347	2,059,083	1,387,119	1,261,708	11,770,257

State Motor Vehicle Taxes and Fees

FUEL TAX, SALES TAX, & LICENSE/TRANSFER FEE

Legal Authorization:

State Statute : Article IV ,Section 30(b); Article X,
Section 144.069; Chapter 142,
Section 150.150;144.069; 94.560

City Ordinance : N/A

Account Codes:

4009, 4010, 4011

Description:

Vehicle Fuel Tax: This tax is the City share of the state tax on motor vehicle fuel. Distribution to the cities is based on the population of that city as of the last census count, which for Lee's Summit is 2000. Vehicle Fuel Tax funds must be used solely for "construction, reconstruction, maintenance, repair, policing, signing, lighting, cleaning of roads, and for the payment of principal and interest on indebtedness on account of road and street purposes and uses thereof".

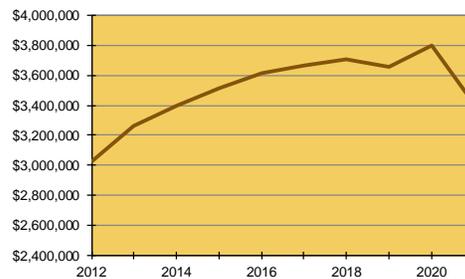
Vehicle Sales Tax: This tax is on the purchase price of a motor vehicle, trailers, boats and outboard motors. Sales tax rate is determined where the vehicle is titled.

Vehicle License/Transfer Fee: This fee is the City share of the State of Missouri vehicle license and transfer fees assessed. Allocation is based on a city's population according to the last Federal decennial census. The Street Department operations budget was moved under the auspice of the General Fund in FY 1996. Funds derived from this revenue source are to used solely for "construction, reconstruction, maintenance, repair, policing, signing, lighting, cleaning of roads, and for the payment and interest on indebtedness on account of road and street purposes and uses thereof".

Basis of Projection:

Motor Vehicle Taxes and Fees is a revenue area that is anticipated to be impacted by the COVID-19 pandemic. In order to plan for the anticipated impact and forecast the FY21 revenues, the City assumed a 10 percent decrease from FY20 projection amounts.

Financial Trend



General Fund Category

Collection/ Distribution Year	Vehicle Fuel Tax	Vehicle Sales Tax	Vehicle License/Transfer Fee	TOTAL	Annual Percent Change
2012 Actual	2,170,623	500,104	357,738	3,028,465	11.7%
2013 Actual	2,306,425	574,002	381,790	3,262,217	7.7%
2014 Actual	2,330,205	683,598	383,510	3,397,313	4.1%
2015 Actual	2,387,630	732,706	393,868	3,514,204	3.4%
2016 Actual	2,445,247	768,473	402,735	3,616,455	2.9%
2017 Actual	2,457,838	809,241	395,949	3,663,028	1.3%
2018 Actual	2,465,763	826,836	411,999	3,704,598	1.1%
2019 Actual	2,450,693	798,231	404,321	3,653,245	-1.4%
2020 Projected	2,498,613	873,658	424,749	3,797,020	2.5%
2021 Budget	2,252,861	776,868	379,196	3,408,925	-10.2%

Investment Earnings

Legal Authorization:

State Statute : Chapter 67
City Ordinance : See the City's Investment Policy

Account Codes:

4600, 4601, 4602, 4603, 4604

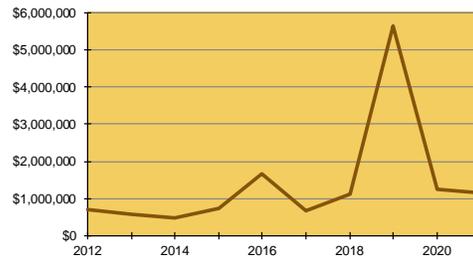
Description:

The City maintains a cash and investment pool which is available to all funds. These funds are combined and managed by the City's Cash Management Officer. Investments in the pooled cash fund include United States Treasury Bills and Notes and non-callable U. S. Agency offerings and are carried at cost, which approximates market value. Interest income is distributed by percentage, to the various funds on a monthly basis in accordance with the fund's cash balance. Current portfolio maturities extend to a maximum of three (3) years. New investments are usually made at the maximum three (3) year maturity.

Basis of Projection & Analysis:

Prior year actuals experienced a prolonged trend of low interest rates; however, in FY19, interest rates did begin to increase.

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Special Revenue, Debt Service & Capital Project Funds	Enterprise Funds	Internal Service Funds	TOTAL
2012 Actual	90,664	472,953	91,897	48,007	703,521
2013 Actual	18,009	433,668	63,067	48,117	562,861
2014 Actual	68,363	349,490	40,560	35,924	494,337
2015 Actual	74,823	497,368	115,082	46,680	733,953
2016 Actual	206,649	1,097,367	251,757	116,649	1,672,422
2017 Actual	92,659	438,869	88,011	42,390	661,929
2018 Actual	98,364	832,351	130,247	68,010	1,128,972
2019 Actual	727,475	3,705,689	852,514	358,877	5,644,555
2020 Projected	330,000	575,824	346,056	9,000	1,260,880
2021 Budget	111,304	808,368	194,445	25,007	1,139,124

Water Sales/ Sewer Charges

Legal Authorization:

State Statute : N/A
City Ordinance : 32.101, 32.313; see also the City's Schedule of Fees

Account Codes:

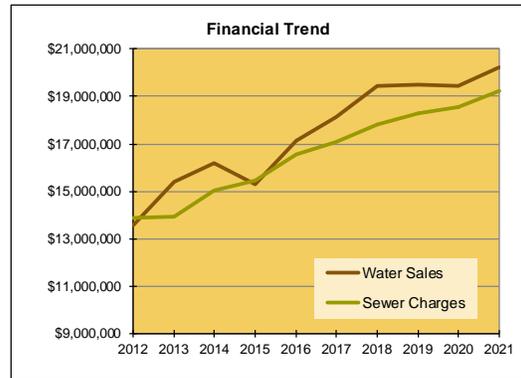
4448, 4450

Description and Basis of Projection:

The Water Utilities Department serves over 37,000 customers. The total available water supply of 32.5 million gallons per day (MGD) includes 25 MGD from Kansas City, Missouri and 7.5 MGD from Independence, Missouri. Water consumption and sewer revenue projections are based on five-year consumption averages of customers. Customer data is collected by meter size, consumption volume and customer type and input within the Utilities' cost of service model to forecast revenue requirements. The model projects the necessary revenues to meet projected operational and capital expenses. A five-year projected rate schedule based on the revenue requirements is annually reviewed and adjusted as necessary.

Monthly Water Base Rates (Effective July 1, 2020):

Meter Size (Inches)	Water Base Charge	Meter Size (Inches)	Water Base Charge
5/8"	\$10.56	3"	\$63.30
3/4"	\$11.83	4"	\$84.39
1"	\$15.84	6"	\$105.50
1 1/2"	\$26.38	8"	\$158.23
2"	\$42.20	10"	\$316.45



Water Volume Rates (Effective July 1, 2020):

Commercial Rate \$5.34 per 1,000 gallons

Residential Rates

for the first 7,000 gallons	\$4.53 per 1,000 gallons
7,001 to 15,000 gallons	\$5.34 per 1,000 gallons
Over 15,000 gallons	\$6.67 per 1,000 gallons

Monthly Sewer Base Rates (Effective July 1, 2020):

Meter Size (Inches)	Water Base Charge	Meter Size (Inches)	Water Base Charge
5/8"	\$15.02	3"	\$52.53
3/4"	\$16.81	4"	\$60.03
1"	\$22.52	6"	\$75.04
1 1/2"	\$30.02	8"	\$90.05
2"	\$45.04	10"	\$105.05

Sewer Volume Rates (July 1, 2020):

All Usage \$5.76 per 1,000 gallons

Water/Sewer Fund Category			
Collection/ Distribution Year	Water Sales	Sewer Charges	TOTAL
2012 Actual	13,577,053	13,876,449	27,453,502
2013 Actual	15,413,579	13,951,872	29,365,451
2014 Actual	16,183,498	15,030,363	31,213,861
2015 Actual	15,269,508	15,454,532	30,724,040
2016 Actual	17,119,545	16,529,622	33,649,167
2017 Actual	18,124,436	17,100,530	35,224,966
2018 Actual	19,418,156	17,834,235	37,252,391
2019 Actual	19,474,036	18,308,830	37,782,866
2020 Projected	19,450,004	18,554,107	38,004,111
2021 Budget	20,206,300	19,213,228	39,419,528

Charges for Service

Legal Authorization:

State Statute: N/A
City Ordinance: N/A

Account Codes:

4400 - 4464
(exclude 4448 and 4450)

Description:

This revenue category consists of the charges for services provided by the City.

In the General Fund, this revenue category accounts for 14% of the FY21 budgeted revenues. Some of the larger charges for service revenues in the General Fund include ambulance fees, EMS/ dispatch contracts, commissions on taxes, Police Officer special detail pay, and communication tower land leases.

Outside of the General Fund, some of the larger charges for service revenues include Airport hanger rentals; Parks and Recreation charges and fees for memberships, classes, athletics, facility rentals, and other services; sewer tap and water tap fees in capital project funds; and communication tower land leases.

(The Water and Sewer Charges on the previous page are considered charges for services, but they are not included in this data.)

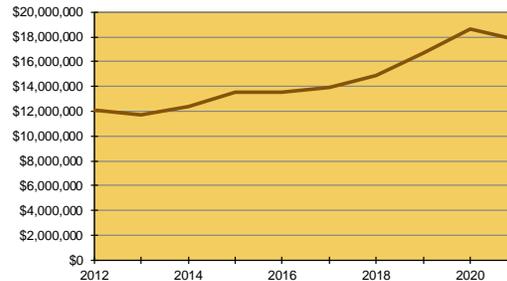
Basis of Projection & Analysis:

This is a broad revenue category consisting of several different types of charges for services. As a result, there is not one basis of projection for this category. In general, the revenue sources in this category analyze historical trends, while also considering any changes in fees, as well as anticipated growth (or decline) in service usage.

It is important to mention that the decrease in budgeted revenues from 2020 to 2021 is from the estimated impact of the COVID-19 pandemic on some services (i.e. Parks and Recreation).

(The decrease in charges for services revenue in the Enterprise Funds from 2016 to 2017 has to do with the closure of the City's landfill.)

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Internal Service, Debt Service & Capital Project Funds	Enterprise Funds	Special Revenue Funds	TOTAL
2012 Actual	3,605,332	1,390,808	4,411,675	2,648,570	12,056,385
2013 Actual	3,688,257	1,267,034	4,149,575	2,624,129	11,728,995
2014 Actual	3,648,402	1,291,836	4,601,399	2,800,840	12,342,477
2015 Actual	3,935,146	1,822,086	4,870,649	2,941,782	13,569,663
2016 Actual	4,572,807	1,808,054	4,124,605	3,011,361	13,516,827
2017 Actual	6,244,364	2,519,754	2,085,176	3,039,283	13,888,577
2018 Actual	7,731,488	2,003,973	2,117,056	2,998,886	14,851,403
2019 Actual	9,093,423	1,932,707	2,211,064	3,456,493	16,693,687
2020 Projected	9,550,382	2,257,256	2,653,889	4,219,046	18,680,573
2021 Budget	9,528,761	1,846,099	2,346,726	4,066,516	17,788,102



General Fund Overview

5

General Fund

The General Fund is the general operating fund of the City. Expenditures from this fund provide the basic city services, such as Police and Fire/ EMS. It also funds the following departments and the services they provide: Administration, Development Services, Finance, Law, Municipal Court, and Public Works. The General Fund is categorized as a governmental fund type.

The major revenue sources of this fund are property taxes, retail sales taxes, and utility franchise taxes. The remaining revenues are derived from the various user fees and other sources.

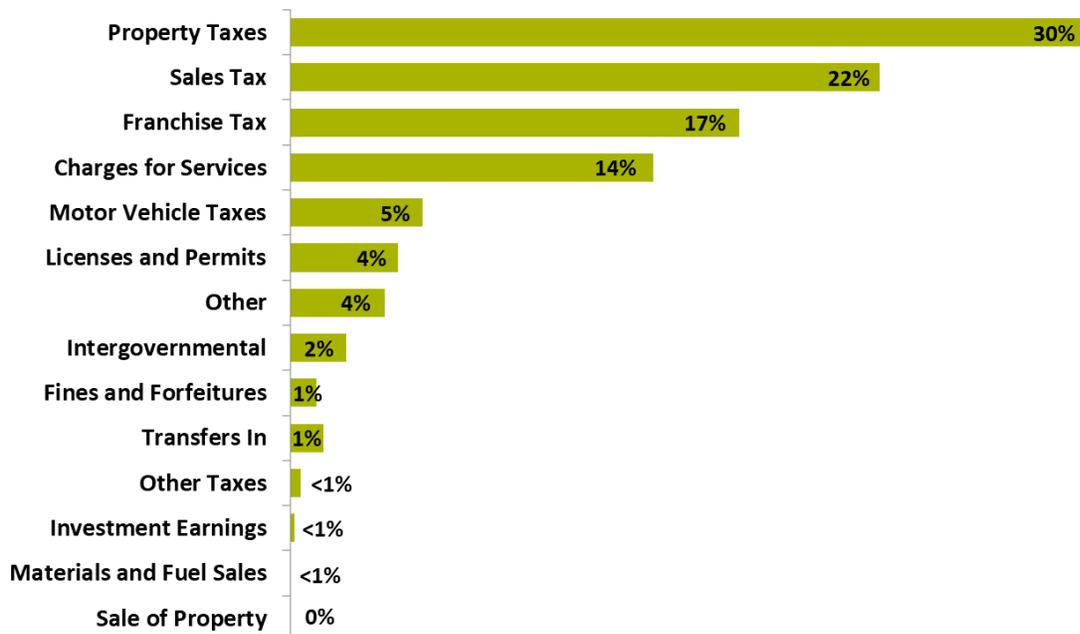
A key element of the budget process is projecting the fund's ending reserve balance. Total expenditures for the upcoming fiscal year are set based on projected revenues for the coming year and to ensure fund reserves will remain at the level set by policy.

Fund balance reserves represent the unappropriated accumulation of the difference between actual revenues and expenditures. The source and timing of revenues dictates the level of fund balance necessary to avoid cash shortages in normal day to day operations. The City recognizes the need to establish and maintain adequate reserves to avoid any disruption in service level caused by either a downturn in a significant revenue item or one that is only received at a particular time such as property taxes in December. Accordingly, the City Council adopted an ordinance that requires 16.67%, or an amount equal to two months of expenditures.

The City utilizes Generally Accepted Accounting Practice (GAAP) based budgeting for the General Fund. This requires that the modified accrual method of accounting is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). "Measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of current period.

Revenues susceptible to accrual are property taxes, franchise taxes and interest revenue. Sales taxes collected and held by the state at year-end on behalf of the City also are recognized as revenue. User charges, fines, licenses, permits and miscellaneous revenues are not susceptible to accrual because generally they are not measurable until received in cash.

General Fund Revenues by Source



	2019	2020	2020	2021	Change from FY20 Budget		Change from FY20 Proj	
	Actuals	Budget	Proj	Budget	\$	%	\$	%
Property Taxes*	22,166,626	23,065,850	22,944,613	21,076,390	-1,989,460	-8.63%	-1,868,223	-8.14%
Sales Tax	17,328,879	18,130,832	17,447,338	15,475,569	-2,655,263	-14.65%	-1,971,769	-11.30%
Franchise Tax	12,525,332	12,625,326	12,320,635	11,770,257	-855,069	-6.77%	-550,378	-4.47%
Motor Vehicle Taxes	3,653,245	3,694,164	3,797,020	3,408,925	-285,239	-7.72%	-388,095	-10.22%
Other Taxes	291,208	295,174	346,314	269,410	-25,764	-8.73%	-76,904	-22.21%
Fines and Forfeitures	1,171,956	1,159,690	1,068,736	1,043,397	-116,293	-10.03%	-25,339	-2.37%
Licenses and Permits	2,605,210	2,685,440	3,166,940	2,825,126	139,686	5.20%	-341,814	-10.79%
Intergovernmental	1,157,233	1,310,965	1,310,965	1,457,795	146,830	11.20%	146,830	11.20%
Charges for Services	9,093,423	9,374,305	9,550,382	9,528,761	154,456	1.65%	-21,621	-0.23%
Materials and Fuel Sales	2,842	2,000	3,652	3,945	1,945	97.25%	293	8.02%
Investment Earnings	727,475	330,000	330,000	111,304	-218,696	-66.27%	-218,696	-66.27%
Other	1,635,911	2,139,500	2,479,174	2,481,942	342,442	16.01%	2,768	0.11%
Sale of Property	2,970,703	0	0	0	0	0.00%	0	0.00%
Transfers In	742,110	906,097	906,097	870,113	-35,984	-3.97%	-35,984	-3.97%
Total	76,072,153	75,719,343	75,671,866	70,322,934	-5,396,409	-7.13%	-5,348,932	-7.07%

Beginning in FY21, the City will change how Property Tax-Payment in Lieu of Taxes (also referred to as PILOTs) revenue is reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City. The following table shows the 2019 and 2020 Property Tax-PILOT revenues with the adjustment of showing only the portion retained by the City. This is helpful for getting a better comparison of year-to-year changes.

	2019	2020	2020	2021	Change from FY20 Budget		Change from FY20 Proj	
	Actuals	Budget	Proj	Budget	\$	%	\$	%
Property Taxes*	20,552,989	20,563,385	20,693,189	21,076,390	513,005	2.49%	383,201	1.85%
Sales Tax	17,328,879	18,130,832	17,447,338	15,475,569	-2,655,263	-14.65%	-1,971,769	-11.30%
Franchise Tax	12,525,332	12,625,326	12,320,635	11,770,257	-855,069	-6.77%	-550,378	-4.47%
Motor Vehicle Taxes	3,653,245	3,694,164	3,797,020	3,408,925	-285,239	-7.72%	-388,095	-10.22%
Other Taxes	291,208	295,174	346,314	269,410	-25,764	-8.73%	-76,904	-22.21%
Fines and Forfeitures	1,171,956	1,159,690	1,068,736	1,043,397	-116,293	-10.03%	-25,339	-2.37%
Licenses and Permits	2,605,210	2,685,440	3,166,940	2,825,126	139,686	5.20%	-341,814	-10.79%
Intergovernmental	1,157,233	1,310,965	1,310,965	1,457,795	146,830	11.20%	146,830	11.20%
Charges for Services	9,093,423	9,374,305	9,550,382	9,528,761	154,456	1.65%	-21,621	-0.23%
Materials and Fuel Sales	2,842	2,000	3,652	3,945	1,945	97.25%	293	8.02%
Investment Earnings	727,475	330,000	330,000	111,304	-218,696	-66.27%	-218,696	-66.27%
Other	1,635,911	2,139,500	2,479,174	2,481,942	342,442	16.01%	2,768	0.11%
Sale of Property	2,970,703	0	0	0	0	0.00%	0	0.00%
Transfers In	742,110	906,097	906,097	870,113	-35,984	-3.97%	-35,984	-3.97%
Total	74,458,516	73,216,878	73,420,442	70,322,934	-2,893,944	-3.95%	-3,097,508	-4.22%

	2019	2020	2020	2021
Property Tax*	Actuals	Budget	Proj	Budget
PILOT Revenue	1,931,033	2,989,531	2,679,496	532,473
PILOT Expense	1,613,637	2,502,465	2,251,424	0
PILOT Net	317,396	487,066	428,072	532,473

Summary of Significant Assumptions and Changes for FY21:

- The forecast for the FY21 General Fund revenues was put together during unprecedented times with the COVID-19 pandemic affecting the health and economies of cities, states, and countries around the world. In order to combat the virus, measures like the stay-at-home orders and social distancing were put into place, which will affect the City's revenues.
- For specific information regarding the assumptions used to forecast each of the revenue categories, please reference Section 4 (titled "Revenue Projections").

General Fund Expenses by Department

As it was mentioned in the previously with General Fund revenues, the City will change how Property Tax-PILOTs are reported. The portion that was passed through to the other entities was recorded as an expense (recorded in the Finance department under the Other Supplies, Services, and Charges category). Because the City will only report the net revenue, there will no longer be a PILOT expense in the City's General Fund budget.

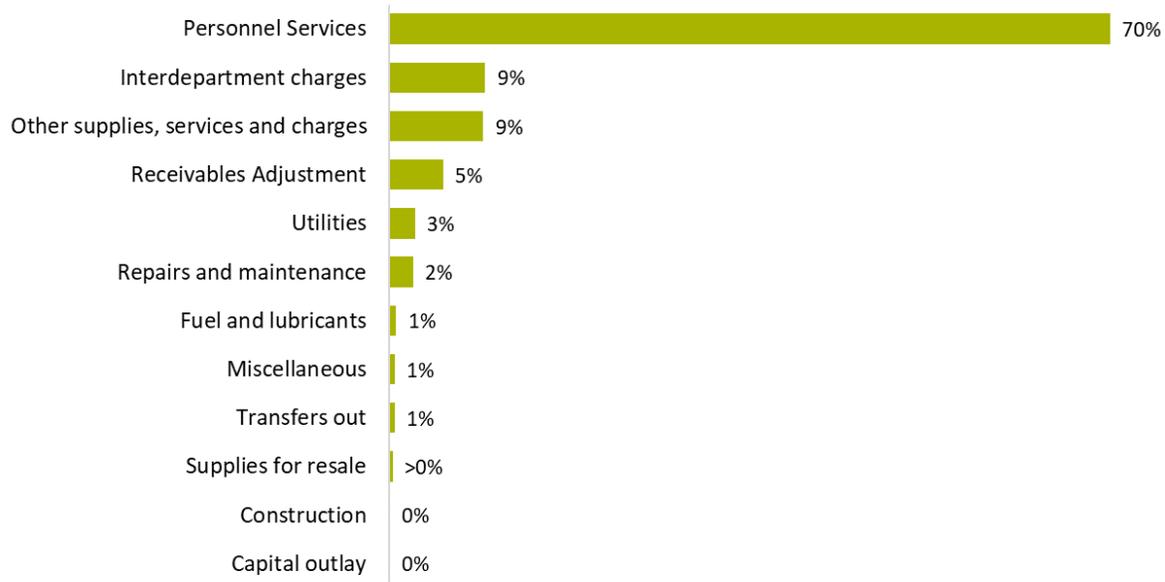
	2019	2020	2020	2021	Change from FY20 Budget		Change from FY20 Proj	
	Actuals	Budget	Projection	Request	\$	%	\$	%
Administration	4,456,991	3,919,481	3,919,481	3,522,887	-396,594	-10.12%	-396,594	-10.12%
Public Works Engineering	5,527,222	5,954,642	5,954,642	6,275,757	321,115	5.39%	321,115	5.39%
Law Enforcement	21,167,316	22,191,703	22,168,847	22,793,832	602,129	2.71%	624,985	2.82%
Fire/ EMS Services	18,865,352	21,744,489	21,378,141	20,781,662	-962,827	-4.43%	-596,479	-2.79%
Finance	10,670,365	12,238,365	12,228,821	10,261,893	-1,976,472	-16.15%	-1,966,928	-16.08%
Legal Services	1,437,623	1,615,661	1,615,661	1,665,081	49,420	3.06%	49,420	3.06%
Municipal Court	905,018	1,011,265	1,011,265	971,756	-39,509	-3.91%	-39,509	-3.91%
Public Works Operations	4,906,874	5,471,516	5,462,513	5,158,485	-313,031	-5.72%	-304,028	-5.57%
Development Services	3,833,363	4,603,046	4,213,078	4,467,480	-135,566	0.00%	254,402	0.00%
Total	71,770,124	78,750,168	77,952,449	75,898,833	-2,851,335	-3.62%	-2,053,616	-2.63%

The following table shows an adjustment of removing the PILOT expense from 2019 and 2020 amounts.

	2019	2020	2020	2021	Change from FY20 Budget		Change from FY20 Proj	
	Actuals	Budget	Projection	Request	\$	%	\$	%
Administration	4,456,991	3,919,481	3,919,481	3,522,887	-396,594	-10.12%	-396,594	-10.12%
Public Works Engineering	5,527,222	5,954,642	5,954,642	6,275,757	321,115	5.39%	321,115	5.39%
Law Enforcement	21,167,316	22,191,703	22,168,847	22,793,832	602,129	2.71%	624,985	2.82%
Fire/ EMS Services	18,865,352	21,744,489	21,378,141	20,781,662	-962,827	-4.43%	-596,479	-2.79%
Finance^	9,056,728	9,735,900	9,977,397	10,261,893	525,993	5.40%	284,496	2.85%
Legal Services	1,437,623	1,615,661	1,615,661	1,665,081	49,420	3.06%	49,420	3.06%
Municipal Court	905,018	1,011,265	1,011,265	971,756	-39,509	-3.91%	-39,509	-3.91%
Public Works Operations	4,906,874	5,471,516	5,462,513	5,158,485	-313,031	-5.72%	-304,028	-5.57%
Development Services	3,833,363	4,603,046	4,213,078	4,467,480	-135,566	0.00%	254,402	0.00%
Total	70,156,487	76,247,703	75,701,025	75,898,833	-348,870	-0.46%	197,808	0.26%

	2019	2020	2020	2021
	Actuals	Budget	Projection	Request
Pilot Expense^	1,613,637	2,502,465	2,251,424	0

General Fund Expenses by Type



	2019	2020	2020	2021	Change from FY20 Budget		Change from FY20 Proj	
	Actuals	Budget	Projection	Request	\$	%	\$	%
Personnel Services	48,318,173	51,151,869	50,808,937	52,843,228	1,691,359	3.31%	2,034,291	4.00%
Supplies for resale	200,894	255,500	255,500	255,500	0	0.00%	0	0.00%
Other supplies, services and charges^	7,903,642	10,784,194	10,434,011	6,895,310	-3,888,884	-36.06%	-3,538,701	-33.92%
Repairs and maintenance	1,477,287	1,827,806	1,594,670	1,735,030	-92,776	-5.08%	140,360	8.80%
Utilities	1,730,369	1,843,618	1,847,145	1,905,430	61,812	3.35%	58,285	3.16%
Fuel and lubricants	486,956	479,059	477,006	493,262	14,203	2.96%	16,256	3.41%
Miscellaneous	26,034	258,800	229,797	405,430	146,630	56.66%	175,633	76.43%
Capital outlay	182,372	22,500	17,500	0	-22,500	-100.00%	-17,500	-100.00%
Construction	-78,589	0	0	0	0	0.00%	0	0.00%
Interdepartment charges	6,259,265	7,043,254	7,043,254	7,045,434	2,180	0.03%	2,180	0.03%
Transfers out	1,517,278	1,143,569	1,143,569	380,210	-763,359	-66.75%	-763,359	-66.75%
Receivables Adjustment	3,746,443	3,940,000	4,101,060	3,940,000	0	0.00%	-161,060	-3.93%
Total	71,770,124	78,750,168	77,952,449	75,898,833	-2,851,335	-3.62%	-2,053,616	-2.63%

The following table shows an adjustment of removing the PILOT expense from 2019 and 2020 amounts.

	2019	2020	2020	2021	Change from FY20 Budget		Change from FY20 Proj	
	Actuals	Budget	Projection	Request	\$	%	\$	%
Personnel Services	48,318,173	51,151,869	50,808,937	52,843,228	1,691,359	3.31%	2,034,291	4.00%
Supplies for resale	200,894	255,500	255,500	255,500	0	0.00%	0	0.00%
Other supplies, services and charges^	6,290,005	8,281,729	8,182,587	6,895,310	-1,386,419	-16.74%	-1,287,277	-15.73%
Repairs and maintenance	1,477,287	1,827,806	1,594,670	1,735,030	-92,776	-5.08%	140,360	8.80%
Utilities	1,730,369	1,843,618	1,847,145	1,905,430	61,812	3.35%	58,285	3.16%
Fuel and lubricants	486,956	479,059	477,006	493,262	14,203	2.96%	16,256	3.41%
Miscellaneous	26,034	258,800	229,797	405,430	146,630	56.66%	175,633	76.43%
Capital outlay	182,372	22,500	17,500	0	-22,500	-100.00%	-17,500	-100.00%
Construction	-78,589	0	0	0	0	0.00%	0	0.00%
Interdepartment charges	6,259,265	7,043,254	7,043,254	7,045,434	2,180	0.03%	2,180	0.03%
Transfers out	1,517,278	1,143,569	1,143,569	380,210	-763,359	-66.75%	-763,359	-66.75%
Receivables Adjustment	3,746,443	3,940,000	4,101,060	3,940,000	0	0.00%	-161,060	-3.93%
Total	70,156,487	76,247,703	75,701,025	75,898,833	-348,870	-0.46%	197,808	0.26%

	2019	2020	2020	2021
	Actuals	Budget	Projection	Request
Pilot Expense^	1,613,637	2,502,465	2,251,424	0

Summary of Significant Assumptions and Changes:

- Personnel services increased due to (1) wage increases (represented employees progression in wage plan and two-percent merit increase for those employees that are not in a step plan); (2) increases in medical insurance costs; and (3) increases retirement benefit contribution rates through the Local Government Employees Retirement System (LAGERS).

General Fund Full Time Equivalents

Workforce, or employee counts, is described as a ratio of full time equivalents (FTE) where one full time employee is estimated to work 2,080 hours annually or 2,912 for certain fire department personnel.

	2019	2020	2021	Difference
	Budget	Budget^	Budget	FY20
Administration	30.29	30.43	29.75	-0.68
PW Engineering	42.25	42.00	42.00	0.00
Law Enforcement	206.50	207.50	207.50	0.00
Fire/Ems Services	154.00	155.00	155.00	0.00
Finance	22.00	22.00	22.00	0.00
Legal Services	10.50	10.88	10.88	0.00
Municipal Court	11.96	10.90	10.90	0.00
PW Operations Division	33.80	33.80	33.75	-0.05
Development Services*	40.67	41.42	40.40	-1.02
General Fund Total	551.97	553.93	552.18	-1.75

*FY19 Development Services includes employee totals for both Development Services and Planning and Special Projects.

^FY20 Budget amounts includes position changes resulting from Budget Amendments.

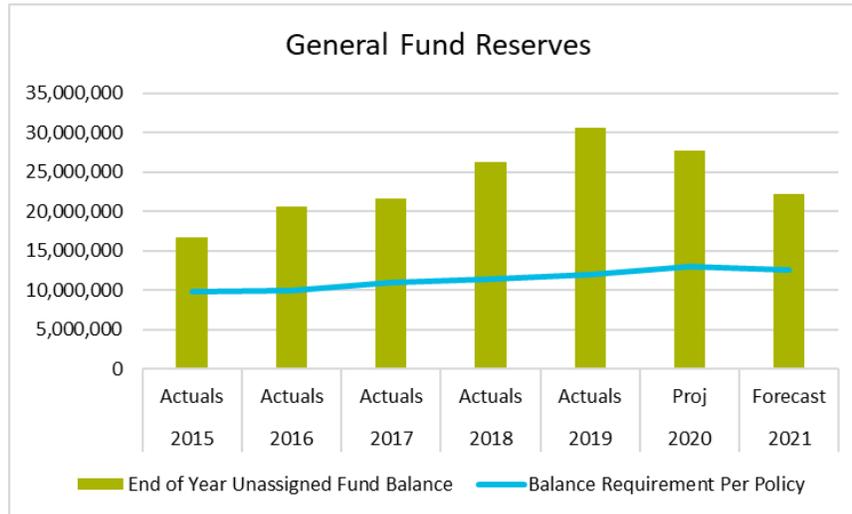
Summary of Significant Assumptions and Changes:

- As part of a reorganization, in FY19 the Planning and Special Projects department was combined into the Development Services department.

General Fund Reserve Balance Policy

For the FY21 Budget, the City is forecasting to have revenues less than expenditures by \$5,575,899, which would require the City to spend down a portion of the General Fund Reserves by that amount. The City anticipates that the unassigned General Fund Reserve Balance to begin FY21 will be approximately \$27,729,680 (which is 36.5 percent of the FY21 operating expenditures). Because of the need for deficit spending in FY21, the end-of-year reserve balance is estimated to be approximately \$22,153,781 (which is 29.2 percent of the operating expenditures).

City Ordinance No. 7428 outlines the General Fund Reserve Balance Guidelines and states that the General Fund balance shall be maintained in an amount equal to that of at least two (2) average months of regular general fund operating revenues or expenditures, whichever is greater based on the prior fiscal year, to address emergencies and provide for economic stability. Based on the requirements of the ordinance, the General Fund Reserve Balance would need to be at least \$12,649,806. As it can be seen from the above information, the estimated General Fund Reserve Balance to end FY21 is still well above the requirements outlined by the ordinance.





General Fund Departments

6

ADMINISTRATION

Administration provides the general supervision and support for all departments within the City and also serves as the link between the elected governing body and the staff of the City's departments. Divisions falling under the auspices of the Administration Department include Human Resources, Creative Services, and Cultural Arts. Administration also oversees an Information Technology Services

Another significant capacity fulfilled by Administration is to provide support to the Mayor, City Council and various City committees. These committees are comprised primarily of a diverse set of volunteer citizens who perform a compelling service to City operations. Among other support activities, Administration provides public communication, research, analysis and recommendations on policy and service matters for the elected officials and the City committees.

HUMAN RESOURCES

The Human Resources Division reports to the City Manager and operates as an internal service agent for all City departments and employees. Its primary function is to administer and oversee all personnel and employee service programs including recruitment and hiring, performance management, labor relations, employee benefit programs, payroll, training and development, safety, workers compensation and risk management efforts.

Administration FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	2,589,205	1,342,581	1,241,078	(101,502)	(8%)
Policy/Legislative Oper.	578,384	801,679	569,884	(231,794)	(29%)
Community Relations	452,780	568,080	527,609	(40,471)	(7%)
Cultural Arts	23,459	171,811	164,628	(7,183)	(4%)
HR Administration	533,928	529,208	511,828	(17,380)	(3%)
Employee Services	164,293	374,435	386,318	11,882	3%
Safety & Risk Management	114,942	131,686	121,541	(10,145)	(8%)
Department Totals	4,456,991	3,919,481	3,522,887	(396,594)	(10%)

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	2,119,289	2,248,509	2,246,239	(2,270)	(0%)
Supplies for resale	3,211	5,500	5,500	0	0%
Other supplies, services and charges	841,207	1,212,055	816,028	(396,027)	(33%)
Repairs and maintenance	61,309	86,759	91,538	4,779	6%
Miscellaneous	15,987	86,400	86,400	0	0%
Capital outlay	7,031	17,500	0	(17,500)	(100%)
Interdepartment charges	81,390	82,062	200,486	118,424	144%
Transfers out	1,327,567	180,696	76,696	(104,000)	(58%)
Department Totals	4,456,991	3,919,481	3,522,887	(396,594)	(10%)

Full Time Equivalents (FTE)				
Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Administrative Support	0.03	0.12	0.12	0.00
Asst. City Mgr., Administrative Services	0.76	0.76	0.00	-0.76
Asst. City Mgr., Dev Svcs/Comm	0.33	0.33	0.35	0.02
Asst. City Mgr., Operations	0.88	0.88	1.00	0.12
Audiovisual Technician (Evening)	0.29	0.34	0.28	-0.06
Benefits Specialist	1.00	1.00	1.00	0.00
City Clerk	1.00	1.00	1.00	0.00
City Councilmember	8.00	8.00	8.00	0.00
City Manager	1.00	1.00	1.00	0.00
Compensation and Classification Specialist	1.00	1.00	1.00	0.00
Creative Services Manager	1.00	1.00	1.00	0.00

Creative Services Specialist	1.00	0.00	0.00	0.00
Cultural Arts Manager	1.00	1.00	1.00	0.00
Deputy City Clerk	1.00	1.00	1.00	0.00
Director of Human Resources	1.00	1.00	1.00	0.00
Executive Assistant	2.00	2.00	2.00	0.00
Human Resources Coordinator	1.00	1.00	1.00	0.00
Management Analyst III	1.00	1.00	1.00	0.00
Marketing Specialist	1.00	2.00	2.00	0.00
Mayor	1.00	1.00	1.00	0.00
Media Services Supervisor	1.00	1.00	1.00	0.00
Public Communications Coord.	1.00	1.00	1.00	0.00
Recruitment Specialist	1.00	1.00	1.00	0.00
Risk Management Officer	0.00	1.00	0.00	-1.00
Safety & Wellness Specialist	1.00	0.00	1.00	1.00
Workforce Development Analyst	1.00	1.00	1.00	0.00
Totals	30.29	30.43	29.75	-0.68

DEVELOPMENT SERVICES

The mission of the Development Services Department is to be knowledgeable, passionate, friendly and dedicated to helping all those living in and doing business in Lee's Summit realize their vision. Development Services works collaboratively with stakeholders to align resources for successful outcomes through a customer-focused approach. Our vision is to be team members, trusted advisors, and guides to our customers and citizens as our City develops.

Development Services is comprised of three divisions: Administration, Plan Services, and Field Services. Each division is essential in helping customers successfully navigate the City's business and development related processes from pre-application to occupancy (start to finish).

ADMINISTRATION

The Administration Division consist of project management, business and contractor licensing, budgeting, grants management, and office coordination. The division also supports the Land Clearance for Redevelopment Authority (LCRA), Board of Appeals, as well as other economic development related boards and committees.

The Project Management program facilitates the "one stop shop" approach. Project Managers work alongside applicants to navigate and manage the business and development process.

The Business and Contractor Licensing program assists customers through the business and contractor licensing processes.

PLAN SERVICES

The Plan Services Division is comprised of three groups: Engineering, Planning, and Codes Administration.

The Engineering group provides the engineering services needed to support quality growth and development in the community. It provides review of development plans for infrastructure (sanitary sewers, water mains, storm water systems, streets, and traffic controls) sufficiency, serviceability, compatibility, and integration with existing facilities.

The Planning group provides support to the development community through administration of the Comprehensive Plan and the Unified Development Ordinance. The group also creates special corridor studies, the annual development report, and specialized mapping and analysis for the community.

The Codes Administration group provides residential and commercial plan review to ensure code compliance. This group also issues building permits for construction.

FIELD SERVICES

The Field Services Division is comprised of three groups: Engineering Inspections, Building Inspections and Neighborhood Services.

The Engineering Inspections group inspects all developer-constructed infrastructure for compliance with City codes.

The Building Inspections group performs inspections to ensure compliance with the adopted building codes and approved construction documents.

The Neighborhood Services group provides code enforcement and oversight of the property maintenance code.

These divisions and groups work collectively to protect the health and safety of the public, while making the development and construction process straightforward and efficient.

Development Services also oversees the Central Building Services internal services department.

Development Services FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	828,517	1,319,652	1,214,582	(105,070)	(8%)
Building Inspections	491,492	543,700	536,422	(7,279)	(1%)
Engineering Inspections	392,183	481,038	509,070	28,033	6%
Neighborhood Services	262,724	376,189	386,798	10,609	3%
Development Engineering	423,956	446,446	479,187	32,741	7%
Planning	273,106	352,577	295,949	(56,627)	(16%)
Codes Administration	394,832	347,063	423,358	76,295	22%
Long Range Planning	29	193,390	120,241	(73,149)	(38%)
Grant Administration	0	155,003	99,779	(55,225)	(36%)
Project Management	253,203	301,228	311,133	9,905	3%
Licensing	62,060	86,761	90,961	4,200	5%
Planning & Special Projects	451,261	0	0	0	0%
Department Totals	3,833,363	4,603,046	4,467,480	(135,567)	(3%)

*In FY20, Development Services and Planning & Special Projects were merged into one department as part of a reorganization.

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	3,352,757	3,542,492	3,532,547	(9,945)	(0%)
Other supplies, services and charges	268,227	818,825	576,685	(242,140)	(30%)
Repairs and maintenance	93,308	99,737	105,820	6,082	6%
Fuel and lubricants	17,753	25,000	25,000	0	0%
Miscellaneous	1,288	6,500	8,780	2,280	35%
Interdepartment charges	100,029	110,492	218,648	108,156	98%
Department Totals	3,833,362	4,603,046	4,467,480	(135,567)	(3%)

*In FY20, Development Services and Planning & Special Projects were merged into one department as part of a reorganization.

Full Time Equivalents (FTE)				
Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Administration Manager - Dev.	0.00	1.00	1.00	0.00
Asst. City Mgr., Dev Svcs/Comm	0.67	0.67	0.50	-0.17
Asst. Dir. of Field Services	1.00	1.00	1.00	0.00
Asst. Dir. of Plan Services	1.00	1.00	1.00	0.00
Assistant Director of Planning Serv.	1.00	0.00	0.00	0.00

Asst. Dir. of Planning & Sp. Proj.	0.00	0.75	0.00	-0.75
Building Inspections Manager	1.00	1.00	1.00	0.00
Building Inspector	4.00	5.00	5.00	0.00
Business Services Rep - Dev Ctr	1.00	1.00	1.00	0.00
CDBG Administrator	0.00	1.00	1.00	0.00
Codes Administration Manager	1.00	1.00	1.00	0.00
Community Standards Officer	1.00	0.00	0.00	0.00
Development Engineering Mgr.	1.00	0.00	0.00	0.00
Development Technician	1.00	3.00	3.00	0.00
Director of Development Svcs.	1.00	1.00	0.90	-0.10
Director of Planning & NHS	1.00	0.00	0.00	0.00
Engineering Inspections Manager	0.00	1.00	1.00	0.00
Field Engineering Inspector	6.00	5.00	5.00	0.00
Management Analyst	1.00	0.00	0.00	0.00
Neighborhood Services Officer	3.00	4.00	4.00	0.00
Office Coordinator	0.00	2.00	2.00	0.00
Permit Technician	2.00	0.00	0.00	0.00
Planner	3.00	2.00	2.00	0.00
Planning Manager	1.00	1.00	1.00	0.00
Plans Examiner	1.00	1.00	1.00	0.00
Project Manager - Dev. Ctr.	3.00	3.00	3.00	0.00
Secretary	2.00	0.00	0.00	0.00
Senior Planner	1.00	1.00	1.00	0.00
Senior Staff Engineer	2.00	2.00	2.00	0.00
Staff Engineer	0.00	1.00	1.00	0.00
Supervisory Engineer	0.00	1.00	1.00	0.00
Totals	40.67	41.42	40.40	-1.02

*In FY20, Development Services and Planning & Special Projects were merged into one department as part of a reorganization.

FINANCE

The Finance Department is responsible for all cash receipts and disbursements and maintenance of an internal control structure that adequately safeguards the assets of the City. Finance also oversees the auditing, procurement, and reporting functions of the City. The department's expenditures are allocated between five programs. Those programs are Departmental Administration, Budget and Accounting Services, Debt and Cash Management, Procurement, and Support to Development. All Finance department programs are classified in and charged directly to the General Fund.

The Departmental Administration program's primary function is to account for general and administrative expenditures necessary to operate the department. These charges are common to all divisions and not directly associated with any particular one, i.e. Information Technology Systems and Central Building Services overhead and replacement allocations.

The Budget and Accounting Services program involves the traditional processing of all of the City's invoices for goods and services and recording all related general ledger transactions in order to prepare financial statements in conformity with Generally Accepted Accounting Principles. This program is also responsible for establishing and maintaining an internal control structure and procuring the independent financial audit each fiscal year. The objectives of an internal control structure are to provide management with reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition.

The Debt and Cash Management Program is responsible for establishing proper internal controls for the collection and distribution of revenue for the 70 active funds. In addition, this program oversees the City's outstanding and active debt issues approximating \$60 million and maintains the City's investment portfolio averaging \$120 million according to the City investment policy and cash management procedures.

Procurement and Contract Services provides semi-centralized procurement of goods and services. The division is responsible for obtaining commodities and services at the most economical prices while ensuring compliance with all applicable laws and policies. It also directs the procurement of professional services, heavy equipment, small construction, vehicles and other goods and services. Lastly, the division establishes contracts to provide an immediate and uninterrupted source of supplies for frequently used items and is responsible for the disposal of surplus property.

The Support to Development program accounts for finance related expenditures attributed to economic development and any associated tax incentive programs.

It is important to point out that with the FY21 budget, the City will change how Property Tax-Payment in Lieu of Taxes (also referred to as PILOTs) are reported. Prior to FY21, the City reported the total revenue, which included the portion passed-through to other entities (approximately 85 percent of revenue). The portion that was passed through to the other entities was an expense that was applied to this category. Beginning in FY21, the City will only report the net revenue, which is the portion retained by the City, and as a result, there will no longer be a PILOT expense in the City's General Fund budget. (Prior to this change, the PILOT expense was reported in the Finance Department's budget.)

Finance

FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	2,849,818	3,113,588	3,346,335	232,747	7%
Accounting & Payroll Services	766,962	872,810	857,077	(15,732)	(2%)
Debt & Cash Management	2,430,871	3,362,849	921,826	(2,441,023)	(73%)
Support To Development	315,025	245,540	265,088	19,548	8%
Procurement & Contract Svcs.	299,774	352,627	362,886	10,259	3%
Municipal Billing	4,007,914	4,290,952	4,508,681	217,729	5%
Department Totals	10,670,365	12,238,365	10,261,893	(1,976,472)	(16%)

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	1,678,743	1,786,411	1,876,839	90,428	5%
Other supplies, services and charges	2,574,636	3,423,920	983,262	(2,440,658)	(71%)
Miscellaneous	1,331	135,000	290,000	155,000	115%
Interdepartment charges	2,669,211	2,953,035	3,171,793	218,758	7%
Receivables Adjustment	3,746,443	3,940,000	3,940,000	0	0%
Department Totals	10,670,365	12,238,365	10,261,893	(1,976,472)	(16%)

Expenses By Programs and Services					
(FY19 Actuals and FY20 Budget has PILOT expenses removed)					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	2,849,818	3,113,588	3,346,335	232,747	7%
Accounting & Payroll Services	766,962	872,810	857,077	(15,732)	(2%)
Debt & Cash Management	817,234	860,384	921,826	61,442	7%
Support To Development	315,025	245,540	265,088	19,548	8%
Procurement & Contract Svcs.	299,774	352,627	362,886	10,259	3%
Municipal Billing	4,007,914	4,290,952	4,508,681	217,729	5%
Department Totals	9,056,728	9,735,900	10,261,893	525,993	5%

Expenses by Type					
(FY19 Actuals and FY20 Budget has PILOT expenses removed)					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	1,678,743	1,786,411	1,876,839	90,428	5%
Other supplies, services and charges	960,999	921,455	983,262	61,807	7%
Miscellaneous	1,331	135,000	290,000	155,000	115%
Interdepartment charges	2,669,211	2,953,035	3,171,793	218,758	7%
Receivables Adjustment	3,746,443	3,940,000	3,940,000	0	0%
Department Totals	9,056,728	9,735,900	10,261,893	525,993	5%

Full Time Equivalents (FTE)				
Job Titles	FY19	FY20	FY21	Difference
	Budget	Budget	Budget	FY20
Account Technician	1.00	0.00	0.00	0.00
Accountant	2.00	3.00	3.00	0.00
Accounting Clerk	3.00	3.00	3.00	0.00
Accounts Payable Supervisor	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Assistant Finance Director - Cash & Debt	0.50	1.00	1.00	0.00
Asst. Dir. of Finance - Controller	1.00	1.00	1.00	0.00
Cash Management Officer	1.00	1.00	1.00	0.00
Cash Receipts Clerk	0.00	1.00	0.00	-1.00
Deputy Director of Finance	0.50	0.00	0.00	0.00
EMS Billing Specialist	1.00	1.00	1.00	0.00
Finance Director	1.00	1.00	1.00	0.00
Financial Analyst	1.00	1.00	1.00	0.00
Office Coordinator	0.00	1.00	1.00	0.00
Payroll Specialist	1.00	1.00	1.00	0.00
Procurement & Contract Svc Mgr	1.00	1.00	1.00	0.00
Procurement Officer I	1.00	1.00	1.00	0.00
Procurement Officer II	1.00	1.00	1.00	0.00
Senior Procurement Officer	1.00	1.00	1.00	0.00
Treasury Cashier	3.00	2.00	3.00	1.00
Totals	22.00	22.00	22.00	0.00

FIRE DEPARTMENT

The Fire Department provides services to the community in the areas of fire protection, emergency medical services, rescue services, hazardous materials, and emergency management. The organization is assigned most emergency service functions of the city other than law enforcement.

The Emergency Services Program of the department includes fire suppression, emergency medical services, rescue responses, hazardous materials mitigation, and the response and management of citywide emergencies and disasters. The department provides the emergency services from strategically located fire stations. Fire suppression services are rendered from staffed pieces of fire apparatus. This includes pumping engines, which are Compressed Air Foam System (CAFS) and combination engine/ladder trucks. All frontline fire apparatus are equipped with thermal imaging cameras, carbon monoxide detectors, and vehicle extrication equipment.

All sworn personnel are state-licensed emergency medical technicians or paramedics providing emergency medical service. The department equips all fire apparatus with emergency medical supplies and operates paramedic-staffed rescue ambulances. Specialized rescue services include the areas of high angle, fast water rescue, trench cave-in, automobile extrication, and confined space. All fire fighters are trained as hazardous materials first responders and the department operates an advanced hazardous materials response team. The Fire Department serves as the coordinator for the city in managing citywide emergencies and disasters.

The Prevention Program of the department provides for loss reduction activities in all mission areas. This includes fire prevention, hazardous materials prevention, and general safety awareness and education. The Prevention Program is designed to reduce the loss of life, injuries and property damage from fire, hazardous materials incidents, and/or man-made and natural disasters.

The department operates a regional fire and emergency medical service communications center. In addition to serving as the focus for all city communications other than police, the center provides contract services for other local jurisdictions and fire protection districts.

Fire/EMS Services FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	2,095,373	2,157,338	1,720,040	(437,297)	(20%)
Support Services	1,187,462	1,534,872	1,429,619	(105,253)	(7%)
Emergency Services	14,355,231	16,649,383	16,149,213	(500,170)	(3%)
Fire Prevention	32,032	43,000	43,000	0	0%
Training	306,086	265,756	285,010	19,254	7%
Communications Center/Dispatch	889,169	1,094,140	1,154,780	60,640	6%
Department Totals	18,865,352	21,744,489	20,781,662	(962,827)	(4%)

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	15,547,854	16,807,113	17,193,087	385,974	2%
Supplies for resale	197,683	250,000	250,000	0	0%
Other supplies, services and charges	692,995	1,090,334	898,845	(191,489)	(18%)
Repairs and maintenance	413,434	670,929	558,914	(112,015)	(17%)
Utilities	134,590	143,583	143,583	0	0%
Fuel and lubricants	126,617	122,550	122,550	0	0%
Miscellaneous	465	0	0	0	0%
Capital outlay	140,303	0	0	0	0%
Interdepartment charges	1,450,491	1,945,897	1,447,369	(498,528)	(26%)
Transfers out	160,920	714,082	167,313	(546,769)	(77%)
Department Totals	18,865,352	21,744,489	20,781,662	(962,827)	(4%)

Full Time Equivalents (FTE)				
Job Titles	FY19	FY20	FY21	Difference
	Budget	Budget	Budget	FY20
Administrative Assistant	0.00	1.00	1.00	0.00
Assistant Fire Chief	2.00	2.00	2.00	0.00
Asst. Fire Chief Paramedic	4.00	4.00	4.00	0.00
Battalion Chief	1.00	1.00	1.00	0.00
Battalion Chief Paramedic	4.00	4.00	4.00	0.00
Communications Specialist-Fire	10.00	9.00	9.00	0.00
Data Analyst	1.00	1.00	1.00	0.00
Fire Captain	3.00	2.00	10.00	8.00
Fire Captain II	7.00	7.00	0.00	-7.00

Fire Captain II Paramedic	8.00	11.00	0.00	-11.00
Fire Captain Paramedic	6.00	3.00	15.00	12.00
Fire Chief	1.00	1.00	1.00	0.00
Fire Engineer	2.00	2.00	34.00	32.00
Fire Engineer Paramedic	12.00	9.00	31.00	22.00
Fire Specialist	38.00	35.00	0.00	-35.00
Fire Specialist Paramedic	26.00	30.00	0.00	-30.00
Firefighter	15.00	18.00	21.00	3.00
Firefighter Paramedic	10.00	10.00	16.00	6.00
Lead Comm Specialist-Fire	3.00	4.00	4.00	0.00
Office Coordinator	1.00	1.00	1.00	0.00
Totals	154.00	155.00	155.00	0.00

*As a result of the labor agreement between the City and IAFF Local 2195, job titles changed in the Fire Department.

LAW DEPARTMENT

The Law Department is divided into two divisions: Civil and Prosecution. By the City Charter, the City Attorney supervises and directs the Law Department.

CIVIL DIVISION

The Civil Division provides legal advice and counsel to the Mayor, City Council, appointed officials, and City staff on the full range of legal issues which confront the City of Lee's Summit. The City Attorney or his/her designee attends all City Council meetings and other board and committee meetings as necessary or upon request to provide legal guidance. In addition, the Civil Division attorneys regularly:

- Confer and work with the City Manager, Department Directors and City staff to develop strategies for resolving legal issues;
- Respond to lawsuits against the City;
- Review and approve contracts and other legal documents prior to consideration by the City Council;
- Draft ordinances, contracts, resolutions, conveyances and other legal documents;
- Monitor and coordinate all litigation files with outside legal counsel;
- Research, prepare memoranda and provide advice on various legal issues such as economic development, employment, real estate, environmental, procurement, contract compliance, planning and zoning, open records and meetings, local government liability and numerous constitutional matters;
- Review current case law and legislative enactments to evaluate potential impact on the City; and
- Work with City departments to collect on past due accounts.

PROSECUTION DIVISION

Division personnel consist of one full-time Prosecutor, one part-time Prosecutor and two Paralegals.

The Prosecution Division is responsible for prosecuting city ordinance violations in the City's Municipal Court and trials de novo, appeals, and jury trials in the Circuit Court of Jackson County. The ordinance violations range from routine traffic offenses to domestic violence offenses and include nuisance and animal control violations. The Prosecution Division also enforces the City's Fire Code, Building Code, and Zoning Regulations. The Prosecutors also advise police and other enforcement staff on the preparation and presentation of cases in court, as well as issues related to the Open Records laws.

Legal Services FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	489,288	498,023	591,212	93,189	19%
Safety & Risk Management	150,861	166,231	127,812	(38,419)	(23%)
Code Enforcement/Prosecut	417,287	417,421	427,459	10,039	2%
Support To Development	152,806	214,042	194,842	(19,200)	(9%)
Legal Compliance	227,382	319,943	323,756	3,813	1%
Department Totals	1,437,623	1,615,661	1,665,081	49,420	3%

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	1,220,319	1,341,178	1,356,853	15,676	1%
Other supplies, services and charges	271,426	248,792	282,744	33,952	14%
Repairs and maintenance	829	1,121	1,027	(94)	(8%)
Miscellaneous	223	500	500	0	0%
Construction	(78,589)	0	0	0	
Interdepartment charges	23,416	24,070	23,957	(113)	(0%)
Department Totals	1,437,623	1,615,661	1,665,081	49,420	3%

Full Time Equivalents (FTE)				
Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Asst. Prosecuting Attorney PTR	0.75	0.75	0.75	0.00
Chief Counsel of Econ. Dev & Planning	0.00	1.00	1.00	0.00
Chief Counsel of Infr. & Plng.	1.00	0.75	0.75	0.00
Chief Counsel of Mgmt & Ops	1.00	1.00	1.00	0.00
Chief Counsel of Public Safety - Civil Rights Specialist	1.00	1.00	1.00	0.00
Chief of Litigation	0.50	0.50	0.50	0.00
Chief Prosecuting Attorney	1.00	1.00	1.00	0.00
City Attorney	1.00	1.00	1.00	0.00
Contract Compliance Coord/Para	1.00	1.00	1.00	0.00
Executive Assistant PTR	0.75	0.88	0.88	0.00
Legal Assistant	1.00	1.00	1.00	0.00
Office Manager/Paralegal	1.00	1.00	1.00	0.00
Staff Attorney	0.50	0.00	0.00	0.00
Totals	10.50	10.88	10.88	0.00

MUNICIPAL COURT

The Lee's Summit Municipal Court is a division of the 16th Judicial Circuit, Jackson County Missouri. The municipal court maintains all files and documents necessary to schedule and conduct trials, pleas, pre-trial hearings, sentencing, probation revocation hearings, and pre- and post-trial motions related to violations of city ordinances. The administrative and clerical staff, bailiff and judges administer the process of adjudicating matters under the Court's jurisdiction. The efforts of all are directed toward the goals of the fair and efficient administration of justice, to dispense equal justice to all, to provide courteous and respectful service to the public and to encourage respect for the rule of law.

The Lee's Summit Municipal Court consists of two elected Judges, Court Administrator, two Probation Officers, Court Security Officer, Court Clerk Supervisor, Record Management Clerk, Warrant Clerk, Bond Clerk and two Deputy Court Clerks.

Cases are scheduled for the first four Tuesdays and Thursdays of each month beginning at 8:30 a.m., with a final docket held at 3:00 p.m. Presiding Judge James M. Tobin presides over Division 263 on Thursdays, and Judge Dana M. Altieri presides over Division 243 on Tuesdays. Special dockets are devoted to animal control cases, domestic violence cases, nuisance cases and zoning matters from the Neighborhood Services Division. Prisoner arraignments are held daily, if needed, by the on-call judge.

The Lee's Summit Municipal Court participates in the statewide court automation system, Show Me Courts. All court records and dockets, as well as on-line payment options are available through www.courts.mo.gov/casenet.

If the individual charged with the offense pleads guilty, a fine, imprisonment or probation may be assessed. If the defendant pleads not guilty, a bench trial is conducted. The defendant may appeal a finding of guilty to the Jackson County Circuit Court. In addition, the Court operates a Violations Bureau which permits individuals charged with certain traffic and other violations to plead guilty and pay without appearing before the Judge.

Municipal Court FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	225,612	226,898	178,102	(48,796)	(22%)
Operations Division	456,413	511,507	515,073	3,565	1%
Probation	112,557	144,621	148,133	3,512	2%
Court Security Operations	110,436	128,239	130,448	2,209	2%
Department Totals	905,018	1,011,265	971,756	(39,509)	(4%)

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	658,123	725,860	763,134	37,274	5%
Other supplies, services and charges	131,478	165,905	140,845	(25,060)	(15%)
Repairs and maintenance	6,921	7,250	4,050	(3,200)	(44%)
Interdepartment charges	108,496	112,250	63,727	(48,523)	(43%)
Department Totals	905,018	1,011,265	971,756	(39,509)	(4%)

Full Time Equivalent (FTE)				
Job Titles	FY19	FY20	FY21	Difference
	Budget	Budget	Budget	FY20
Accounting Technician	1.00	0.00	0.00	0.00
Bond Clerk	1.00	1.00	1.00	0.00
Court Administrator	1.00	1.00	1.00	0.00
Court Clerk Supervisor	0.00	1.00	1.00	0.00
Court Security Officer	1.00	1.00	1.00	0.00
Deputy Court Clerk	2.81	2.00	2.00	0.00
Municipal Judge	1.15	1.15	1.15	0.00
Probation/Compliance Officer	2.00	2.00	2.00	0.00
Records Management Clerk	1.00	1.00	1.00	0.00
Warrant Clerk	1.00	0.75	0.75	0.00
Totals	11.96	10.90	10.90	0.00

POLICE DEPARTMENT

The Police Department is comprised of three (3) Divisions: Operations, Investigations, and Administration.

ADMINISTRATION

The Administration Division consists of five (6) major components. The Communications Unit handles all 9-1-1 calls for the City as well as non-emergency calls for Police and Animal Control. The Public Information Unit is responsible for media relations, managing the hiring process, and community interaction and crime prevention education through the Crime Prevention Officer. The Unit also supports the Police Service Officers who perform various functions including walk-in police reports, fingerprinting, and child-safety seat inspection and installation. The Professional Standards and Compliance Units have overall responsibility of ensuring compliance to policy, procedure and accreditation standards for the Department. This is achieved through training, planning and research and policy development. The DARE program is also housed under the Professional Standards Unit sergeant. The Facilities Maintenance Unit is responsible for the overall upkeep and repair of the police facilities as well as maintenance of the Departments' communications equipment and installation of mobile radios, mobile data terminals, and other equipment. The Detention Unit houses short-term inmates and is responsible for the inmates' life-care needs while in custody. Lastly, the Information Management Unit handles the purchasing function, payroll function, and all other fiscal responsibilities, as well as supervision of the Records Unit. The Alarm Coordinator is also part of the Records Unit.

OPERATIONS

The Operations Division includes the uniformed Patrol, Traffic Safety, School Resource Officer and Crime Reduction Team Units. The District Patrol function provides 24 hour police service. They answer calls for service, perform initial crime investigation, and arrest offenders of the law. A K-9 Unit also supports the Patrol Officers. The Traffic Safety Units' primary responsibilities are investigating motor vehicle crashes, and enforcement of state and local traffic laws. The Crime Reduction Team is a proactive unit of officers that works with citizens to reduce crime and disorder issues throughout the City. The School Resource Officer element provides liaison and protection services to Lee's Summit R-7 schools and Summit Christian Academy.

INVESTIGATIONS

The Investigations Division is comprised of three (3) Units: Criminal Investigations, Special Investigations and Animal Control. The Criminal Investigations Unit performs follow-up investigative work on reported crimes. In addition, two (2) Domestic Violence Investigators are assigned to the Unit. The Special Investigations Unit investigates narcotics law violations, liquor law violations, and other vice crimes. The Animal Control Unit is responsible for both public health and safety issues related to domestic and non-domestic animals. Two other Units which add support to the Department, but operate out of the Investigations Division, are the Polygraph Unit and the EOD Unit. The Polygraph Unit handles internal affairs investigations. The EOD Unit renders assistance with explosives or the threat of explosives. They also provide service to other agencies as needed.

Law Enforcement FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	4,892,975	4,806,396	5,354,394	547,998	11%
Support Services	2,491,577	3,219,143	3,209,884	(9,259)	(0%)
Special Operations	211	0	0	0	
Operations Division	8,636,438	9,816,086	9,905,558	89,471	1%
Criminal Investigate Div	4,277,558	3,332,417	3,318,470	(13,947)	(0%)
Animal Control	868,557	1,017,660	1,005,525	(12,135)	(1%)
Department Totals	21,167,316	22,191,703	22,793,832	602,129	3%

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	17,775,552	18,310,322	19,114,758	804,437	4%
Other supplies, services and charges	1,347,987	1,515,209	1,432,458	(82,751)	(5%)
Repairs and maintenance	533,543	573,202	564,521	(8,681)	(2%)
Utilities	318,379	353,187	353,187	0	0%
Fuel and lubricants	218,589	239,013	239,013	0	0%
Miscellaneous	4,083	19,500	15,500	(4,000)	(21%)
Interdepartment charges	940,392	932,479	938,193	5,714	1%
Transfers out	28,791	248,791	136,201	(112,590)	(45%)
Department Totals	21,167,316	22,191,703	22,793,832	602,129	3%

Full Time Equivalents (FTE)				
Job Titles	FY19	FY20	FY21	Difference
	Budget	Budget^	Budget	FY20
Administrative Assistant	0.00	3.50	3.50	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Animal Control Field Supvr.	1.00	1.00	1.00	0.00
Animal Control Manager	1.00	1.00	1.00	0.00
Animal Control Officer	5.00	5.00	5.00	0.00
Communications Specialist-Pol	14.00	14.00	14.00	0.00
Communications Supvr-Police	1.00	1.00	1.00	0.00
Deputy Police Chief	0.00	1.00	1.00	0.00
Detention Officer	9.00	9.00	9.00	0.00
Evidence & Property Tech.	1.00	1.00	1.00	0.00
Facilities Maintenance Worker I	1.00	0.00	0.00	0.00

Facilities Maintenance Worker II	0.00	1.00	1.00	0.00
Lead Comm Specialist-Police	4.00	4.00	4.00	0.00
Lead Detention Officer	3.00	3.00	3.00	0.00
Master Police Officer I	36.00	0.00	0.00	0.00
Master Police Officer II	35.00	0.00	0.00	0.00
Mgr, Accreditation/Info Mgmt	1.00	1.00	1.00	0.00
Office Coordinator	0.00	1.00	1.00	0.00
Parking Control Officer	1.00	1.00	1.00	0.00
Police Captain	6.00	6.00	6.00	0.00
Police Chief	1.00	1.00	1.00	0.00
Police Major I	1.00	1.00	1.00	0.00
Police Major II	3.00	2.00	2.00	0.00
Police Officer I	23.00	0.00	0.00	0.00
Police Officer II	24.00	0.00	0.00	0.00
Police Officer	0.00	118.00	118.00	0.00
Police Records Clerk	3.50	3.50	3.50	0.00
Police Sergeant I	6.00	0.00	0.00	0.00
Police Sergeant II	12.00	0.00	0.00	0.00
Police Sergeant	0.00	19.00	19.00	0.00
Police Services Officer	3.00	3.00	3.00	0.00
Purchasing and Supply Officer	1.00	1.00	1.00	0.00
Secretary	3.50	0.00	0.00	0.00
Shelter Attendant	4.50	4.50	4.50	0.00
Technical Services Specialist	1.00	1.00	1.00	0.00
Totals	206.50	207.50	207.50	0.00

*As a result of the labor agreement between the City and FOP Lodge 50, job titles changed in the Police Department.

-Police Officer I, Police Officer II, Master Police Officer I, and Master Police Officer II were changed to Police Officer.

-Police Sergeant I and Police Sergeant II were changed to Police Sergeant.

^Includes addition on one Police Officer position as a result of FY20 Budget Amendment No. 9.

PUBLIC WORKS ADMINISTRATION AND ENGINEERING

The Public Works Administration and Engineering Division is comprised of the Administration Group, a Project Engineering Team, a Traffic Engineering and Operations Team, and a Construction Management and Inspections Team. Funding is primarily from the General Fund, supplemented by transfers from the various enterprise and capital project funds for work directly related to those projects and programs.

The Public Works Administration Group includes the Department director, Deputy Directors, Administration Manager and other support staff who provide overall guidance and management of all divisions of the Public Works Department. The Administration Group also includes the centralized customer service call-center for the department and the City's right-of-way agent.

The public rights of way contain the City's largest infrastructure assets with over 1,064 lane miles of streets, 230 miles of storm drain piping, 16,000 inlet structures, 63 bridges, 2,300 street lights, 57 traffic signals, and the Lee's Summit Airport. In order to promote public safety, Public Works Engineering manages the City's public infrastructure through long range planning, financial modeling, obtaining grant funding, managing capital improvement projects and completing planned capital maintenance programs to extend the service life of public infrastructure. The daily activities to actively manage the public right of way include utility coordination, licensing, permitting, transit, traffic operations, signal maintenance, street light maintenance, right of way acquisition, ADA compliance in the right of way, and NPDES compliance.

The Engineering and Administration Division provides a wide range of professional engineering and technical services to all City Departments. The team's extensive engineering expertise allows smaller projects to be completed in-house, which saves the City money by not having to hire consultants for many projects. Engineering supports the programming, design, construction management and inspection of capital projects that include facilities, landfill, aviation, transportation, parks, stormwater, and water utilities projects. Engineering, in conjunction with Procurement Services, oversees the contract solicitation for all professional engineering services and construction bids necessary to build capital improvements throughout the City.

Public Works also serves as the primary records custodian for infrastructure records, topographical survey data, FEMA Community Rating System documents, right of way records, property records, easement documents. Other City-wide services surveying, drafting, GIS, inspections, customer service, development support, updating technology, and many other work technical support functions.

The Engineering Division also represents the City with regional, state and federal agencies to plan and coordinate projects, monitor regulatory changes, and promote technology improvements. These groups include Kansas City Metropolitan Materials Board, American Public Works Association, Mid-America Regional Council (MARC), the Missouri Department of Natural Resources (MDNR), the Missouri Department of Transportation (MoDOT), Federal Aviation Administration, Federal and State Emergency Management Agencies.

Public Works Engineering FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	1,556,118	1,715,820	1,797,824	82,004	5%
Stormwater Management	91,783	108,293	113,168	4,874	5%
Support To Development	91,835	60,190	67,619	7,429	12%
Support to Water Eng & Const	72,480	19,260	20,094	834	4%
Customer Service	287,756	310,884	305,010	(5,874)	(2%)
Support to Solid Waste Mgmt	18,384	10,753	11,237	485	5%
Traffic Engineering	1,899,192	2,120,295	2,223,722	103,428	5%
Infrastructure Improvemts	1,475,757	1,582,545	1,714,050	131,505	8%
Support to Airport	33,916	26,602	23,033	(3,570)	(13%)
Department Totals	5,527,222	5,954,642	6,275,757	321,115	5%

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	3,808,952	3,966,239	4,210,108	243,869	6%
Other supplies, services and charges	224,706	335,384	316,345	(19,039)	(6%)
Repairs and maintenance	148,331	222,856	213,784	(9,073)	(4%)
Utilities	1,210,156	1,284,000	1,341,460	57,460	4%
Fuel and lubricants	21,381	22,400	21,615	(785)	(4%)
Miscellaneous	287	9,200	2,550	(6,650)	(72%)
Interdepartment charges	113,409	114,563	169,895	55,332	48%
Department Totals	5,527,222	5,954,642	6,275,757	321,115	5%

Full Time Equivalents (FTE)				
Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Administration Manager - Public Works	1.00	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00	0.00
CIP Resident Inspector	7.00	7.00	7.00	0.00
City Traffic Engineer	1.00	1.00	1.00	0.00
Clerk-Typist	1.00	0.00	0.00	0.00
Construction Manager	1.00	1.00	1.00	0.00
Construction Project Manager	3.00	3.00	3.00	0.00
Contract/Records Administrator	0.00	1.00	1.00	0.00
Deputy Dir. of P.Wks./Admin.	1.00	1.00	1.00	0.00

Deputy Dir. of P.Wks./City Eng	1.00	1.00	1.00	0.00
Director of Public Works	1.00	1.00	1.00	0.00
Engineering Technician	2.00	1.00	1.00	0.00
Environmental Specialist	1.00	1.00	1.00	0.00
Lead Engineering Technician	1.00	1.00	1.00	0.00
Lead Traffic Operations Tech	1.00	1.00	1.00	0.00
Office Coordinator	0.00	1.00	1.00	0.00
Project Manager	1.00	1.00	1.00	0.00
Public Works Intern	0.25	0.00	0.00	0.00
Right of Way Inspector	2.00	2.00	2.00	0.00
Right-of-Way Agent	1.00	1.00	1.00	0.00
Senior Engineering Technician	1.00	1.00	1.00	0.00
Senior Staff Engineer	3.00	3.00	3.00	0.00
Senior Traffic Operations Tech	1.00	2.00	3.00	1.00
Service Representative I	1.00	1.00	1.00	0.00
Staff Engineer	4.00	4.00	4.00	0.00
Supervisory Engineer	1.00	1.00	1.00	0.00
Traffic Operations Technician	4.00	3.00	2.00	-1.00
Totals	42.25	42.00	42.00	0.00

PUBLIC WORKS OPERATIONS

The Public Works Operations Division maintains public infrastructure including the transportation network and the storm water collection system. During the winter months, snow removal becomes the top priority. Funding is from the General Fund.

The Division falls within the Operations Group (with the Airport Division, Solid Waste Division and Fleet Division) under the Deputy Director of Public Works. The Operations Division is divided into five main groups which include administration, Stormwater, Customer Service, and Pavement maintenance.

The administration group coordinates the budget and tracking of information and costs within the Division. An infrastructure management software program, Cityworks, is utilized to track costs, evaluate efficiency, and manage performance. This group also administers the Adopt a Street program.

The stormwater group inspects, maintains, and repairs the storm pipe, channels, Stormwater outfalls as well as stormwater structures. The street sweeping program is also part of this group.

Right-of-way group performs maintenance and repair City maintained bridges as well as sidewalk maintenance, tree trimming, right-of-way mowing, weed spraying and litter pickup.

The Pavement maintenance group performs pothole patching, and maintenance on streets, alleys and City-owned parking lots.

Public Works Operations FY21 Budget Summary

Expenses By Programs and Services					
Programs and Services	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	1,452,977	1,471,117	1,335,519	(135,598)	(9%)
Stormwater Control	539,017	1,131,288	733,791	(397,498)	(35%)
Street Management	458,857	778,315	575,856	(202,460)	(26%)
Pot Hole Patching	190,762	183,016	185,534	2,518	1%
Snow Removal	793,146	605,588	730,364	124,776	21%
Street Sweeping	114,384	108,277	157,252	48,975	45%
Traffic Control	121,003	112,520	142,501	29,981	27%
Right of Way Maintenance	1,021,648	858,673	1,076,975	218,302	25%
Sidewalk maintenance	186,904	138,644	173,589	34,945	25%
Bridge Maintenance	28,175	84,077	47,105	(36,972)	(44%)
Department Totals	4,906,874	5,471,516	5,158,485	(313,031)	(6%)

Expenses by Type					
Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	2,156,583	2,423,745	2,549,662	125,916	5%
Other supplies, services and charges	1,550,979	1,973,770	1,448,098	(525,672)	(27%)
Repairs and maintenance	219,612	165,951	195,376	29,425	18%
Utilities	67,243	62,848	67,200	4,352	7%
Fuel and lubricants	102,616	70,096	85,084	14,988	21%
Miscellaneous	2,370	1,700	1,700	0	0%
Capital outlay	35,038	5,000	0	(5,000)	(100%)
Interdepartment charges	772,432	768,406	811,366	42,960	6%
Department Totals	4,906,874	5,471,516	5,158,485	(313,031)	(6%)

Full Time Equivalents (FTE)				
Job Titles	FY19	FY20	FY21	Difference
	Budget	Budget*	Budget	
Administrative Assistant	1.00	0.80	0.75	-0.05
Apprentice Operator / Operator / Skilled Operator / Senior Operator	0.00	26.00	26.00	0.00
Asst. Dir. of Public Works Oper.	1.00	1.00	1.00	0.00
Clerk-Typist	0.80	0.00	0.00	0.00
Equipment Operator	14.00	0.00	0.00	0.00
Maintenance Worker	12.00	0.00	0.00	0.00

Office Coordinator	0.00	1.00	1.00	0.00
Public Works Operations Mgr.	1.00	1.00	1.00	0.00
Service Attendant	1.00	0.00	0.00	0.00
Streets Operations Supervisor	3.00	2.00	1.00	-1.00
PW Operations Supervisor	0.00	1.00	2.00	1.00
PW Ops Contract Specialist	0.00	1.00	1.00	0.00
Totals	33.80	33.80	33.75	-0.05

*Amended positions and FTEs resulting from FY20 Budget Amendment No. 9

IAM positions in Public Works-Operations: Apprentice Operator > Operator > Skilled Operator > Senior Operator



Special Revenue Funds

7

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital project) requiring separate accounting because of legal or regulatory provisions or administrative action. The funds in this section are categorized as governmental fund type. The City's Special Revenue Funds are as follows:

PARKS AND RECREATION SPECIAL REVENUE FUNDS:

Parks & Recreation – Accounts for the activities of the park operations, park development and construction, city grounds and facility management through a memorandum of understanding and administrative support for the Parks and Recreation department.

Gamber Center Community Center — Accounts for the activities of the Gamber Community Center.

Lovell Community Center at Legacy Park — Accounts for the activities of the Legacy Park Community Center operation.

Summit Waves Aquatics Center — Accounts for the activities of the Summit Waves outdoor aquatics facility.

Cemetery Trust — Accounts for activities of the two historical cemeteries for perpetual care funding.

Longview Community Center – Accounts for the activities of the Longview Community Center operation.

OTHER SPECIAL REVENUE FUNDS:

Business and Industry Fund — Accounts for and distributes the proceeds from a 5% tax on certain gross receipts of hotels, motels, and similar places of business.

CDBG Entitlement Fund — Accounts for Community Development Block Grant (CDBG) federal funding passed through to other agencies.

Violence Against Women Grant Fund – Accounts for federal monies used for the protection of women.

**PARKS AND RECREATION DEPARTMENT
SPECIAL REVENUE FUNDS**

The special revenue funds of the Parks and Recreation Department include: Parks & Recreation, Gamber Community Center, Summit Waves Aquatics Center, Lovell Community Center at Legacy Park, Longview Community Center, and Cemetery Trust Funds. They are accounted for as special revenue funds and utilize Generally Accepted Accounting Practice (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Revenues susceptible to accrual are property taxes and interest revenue. Admission fees, user charges, concession sales, and miscellaneous revenue are not susceptible to accrual.

It is important to mention that the Parks and Recreation Department also operates Harris Park Community Center, which is an enterprise fund. See Section 9 – Proprietary Funds, for additional information about Harris Park Community Center.

PARKS AND RECREATION FUND

The Parks & Recreation fund is used to account for the maintenance of 30 municipal parks, which include recreational facilities for softball, baseball, soccer, tennis, picnics, outdoor splash pads, walking/jogging, handball/racquetball, pickleball, basketball, and volleyball. Numerous playgrounds and all-purpose open space are also available to the citizens of Lee's Summit. The primary source of revenue is a 0.1449 cent property tax levied to support park operations. Four divisions are represented in the Parks fund including:

Administration – this division provides leadership, coordination and support services including marketing, financial oversight, and overall support for the Parks and Recreation Board.

Park Operations and Construction – this division provides maintenance of park grounds, equipment, buildings, special facilities, and construction and renovation of neighborhood parks. Neighborhood park planning and development services and construction are included in this program.

City Grounds and Facilities Management – this program accounts for costs related to contracting with the City for turf and landscape maintenance of public buildings, medians, city parking lots, and islands.

Legacy Park Management – this program provides maintenance for Legacy Park grounds, ball fields, equipment, concession buildings, pump house, lake and irrigation.

The Parks & Recreation fund is accounted for as special revenue fund and utilizes Generally Accepted Accounting Principles (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks and Recreation FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Taxes	3,579,835	3,510,463	3,658,483	148,020	4%
Fines and forfeitures	18,359	17,000	18,000	1,000	6%
Charges for services	21,994	3,500	3,500	0	0%
Material and fuel sales	0	0	0	0	0%
Investment earnings	93,861	5,000	11,000	6,000	120%
Other	136,965	128,001	136,164	8,163	6%
Transfers in	75,749	24,667	22,810	(1,857)	(8%)
Department Totals	3,926,764	3,688,631	3,849,957	161,326	4%

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	1,481,448	873,761	869,798	(3,963)	(0%)
Debt & Cash Management	4,204	0	0	0	0%
Park Services	1,727,625	1,989,097	1,986,970	(2,128)	(0%)
Grounds Maintenance	(25,163)	(14,619)	(13,844)	0	(5%)
Legacy Park	630,473	767,485	563,420	(204,065)	(27%)
Beautification Commission	59,637	0	0	0	0%
Department Totals	3,878,222	3,615,724	3,406,344	(209,380)	(6%)

Expense Category	Expenses by Type				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	1,789,132	1,939,650	1,950,068	10,418	1%
Other supplies, services and charges	854,979	958,788	839,148	(119,640)	(12%)
Repairs and maintenance	350,251	334,140	311,346	(22,794)	(7%)
Utilities	123,615	143,425	148,188	4,763	3%
Fuel and lubricants	33,521	33,777	33,790	13	0%
Miscellaneous	9,577	0	10,000	0	0%
Capital outlay	37,317	172,430	66,300	(106,130)	(62%)
Construction	(152,855)	(160,802)	(154,692)	0	(4%)
Interdepartment charges	182,685	194,316	202,196	7,880	4%
Transfers out	650,000	0	0	0	0%
Department Totals	3,878,222	3,615,724	3,406,344	(209,380)	(6%)

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Admin Service Rep	0.00	1.00	0.00	-1.00
Administration Analyst	0.00	1.00	1.00	0.00
Administrative Services Asst.	2.00	0.00	0.00	0.00
Administrative Services Coordinator	0.00	1.00	1.00	0.00
Administrator of Parks & Rec	0.00	1.00	1.00	0.00
Assistant Administrator	1.00	0.00	0.00	0.00
Asst. Supt. of Park Constr.	1.00	1.00	1.00	0.00
Lead Park Maintenance Worker	1.21	1.21	0.00	-1.21
Maintenance Supervisor - Parks	0.75	0.00	1.00	1.00
Maintenance Supvr. II - Parks	1.00	0.00	0.00	0.00
Maintenance Worker - Parks	1.02	1.02	0.00	-1.02
Marketing Coordinator	1.00	1.00	1.00	0.00
Master Park Specialist	6.00	6.00	6.00	0.00
Park Maintenance Supervisor	0.00	1.00	0.00	-1.00
Park Operations Manager	0.00	0.75	0.90	0.15
Park Specialist	1.40	2.40	2.40	0.00
Parks Maintenance Worker	0.00	0.00	0.29	0.29
Senior Park Specialist	3.90	4.00	3.00	-1.00
Skilled Park Specialist	1.00	0.00	1.00	1.00
Strategic Comm. & Admin. Mgr.	1.00	0.00	0.00	0.00
Superintendent of Administration II.	1.60	1.00	1.00	0.00
Supt. of Legal Services & Human Resources	0.00	0.60	0.60	0.00
Supt. of Park Operations	0.95	0.95	0.95	0.00
Supt. Of Park Planning & Construction	1.00	1.00	1.00	0.00
Totals	25.83	25.93	23.14	-2.79

GAMBER COMMUNITY CENTER FUND

The Gamber Community Center opened in June of 2008 and is approximately 19,000 square feet. The facility was designed to accommodate all ages for all seasons. The facility provides a ballroom (banquet seating for 200), bistro, billiards room, craft room, two fitness centers, aerobics studio, classroom (seating 25), and full kitchen. The design of the facility allows for flexibility in programming to accommodate new trends and technology. Participants will also enjoy outdoor amenities including a gazebo, a walking path with 9 pieces of fitness equipment, outdoor seating for the bistro, Bocce Ball courts, and a manicured lawn for outdoor activities.

The fund is a special revenue fund and utilizes Generally Accepted Accounting Practice (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks - Gamber

FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Charges for services	289,640	292,151	338,908	46,757	16%
Material and fuel sales	333	465	315	(150)	(32%)
Investment earnings	15,473	3,600	3,600		0%
Other	13	0	0		
Transfers in	175,000	175,000	157,500	(17,500)	(10%)
Department Totals	480,459	471,216	500,323	29,107	6%

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Senior Center Activites	446,971	425,730	399,100	(26,630)	(6%)
Instructional/Adult	1,639	0	0	0	
Department Totals	448,611	425,730	399,100	(26,630)	(6%)

Expense Category	Expenses by Type				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	250,035	256,914	230,028	(26,886)	(10%)
Other supplies, services and charges	73,446	69,087	86,468	17,381	25%
Repairs and maintenance	17,669	11,350	15,117	3,767	33%
Utilities	46,289	48,209	45,981	(2,228)	(5%)
Miscellaneous	0	1,000	1,000	0	0%
Capital outlay	32,827	19,098	0	(19,098)	(100%)
Construction	608	0	0	0	
Interdepartment charges	27,736	20,072	20,507	435	2%
Department Totals	448,611	425,730	399,100	(26,630)	(6%)

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Custodian - Parks	0.58	0.58	0.58	0.00
Dance Instructor	0.00	0.00	0.03	0.03
Facility Maint. Specialist	1.00	1.00	0.60	-0.40
Facility Supervisor - Parks	2.53	2.35	2.24	-0.11
Fitness Instructor	0.75	0.75	0.75	0.00
Floor Trainer	0.06	0.04	0.03	-0.01
Gamber Community Ctr. Mgr.	1.00	1.00	1.00	0.00
Personal Trainer - Parks	0.00	0.01	0.01	0.00
Service Representative	0.75	0.53	0.00	-0.53
Superintendent of Administration II.	0.05	0.00	0.00	0.00
Superintendent of Recreation	0.05	0.10	0.10	0.00
Supt. of Legal Services & Human Resources	0.00	0.05	0.05	0.00
Totals	6.76	6.40	5.39	-1.01

LOVELL COMMUNITY CENTER AT LEGACY PARK FUND

The Community Center at Legacy Park opened in December 2003 and is approximately 58,000 square feet. The facility offers a fitness area with various fitness equipment, elevated running track, gymnasium (equipment available for basketball, volleyball, badminton, and pickleball), 2 racquetball courts, an aerobics/fitness room, cycle studio, a natatorium with various aquatic features, and a child care area. The Center offers single visit passes, annual memberships, and Flex (monthly installment) memberships. The Flex membership allows reciprocal use of Gamber Community Center, Harris Park Community Center, Legacy Park Community Center, and Longview Community Center. Other fee based programs such as swim lessons, personal training, massage therapy, facility rentals, instructional and recreational opportunities for the multigenerational population are also available. A teen summer day camp is also offered at this facility. The strategic financial goal is to attain 100% operational cost recovery for the facility. The facility is funded by user fees, facility rentals, daily visits, and memberships.

The fund is a special revenue fund and utilizes Generally Accepted Accounting Practice (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks - Lovell CC at Legacy Park FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Charges for services	2,015,796	2,040,728	1,829,525	(211,203)	(10%)
Material and fuel sales	3,758	3,170	4,292	1,122	35%
Investment earnings	47,901	3,996	3,996		0%
Other	8,468	15,857	53,357	37,500	236%
Transfers in	27,519	27,519	3,519	(24,000)	(87%)
Department Totals	2,103,442	2,091,270	1,894,689	-196,581	(9%)

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Community Center Activiti	2,124,263	2,085,352	1,860,716	(224,636)	(11%)
Special Events	180	0	0	0	
RevUP	23,436	0	0	0	
Department Totals	2,147,880	2,085,352	1,860,716	(224,636)	(11%)

Expense Category	Expenses by Type				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	1,264,446	1,366,447	1,329,102	(37,345)	(3%)
Other supplies, services and charges	213,978	210,666	179,305	(31,361)	(15%)
Repairs and maintenance	222,056	96,478	126,084	29,606	31%
Utilities	172,271	190,876	167,239	(23,637)	(12%)
Miscellaneous	1,930	4,077	4,476	399	10%
Capital outlay	22,472	164,105	0	(164,105)	(100%)
Interdepartment charges	50,725	52,703	54,509	1,806	3%
Transfers out	200,000	0	0	0	
Department Totals	2,147,880	2,085,352	1,860,716	(224,636)	(11%)

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Aquatic Supervisor	0.00	0.70	0.55	-0.15
Aquatics Manager	0.40	0.30	0.20	-0.10
Child Care Attendant	2.99	2.98	2.62	-0.36
Community Center Manager II	1.00	0.00	0.00	0.00
Custodian - Parks	2.40	2.63	2.63	0.00
Facility Maint. Specialist	1.00	1.00	1.00	0.00
Facility Maintenance Supervisor	0.00	0.95	0.95	0.00
Facility Supervisor - Parks	1.77	1.88	1.94	0.06
Fitness Instructor	2.69	2.88	2.56	-0.32
Floor Trainer	0.00	0.06	0.06	0.00
Gym/Weight Room Attendant	4.05	4.05	3.93	-0.12
Head Lifeguard	1.99	2.82	2.82	0.00
HEED Instructor	0.22	0.22	0.22	0.00
Legacy Park Community Ctr. Asst. Mgr.	1.00	1.00	1.00	0.00
Legacy Park Community Ctr. Mgr.	0.00	1.00	1.00	0.00
Lifeguard	5.88	5.46	5.46	0.00
Maintenance Supvr. II - Parks	0.95	0.00	0.00	0.00
Massage Therapist	0.00	0.15	0.12	-0.03
Personal Trainer - Parks	0.72	0.72	0.52	-0.20
Private Swim Instructor	0.14	0.15	0.15	0.00
Recreation Supervisor I	1.00	2.00	1.50	-0.50
Recreation Supervisor II	1.00	0.00	0.00	0.00
RevUp Exercise Specialist	0.57	0.57	0.56	-0.01
Service Rep - Parks	4.59	4.23	4.61	0.38
Service Representative	2.00	2.00	1.50	-0.50
Superintendent of Administration II.	0.15	0.00	0.00	0.00
Superintendent of Recreation II	0.49	0.40	0.40	0.00
Supt. of Legal Services & Human Resources	0.00	0.15	0.10	-0.05
Swim Instructor	0.63	0.63	0.47	-0.16
Swim Lesson Coordinator	0.06	0.06	0.06	0.00
Totals	37.69	39.00	36.93	-2.07

SUMMIT WAVES AQUATIC CENTER FUND

Summit Waves Aquatic Park opens Memorial Day weekend and closes in August when the R7 School District is back in session and is located in Harris Park. The community wide family aquatics center contains a 6 lane, 25 yard lap pool with 2 diving boards, a zero depth entry pool with large play feature designed for toddlers, a 900+ foot action river, 1 open flume slide that can be used as a body slide or can be used to ride a single or double inner tube, and a closed flume body slide. Participants will also enjoy amenities including shade structures, lounges, family changing rooms, men's and women's locker rooms and a food and beverage operation that offers items such as value meals, candy, drinks, and frozen treats.

The Aquatics fund is accounted for as Special Revenue funds and utilize Generally Accepted Accounting Principles (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks - Summit Waves FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Intergovernmental	4	0	0		
Charges for services	488,370	638,617	763,235	124,618	20%
Material and fuel sales	93,082	122,327	99,568	(22,759)	(19%)
Investment earnings	6,822	478	1,200	722	151%
Other	(299)	50	50		0%
Department Totals	587,978	761,472	864,053	102,581	13%

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Aquatics Center	591,016	689,414	764,531	75,117	11%
Department Totals	591,016	689,414	764,531	75,117	11%

Expense Category	Expenses by Type				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	310,549	361,984	468,055	106,072	29%
Other supplies, services and charges	114,266	157,149	150,213	(6,936)	(4%)
Repairs and maintenance	53,854	37,620	38,359	739	2%
Utilities	64,543	66,274	75,965	9,691	15%
Miscellaneous	145	75	3,071	2,996	3995%
Capital outlay	19,168	37,500	0	(37,500)	(100%)
Interdepartment charges	22,507	22,827	22,883	56	0%
Transfers out	5,985	5,985	5,985	0	0%
Department Totals	591,016	689,414	764,531	75,117	11%

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Aquatic Supervisor	0.00	0.30	0.45	0.15
Aquatics Manager	0.30	0.30	0.45	0.15
Assistant Facility Manager	0.38	0.38	0.43	0.05
Concession Attendant	1.71	1.73	1.74	0.01
Deck Attendant	0.79	0.48	0.48	0.00
Event Staff	0.01	0.00	0.00	0.00

Facility Maint. Specialist	0.20	0.20	0.20	0.00
Head Lifeguard	0.54	0.72	0.72	0.00
Lifeguard	6.41	7.17	9.34	2.17
Service Rep - Parks	1.22	0.00	1.17	1.17
Superintendent of Administration II.	0.05	0.00	0.00	0.00
Superintendent of Recreation II	0.25	0.25	0.25	0.00
Supt. of Legal Services & Human Resources	0.00	0.05	0.05	0.00
Swim Instructor	0.92	0.82	0.82	0.00
Swim Lesson Coordinator	0.11	0.11	0.11	0.00
Welcome Desk Concessions	0.00	1.01	0.00	-1.01
Welcome Desk/Concessions Mgr	0.40	0.40	0.45	0.05
Totals	13.30	13.92	16.66	2.74

CEMETERY TRUST FUND

The Cemetery Trust Fund was established to account for plot, niche and monument sales and to provide funding for the perpetual care of the Lee's Summit Historical Cemetery. The Parks and Recreation Department oversees and maintains the city cemeteries on behalf of the City of Lee's Summit.

The Cemetery Trust fund is accounted for as Special Revenue funds and utilize Generally Accepted Accounting Principles (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks - Cemetery Trust Fund FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Charges for services	57,835	87,349	82,334	(5,015)	(6%)
Material and fuel sales	24,017	70,536	56,449	(14,087)	(20%)
Investment earnings	40,520	9,000	9,000		0%
Sale of property	46,100	42,000	6,000	(36,000)	(86%)
Department Totals	168,471	208,885	153,783	-55,102	(26%)

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Cemetery Grounds	148,683	204,873	191,522	(13,351)	(7%)
Department Totals	148,683	204,873	191,522	(13,351)	(7%)

Expense Category	Expenses by Type				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	50,319	56,918	54,022	(2,896)	(5%)
Other supplies, services and charges	58,379	102,197	87,605	(14,592)	(14%)
Repairs and maintenance	6,778	8,283	9,800	1,517	18%
Utilities	2,626	4,000	4,000	0	0%
Fuel and lubricants	855	1,200	1,200	0	0%
Interdepartment charges	11,148	13,650	13,724	74	1%
Transfers out	18,578	18,625	21,171	2,546	14%
Department Totals	148,683	204,873	191,522	(13,351)	(7%)

Full Time Equivalents (FTE)				
Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Maintenance Supervisor - Parks	0.25	0.00	0.00	0.00
Parks Operations Manager	0.00	0.25	0.10	-0.15
Park Specialist	0.60	0.60	0.60	0.00
Senior Park Specialist	0.10	0.00	0.00	0.00
Supt. Of Legal Services and Human Resources	0.00	0.00	0.05	0.05
Supt. Of Park Operations	0.05	0.05	0.05	0.00
Totals	1.00	0.90	0.80	-0.10

LONGVIEW COMMUNITY CENTER FUND

Longview Community Center, Lee's Summit Parks and Recreation's newest Community Center, was built in 1989 by the Metropolitan Community College system. The center was purchased and renovated by the Parks and Recreation Department in the summer/ fall of 2018. It opened in December 2018 and is approximately 60,000 square feet. The facility offers a fitness area with various fitness equipment, walking track, gymnasium (equipment for basketball, volleyball, badminton, and pickleball), a group fitness room, cycle studio, an 8-lap lane 25-meter pool, diving well, hot tub, aqua fitness classes, and a child care area. The center offers single visit passes, annual memberships, and Flex (monthly installment) memberships. The Flex membership allows reciprocal use of Gamber Community Center, Harris Park Community Center, Legacy Park Community Center, and Longview Community Center. Other fee based programs such as swim lessons, personal training, massage therapy, facility rentals, instructional and recreational opportunities for multigenerational population are also available. The strategic financial goal is to attain 100% operational cost recovery for the facility. The facility is funded by user fees, facility rentals, daily visits, and memberships.

The fund is a special revenue fund and utilizes Generally Accepted Accounting Practice (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks - Longview CC

FY21 Budget Summary

Revenues	Revenues			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Charges for services	582,858	1,475,254	1,049,014	(426,240)
Material and fuel sales	1,635	2,759	3,630	871	32%
Investment earnings	261	0	0		
Other	1,801	857	37,857	37,000	4317%
Department Totals	586,556	1,478,870	1,090,501	-388,369	(26%)

Programs and Services	Expenses By Programs and Services			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Community Center Activiti	779,046	1,362,821	1,257,015	(105,806)
Department Totals	779,046	1,362,821	1,257,015	(105,806)	(8%)

Expense Category	Expenses by Type			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Personal services	493,797	952,149	820,659	(131,490)
Other supplies, services and charges	82,869	136,337	142,914	6,577	5%
Repairs and maintenance	24,520	47,120	62,994	15,874	34%
Utilities	139,848	169,935	181,275	11,340	7%
Miscellaneous	37,478	1,670	1,660	(10)	(1%)
Interest	378	0	0	0	
Capital outlay	0	9,150	0	(9,150)	(100%)
Construction	156	0	0	0	
Interdepartment charges	0	46,460	47,513	1,053	2%
Department Totals	779,046	1,362,821	1,257,015	(105,806)	(8%)

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Aquatics Manager	0.30	0.40	0.35	-0.05
Assistant Superintendent of Recreation	0.00	1.00	1.00	0.00
Child Care Attendant	1.74	3.20	1.96	-1.24
Community Center Manager II	0.75	0.00	0.00	0.00
Custodian - Parks	1.38	0.76	0.00	-0.76

Facility Attendant	0.00	2.84	2.50	-0.34
Facility Maint. Specialist	0.00	1.00	1.00	0.00
Facility Maintenance Supervisor	0.00	1.00	1.00	0.00
Facility Supervisor - Parks	1.30	1.94	1.58	-0.36
Fitness Instructor	0.91	1.45	1.23	-0.22
Floor Trainer	0.08	0.10	0.10	0.00
Gym/Weight Room Attendant	2.07	0.00	0.00	0.00
Head Lifeguard	1.33	2.00	0.82	-1.18
Lifeguard	3.27	4.85	3.25	-1.60
Massage Therapist	0.00	0.22	0.20	-0.02
Personal Trainer - Parks	0.36	0.51	0.45	-0.06
Private Swim Instructor	0.08	0.15	0.09	-0.06
Recreation Supervisor I	0.00	1.00	1.00	0.00
RevUp Exercise Specialist	0.03	0.08	0.05	-0.03
Service Rep - Parks	3.08	4.23	2.73	-1.50
Service Representative	0.75	1.00	1.00	0.00
Superintendent of Recreation II	0.26	0.35	0.35	0.00
Swim Instructor	0.34	0.65	0.30	-0.35
Swim Lesson Coordinator	0.01	0.05	0.02	-0.03
Totals	18.03	28.79	20.98	-7.81

OTHER SPECIAL REVENUE FUNDS

Business and Industry Fund — Accounts for and distributes the proceeds from a 5% tax on certain gross receipts of hotels, motels, and similar places of business.

CDBG Entitlement Fund — Accounts for Community Development Block Grant (CDBG) federal funding passed through to other agencies.

Violence Against Women Grant Fund — Accounts for federal monies used for the protection of women.

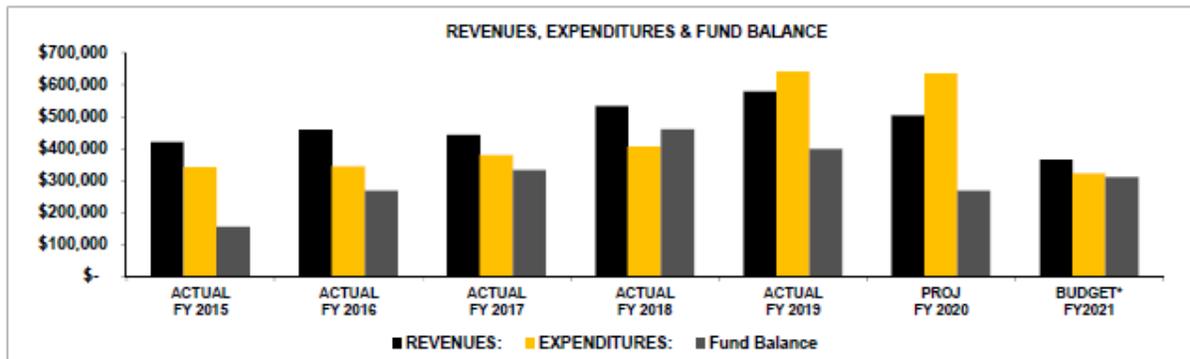
BUSINESS AND INDUSTRY FUND

YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY 2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACTUAL</u>	FY 2019 <u>ACTUAL</u>	FY 2020 <u>PROJ</u>	FY2021 <u>BUDGET*</u>
REVENUES:							
Business & Industry Tax (Hotel)	401,460	440,886	443,399	533,037	570,499	505,820	366,246
Penalty / Fines and Forfeitures	6,545	2,255					
Transfers	14,200	14,200					
Contributions							
Interest Earnings (loss)	64	1,620	870	1,185	8,625		
Total Revenues	\$ 422,269	\$ 458,961	\$ 444,269	\$ 534,222	\$ 579,124	\$ 505,820	\$ 366,246
EXPENDITURES:							
Administrative Fees	6,297	8,818	8,868	10,661	11,410	11,410	10,313
Discount Expense	6,963	8,370	9,797	9,288	10,830	10,830	6,498
Interest Expense							
Contributions							
Downtown Mainstreet Inc (DLSMS)	60,000	60,000	60,000	60,000	60,000	60,000	30,000
Downtown Mainstreet Inc: Downtown Masterplan							
LS Economic Development Council	217,968	217,968	250,911	275,500	275,000	275,000	137,500
LS Chamber of Commerce	51,043	51,043	51,043	51,043	51,043	51,043	25,522
LS Chamber Marketing PSA					157,500	157,500	78,750
Velocity					75,000	70,000	35,000
Total Expenditures	\$ 342,271	\$ 346,199	\$ 380,619	\$ 406,492	\$ 640,783	\$ 635,783	\$ 323,583
Excess of Revenues Over (Under) Expenditures	79,998	112,762	63,650	127,730	(61,659)	(129,963)	42,664
Fund Balance, Beginning of Year	\$ 76,842	\$ 156,840	\$ 269,602	\$ 333,252	\$ 460,982	\$ 399,323	\$ 269,360
Fund Balance	\$ 156,840	\$ 269,602	\$ 333,252	\$ 460,982	\$ 399,323	\$ 269,360	\$ 312,024
% of Total Expenditures to Ending Fund Balance	45.8%	77.9%	87.6%	113.4%	62.3%	42.4%	96.4%

The Business and Industry Tax fund was created to account for the license tax on certain gross receipts of hotels, motels and similar places of business, in an amount equal to 5% of gross daily rental receipts derived from transient guests for sleeping accommodations. The proceeds are used to promote the general economic welfare of the City including attraction and retention of business and industry to the community and the promotion and provision of facilities for tourism, conventions, and visitors. Businesses are allowed to deduct 2% processing fee if their tax is remitted before the 20th of the month. The hotels/ motels in the city have a total of 566 rooms.

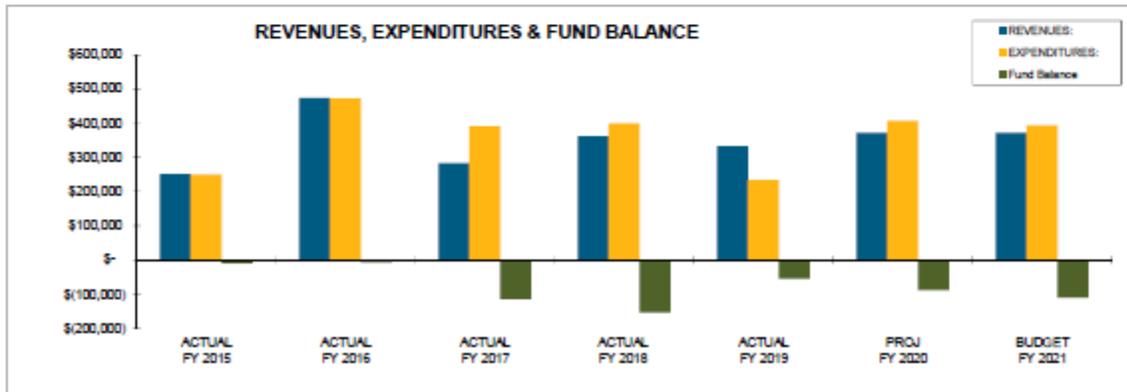
***IMPORTANT:** The FY21 Budget contains expenses for the current PSAs for only 6 months. It does not include any additional funding for the second half of the fiscal year.



COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT FUND YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY 2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACTUAL</u>	FY 2019 <u>ACTUAL</u>	FY 2020 <u>PROJ</u>	FY 2021 <u>BUDGET</u>
REVENUES:							
Intergovernmental revenues:							
Contributions- Federal	\$ 250,652	\$ 474,295	\$ 281,056	\$ 361,216	\$ 332,682	\$ 372,189	\$ 372,384
Other	0	0	2,000	0	0	0	0
Total Revenues	\$ 250,652	\$ 474,295	\$ 283,056	\$ 361,216	\$ 332,682	\$ 372,189	\$ 372,384
EXPENDITURES:							
Contributions expense	249,003	471,695	391,460	369,514	233,985	406,232	393,451
Interest on Bonds	0	0	0	0	0	0	0
Transfers Out	0	0	0	30,000	0	0	0
Total Expenditures	\$ 249,003	\$ 471,695	\$ 391,460	\$ 399,514	\$ 233,985	\$ 406,232	\$ 393,451
Excess of Revenues Over (Under)							
Expenditures	1,649	2,600	(108,404)	(38,298)	98,697	(34,043)	(21,067)
Fund Balance, Beginning of Year	\$ (10,717)	\$ (9,068)	\$ (6,468)	\$ (114,872)	\$ (153,170)	\$ (54,473)	\$ (88,516)
Fund Balance	\$ (9,068)	\$ (6,468)	\$ (114,872)	\$ (153,170)	\$ (54,473)	\$ (88,516)	\$ (109,583)

This fund was created to account for money received from the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant Program. The City "passes through" these funds to other organizations based on

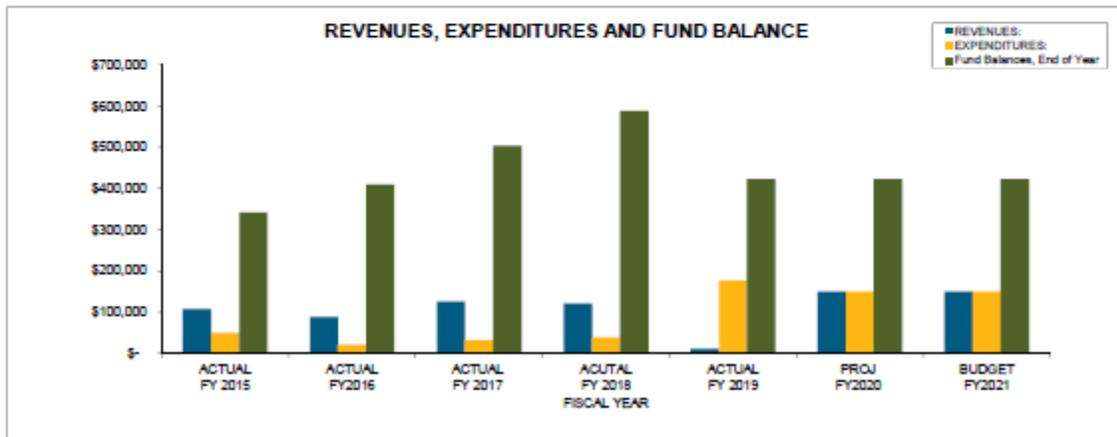


VIOLENCE AGAINST WOMEN GRANT FUND

YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACUTAL</u>	FY 2019 <u>ACTUAL</u>	FY2020 <u>PROJ</u>	FY2021 <u>BUDGET</u>
REVENUES:							
Federal Contribution	\$ 106,684	\$ 86,319	126,245	122,313	12,086	150,000	150,000
Interest	1,450	2,527	0	0	0	0	0
Total Revenues	\$ 108,134	\$ 88,846	\$ 126,245	\$ 122,313	\$ 12,086	\$ 150,000	\$ 150,000
EXPENDITURES:							
Program Expenses	\$ 50,005	\$ 21,104	31,701	39,322	176,826	150,000	150,000
Interest							
Total Expenditures	\$ 50,005	\$ 21,104	\$ 31,701	\$ 39,322	\$ 176,826	\$ 150,000	\$ 150,000
Excess of Revenues Over (Under) Expenditures	58,129	67,742	94,544	82,992	(164,740)	0	0
Fund Balances, Beginning of Year	\$ 284,088	\$ 342,217	409,959	504,503	587,495	422,756	422,756
Fund Balances, End of Year	\$ 342,217	\$ 409,959	\$ 504,503	\$ 587,495	\$ 422,756	\$ 422,756	\$ 422,756

This fund was established to account for the revenue and expenditure pass through for the Violence Against Women Grant Program in conjunction with Hope House, Inc.





Capital Project Funds

8

CAPITAL IMPROVEMENTS OVERVIEW

A Capital Improvement Plan (CIP) is a major public infrastructure planning tool for many local governments. The CIP reflects the community's assets, needs and goals, and is a statement of the City's policies and projected financial ability to manage the physical development of the community. The development of a CIP matches information regarding planned public improvements with anticipated funding, and thus presents a systematic plan for providing the needed improvements within a prioritized framework.

The City's Charter mandates the development and annual review of a capital improvements plan and estimated operating and maintenance costs of the proposed improvements. The plan is formally adopted each year by the Planning Commission as part of the Comprehensive Plan. This approach addresses legal requirements for public hearings on the location, nature and extent of all projects. All costs identified for the first year of the plan are included in the City's Operating Budget, which is adopted by the Mayor and City Council, for the upcoming fiscal year.

The proposed five (5) year CIP for the City of Lee's Summit sets the general schedule for which public improvements are proposed to be undertaken in that time frame. The CIP includes projects over \$50,000 in total cost that are anticipated to be funded during the five-year period. Operating and maintenance expense information is provided for the first year of the plan when applicable. Annual maintenance programs, small projects and small planning studies, such as the street overlay program or system master plans, are typically included in the CIP as programs.

A CIP is not a static document, but rather a fluid document that can be changed as the infrastructure requirements change, development occurs, and funding opportunities become available. The remaining four (4) years of the five-year plan represent all projects that are currently proposed for future funding based on the revenue projections. As priorities, needs and revenues change, projects may be added to or removed from the CIP. Estimated expenses and revenue projections are reviewed annually and adjusted if necessary to account for growth, inflation and other economic conditions.

CAPITAL IMPROVEMENT PROCESS

DEFINITION

A capital improvement is a necessary or desirable project that extends or improves infrastructure and enhances the City's ability to provide safe and desirable services for the benefit of the community and the quality of life in Lee's Summit. These projects directly affect the way citizens live, travel and conduct business within the community.

IDENTIFICATION

The need for capital improvements may be identified by an adopted infrastructure master plan, the desire to maintain certain levels and types of service provided in the community, by community groups, or by regulatory legislation. Projects are prioritized based on many factors including their impact on providing better city services, accommodating city growth, effect on maintenance and operation expenditures, and the overall health, safety and welfare of the citizens.

CREATION

The scope of a proposed project is often determined based on a preliminary study or recommendations from other city master plans. Once the project is identified a preliminary cost estimate and schedule for the design, right of way and easement acquisition, and construction of the project is prepared. These initial cost estimates are typically general in nature with considerable contingencies included. If the project is selected for inclusion in the CIP, the estimates and schedule are the basis of the initial project information.

CAPITAL IMPROVEMENTS PLAN IMPLEMENTATION

When a project on the CIP schedule is funded, it is assigned to a project manager who will assume oversight responsibilities. A number of steps are required before a project is complete.

DESIGN

The project manager will coordinate and participate in the selection process for an engineering or architectural design firm, as appropriate. Architectural and engineering services contracts, unlike commodities contracts, are awarded to firms strictly on the qualifications and expertise of the firm in the particular type of project. The project manager is responsible for negotiating a detailed scope and fee for the design services with the selected consultant. Design for some projects may be completed by City staff or awarded to consultants through annual on-call contracts.

The design process is typically divided into several phases: concept and/or preliminary design, right-of-way plans, right-of-way appraisal and acquisition, and final design. Plans and cost estimates are prepared, either by the consultant or City staff, for review at least at these project milestones. If state or federal funding is involved, plans and estimates are also provided to the appropriate agency for review. As more refined information on project scope and cost is developed, the CIP document is revised accordingly during the next annual update. Occasionally, projects may be deferred or deleted from the plan based on information gathered during the design process that indicates significant problems with pursuing the project.

Typically, one or more public meetings are held for major projects that have significant impacts on property owners and the public to obtain feedback and comments from the community. A meeting is

often held at the completion of preliminary plans in order to let residents abutting the project know how the design will affect their properties. Comments made at the meetings are considered by City staff and the design firm for inclusion in revised plans, if appropriate, prior to appraisals and property acquisition. Other meetings may be held before any design is started and just before construction begins.

Right-of-way plans define the nature and extent of property required to complete a project. Property acquisition may be in the form of right-of-way, permanent easements or temporary construction easements. The City hires professional appraisers to determine fair market value of the acquisitions, which is the basis for initial offers to property owners. The City's right-of-way agent and/or contract agents complete the negotiation and acquisition process for the projects.

Once all property is acquired, final plans and specifications can be completed. During this time, any necessary relocation of private utilities (gas, phone, power) is also accomplished. Typically, all relocations are complete prior to bidding a capital project.

ADVERTISEMENT, BID AND AWARD

Capital projects are publicly advertised through the City's Purchasing Division. City and consultant staff members evaluate all bids for completeness and correctness, and references for the low bidder are checked. Based on the review and references, the consultant or the City's project manager makes a recommendation for award to the lowest and best bidder. The award of the construction contract is made by City Council.

DESIGN/ BUILD

An alternative to the typical design-bid-build process described above, the design/ build process may be used. For these projects, a Design/Build Team is selected using a qualifications based selection process. This delivery method can minimize risk and reduce the overall delivery schedule for a project by overlapping the design and construction phases of the work.

SCHEDULE

The construction contract sets forth the required completion time for the project. Time is counted from the date of the "Notice to Proceed" to the point of substantial completion and final completion. The duration is determined by the design consultant and/or City staff based on the scope of work, seasonal constraints, coordination with property owners, and impacts on the traveling public. The order and duration of specific tasks within the allotted contract time is typically determined by the contractor. The assessment of liquidated damages is included in construction contracts for failure to meet required completion dates.

CONSTRUCTION ADMINISTRATION

The City's project manager for the design processor or a project manager from the construction management group is typically responsible for performing or coordinating project administration during construction. Such tasks generally include monitoring project progress, schedule and costs; coordinating and facilitating communications between the design consultant, inspections staff, contractor and City staff; negotiating and coordinating approval of changes in the project scope or cost; reviewing and approving regular progress payments; and reporting on the construction progress to City Council and the public through the City's publications and website. Changes to the contract totaling up to five

percent of the original bid price may be approved administratively by the appropriate Department Director. Changes that increase the cost in excess of that amount must be approved by the City Council.

SUBSTANTIAL COMPLETION

Substantial completion is defined as the time at which the project has progressed to the point where it is sufficiently complete that it can be utilized for the intended purpose. At this time, a comprehensive inspection is performed by City staff and the design consultant to create a list of all incorrect or outstanding items (a “punch list”) remaining to be completed or corrected. The punch list items and all other deficiencies must be completed before final acceptance of the project by the City, and final payment to the contractor.

FINAL ACCEPTANCE

Final acceptance is realized when the contractor has completed all work on the project, including punch list items, has provided the City with a maintenance bond, and has submitted all other close-out documents in accordance with the construction contract. The project manager is responsible for preparing a final project report and submitting it to city and department management staff as well as to City Council. Any unspent funds authorized for a project will be returned to the appropriate funding source for reallocation to future projects.

CAPITAL IMPROVEMENT PLAN FUNDING

Revenue Sources

All funding sources that may be used for various capital improvements are reviewed each year. Much of the work to develop the CIP focuses on the balancing of available resources with the identified capital needs. Consideration must be given to factors such as annual revenue projections from various sources, restrictions on the uses of certain funds, legal limitations on debt capacity, and City policies relative to project funding. The following is a list of existing funding sources and definitions for each:

TAXES

Property Tax- Revenue from the ad valorem tax levied on all real and personal property, based upon the assessed valuation established by the County Assessor on January 1st of each year. Real property assessed valuation is determined by applying the “market value” times the appropriate assessment ratios. As follows:

- Commercial/Industrial: 32%
- Residential: 19%
- Agricultural: 12%
- Personal Property assessed valuation is set at 33% of market value and is determined by the State Tax Commission.

Sales Tax- The City imposes a total sales tax of 2.25% (Capital Improvement: 0.50%, General fund: 1.0%, Parks and Recreation: 0.25%, Transportation: 0.50%) on all goods and commodities sold within the City limits with the exception of drugs and farm machinery. The tax is also levied on all vehicles registered by residents of the City, regardless of where those vehicles were purchased. Transportation tax is not levied on utilities and is earmarked specifically for use in funding transportation projects only. The State of Missouri receives the tax from the respective business and distributes the funds monthly to the City.

Parks & Recreation 1/4-Cent Sales Tax- Initially approved in November 1997 for 3/8-cent; renewed in February 2006 for ¼-cent and renewed in August 2016 for fifteen years. This revenue source is dedicated to Parks and Recreation improvements as identified in the Legacy for Tomorrow Continues plan. Projects identified in the FY20 Budget include renovation of Summit, Howard, and Lowenstein Parks; a wave pool at Summit Waves Aquatics Center; and art in the Parks.

Transportation ½-Cent Sales Tax- Approved initially in the 1980s, this tax is available to pay for transportation and traffic infrastructure improvements and major maintenance, such as overlay and slurry seal, curb and gutter replacement, crack sealing and pavement marking. This sales tax also provides funding for several other Public Works Programs including bridge rehabilitation, thoroughfare and traffic master plan studies, community bus services and the Neighborhood Traffic Safety Program.

Capital Improvement ½-Cent Sales Tax- Originally approved in November 1997, this tax has been used in conjunction with the Road Excise tax to fund road improvements related to the “10-year road plan” adopted in 1997. The sales tax was renewed in April 2007 with collection beginning in 2008 and ending in 2018. In April, 2017, voters approved a 15 year extension with collection beginning in April 2018. In all, seven major road projects were identified as well as six transportation related projects. Additionally, this renewed tax will also be used to fund stormwater infrastructure projects throughout the City.

Road Excise Tax- Excise Tax is paid for development that generates new traffic in the City in the form of a license tax on building contractors. This revenue source is available for road improvements throughout the City that are required due to growth to at least some degree.

Transportation Development Districts: A geographic area may be designated to levy an additional sales or property tax assessment to pay for transportation related infrastructure improvements.

Tax Increment Financing: Provides for the capture of 50% of the Economic Activity Taxes (Sales and Franchise) generated within the boundaries of a designated area to be used to finance infrastructure improvements. All of the incremental increases in real estate taxes are also captured from all taxing jurisdictions until the infrastructure is paid off.

BOND PROCEEDS

General Obligation (G.O.) Bonds- Bonds which are backed by the full faith and credit of the City and require either a 2/3rds or 4/7ths voter approval. Limitations for bonding capacity are set by state statute.

Revenue Bonds- Bonds which are backed by the fees and charges of a business-like government function, payable only from a specific source of revenue. Simple majority voter approval required. Limitations for bonding capacity are not set by state statute but rather the entity’s ability to repay the debt.

Certificates of Participation- Bonds which are backed by general revenues or fees and charges of a government. No voter approval is required. Limitations for bonding capacity are determined by the market and the entity’s ability to repay the debt.

Special Obligation Bonds- Bonds which are backed by general revenues or fees and charges of a government. No voter approval is required. Limitations for bonding capacity are determined by the market and the entity's ability to repay.

GRANT FUNDING

Grants may be received from federal, state or county governments. Grants are typically available for transportation, airport improvements, parks, and public safety equipment. The City also receives community development block grants (CDBG) for use in low-to-moderate income areas within the community. Equipment purchases and CDBG projects are not included in the CIP.

FEES AND CHARGES

Fees for direct receipt of public service by the parties who benefit from the service:

Parks and Recreation Activity Fees- Collected by Parks & Recreation Department for participation in various sports and recreation programs, ticketed events at Legacy Park Amphitheater, aquatic instruction and the Camp Summit daycare program.

Recreation Memberships- Membership fees collected for the Gamber, Harris Park, Legacy Park, and Longview Community Centers and the Summit Waves Aquatic Center.

Water Sales- Charges for supplying water to residential, commercial, industrial and wholesale customers.

Sewer Charges- Charges for providing wastewater collection and disposal services to residential, commercial and industrial customers.

Sewer Tap- The charge for a new sanitary sewer connection based on the number of drains in a structure and assessed at the time of building permit issuance.

Water Tap- The charge for a new water service connection based on the size of water meter required. Also included in the water tap fee is an amount which is intended to provide capital for the development of the City's water transmission capacity.

PRIVATE FUNDING

Amounts paid by developers, generally for specific infrastructure improvements, pursuant to development agreements between the City and those developers.

CAPITAL IMPROVEMENT PLAN COSTS

The 2021-2025 Capital Improvement Plan has been divided into seven major categories, plus the Public Works and Water Utilities Programs. The total estimated cost of all projects included in the five-year plan is \$326,389,000 (including funding from prior years).

CAPITAL IMPROVEMENT PLAN SUMMARY							
Fiscal Years 2021 - 2025							
(Costs in \$1,000s)							
	Prior						
	Years	2021	2022	2023	2024	2025	Total
Public Works Programs	0	7,323	7,476	7,746	7,952	8,160	38,657
Water Utilities Programs	0	1,045	653	552	2,058	306	4,614
Airport	7,161	5,485	4,447	3,654	4,033	988	25,768
Bridges, Streets, and Signals*	38,296	11,378	24,842	19,450	21,908	6,525	122,399
Facilities	5,600	13,475	5,000	0	0	0	24,075
Parks and Recreation	585	350	2,010	8,510	8,410	0	19,865
Stormwater	5,320	3,703	1,690	0	0	0	10,713
Sanitary Sewer	11,456	4,880	4,750	2,950	5,300	1,100	30,436
Water	12,045	8,783	7,466	7,465	6,212	7,891	49,862
Total	80,463	56,422	58,334	50,327	55,873	24,970	326,389

*Costs include water and sewer funding associated with road construction.

CIP PROECTS BY MAJOR CATEGORY

PUBLIC WORKS PROGRAMS							
(Costs in \$1,000s)							
	Prior						
	Year	2021	2022	2023	2024	2025	Total
Overlay & Slurry Seal	3,800	4,300	4,400	4,500	4,600	4,700	26,300
Annual Curb and Gutter Replacement Program	2,897	1,700	1,750	1,800	1,850	1,900	11,897
Neighborhood Traffic Safety Program	80	50	50	50	50	50	330
Bridge Rehab/ Maintenance	50	50	50	50	50	50	300
Capital Project Planning	40	45	45	50	50	50	280
Pavement Marking	550	525	500	587	613	640	3,415
Crack Sealing	240	300	310	320	330	340	1,840
Community Bus Service - ATA/OATS	336	353	371	389	409	430	2,288
Total	7,993	7,323	7,476	7,746	7,952	8,160	46,650

WATER UTILITIES PROGRAMS							
(Costs in \$1,000s)							
	Prior						
	Year	2021	2022	2023	2024	2025	Total
Equipment Replacement/ Rehab	587	1,045	653	552	2,058	306	5,201
Total	587	1,045	653	552	2,058	306	5,201

AIRPORT							
(Costs in \$1,000s)							
	Prior						Total
	Years	2021	2022	2023	2024	2025	
Construct Middle Section of West Parallel Taxiway	0	0	0	1,345	0	0	1,345
Crackseal and Sealcoat Apron	0	134	0	0	0	0	134
Expand Hangar 1 Parking Lot	100	70	0	0	0	0	170
Land Acquisition of ALP Properties Phase 2	6,350	0	0	0	0	0	6,350
Land Acquisition of ALP Properties Phase 3	0	2,045	0	0	0	0	2,045
Mill and Overlay Hangar Taxilanes Alpha and Bravo	0	288	0	0	0	0	288
New Airport Equipment Maintenance/Storage Facility	0	0	694	0	0	0	694
New Fuel Farm Facility	325	1,555	0	0	0	0	1,880
New Fuel Self Serve Facility	0	450	0	0	0	0	450
New Terminal Building	0	0	1,100	0	0	0	1,100
Remarking RW 18/36 and Rubber Removal	0	0	0	0	277	0	277
Reseal Joint and Marking Runway 11-29 and Taxiway Bravo	0	593	0	0	0	0	593
Reseal Joint and Marking South Apron	0	0	0	0	172	0	172
Reseal Joint and Marking Taxiway Charlie and East Apron	0	0	0	0	0	396	396
Site Development - East Side Terminal Area	0	0	2,653	0	0	0	2,653
Site Development - Northeast Side	0	0	0	0	3,476	0	3,476
South Apron Expansion	0	0	0	1,509	0	0	1,509
Taxiway Alpha Pavement Marking	0	0	0	0	108	0	108
Tree/Obstruction Removal North of RW 18/36 Part 77	0	0	0	0	0	143	143
Tree/Obstruction Removal RW 18/36 Lots 1&2	0	0	0	0	0	449	449
Tree Removal in South Avigation Easement	0	0	0	300	0	0	300
Update Airport Business Plan	277	0	0	0	0	0	277
Update Airport Master Plan	109	0	0	0	0	0	109
Update Airport Master Plan - Phase 2	0	350	0	0	0	0	350
West Apron Shade Ports	0	0	0	500	0	0	500
Total	7,161	5,485	4,447	3,654	4,033	988	25,768

BRIDGES, STREETS AND SIGNALS							
(Costs in \$1,000s)							
	Prior						Total
	Years	2021	2022	2023	2024	2025	
Browning Street Extension - Browning to Hamblen Rd	1,723	1,477	0	0	0	0	3,200
Chipman Road, Bent Tree Dr. to View High Dr.	15,773	0	0	0	0	0	15,773
Colbern Road - M350 to Douglas Street	3,100	7,047	9,730	0	0	0	19,877
Douglas Street - 2nd to Chipman	0	0	0	500	2,008	3,500	6,008
Downtown Public Parking	1,000	0	0	0	0	0	1,000
Existing Street Light Improvements	0	115	0	0	0	0	115
Hamblen Road & Bailey Road Signal	380	0	0	0	0	0	380
Independence Ave & Town Centre Blvd Intersect Imp	1,760	0	0	0	0	0	1,760
Jefferson Street - Persels Road to Oldham Parkway	4,092	0	0	0	0	0	4,092
Main Street - Chipman Road to Commerce Drive	1,200	0	0	0	0	0	1,200
M291 North Interchange with US50	0	0	2,000	10,000	9,000	0	21,000
Pryor Road Widening Phase 1 - Hook to Longview	2,000	550	9,000	6,500	0	0	18,050
Pryor Road Widening Phase 2 - M150 to Hook	0	0	0	0	9,150	0	9,150
Residential Curb Replacement	0	1,000	250	250	250	250	2,000
Sidewalk Improvements	0	0	0	0	0	500	500
Streetlights - Lakewood Boulevard	875	0	0	0	0	0	875
Streetlights - Shenandoah Drive	530	0	0	0	0	0	530
Third Street Improvements - Jefferson Street to Blue Parkway	0	531	2,987	0	0	0	3,518
Third Street Improvements - Murray Road to Pryor Road	5,863	658	0	0	0	0	6,521
Ward Road & Persels Road Signal	0	0	100	700	1,500	1,500	3,800
Ward Road - Chipman Road to NW O'Brien	0	0	0	0	0	775	775
Ward Road - NW O'Brien Road to Blue Parkway	0	0	775	1,500	0	0	2,275
Subtotal	38,296	11,378	24,842	19,450	21,908	6,525	122,399
Less water and sewer funds included in totals	2,642	931	790	480	150	275	5268
Total	35,654	10,447	24,052	18,970	21,758	6,250	117,131

FACILITIES (Costs in \$1,000s)							
	Prior						Total
	Years	2021	2022	2023	2024	2025	
Downtown Cultural Arts Facilities	600	0	0	0	0	0	600
Fire Station 3 Replacement	5,000	0	0	0	0	0	5,000
Fire Station 4 Replacement	0	7,000	0	0	0	0	7,000
Fire Station 5 Replacement	0	0	5,000	0	0	0	5,000
ITS Network Infrastructure	0	975	0	0	0	0	975
Police Department Renovations	0	5,500	0	0	0	0	5,500
Total	5,600	13,475	5,000	0	0	0	24,075

PARKS AND RECREATION (Costs in \$1,000s)							
	Prior						Total
	Years	2021	2022	2023	2024	2025	
Arts in Parks	20	0	10	10	10	0	50
Bailey Park Development	0	0	400	5,100	0	0	5,500
Eagle Creek / Park west Development	0	0	1,050	0	0	0	1,050
Field House	0	0	250	3,400	8,400	0	12,050
Hartman Park Splashpad	0	0	300	0	0	0	300
Lowenstein Park Improvements	515	0	0	0	0	0	515
Pleasant Lea Park Improvements	50	350	0	0	0	0	400
Total	585	350	2,010	8,510	8,410	0	19,865

STORMWATER (Costs in \$1,000s)							
	Prior						Total
	Years	2021	2022	2023	2024	2025	
NE Maybrook Drainage Improvements	102	73	0	0	0	0	175
Stormwater Infrastructure Improvements (2007)	1,718	0	0	0	0	0	1,718
Stormwater Infrastructure Improvements (2017)	2,000	3,630	1,690	0	0	0	7,320
Streambank Stabilization	1,500	0	0	0	0	0	1,500
Total	5,320	3,703	1,690	0	0	0	10,713

SANITARY SEWER (Costs in \$1,000s)							
	Prior	2021	2022	2023	2024	2025	Total
	Years						
Big Creek EFHB (East & West Forks)	650	0	0	0	3,000	0	3,650
Bogg's Hollow Meter Structure	400	0	0	0	0	0	400
Cedar Creek Improvements - MH29-220 to MH37-001	3,400	0	0	0	0	0	3,400
Cedar Creek Interceptor - Phase III&IV	1,715	225	0	0	0	0	1,940
Community Sewer Line Replacement	0	500	500	500	500	0	2,000
East Prairie Lee Interceptor Upgrades	0	1,371	0	0	0	0	1,371
Large Diameter Sewer and Force Main Condition Assessments	1,260	200	200	200	0	0	1,860
Large Diameter Sewer and Force Main Repair Program	0	0	0	700	0	0	700
Maybrook Watershed Capacity Improvements	0	0	0	300	0	0	300
Maybrook Watershed Knife Valve Replacement	0	0	0	0	150	0	150
Private I&I Removal Program	0	100	0	500	500	500	1,600
Sanitary Sewer Rehab - Relining, Manhole Rehab, Tap Repairs	0	900	900	750	750	500	3,800
Sewer Main Cathodic Protection	0	0	0	0	300	0	300
Small Main Rehab and Creek Stabilization	0	300	0	0	100	100	500
Small Main Replacement Program	2,000	0	0	0	0	0	2,000
Solar Array Site Improvements	0	254	0	0	0	0	254
Tudor Force Main - Odor Control	1,200	0	0	0	0	0	1,200
Tudor Force Main - Air Relief & Control Valve Update	0	230	0	0	0	0	230
Tudor Pump Station EFHB Rehabilitation	131	0	0	0	0	0	131
Wastewater Master Plan	500	0	0	0	0	0	500
Water Utilities Service Center Improvements	0	100	150	0	0	0	250
Water Utilities Strategic Plan	200	0	0	0	0	0	200
West Prairie Lee Sewer Capacity Study	0	700	3,000	0	0	0	3,700
Total	11,456	4,880	4,750	2,950	5,300	1,100	30,436

WATER (Costs in \$1,000s)							
	Prior	2021	2022	2023	2024	2025	Total
	Years						
Harris Park Standpipe - Recoating	0	287	0	250	0	0	537
Hook Tower - Recoating	409	425	0	0	0	0	834
Interconnection Projects - Tri County Water Authority	200	0	0	0	0	0	200
Ranson Tower - Recoating	841	0	0	0	0	0	841
Scherer Tower - Recoating	417	0	382	0	0	0	799
SE System Improvements Phase 1	0	0	0	0	247	1,781	2,028
South Terminal Discharge Main	1,812	0	0	0	0	0	1,812
Transmission Main Condition Assessment	675	0	850	2,000	0	0	3,525
Water Main - Lakewood Way - Ridgewood to Bowlin Rd	0	0	400	0	0	0	400
Langsford & Milton Thompson Upsize	0	0	0	450	0	0	450
Water Main - Samson Road - Existing 12" to Hook	682	0	0	0	0	0	682
Water Main - View High - Longview Golf to Chipman Upsize	340	0	0	0	0	0	340
Water Main Rehab FY20	3,386	0	0	0	0	0	3,386
Water Main Rehab FY21	50	4,481	0	0	0	0	4,531
Water Main Rehab FY22	0	0	4,952	0	0	0	4,952
Water Main Rehab FY23	0	0	0	4,265	0	0	4,265
Water Main Rehab FY24	0	0	0	0	5,465	0	5,465
Water Main Rehab FY25	0	0	0	0	0	5,610	5,610
Water Master Plan Update	0	250	0	0	0	0	250
Water Meter Replacement	2,000	2,840	0	0	0	0	4,840
Water Operations Site Remediation and Genset Reconditioning	400	0	0	0	0	0	400
Woods Chapel Tower - Recoating	333	0	382	0	0	0	715
Cathodic Protection Pilot Program	500	500	500	500	500	500	3,000
Total	12,045	8,783	7,466	7,465	6,212	7,891	49,862

The 2021-2025 CIP totals \$326,389,000 (including funding from prior years), up from \$276,226,000 in the 2020-2024 plan. The increase in the total is due primarily to the passage of the 2019 Public Safety Bond Election and the addition of a major interchange project. Significant changes to the CIP include:

Completed Projects

- Commerce Drive - Tudor Road to Main Street
- Gateway Drive - Delta School Road to Georgian Drive
- Hook Road Shoulders - West City Limits to Ward Road
- Langsford Road Bridge rehabilitation
- Pryor Road & Hook Road Signal
- Pinetree Village Stormwater Improvements
- Traffic Signal Communication Master Plan
- Ward Road - Route 150 to Raintree Parkway
- Central Fuel Site
- Radio System Upgrade
- LSPR Greenway Master Plan Update
- Summit Park Renovation
- Wave Pool at Summit Waves
- Landfill Closure
- Cedar Creek Interceptor - Winterset Woods & Sterling Hills
- Water Main - Harris Rd - Herring to Haines
- Water Main Rehab FY19
- Level II Water Audit

New Projects

- Crackseal and Sealcoat Apron
- Remarking RW 18/36 and Rubber Removal
- Taxiway Alpha Pavement Markings
- Tree/Obstruction Removal North of RW 18/36 Part 77
- Tree/Obstruction Removal RW 18/36 Lots 1&2
- Existing Street Light Improvements
- M291 North Interchange with US50
- Ward Road - Chipman Road to NW O'Brien
- Ward Road & Persels Road Signal
- Fire Station 4 Replacement
- Fire Station 5 Replacement
- ITS Network Infrastructure
- Police Department Renovations
- Small Main Rehab and Creek Stabilization
- Tudor Force Main - Air Relief & Control Valve Update
- Private I&I Removal Program
- Water Utilities Service Center Improvements
- Solar Array Site Improvements
- Community Sewer Line Replacement
- East Prairie Lee Interceptor Upgrades

- Water Main Rehab FY25
- SE System Improvements Phase I
- Langsford & Milton Thompson Upsize

Projects moved to out years

- Rehabilitate Airfield Lighting Runway 11/29 and Taxiway Bravo
- Rehabilitate Hangar Access Taxiways Alpha and Bravo
- West Apron Reconstruction

Renamed Projects

- Update Airport Master and Business Plans (split into three projects)
 - Update Airport Business Plan
 - Update Airport Master Plan
 - Update Airport Master Plan - Phase 2
- Water Asset Management Plan (now part of WU Strategic Plan)

CIP IMPACT ON OPERATING BUDGET

As part of the Capital Improvement Plan, the impact of each project on the City’s operating budget is identified. As capital improvement projects are completed, operation and maintenance of these facilities must be absorbed into the appropriate department operating budget, which provides ongoing services to citizens. These operating costs, which may include salaries, equipment, regular maintenance, and repairs, are adjusted annually to accommodate growth and inflation in maintaining or improving service levels. In some cases, elimination of high-maintenance facilities may also reduce these operating costs.

It is the City of Lee’s Summit’s philosophy that new projects should not be constructed if operating revenues are unavailable to cover the operating costs. These must be funded with recurring (ongoing) revenues. As a result, the availability of recurring revenues must be considered in the decision to include projects in the plan.

The following pages contain the project detail pages for a few of the projects in the CIP. On each detail page is a section titled “Estimated Annual Operating and Maintenance”, which is the project’s annual impact on the operating budget. It is important to note that some of the projects do not have an annual impact on the operating budget. (The CIP document can viewed on the City’s website at the following address: <https://cityofls.net/public-works/infrastructure-capital-projects/capital-improvement-plan-cip>.)

Project Title: New Airport Equipment Maintenance/Storage Facility	
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Type: Airport	Activity #17732172
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Project Description	
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<p>This project includes a new Airport Equipment Maintenance/Storage facility to be constructed as part of the new. The location of the facility will be determined as part of the Master Plan Update. This project includes the funding for infrastructure development for the Airport Equipment Facility.</p>	
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Project Purpose	
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<p>The relocation of the west parallel taxiway resulted in the demolition of two rows of existing hangars, some of which were used for equipment storage and maintenance. This project provides the new facility to replace the existing spaces that were lost.</p>	
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Estimated Schedule	
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Design and Right of Way Acquisition	2021
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Construction	2022
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Funding Sources	
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Transportation Sales Tax	\$694,000
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Total Lifetime Budget	\$694,000
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Estimated Annual Operating and Maintenance	
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\$16,000	
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Project Title: Colbern Road – M350 Hwy to Douglas St

Type: Bridges, Streets & Signals

Activity #56932272

Project Description

This project will widen Colbern Road as a four lane facility with turn lanes, sidewalk, shared-use path, curb, and street lighting from M350 Highway to Douglas Street. Project improvements include bridge work for bicycle/pedestrian accommodations over the UPRR. The shared-use path will be extended to the existing path along Colbern Road east and west of the project limits.

Project Purpose

This project supports improved safety, operations, economic investment within the nearby area, and livability. The project is identified in the Thoroughfare Master Plan. The path is also included in the Greenway Master Plan and Bicycle Transportation Plan. Nearby roadways have been improved, including Lee's Summit Road and Blue Parkway, both of which intersect the project. Interchanges on the east and west end of the project have also been improved. Much of Colbern Road and the surrounding property was annexed by the City from Unity Village within the last decade and improvements to Colbern Road are necessary to accommodate existing traffic demand and any future property development.

Estimated Schedule

Design and Right of Way Acquisition	2019-2021
Construction	2021-2022

Funding Sources

CIP Sales Tax Renewal (2017)	\$6,902,000
Water Tap Fee	\$1,000,000
STP Funding	\$3,975,000
MoDOT Cost Share	\$8,000,000
Total Lifetime Budget	\$19,877,000

Estimated Annual Operating and Maintenance

\$35,000

Project Title: Police and Courts Building Renovation and Security Enhancement

Type: Facilities

Activity #74836573

Project Description

This project will provide security enhancements throughout the Police and Courts facility. Special attention to the main entrance, lobby, court screening, Police Service Officer area, and Prosecutor/Court Clerk areas. Improvements in the building will provide better efficiencies and safety features that better align with modern Police and Court facilities. Better customer experience with regard to walk-in services will be accomplished with the renovation. Reallocation of existing space will afford for growth in the female locker room area among other areas. The current female locker room space is at capacity. The project will accommodate planned growth in the 911 center as well as investigations.

Project Purpose

Safety and security are the main driving factors for the need for renovation. Accommodating staff growth will be accomplished by repurposing existing space. This will afford better efficiency throughout the building while enhancing security for employees and citizens. The department continues to grow and adjust in order to deliver the highest level of service.

Estimated Schedule

Design	2019-2020
Construction	2020-2021

Funding Sources

2019 Public Safety Bond	\$5,500,000
Total Lifetime Budget	\$5,500,000

Estimated Annual Operating and Maintenance

\$10,000

Project Title: Private I&I Removal Program

Type: Sanitary Sewer

Activity #76231783

Project Description

Removal of Inflow and Infiltration to the City's Sanitary Sewer System from private sources.

Project Purpose

The sanitary sewer system is adversely affected by inflow and infiltration from illicit and illegal connection created through the years on private property. This program is designed to provide property owners a way to fix these issues with their homes to remove these flows from the City's sanitary sewer system.

Estimated Schedule

Plan Creation

2021-2025

Funding Sources

Sewer Construction Fund

\$1,600,000

Total Lifetime Budget \$1,600,000

Estimated Annual Operating and Maintenance

No additional operating/maintenance costs



Proprietary Funds

9

PROPRIETARY FUNDS

Proprietary Funds rely on user charges for support. The City has two types of propriety funds: Enterprise Funds and Internal Service Funds. Enterprise Funds provide services to and collect fees from the general public. Internal Service Funds provide service to and collect fees from the General Operating Fund, Special Revenue Funds, and Enterprise Funds that are directly benefited.

The City utilizes Generally Accepted Accounting Practice (GAAP) based budgeting for these funds. This requires that the full accrual method be used to record revenues and expenditures. This presentation records long-term assets and liabilities, and recognizes revenues and expenses when transactions occur.

The following pages will describe each of the types, as well as give specific financial information about each of the City's proprietary funds.

ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that provide a service to the general public and are financed primarily by a user charge for the provision of such service. The city operates four enterprises:

- Water/Sewer Utility
- Municipal Airport
- Sanitary Landfill
- Harris Park Community Center.

WATER UTILITIES

The Water Utilities Department serves over 37,000 households and businesses. Lee's Summit has contractual supply of 25 MGD from the City of Kansas City, Missouri and 7.5 MGD from the City of Independence, Missouri. The total water supply increased to 32.5 million gallons per day (MGD) with the acquisition of additional supply in the Jackson Cass Transmission Main with Kansas City through an assignment of a contract between Harrisonville and Kansas City to Lee's Summit in 2015. The Utility has added 11 MGD since 2012 to address peak demands and provide adequate supply for growth. The City of Lee's Summit and Little Blue Valley Sewer District have a contractual agreement for ongoing treatment and pumping within the Little Blue Valley drainage basin to accommodate existing and future customers within Lee's Summit.

The Utility's Strategic Plan outlined a need to improve customer understanding and relations; to develop a program for the renewal of existing aged infrastructure; to establish appropriate policies to address financial challenges; and to proactively address long-term needs to ensure a sustainable utility.

The plan continues to be implemented as the Utility addresses system renewal with over \$8.5 million in capital improvement projects annually while maintaining one of the lowest combined water and sewer rates in the Kansas City metropolitan area. Water Utilities planning efforts position the utility to be responsive to the development and economic factors have allowed it to receive an Aa1 rating by Moody's, which is one of the strongest in the area.

In FY 2019, the Utility conducted a survey of customers to assess customer satisfaction and the impact of the Strategic Plan. The survey results indicated improvements in overall customer satisfaction and customer service. Opportunities were identified to advance our communication efforts and customer awareness. In FY 2020, the communication and marketing plan was updated to address specific opportunities to enhance our relationship with customers.

Water/Sewer Fund FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Fines and forfeitures	333,740	287,450	308,500	21,050	7%
Intergovernmental	1,764,703	0	0	0	0%
Charges for services	38,207,326	39,060,987	39,796,705	735,718	2%
Material and fuel sales	159,845	225,040	187,343	(37,697)	(17%)
Investment earnings	606,221	107,000	145,000	38,000	36%
Other	290,358	49,900	49,274	(626)	(1%)
Transfers in	655,025	653,147	459,318	(193,829)	(30%)
Department Totals	42,017,219	40,383,524	40,946,140	562,616	1%

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Department Administration	1,646,358	2,316,400	2,388,391	71,991	3%
Safety & Risk Management	19,081	0	0	0	0%
Water Distribution	1,523,030	1,693,066	1,664,623	(28,442)	(2%)
Water Facilities O & M	1,278,548	1,085,943	919,427	(166,516)	(15%)
Wastewater Collection	897,805	1,313,550	1,340,200	26,650	2%
Wastewater Facilities O&M	654,131	747,492	726,956	(20,536)	(3%)
Debt & Cash Management	16,512,189	23,405,223	21,051,760	(2,353,463)	(10%)
Municipal Billing	18,451,276	19,518,662	19,682,533	163,871	1%
Department Totals	40,982,418	50,080,335	47,773,890	(2,306,445)	(5%)

Expense Category	Expenses by Type				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Personal services	3,921,089	5,282,007	5,496,027	214,019	4%
Supplies for resale	16,570,721	17,363,746	17,065,786	(297,961)	(2%)
Other supplies, services and charges	2,579,392	2,501,579	2,438,285	(63,294)	(3%)
Repairs and maintenance	479,942	490,274	513,634	23,360	5%
Utilities	634,559	630,603	521,869	(108,734)	(17%)
Fuel and lubricants	77,631	62,095	79,319	17,224	28%
Depreciation	4,114,098	4,436,060	4,317,720	(118,340)	(3%)
Miscellaneous	13,006	12,400	10,900	(1,500)	(12%)
Interest	46,245	1,021,680	566,680	(455,000)	(45%)
Capital outlay	27,055	108,372	0	(108,372)	(100%)
Construction	151,875	0	0	0	0%
Interdepartment charges	674,795	644,890	673,092	28,202	4%
Transfers out	11,692,011	17,526,629	16,090,579	(1,436,050)	(8%)
Department Totals	40,982,418	50,080,335	47,773,890	(2,306,445)	(5%)

Full Time Equivalents (FTE)

Job Titles	FY19	FY20	FY21	Difference
	Budget	Budget*	Budget	FY20
Account Services Manager	1.00	1.00	1.00	0.00
Administrative Assistant	0.00	2.00	2.00	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Administrative Supervisor	1.00	1.00	1.00	0.00
Assistant Utility Manager	0.00	1.00	1.00	0.00
Asst. Dir. of Business Services	1.00	1.00	1.00	0.00
Asst. Dir. of Engineering Svcs	1.00	1.00	1.00	0.00
Asst. Director of Operations	1.00	1.00	1.00	0.00
Community Relations Specialist	1.00	1.00	1.00	0.00
Control System Supervisor	1.00	1.00	1.00	0.00
Customer Service Rep.	3.00	3.00	3.00	0.00
Customer Service Supervisor	1.00	1.00	1.00	0.00
Director of Water Utilities	1.00	1.00	1.00	0.00
Equipment Operator Sewer	7.00	0.00	0.00	0.00
Equipment Operator Water	4.00	0.00	0.00	0.00
Equipment Technician	2.00	2.00	2.00	0.00
Facilities Maintenance Worker I	1.00	0.00	0.00	0.00
Facilities Manager	1.00	0.00	0.00	0.00
Facilities Technician	0.00	1.00	1.00	0.00
Instrumentation & Controls Tec	2.00	2.00	2.00	0.00
Inventory Maintenance Technician	0.00	1.00	1.00	0.00
Maintenance Worker	6.00	0.00	0.00	0.00
Meter Technician/ Meter Specialist	9.00	8.00	8.00	0.00
Metered Services Supervisor	1.00	1.00	1.00	0.00
Office Coordinator	0.00	1.00	1.00	0.00
Operations & Maintenance Manager	0.00	1.00	1.00	0.00
Operations Technician	2.00	2.00	2.00	0.00
Seasonal Laborer	0.46	0.92	0.92	0.00
Secretary	2.00	0.00	0.00	0.00
Senior Staff Engineer	0.00	2.00	2.00	0.00
Utility Billing Specialist	0.00	1.00	1.00	0.00
Utility Engineer	1.00	0.00	0.00	0.00
Utility Management Analyst	1.00	1.00	1.00	0.00
Utility System Manager	2.00	1.00	1.00	0.00
Utility System Supervisor	3.00	3.00	3.00	0.00
Utility Technician	1.00	1.00	1.00	0.00
Utility Worker Trainee/ Utility Worker/ Utility Specialist I/ Utility Specialist II	3.00	22.00	22.00	0.00
Water Utilities Analyst	1.00	1.00	1.00	0.00
Totals	62.46	66.92	66.92	0.00

IAM Positions in Operations Division: Utility Worker Trainee > Utility Worker > Utility Specialist I > Utility Specialist II

IAM Positions in Business Services Division: Meter Technician > Meter Specialist

*FY20 Budget includes position changes resulting from Budget Amendments:

Budget Amendment No. 2: addition of Senior Staff Engineer (1 FTE) and Inventory Maintenance Technician (1 FTE)

Budget Amendment No. 5: convert a Meter Technician position to a Utility Billing Specialist position

AIRPORT FUND

The Airport Operating Fund is an enterprise fund that accounts for all revenues and expenses related to the municipally owned airport.

The Lee's Summit Municipal Airport is designated by the Federal Aviation Administration (FAA) as a reliever airport for the Kansas City metropolitan area and as such is designed to reduce congestion at larger air carrier airports by providing general aviation pilots with alternate landing facilities. It is further classified as a general aviation utility airport serving planes with gross weights of less than 60,000 lbs. and landing speeds less than 140 knots. The airport is equipped with two runways: a 5,501 ft North/South (18-36), and a 4,000 foot Crosswind (11-29). The Airport completed a Preliminary Development Plan (PDP) for the eastside terminal area in 2010 and city staff has continued to work with several parties interested in developing facilities in this area.

Airport fund revenues are generated through the sale of aviation fuel, navigational charts and pilot supplies, the leasing of 62 tie-down spaces, and 114 enclosed hangar spaces and six ground leases for privately owned hangars.

The Airport Fund is accounted for as enterprise fund and utilizes Generally Accepted Accounting Principles (GAAP) based budgeting. This requires that the accrual basis of accounting method is used to record revenues and expenditures. Although capital outlay and bond principal redemption is a reallocation of current assets, amounts for these transactions appear in this budget for informational and cash flow purposes only.

Airport Fund FY21 Budget Summary

Revenues	Revenues			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Fines and forfeitures	933	1,500	900	(600)
Intergovernmental	(1,405,490)	0	0	0	0%
Charges for services	766,223	780,832	940,687	159,855	20%
Material and fuel sales	929,252	962,500	1,666,843	704,343	73%
Investment earnings	79,279	43,000	47,000	4,000	9%
Other	17,222	23,515	36,514	12,999	55%
Sale of property	(2,551)	1,000	1,000	0	0%
Transfers in	10,958,886	377,312	377,312	0	0%
Department Totals	11,343,754	2,189,659	3,070,256	880,597	40%

Programs and Services	Expenses By Programs and Services			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Department Administration	314,088	294,905	294,452	(453)
Debt & Cash Management	631,087	650,197	650,197	0	0%
Airport Bldg & Gmd Maint	212,431	218,302	232,529	14,226	7%
Runway & Taxiway Maint	129,833	142,886	179,884	36,998	26%
Pilot Supplies & Fuel	1,073,537	1,536,747	1,517,470	(19,278)	(1%)
Environment Montrg & Comp	33,425	31,300	63,266	31,966	102%
Infrastructure Improvements	16,886	17,919	19,029	1,111	6%
Department Totals	2,411,287	2,892,256	2,956,827	64,570	2%

Expense Category	Expenses by Type			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Personal services	547,366	641,332	669,088	27,756
Supplies for resale	646,790	922,120	905,497	(16,623)	(2%)
Other supplies, services and charges	260,919	224,723	286,926	62,203	28%
Repairs and maintenance	77,966	72,850	101,357	28,507	39%
Utilities	69,362	63,130	59,930	(3,200)	(5%)
Fuel and lubricants	9,962	10,075	10,493	418	4%
Depreciation	554,090	546,919	546,919	0	0%
Miscellaneous	58,660	180,657	160,248	(20,409)	(11%)
Interest	301	0	0	0	0%
Capital outlay	0	6,500	0	(6,500)	(100%)
Interdepartment charges	109,174	120,673	113,091	(7,581)	(6%)
Transfers out	76,696	103,278	103,278	0	0%
Department Totals	2,411,287	2,892,256	2,956,827	64,570	2%

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Airport Attendant	1.26	4.30	4.30	0.00
Airport Intern	0.20	0.00	0.00	0.00
Airport Manager	1.00	1.00	1.00	0.00
Airport Service Attendant	0.00	1.00	1.00	0.00
Assistant Airport Manager	1.00	1.00	1.00	0.00
Facilities Maintenance Worker I	2.00	0.00	0.00	0.00
Facilities Maintenance Worker II	0.00	2.00	2.00	0.00
Line Attendant	2.00	0.00	0.00	0.00
Service Attendant	1.00	0.00	0.00	0.00
Totals	8.46	9.30	9.30	0.00

SOLID WASTE MANAGEMENT FUND

The Solid Waste Management Fund accounts for revenues and expenses related to the City's Resource Recovery Park; however, FY19 was the last year that the landfill received waste. Due to the contract for services, revenues and expenses have changed drastically from the previous fiscal years.

The City contracted with an operator to provide services at The Resource Recovery Park (RRP), which operates on a six-day per week schedule. The facility encompasses an area of approximately 263 acres including an 80-acre sanitary landfill, a five-acre yard waste composting facility, and a Household Hazardous Waste disposal area. An additional 80 acres of the site is set aside as a soil borrow area. The City's two recycling centers, one at the RRP and one near the Airport, both closed in Feb. 2016.

A Solid Waste Superintendent is the only staff member for the Solid Waste Division of the Public Works Department. This staff member is responsible for oversight of the contract for closure of the landfill as well as the contract for services at the RRP. This employee is also responsible for customer service issues related to citywide solid waste services and will oversee closure of the landfill and post-closure maintenance of the landfill.

In accordance with GAAP based budgeting, the Solid Waste Management Fund is reported as an enterprise fund. The non-cash expense of depreciation/depletion is recorded to show how much of the facility has been consumed. Although capital outlay and bond principal redemption is a reallocation of current assets, amounts for these appear in this budget for informational and cash flow purposes only. The plan approved by the voters and City Council in 1994 provided for a 20-year life expectancy at 350 tons per day while maintaining suitable revenues sufficient to offset expenses.

The sanitary landfill complies with applicable Federal Environmental Protection Agency and Missouri Department of Natural Resources regulations relating to closure/post closure.

Solid Waste Management

FY21 Budget Summary

Revenues	Revenues				Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested			
				\$	%	
Fines and forfeitures	(30)	0	0	0	0%	
Charges for services	0	0	0	0	0%	
Investment earnings	159,747	17,659	2,445	(15,214)	(86%)	
Other	37,902	27,989	109,990	82,001	293%	
Sale of property	(1,155,901)	0	0	0	0%	
Transfers in	31,121	453,863	0	(453,863)	(100%)	
Department Totals	(927,161)	499,511	112,435	-387,076	(77%)	

Programs and Services	Expenses By Programs and Services				Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested			
				\$	%	
Department Administration	293,593	254,600	127,177	(127,423)	(50%)	
Debt & Cash Management	503,285	153,959	19,373	(134,586)	(87%)	
Solid Waste Management	2,726	0	0	0	0%	
Recycling	1,050	58,279	33,812	(24,468)	(42%)	
Environment Montrg & Comp	705,600	183,800	0	(183,800)	(100%)	
Capital Projects	0	3,389,694	0	(3,389,694)	(100%)	
Department Totals	1,506,254	4,040,332	180,362	(3,859,971)	(96%)	

Expense Category	Expenses by Type				Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested			
				\$	%	
Personal services	102,411	133,823	109,281	(24,542)	(18%)	
Other supplies, services and charges	993,552	230,136	43,320	(186,816)	(81%)	
Repairs and maintenance	8,758	11,550	300	(11,250)	(97%)	
Utilities	8,200	80,235	0	(80,235)	(100%)	
Fuel and lubricants	803	582	582	0	0%	
Depreciation	164,554	153,959	19,373	(134,586)	(87%)	
Capital outlay	0	32,142	0	(32,142)	(100%)	
Construction	12,605	3,389,694	0	(3,389,694)	(100%)	
Interdepartment charges	1,353	8,211	7,505	(706)	(9%)	
Transfers out	214,018	0	0	0	0%	
Department Totals	1,506,254	4,040,332	180,362	(3,859,971)	(96%)	

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Recycling Center Attendant PTR	0.60	0.60	0.00	-0.60
Solid Waste Superintendent	1.00	1.00	1.00	0.00
Totals	1.60	1.60	1.00	-0.60

HARRIS PARK COMMUNITY CENTER FUND

The Harris Park Community Center opened in 2008 and is approximately 30,000 square feet. The recreation facility provides indoor recreational opportunities for all ages through a day camp for school age children held in the summer, holiday breaks from school and scheduled school days off, recreational athletic leagues, programs, instructional classes, special events, and rentals. The summer recreational day camp is for ages 5-11 and provides a wide variety of activities such as skating, bowling, field trips, guest speakers, swimming, etc. The Athletics program provides opportunities for youth such as volleyball, basketball and soccer leagues. Adults, male, female and coed, are served as well at the HPCC for basketball, volleyball, dodge ball or at the newly renovated Hartman Park softball field complex. Instructional classes provide a wide variety of educational and recreational opportunities for pre-school through adults that focus on basic instruction for the individual or family participation. The Amphitheater at Legacy Park hosts several free and paid events/ concerts that appeal to all ages. Parks and Recreation also hosts an annual bike ride and a run.

The fund is a special revenue fund and utilizes Generally Accepted Accounting Practice (GAAP) based budgeting. This requires that the modified accrual method is used to record revenues and expenditures. Revenues are recognized when susceptible to accrual (i.e. when they become measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to be used to pay liabilities when due.

Parks - Harris Park CC FY21 Budget Summary

Revenues	Revenues			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Charges for services	1,020,381	1,273,763	1,028,862	(244,901)
Material and fuel sales	17,009	17,600	83,686	66,086	375%
Investment earnings	7,267	0	0		
Other	270,307	231,147	217,345	(13,802)	(6%)
Department Totals	1,314,965	1,522,510	1,329,893	-192,617	(13%)

Programs and Services	Expenses By Programs and Services			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Camp Summit	413,388	566,042	318,631	(247,411)
Recreation	337,961	358,552	282,177	(76,375)	(21%)
Instructional/Youth	39,951	56,357	37,641	(18,716)	(33%)
Instructional/Adult	108,429	125,723	109,422	(16,302)	(13%)
Athletics	135,554	151,691	147,560	(4,131)	(3%)
Special Events	22,746	23,239	24,268	1,029	4%
Arts Council	0	0	0	0	
Bailey Farm Park	22,135	0	0	0	
Amphitheater	174,896	208,525	114,426	(94,100)	(45%)
Lea McKeighan North Park	61,311	148,746	219,329	70,583	47%
Department Totals	1,316,370	1,638,875	1,253,453	(385,422)	(24%)

Expense Category	Expenses by Type			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Personal services	636,686	862,687	695,473	(167,215)
Other supplies, services and charges	484,631	560,207	377,733	(182,474)	(33%)
Repairs and maintenance	35,651	27,287	34,175	6,888	25%
Utilities	112,135	102,019	99,212	(2,807)	(3%)
Depreciation	23,823	19,239	18,732	(507)	(3%)
Miscellaneous	790	23,490	3,230	(20,260)	(86%)
Capital outlay	0	18,700	0	(18,700)	(100%)
Interdepartment charges	19,134	21,727	21,899	172	1%
Transfers out	3,519	3,519	3,000	(519)	(15%)
Department Totals	1,316,370	1,638,875	1,253,453	(385,422)	(24%)

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Assistant Facility Manager	0.00	0.00	0.36	0.36
Asst. Recreation Supervisor	2.00	0.00	0.00	0.00
Basketball Referee III	0.06	0.07	0.00	-0.07
Basketball Referee IV	0.06	0.07	0.17	0.10
Camp Assistant Manager	0.65	0.63	0.25	-0.38
Camp Counselor	12.88	13.11	5.55	-7.56
Camp Manager	0.65	0.63	0.25	-0.38
Camp Nurse	0.00	0.21	0.08	-0.13
Camp Service Rep	0.52	0.93	0.18	-0.75
Custodian - Parks	0.58	0.77	0.77	0.00
Dance Instructor	0.03	0.03	0.00	-0.03
Event Staff	0.21	0.20	0.10	-0.10
Event Staff - Bailey Park	0.09	0.00	0.00	0.00
Facility Maint. Specialist	0.80	0.80	1.20	0.40
Facility Maintenance Supervisor	0.00	0.05	0.05	0.00
Facility Supervisor - Parks	0.00	0.77	0.70	-0.07
Facility Supvr. - Bailey Park	0.04	0.00	0.00	0.00
Facility Supervisor - LMN	0.00	0.00	1.15	1.15
Harris Park Community Ctr Mgr	1.00	1.00	1.00	0.00
Instructor-Itty Bitty	0.07	0.07	0.11	0.04
Kickball Official	0.11	0.06	0.03	-0.03
Maintenance Supvr. II - Parks	0.05	0.00	0.00	0.00
Massage Therapist	0.20	0.00	0.00	0.00
Recreation Supervisor I	0.00	2.00	1.50	-0.50
Rink Operations Specialist	0.00	0.00	0.30	0.30
School Break Camp Counselor	0.40	0.38	0.38	0.00
Scorekeeper	0.30	0.33	0.14	-0.19
Service Rep - Parks	0.81	0.00	0.45	0.45
Service Representative-LMN	0.00	0.00	1.44	1.44
Site Supervisor	1.12	0.63	0.23	-0.40
Site Supvr. Itty Bitty-Parks	0.25	0.07	0.05	-0.02
Skate Monitor	0.00	0.00	0.27	0.27
Superintendent of Administration II.	0.15	0.00	0.00	0.00
Superintendent of Recreation	0.95	0.90	0.90	0.00
Supt. of Legal Services & Human Resources	0.00	0.15	0.15	0.00
Volleyball Official	0.15	0.24	0.00	-0.24
Volleyball Official II	0.17	0.24	0.48	0.24
Youth Instructor	0.03	0.01	0.08	0.07
Totals	24.31	24.35	18.32	-6.03

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City on a cost-reimbursement basis. The City has eight Internal Service Funds:

- Central Building Services
- Central Vehicle Maintenance/ Fleet Operations
- Information Technology Services
- Short Term Disability Fund
- Unemployment Insurance Fund
- Claims and Damages Reserve Fund
- Workers Compensation Self Insurance Fund
- Health Insurance Reserve Fund

CENTRAL BUILDING SERVICES

Central Building Services (CBS) is an internal services fund comprised of five service functions: Capital Project Management Services, Building Maintenance Services, Custodial Services, Utilities and General Services including the Building Equipment Replacement Program (BERP).

Capital Project Management Services focuses on new building project developments, as well as building or site renovation projects. The CBS department assists with the design and construction of the project, including assisting the responsible department's project team from concept through completion.

The Building Maintenance Services staff includes four FTEs. This includes the CBS Supervisor, an HVAC technician, an electrician technician, and a facility maintenance worker. The services CBS provides include routine maintenance, scheduled and unscheduled maintenance, repairs and general upkeep of facilities, and minor construction projects throughout the City. The CBS department is responsible for maintaining City Hall, City Hall Parking Garage, 7 fire stations, Animal Control, Public Works Maintenance Facility, Airport, Amtrak waiting area and restrooms, downtown district, satellite parking lot, and the Historical Museum. The CBS department works with the Downtown Main Street organization and oversees the daily operation program of the downtown district maintenance. Duty hours are from 6:30 AM to 4:30 PM, Monday through Friday. The CBS department administers on-call contracts that include concrete work, mechanical, mowing, backflow testing, elevator inspections, fire alarm & extinguisher inspections, etc...

The Custodial Services staff includes one FTE. The services typically include janitorial duties such as floor care, trash disposal, recycling and detail cleaning of staff offices, restrooms and public spaces at the Police Department. The CBS department administers on-call contracts that include janitorial services, window washing, parking garage sweeping and carpet cleaning.

The Utilities and General Services program includes budget administration of all utilities for City Hall and Parking Garage. The utilities program administers the water/sewer, natural gas, electricity, and trash disposal services. The general services program administers the landscaping Memorandum of Understandings (MOU) for City Hall, Public Works Maintenance Facility and miscellaneous facilities.

The Building and Equipment Replacement Program (BERP) collects and administers individual department BERP contributions. The CBS department assists with procuring bids and completing the work for all scheduled building and equipment replacement projects. The CBS department also performs facility inspections on an annual basis to evaluate BERP components.

Central Building Services FY21 Budget Summary

Revenues	Revenues			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Investment earnings	43,124	0	0	0
Other	5,374	0	0	0	0%
Interdepartment revenues	1,128,188	1,163,203	1,258,045	94,842	8%
Department Totals	1,176,685	1,163,203	1,258,045	94,842	8%

Programs and Services	Expenses By Programs and Services			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Facility Services	420,265	785,516	668,856	(116,659)
Custodial Services	230,023	326,192	311,446	(14,747)	(5%)
Project Management	(57)	97,866	0	(97,866)	(100%)
Utilities/General Services	139,575	424,176	397,205	(26,971)	(6%)
BERP-City Hall	133,559	5,000	10,000	5,000	100%
BERP-Police	0	0	0	0	0%
BERP-Fire	0	455,000	0	(455,000)	(100%)
BERP-PW Ops	105,466	12,000	0	(12,000)	(100%)
BERP-Airport	26,698	0	3,500	0	0%
BERP-CVM	4,979	5,000	0	(5,000)	(100%)
Department Totals	1,060,509	2,110,750	1,391,007	(719,743)	(34%)

Expense Category	Expenses by Type			Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested	\$	%
	Personal services	338,981	552,534	482,197	(70,337)
Other supplies, services and charges	220,989	316,223	361,546	45,323	14%
Repairs and maintenance	133,417	346,500	122,123	(224,377)	(65%)
Utilities	209,550	252,000	250,000	(2,000)	(1%)
Fuel and lubricants	1,693	2,500	2,500	0	0%
Depreciation	132,420	122,000	122,000	(0)	(0%)
Miscellaneous	0	3,000	2,000	(1,000)	(33%)
Capital outlay	254,207	477,000	13,500	(463,500)	(97%)
Construction	(254,207)	0	0	0	0%
Interdepartment charges	23,459	38,994	35,141	(3,852)	(10%)
Department Totals	1,060,509	2,110,750	1,391,007	(719,743)	(34%)

Full Time Equivalents (FTE)

Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Asst. City Mgr., Administrative Serv	0.12	0.12	0.00	-0.12
Central Building Services Supervisor	1.00	1.00	1.00	0.00
Custodian	3.00	3.00	1.00	-2.00
Director of Development Services	0.00	0.00	0.10	0.10
Facilities Maintenance Worker I	3.00	1.00	1.00	0.00
Facilities Manager	1.00	1.00	1.00	0.00
Facility Technician (CBS)	0.00	2.00	2.00	0.00
Totals	8.12	8.12	6.10	-2.02

CENTRAL VEHICLE MAINTENANCE/ FLEET OPERATIONS FUND

Fleet Operations, which is a division of Public Works Department, is an Internal Service Fund. Internal Service Funds are used to account for the financing on cost-reimbursement basis of goods or services provided by one department to other departments within the same governmental organization.

The Fleet Operations Fund is comprised of two parts, first the Vehicle Replacement Fund (VERP), which provides motor vehicle fleet replacement, services to the various City departments. All current City motor vehicles are owned through this fund. The departments then leases or rent their vehicles at a rate that will provide funds for the replacement of that particular piece of equipment at a scheduled future date. By charging a yearly rate with a technology multiplier, over the life of the equipment, this system enables the City to replace vehicles within efficient lifecycle time period, and not just when funds are available. This will provide all Departments with safe and cost efficient vehicles throughout the fiscal year while maintaining a steady yearly payment at much lower rates than direct replacement cost. The fund also allows the ability to capture new technology allowing for lower fuel cost and reduced emissions output.

The second part of the Fleet Operations Fund is the Overhead. This fund is comprised of cost for the daily operation, which provides twenty-four hour service to all using departments. Fleet Operations provides all maintenance and repairs to over four hundred pieces of equipment, and our mission is to provide the best service and staff by partnering with departments and vendors to effectively monitor and ensure the most cost effective repair and replacement of vehicles and equipment. With effectively monitoring repairs and maintenance schedules, the Fleet Division is committed to providing the most cost effective service while recognizing the value of the ever-changing field and capitalizing on changing technology. The overhead fund charges a weighted percentage of operational overhead costs based on a three-year average of the work order hours generated by the using department. The established maintenance program has also yielded longer useful life and higher resale values.

Fleet Operations

FY21 Budget Summary

Revenues	Revenues				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Charges for services	9	0	0	0	0%
Investment earnings	10,621	9,000	3,000	(6,000)	(67%)
Other	967	0	0	0	0%
Sale of property	208,157	979,381	660,236	(319,145)	(33%)
Interdepartment revenues	2,902,532	2,361,454	3,138,143	776,689	33%
Transfers in	250,000	0	0	0	0%
Department Totals	3,372,286	3,349,835	3,801,379	451,544	13%

Programs and Services	Expenses By Programs and Services				
	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
Fleet Management Support	899,652	1,044,787	1,123,901	79,113	8%
Debt & Cash Management	0	453,863	0	(453,863)	(100%)
CVM Expansion-Fire	26,962	0	0	0	0%
CVM Expansion-Planning	26,405	0	0	0	0%
CVM Expansion-Water Quality	13,550	0	0	0	0%
CVM Expansion-CVM	49,995	0	0	0	0%
Vehicle Equip and Replacement	(931,057)	1,611,947	1,463,832	(148,115)	(9%)
VERP-PWE	75,060	20,551	19,871	(680)	(3%)
VERP-Police	278,217	293,554	1,019,769	726,215	247%
VERP-Fire	2,155,943	2,641,150	94,684	(2,546,466)	(96%)
VERP-Planning & Development	26,405	64,349	0	(64,349)	(100%)
VERP-PW Ops	129,682	1,023,751	215,436	(808,315)	(79%)
VERP-Codes	0	0	98,707	0	0%
VERP-CBS	0	56,566	16,232	(40,334)	(71%)
VERP-Water Quality	160,908	323,288	333,511	10,223	3%
VERP-Parks	69,153	219,090	70,091	(148,999)	(68%)
VERP-Airport	0	144,280	56,961	(87,319)	(61%)
VERP-CVM	0	82,112	0	(82,112)	(100%)
VERP-Cemetery	0	9,388	25,813	16,425	175%
VERP-Parks Grounds Maintenance	0	0	0	0	0%
VERP-Water Customer Service	0	0	22,905	0	0%
Capital projects	84,756	0	0	0	0%
Department Totals	3,065,630	7,988,676	4,561,712	(3,426,964)	(43%)

Expenses by Type

Expense Category	FY19 Actuals	FY20 Budget	FY21 Requested	Difference FY20 Budget	
				\$	%
				Personal services	592,981
Other supplies, services and charges	137,398	161,689	146,533	(15,156)	(9%)
Repairs and maintenance	27,415	40,261	28,330	(11,931)	(30%)
Utilities	57,912	42,400	63,184	20,784	49%
Fuel and lubricants	1,535	1,753	2,254	501	29%
Depreciation	2,028,949	1,615,005	1,474,130	(140,876)	(9%)
Capital outlay	3,116,836	4,878,079	1,973,980	(2,904,099)	(60%)
Construction	(3,032,080)	0	0	0	0%
Interdepartment charges	134,684	133,499	129,079	(4,420)	(3%)
Transfers out	0	453,863	0	(453,863)	(100%)
Department Totals	3,065,630	7,988,676	4,561,712	(3,426,964)	(43%)

Full Time Equivalents (FTE)

Job Titles	FY19	FY20	FY21	Difference
	Budget*	Budget	Budget	
Administrative Assistant	1.00	1.00	1.00	0.00
Asst. City Mgr., Operations	0.12	0.12	0.00	-0.12
Fleet Manager	1.00	1.00	1.00	0.00
Maintenance Shop Supervisor	1.00	1.00	1.00	0.00
Mechanic	7.00	7.00	7.00	0.00
Totals	10.12	10.12	10.00	-0.12

*FY19 Budget Amendment No. 1 increased the number of Mechanic positions from 6.00 FTE to 7.00 FTE.

INFORMATION TECHNOLOGY SERVICES

Information Technology Services' (ITS) mission is to work in partnership with customers to leverage the use of information technologies to meet business challenges and to foster customer self-sufficiency in using those technologies.

The functions managed by ITS are:

Help Desk – Centralized and coordinated support is delivered via the ITS Help Desk. The Help Desk provides assistance with hardware, software, and phone systems to city staff. This group monitors the city computer environment and dispatches ITS staff to critical system and network events. Coordinates orders for equipment, manages employee computer system access, and provides internal computer training sessions.

Network and Desktop Computer Operations – The city network has dedicated connections to 22 city facilities via fiber, a high speed wireless network and leased lines. Remote communication is provided for staff to connect externally via the Internet, as well as outbound access to the Internet for web and email, Jackson County system access and public safety networks (City of Kansas City, State of Missouri and NCIC). The wireless network has been expanded to laptops iPads and Mobile Data Terminals utilizing leased wireless cards and 4g docks. These tools are used by management team, public safety, public works water utilities and other departments to take technology to the worksite. ITS supports and maintains network devices as well as the infrastructure of copper and fiber cables, circuits, hubs, routers, bridges and switches necessary to provide communications between these locations and devices. ITS staff are also responsible for the management of the City's network and cyber security infrastructure. Including firewalls, web filtering, endpoint protection, annual cyber security training, and work to maintain compliance with PCI and CJIS requirements.

Technology Planning and Internal Consulting – ITS staff works with departments to assess, define and identify needs, research, and develop and implement solutions to meet those demands. ITS staff assists with effectively and efficiently navigating ITS related processes and services and are the departments advocate in escalating service needs and evaluating new technology requests to meet business process needs. ITS applications staff are knowledgeable about department's unique business processes, strategic goals and objectives, and technology needs – and are empowered to provide assistance needed to succeed in technology-assisted endeavors.

Applications Administration - ITS provides administration and end user support for all applications within the city. This program manages over 140 desktop, network, and server based applications used by the city departments. ITS provides the design, installation, configuration, vendor coordination, end user training and support, installation of upgrades, development of interfaces as required, and application troubleshooting. Application Administrators and GIS staff also serve as liaisons between end user and vendor by bridging the gap between technology and business process.

Project Management - Project Management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. ITS developed and uses a defined Project Management Process to manage all project activities including: clearly defining the project's scope, schedule, & cost; devising a solution to meet the requirements, including all people, process, technology, & support aspects; configuring or creating the desired solution; testing the solution and ensuring readiness for implementation; and implementing the solution

and any required process changes. Project managers are responsible for ensuring successful execution of the process by controlling issues and risks, communicating project goals and status, and directing internal and external resources in executing tasks on the project timeline.

Geographic Information Systems Administration - As the central coordinator of the city Geographic Information System (GIS), the ITS team provides management of the database, map layers, software and related components. ITS defines standards for GIS data and fulfills internal and external requests for data by providing maps and reports. GIS staff maintains the central GIS data to ensure maps are updated with accurate and timely information. The GIS staff continues to advance the integration of maps into city business to better support daily operations and decision making processes.

Communications System Administration – Communication group is responsibility for supporting the phone and voice mail systems. The system includes over 750 phone voice/data lines and related equipment. These responsibilities include coordinating all phone related moves, additions and changes. In addition this group monitors and manages the phone related hardware and software located through city facilities. Communications also includes the email and calendar system utilized by employees to communicate and organize meetings with internal and external contacts. This includes the archiving of email communications and the filtering of unwanted spam emails. In addition this group manages the integration of mobile smart phones to provide city management instant access to email and calendars.

Depreciation - In accordance with GAAP-based budgeting, the ITS Fund includes a charge for the non-cash depreciation expense to better match how much of the assets have been depreciated in a particular year. Although the capital outlay and bond principal redemption is a reallocation of current assets, an amount for these appear in this budget for informational and cash flow purposes only.

ITS Services

FY21 Budget Summary

Revenues	Revenues				Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested			
				\$	%	
Charges for services	39	0	0	0	0%	
Investment earnings	97,316	0	0	0	0%	
Other	16,992	0	0	0	0%	
Interdepartment revenues	3,793,529	3,847,485	4,331,546	484,061	13%	
Transfers in	965,464	29,515	396,517	367,002	1243%	
Department Totals	4,873,340	3,877,000	4,728,063	851,063	22%	

Programs and Services	Expenses By Programs and Services				Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested			
				\$	%	
Information Servs-MIS	3,270,029	3,527,149	3,721,660	194,510	6%	
MERP-Capital Asset & Replacemnt	2,595	0	0	0	0%	
MERP-Equip-Departmental	211,277	310,006	395,142	85,136	27%	
MERP-Equip-Citywide	351,039	254,225	403,551	149,325	59%	
SLERP-Departmental	40,904	0	0	0	0%	
Capital Project Activity	574,115	1,099,572	420,520	(679,052)	(62%)	
Department Totals	4,449,959	5,190,953	4,940,872	(250,080)	(5%)	

Expense Category	Expenses by Type				Difference FY20 Budget	
	FY19 Actuals	FY20 Budget	FY21 Requested			
				\$	%	
Personal services	2,373,754	2,564,781	2,692,083	127,302	5%	
Other supplies, services and charges	1,124,099	580,241	762,195	181,954	31%	
Repairs and maintenance	607,790	491,537	514,691	23,154	5%	
Fuel and lubricants	253	600	600	0	0%	
Depreciation	35,531	20,125	17,553	(2,572)	(13%)	
Capital outlay	0	237,765	533,758	295,993	124%	
Construction	951	952,580	(34,501)	(987,080)	(104%)	
Interdepartment charges	307,583	343,325	454,493	111,168	32%	
Department Totals	4,449,959	5,190,953	4,940,872	(250,080)	(5%)	

Full Time Equivalents (FTE)

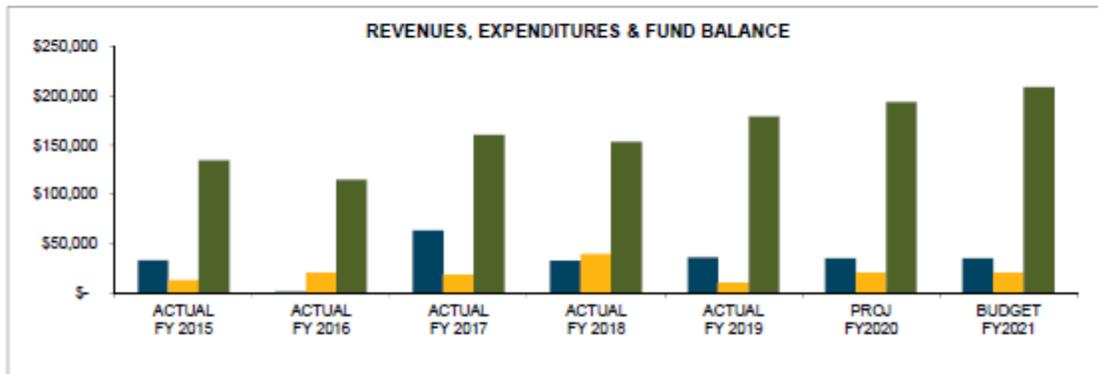
Job Titles	FY19 Budget	FY20 Budget	FY21 Budget	Difference FY20
Administrative Assistant	1.00	0.00	0.00	0.00
Applications Administrator	5.00	5.00	5.00	0.00
Applications Analyst	1.00	1.00	1.00	0.00
Asst. City Mgr., Administrative Services	0.12	0.12	0.00	-0.12
Asst. City Mgr., Dev Svcs/Comm	0.00	0.00	0.15	0.15
Asst. Dir. of App. Mgmt. Svcs.	1.00	1.00	1.00	0.00
Audiovisual Technician (Evening)	0.14	0.00	0.00	0.00
Chief Technology Officer	1.00	1.00	1.00	0.00
Database Administrator	1.00	1.00	1.00	0.00
GIS Coordinator	1.00	1.00	1.00	0.00
GIS Technician	1.15	1.15	1.15	0.00
Help Desk Support Spec.	2.00	2.72	2.72	0.00
Inventory & Records Spec.	0.00	1.00	1.00	0.00
IT Operations Manager	1.00	1.00	1.00	0.00
ITS Project Manager	1.00	1.00	1.00	0.00
ITS Support PTT	0.72	0.00	0.00	0.00
ITS Support Services Manager	1.00	1.00	1.00	0.00
Manager, Entprs. Tech. Svcs.	1.00	1.00	1.00	0.00
Network Administrator	1.00	1.00	1.00	0.00
Senior GIS Technician	1.00	1.00	1.00	0.00
System Support Analyst	1.00	1.00	1.00	0.00
System Support Specialist	1.00	1.00	1.00	0.00
Systems Administrator	1.00	1.00	1.00	0.00
Systems Analyst	1.00	1.00	1.00	0.00
Technical Services Specialist	1.00	1.00	1.00	0.00
Web Administrator	1.00	1.00	1.00	0.00
Web Specialist	1.00	1.00	1.00	0.00
Totals	28.13	27.99	28.02	0.03

SHORT-TERM DISABILITY FUND

YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY 2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACTUAL</u>	FY 2019 <u>ACTUAL</u>	FY2020 <u>PROJ</u>	FY2021 <u>BUDGET</u>
REVENUES:							
Charges for services	32,236	-	62,702	31,723	36,284	35,204	35,204
Transfers							
Interest	611	1,413	598	942			
Total Revenues	\$ 32,847	\$ 1,413	\$ 63,300	\$ 32,665	\$ 36,284	\$ 35,204	\$ 35,204
EXPENDITURES:							
Claims	12,921	20,605	18,428	39,560	10,453	20,393	20,393
Other	-	-	-	-	-	-	-
Total Expenditures	\$ 12,921	\$ 20,605	\$ 18,428	\$ 39,560	\$ 10,453	\$ 20,393	\$ 20,393
Excess of Revenues Over (Under) Expenditures	19,926	(19,192)	44,872	(6,895)	25,831	14,811	14,811
Fund Balance, Beginning of Year	\$ 114,484	\$ 134,410	\$ 115,218	\$ 160,090	\$ 153,195	\$ 179,027	\$ 193,838
Fund Balance, End of Year	\$ 134,410	\$ 115,218	\$ 160,090	\$ 153,195	\$ 179,027	\$ 193,838	\$ 208,649
% of Ending Fund Balance to Total Expenditures	1040%	559%	869%	387%	1713%	951%	1023%

This fund was established to provide compensation to full-time City employees who are incapacitated and who have exhausted all paid time, but are not yet eligible for long-term disability benefits. Beginning July 1, 2009 the short-term disability policy was updated stating all earned time, including vacation and personal, must be exhausted before short-term disability is available. Since the policy change, average claims paid from FY15 through FY19 is \$20,393. The target fund balance is 200% of paid claims.

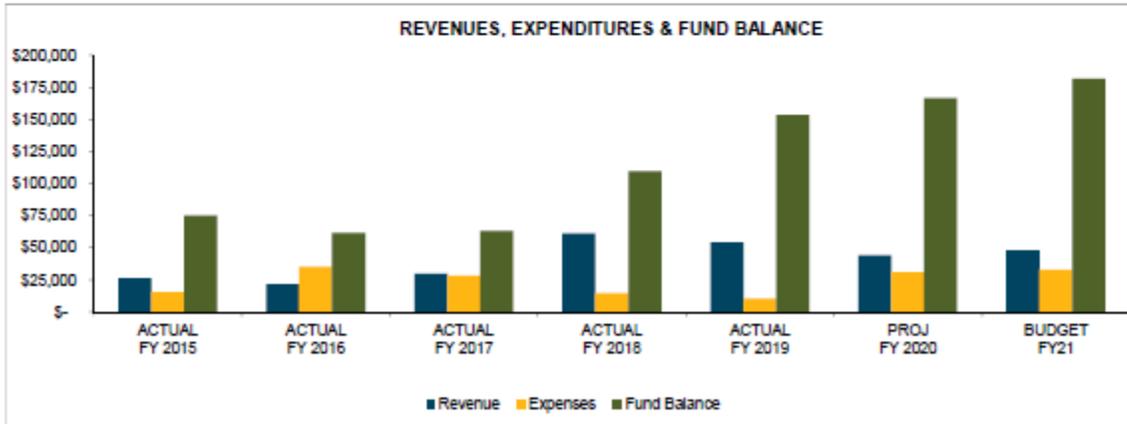


UNEMPLOYMENT TRUST FUND

YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY 2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACTUAL</u>	FY 2019 <u>ACTUAL</u>	FY 2020 <u>PROJ</u>	FY21 <u>BUDGET</u>
Revenues:							
Premiums	\$ 25,869	\$ 20,368	29,297	60,720	49,801	44,041	47,850
Special Assessment							
Interest	411	898	361	615	4,295	0	0
Total Revenues	\$ 26,280	\$ 21,266	\$ 29,658	\$ 61,335	\$ 54,096	\$ 44,041	\$ 47,850
Expenditures:							
Claims paid	\$ 12,885	\$ 32,630	28,145	14,505	10,397	30,792	32,630
Third Party Administrator Expense	2,400	2,400	0	0	0	0	0
Total Expenditures	\$ 15,285	\$ 35,030	\$ 28,145	\$ 14,505	\$ 10,397	\$ 30,792	\$ 32,630
Excess of revenues over (under) expenditures	10,995	(13,764)	1,513	46,830	43,699	13,249	15,220
Fund balance, beginning of year	\$ 64,130	\$ 75,125	\$ 61,361	\$ 62,874	\$ 109,704	\$ 153,403	\$ 166,652
Fund balance, end of year	\$ 75,125	\$ 61,361	\$ 62,874	\$ 109,704	\$ 153,403	\$ 166,652	\$ 181,872

This fund was established to provide a self-insurance mechanism to fund liabilities related to unemployment claims filed by former City employees. Revenues for FY 2020-2021 are established at \$60 per full-time employee.



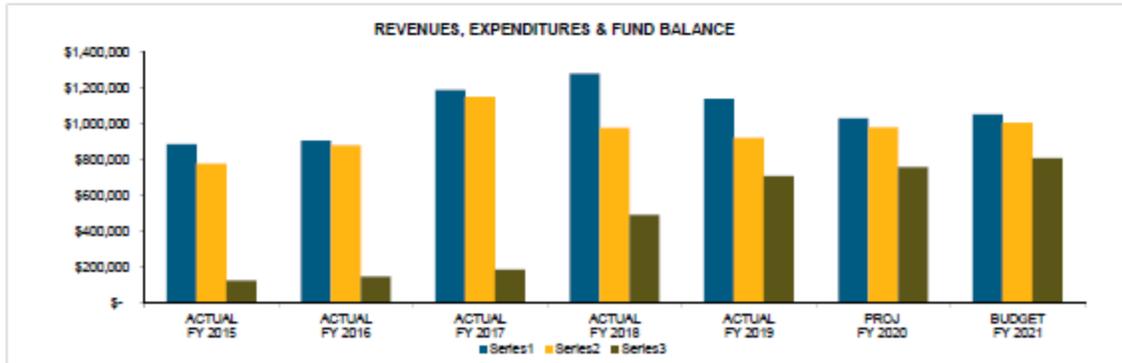
CLAIMS AND DAMAGES RESERVE TRUST FUND

YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY 2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACTUAL</u>	FY 2019 <u>ACTUAL</u>	FY 2020 <u>PROJ</u>	FY 2021 <u>BUDGET</u>
Revenues:							
Refunds							
Premiums	885,784	881,903	1,051,858	1,057,183	1,065,272	1,031,232	1,055,106
Insurance Claims Contributions	-	-	134,999	220,270	53,234	-	-
Transfer In: Other Funds	-	-	-	-	-	-	-
Interest Income	1,237	2,547	3,151	5,494	23,276	-	-
Miscellaneous	-	21,494	-	-	-	-	-
Total Revenues	\$ 887,021	\$ 905,944	\$ 1,190,008	\$ 1,282,947	\$ 1,141,782	\$ 1,031,232	\$ 1,055,106
Expenditures:							
Transfers Out	-	-	-	-	-	-	-
Special Assessments	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-
Personal Services	-	4,708	-	-	-	-	-
Claims and Damages	-	-	-	-	-	-	-
Insurance Premiums	-	-	-	-	-	-	-
Claims and Professional expenses	778,301	878,218	1,150,614	978,406	923,500	982,000	1,005,874
Professional Fees	-	-	-	-	-	-	-
Enterprise Resource Planning (ERP)	-	-	-	-	-	-	-
Total Expenditures	\$ 778,301	\$ 882,926	\$ 1,150,614	\$ 978,406	\$ 923,500	\$ 982,000	\$ 1,005,874
Excess of Revenues Over (Under) Expenditures	108,720	23,018	39,394	304,541	218,282	49,232	49,232
Fund Balance, Beginning of Year	\$ 16,921	\$ 125,641	\$ 148,659	\$ 188,053	\$ 492,594	\$ 710,877	\$ 760,109
Fund Balance, End of Year	\$ 125,641	\$ 148,659	\$ 188,053	\$ 492,594	\$ 710,877	\$ 760,109	\$ 809,341

The Claims and Damages Reserve Fund accounts for expenses associated with property insurance premiums, liability insurance premiums, broker fees, and insurance claims.

Funding for insurance claims is determined through loss history to cover anticipated claims and damages expenses each budget year. City departments contribute a baseline amount of \$11,538 to the fund annually, which accounts for approximately \$150,000. The remaining amount, currently established at \$150,000, is funded through claims history analysis. Each department with claims history for the past three years is assigned a pro-rata share of the remaining \$150,000. This method assures contribution from all City departments while assessing risk costs appropriately based on actual losses incurred.



WORKERS COMPENSATION SELF-INSURANCE

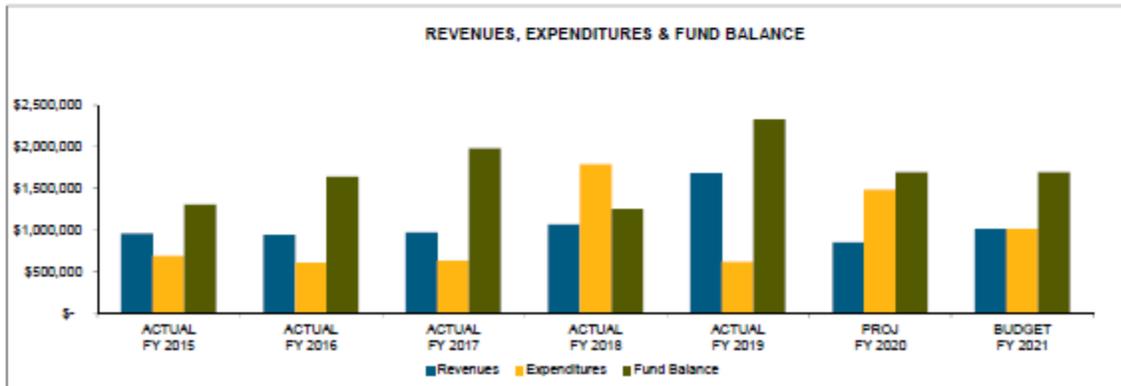
YEAR BEGINNING JULY 1, 2020

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 PROJ	FY 2021 BUDGET
REVENUES:							
Other Revenue/Refunds	49,546	2,350	1,688	16,591	680,442	-	-
Premiums	895,539	907,493	950,699	1,023,692	900,408	850,000	1,008,430
Interest	11,211	28,079	14,496	21,847	101,442	-	-
Transfers In	-	-	-	-	-	-	-
Total Revenues	\$ 956,296	\$ 937,922	\$ 966,883	\$ 1,062,130	\$ 1,682,292	\$ 850,000	\$ 1,008,430
EXPENDITURES:							
Claims and Expenses	247,757	511,266	627,427	1,786,683	611,538	1,480,564	699,569
Prior Year Claim Settlements	208,121	(78,340)	-	-	-	-	-
Professional Fees and Administrative Costs	35,163	20,064	-	-	-	-	127,800
Insurance (Excess and State Fees)	192,834	150,239	-	-	-	-	181,054
Prior Period Adjustment	-	-	-	-	-	-	-
Total Expenditures	\$ 683,875	\$ 603,229	\$ 627,427	\$ 1,786,683	\$ 611,538	\$ 1,480,564	\$ 1,008,423
Excess of Revenues Over (Under)							
Expenditures	272,421	334,693	339,456	(724,553)	1,070,754	(630,564)	7
Fund balances, Beginning of Year	\$ 1,030,859	\$ 1,303,280	\$ 1,637,973	\$ 1,977,429	\$ 1,252,876	\$ 2,323,630	\$ 1,693,066
Fund balances, End of Year	\$ 1,303,280	\$ 1,637,973	\$ 1,977,429	\$ 1,252,876	\$ 2,323,630	\$ 1,693,066	\$ 1,693,073

This fund was established to account for the monies necessary to self-insure the City's Workers Compensation claims.

The continuing efforts to reduce frequency of claims and contain claim costs through negotiated discounts on medical expenses and using modified duty return to work resulted in lower overall damages and claims expense. Professional Fees and Administrative Costs include state-required third party administrative fees and expenses for the discounted medical health provider network. The Insurance expense line includes the state required Self-Insurer Bond, Excess Insurance coverage Premium, Worker's Comp Tax and the 2nd Injury Fund Surcharge.

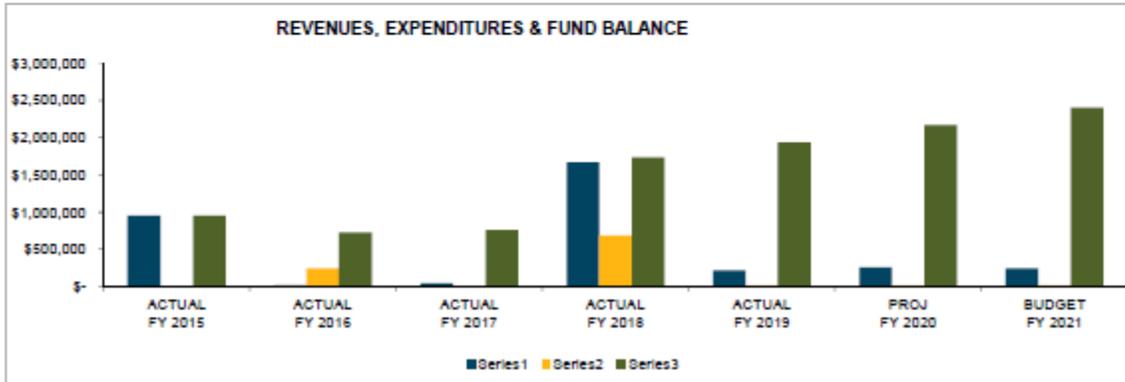
Funding for upcoming and each year premiums (amounts assessed to departmental budgets) are adjusted to bring the fund balance in line with the projected retentions. Premium amount is divided into departments based on percentage of use over past 3 fiscal years (50% of calculation) and percentage of full-time



Health Insurance Reserve Fund

YEAR BEGINNING JULY 1, 2020

	FY 2015 <u>ACTUAL</u>	FY 2016 <u>ACTUAL</u>	FY 2017 <u>ACTUAL</u>	FY 2018 <u>ACTUAL</u>	FY 2019 <u>ACTUAL</u>	FY 2020 <u>PROJ</u>	FY 2021 <u>BUDGET</u>
Revenues:							
Charges for Service	0	0	37,695	245,724	0	0	0
Other	954,777	139	0	0	141,182	188,740	224,089
Interest	0	16,100	3,801	12,454	76,826	66,020	22,007
Transfer In	0	0	0	1,410,378	0	0	0
Total Revenues	\$ 954,777	\$ 16,239	\$ 41,496	\$ 1,668,556	\$ 218,008	\$ 254,760	\$ 246,096
Expenditures:							
Personal Services	0	100	10,850	0	0	0	0
Miscellaneous	0	244,236	2,800	687,472	18,124	16,336	18,159
Total Expenditures	\$ -	\$ 244,336	\$ 13,650	\$ 687,472	\$ 18,124	\$ 16,336	\$ 18,159
Excess of revenues over (under) expenditures	954,777	(228,097)	27,846	981,084	199,884	238,424	227,937
Fund balance, beginning of year	\$ -	\$ 954,777	\$ 726,680	\$ 754,526	\$ 1,735,610	\$ 1,935,494	\$ 2,173,918
Fund balance, end of year	\$ 954,777	\$ 726,680	\$ 754,526	\$ 1,735,610	\$ 1,935,494	\$ 2,173,918	\$ 2,401,855





Debt Service

10

DEBT SERVICE FUNDS

The city utilizes two funds to record the receipt and disbursement of monies used to repay principal and interest charges on city issued debt: General Obligation Bonds and Park Certificates of Participation (COP).

The General Obligation Debt Service Fund is used to account for the annual retirement of bonds. Expenditures from this fund include the payment of interest and fiscal agent charges plus the scheduled repayment of the principal balance. The ad valorem tax on real and personal property provides the primary source of revenue to make these payments. Interest income on investments of the reserve amounts provides the remainder of revenue.

The Park COP Debt Service Fund was established to account for the issuance of COPs related to Legacy Park, the Greenway Project, and Gamber Community Center. This fund receives the revenues generated by the one-fourth cent "Parks and Soils" sales tax.

The basis of accounting is the same for both budgeting and GAAP reporting purposes. This requires that the modified accrual method bases, with the revenues being recorded when measurable and available, and expenditures being recorded when the liability is incurred.

Revenues susceptible to accrual are sales taxes, economic activity taxes, property taxes and interest revenue.

City of Lee's Summit
Combined Balanced Sheet – Debt Service Funds
Year ended June 30, 2020

Assets and Other Debits	GO Debt	Park COP Debt	Total Debt Service
Pooled cash and investments	\$ 10,510,952	35,464	10,546,416
Receivables (net of allowance for uncollectibles):			
Accounts and other	—	—	—
Unbilled accounts	—	—	—
Taxes	399,516	683,725	1,083,241
Accrued interest	35,798	376	36,174
Due from other funds	—	—	—
Due from other governments	—	—	—
Inventories	—	—	—
Prepaid insurance	—	—	—
Other assets	—	—	—
Restricted cash and investments	—	—	—
Deferred bond issue costs, net	—	—	—
Property, plant, and equipment, net of accumulated depreciation	—	—	—
Amount available in Debt Service Fund	—	—	—
Amount to be provided for retirement of general long-term debt	—	—	—
Amount to be provided for settlement of claims and judgments	—	—	—
Amount to be provided for compensated absences	—	—	—
Total assets and other debits	<u>\$ 10,946,266</u>	<u>719,565</u>	<u>11,665,831</u>
Liabilities, Equity, and Other Credits			
Liabilities:			
Accounts and contracts payable	\$ —	—	—
Salaries and wages payable	—	—	—
Accrued interest payable	—	—	—
Current portion of long-term debt:			
General obligation bonds	—	—	—
Claims and judgments	—	—	—
Certificates of participation	—	—	—
Due to other funds	—	—	—
Unearned revenue	718,608	—	718,608
Payable from restricted assets:			
Customer deposits	—	—	—
Revenue bonds, current	—	—	—
State Revolving Loan Fund	—	—	—
Due to employees	—	—	—
Long-term debt payable:			
General obligation bonds	—	—	—
Revenue bonds	—	—	—
Certificates of participation	—	—	—
Claims and judgments	—	—	—
Compensated absences	—	—	—
Closure and post-closure liability	—	—	—
Unamortized bond discount, net	—	—	—
Total liabilities	<u>718,608</u>	<u>—</u>	<u>718,608</u>
Equity and other credits:			
Contributed capital	—	—	—
Investment in general fixed assets	—	—	—
Retained earnings:			
Reserved for depreciation and replacement	—	—	—
Unreserved	—	—	—
Fund balances:			
Reserved for inventories and prepaids	—	—	—
Reserved for post-closure costs	—	—	—
Unreserved, designated for debt service	10,227,658	719,565	10,947,223
Unreserved, undesignated	—	—	—
Total equity and other credits	<u>10,227,658</u>	<u>719,565</u>	<u>10,947,223</u>
Total liabilities, equity, and other credits	<u>\$ 10,946,266</u>	<u>719,565</u>	<u>11,665,831</u>

City of Lee's Summit
Combined Statement of Revenues, Expenditures, and Changes in Fund Balances – Debt Service Funds
Year ended June 30, 2020

	<u>GO Debt</u>	<u>Park COP Debt</u>	<u>Actual 2020</u>
Revenues:			
Taxes			
Property	\$ 10,963,996		10,963,996
Sales		4,046,615	4,046,615
Other (intangible)	57,334	—	57,334
Intergovernmental	—	—	—
Charges for services	—	—	—
Licenses, permits, and fees	—	—	—
Fines and forfeitures	47,046	—	47,046
Interest	320,187	11,908	332,095
Other	—	—	—
Total revenues	<u>11,388,563</u>	<u>4,058,523</u>	<u>15,447,086</u>
Expenditures:			
Current:			
General government	—	—	—
Public works and streets	—	—	—
Public safety	—	—	—
Human resources	—	—	—
Community development	—	—	—
Parks and recreation	—	—	—
Capital improvements	—	—	—
Debt service:			
Principal retirements	7,006,000	—	7,006,000
Interest and fiscal charges	1,552,539	—	1,552,539
Total expenditures	<u>8,558,539</u>	<u>—</u>	<u>8,558,539</u>
Excess of revenues over (under) expenditures	<u>2,830,024</u>	<u>4,058,523</u>	<u>6,888,547</u>
Other financing sources (uses):			
Proceeds from revenue and improvement bonds	—	—	—
Premium on issuance of bonds	—	—	—
Operating transfers in	—	—	—
Operating transfers out	—	(4,019,250)	(4,019,250)
Total other financing sources (uses)	<u>—</u>	<u>(4,019,250)</u>	<u>(4,019,250)</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses	2,830,024	39,273	2,869,297
Fund balances at beginning of year	7,397,634	680,292	8,077,926
Residual equity transfer in (out)	—	—	—
Fund balances at end of year	<u>\$ 10,227,658</u>	<u>719,565</u>	<u>10,947,223</u>

**Debt Service Requirements to Maturity
General Obligation Bonds**

	<u>STREETSCAPE Refunding 2013B</u>	<u>CITY HALL Refunding 2013B</u>	<u>STORM WATER 2013A</u>	<u>PUBLIC SAFETY Police Facility 2013A</u>	<u>CURBS 2013A</u>	<u>TUDOR ROAD 2013A</u>	<u>Strother Road 2013A</u>	<u>Orchard Street 2013C</u>
	<u>DATED 2/1/13</u>	<u>DATED 2/1/13</u>	<u>DATED 2/1/13</u>	<u>DATED 2/1/13</u>	<u>DATED 2/1/13</u>	<u>DATED 2/1/13</u>	<u>DATED 2/1/13</u>	<u>DATED 10/24/13</u>
2021	85,000	1,325,000	520,000			355,000		495,000
2022	100,000	1,405,000	520,000			355,000		
2023	87,000	1,453,000				455,000	450,000	
2024					2,645,000			
2025					1,715,000	990,000		
2026				1,225,000			1,550,000	
2027				2,850,000				
2028				2,925,000				
2029								
TOTAL	<u>\$272,000</u>	<u>\$4,183,000</u>	<u>\$1,040,000</u>	<u>\$7,000,000</u>	<u>\$4,360,000</u>	<u>\$2,155,000</u>	<u>\$2,000,000</u>	<u>\$495,000</u>
Interest Rates	2.00-3.00%	3.00-4.00%	3.00%-4.00	2.00%-3.00%	2.00%-3.00%	2.00%-3.00%	2.00%-3.00%	3.00%-5.00%

**Debt Service Requirements to Maturity
General Obligation Bonds (continued)**

	<u>Pryor Road 2013C</u>	<u>Tudor Road 2016A</u>	<u>50 Highway 2016A</u>	<u>Fire No. 3 2017A</u>	<u>Fire Equip 2016P/S 2017A</u>	<u>Equip ITS 2017A</u>	<u>Police Equip 2017A</u>
	<u>DATED 10/24/13</u>	<u>DATED 2/18/16</u>	<u>DATED 2/18/16</u>	<u>DATED 8/30/17</u>	<u>DATED 8/30/17</u>	<u>DATED 8/30/17</u>	<u>DATED 8/30/17</u>
2021		300,000	300,000	500,000	250,000	125,000	600,000
2022		300,000	300,000	600,000			800,000
2023		300,000	300,000	700,000			1,200,000
2024		300,000	300,000	700,000			1,400,000
2025		300,000	300,000	800,000			1,500,000
2026		300,000	300,000	800,000			1,100,000
2027		235,000	365,000				
2028		600,000					
2029		900,000					
TOTAL	<u>\$0</u>	<u>\$3,535,000</u>	<u>\$2,165,000</u>	<u>\$4,100,000</u>	<u>\$250,000</u>	<u>\$125,000</u>	<u>\$6,600,000</u>
Interest Rates	3.00%-5.00%	1.75-5.00	1.75-5.00	2.00-5.00	2.00-5.00	2.00-5.00	2.00-5.00

**Debt Service Requirements to Maturity
General Obligation Bonds (continued)**

	<u>ITS Network</u>	<u>Fire Apparatus</u>	<u>Police Cameras</u>	<u>Court Renov.</u>	<u>Fire # 5 Land</u>	
	<u>2020A</u>	<u>2020A</u>	<u>2020A</u>	<u>2020A</u>	<u>2020A</u>	
	<u>DATED</u>	<u>DATED</u>	<u>DATED</u>	<u>DATED</u>	<u>DATED</u>	
	<u>1/22/20</u>	<u>1/22/20</u>	<u>1/22/20</u>	<u>1/22/20</u>	<u>1/22/20</u>	
2021	490,958.33	509,166.67	406,111.11	2,593,611.11	152.78	
2022	490,000.00	500,000.00	400,000.00	2,585,000.00	25,000.00	
2023		500,000.00	200,000.00	355,000.00		
2024						
2025						
2026						
2027						
2028						
2029						
TOTAL	<u>\$980,958.33</u>	<u>\$1,509,166.67</u>	<u>\$1,006,111.11</u>	<u>\$5,533,611.11</u>	<u>\$25,152.78</u>	<u>\$47,335,000.00</u>
Interest Rates	1.89%	1.89%	1.89%	1.89%	1.89%	

Payments for all General Obligation Bonds

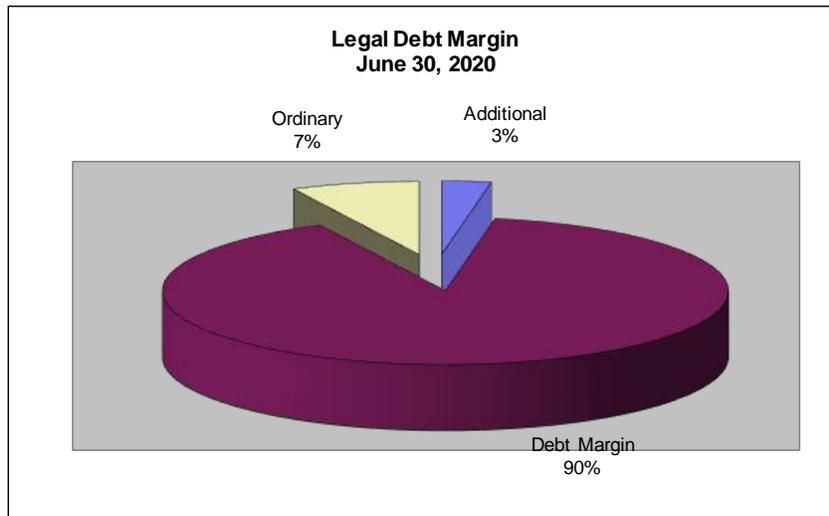
<u>DURING FY</u>	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>TOTAL</u>	<u>BALANCE</u> at June 30
2020				47,335,000
2021	8,855,000	1,263,490	10,118,490	38,480,000
2022	8,380,000	1,024,240	9,404,240	30,100,000
2023	6,000,000	825,690	6,825,690	24,100,000
2024	5,345,000	649,500	5,994,500	18,755,000
2025	5,605,000	495,150	6,100,150	13,150,000
2026	5,275,000	356,000	5,631,000	7,875,000
2027	3,450,000	221,750	3,671,750	4,425,000
2028	3,525,000	125,250	3,650,250	900,000
2029	900,000	22,500	922,500	0
TOTAL	<u>\$47,335,000</u>	<u>\$4,983,570</u>	<u>\$52,318,570</u>	
	FY 21 - FY 2029	4,983,570		

City of Lee's Summit, Missouri
Computation of Legal Debt Margin
June 30, 2020

	General Obligation Bonds		
	<u>Ordinary</u>	<u>Additional</u>	<u>Total</u>
	(1)	(2)	
	0		
City Hall 2013 (orig 2003)	4,183,000		
Downtown Streets 2013(orig 2003)		272,000	
Police Station	7,000,000		
Storm Water, 2013A		1,040,000	
Curbs 2013A		4,360,000	
Tudor Road 2013A		2,155,000	
Strother 2013A		2,000,000	
Road Imp (Orchard & Pryor) 2013C		495,000	
50 Highway and 291 Highway 2015A		0	
Fire No. 5 Land 2020A	25,153		
Tudor Road 2016A		3,535,000	
50 Highway and 291 Highway 2016A		2,165,000	
Fire Station No. 3 2017A	4,100,000		
Fire Equipment 2017A	250,000		
Police Equipment 2017A	6,600,000		
Police Equip ITS 2017A	125,000		
Police Equipment 2020A	980,958		
Fire Apparatus 2020A	1,509,167	0	
Police Cameras 2020A	1,006,111	0	
Police/Court Renovation 2020A	5,533,611	0	
Authorized But Unissued Amounts			
Fire Stations 4 and 5 Unissued	10,420,000		
Total Authorized at 6-30-18	41,733,000	16,022,000	57,755,000
Unissued			(10,420,000)
Total Issued and Outstanding			47,335,000

**City of Lee's Summit, Missouri
Computation of Legal Debt Margin
June 30, 2020**

	General Obligation Bonds		
	<u>Ordinary</u> (1)	<u>Additional</u> (2)	<u>Total</u>
Assessed Valuation (January 1, 2019)			\$2,338,084,137
Constitutional debt limit	\$ <u>233,808,414</u>	<u>233,808,414</u>	<u>467,616,828</u>
General Obligation bonds payable includes authorized but unissued	41,733,000	16,022,000	57,755,000
Less: Cash and Securities			
Available for Retirement	<u>7,448,828</u>	<u>2,859,730</u>	<u>10,308,559</u>
Bonds Payable less Available Funds	34,284,172	13,162,270	47,446,441
LEGAL DEBT MARGIN	\$ <u>199,524,242</u>	<u>220,646,144</u>	<u>420,170,387</u>



NOTES: (1) Article VI, Sections 26 (b) and (c) of the State Constitution permits the City, by vote of two-thirds of the voting electorate, to incur an indebtedness for City purposes not to exceed 10% of the taxable tangible property therein as shown by the last completed assessment.

(2) Article IV, Sections 26(d) and (e) of the State Constitution provides that the City may become indebted not exceeding in the aggregate an additional 10% for the purpose of acquiring rights-of-way, constructing, extending and improving streets and avenues and/or sanitary or storm systems, and purchasing or constructing waterworks, electric or other light plants, provided that the total general obligation indebtedness of the City does not exceed 20% of the assessed valuation.

(3) The total assessed valuation shown above does not include state assessed railroad and utility properties.



Appendix

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Accrual Accounting: A method of accounting that recognizes the financial effect of transactions, events and inters fund activities when they occur, regardless of the timing of related cash flows.

Amortization: 1) A reduction of debt by means of periodic payments sufficient to meet current interest and liquidate the debt at maturity. 2) Provision for the extinguishment of a debt by means of a debt service fund. 3) Accounting for expenses or charges as they apply rather than as they are paid.

Arbitrage: Arbitrage is the difference (profit) earned from investing low- yielding tax-exempt bond proceeds in higher yielding taxable securities.

Assessments: Assessments are charges in the nature of taxes upon property owners to pay the costs of facilities or improvements that benefit the property owned. Payment of the amount assessed (together with interest if not paid upon assessment) is secured by a direct fixed lien on the property. The assessed payments are either used directly to pay the costs of the facilities or improvements or, if paid over time, are used to repay bonds issued to finance such costs. "Special assessment" financing proceeds are used for improvements relating to the property, such as sidewalks, streets, gutters, sewers and water systems.

Assessed Valuation or [AV]: The valuation placed on real estate or other property by a government for the purpose of levying taxes.

Auditing: Pre-Audit: Posting year-end closing entries, preparing preliminary financial statements and assembling supporting documents for review by outside auditors.

Auditing: Post-Audit: Posting audit adjustments and preparing the annual financial report.

Audit Report: The report prepared by an auditor covering the audit or investigation of an entity's financial position for a given period of time. As a general rule, the report should include a) a statement of the scope of the audit; b) explanatory comments concerning exceptions from generally accepted auditing standards; c) opinions; d) explanatory comments concerning verification procedures; e) financial statements and schedules; and f) statistical tables, supplementary comments and recommendations. The auditor's signature follows item c) or d).

Authority: A governmental unit or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees and tolls, but in instances they also have taxing powers. An authority may be completely independent of other governmental units, or in some cases it may be partially dependent upon other governments for its creation, its financing or the exercise of certain powers.

Balanced Budget: Annual financial plan in which expenses do not exceed revenues.

Bond Counsel: Legal firm hired to advise the Issuer regarding the legal and tax assurance to the bond purchaser that the bond was legally issued and is aspects of the sale. Bond counsel writes the legal opinion for the bond issue. This lawyer, in theory, represents the ultimate bond purchaser. The Bond opinion provides tax-exempt. Generally responsible for producing the legal documents required for the sale.

Bond Election or Bond Referendum: A process whereby the qualified voters of a governmental unit are given the opportunity to approve or disapprove a proposed issue of municipal securities. An election is most commonly required in connection with general obligation bonds. Requirements for voter approval may be

imposed by constitution, statute, or local ordinance.

Bond Fiscal Year: The 12-month accounting period, established under some bond contracts, used in connection with and issue of municipal securities. Principal and interest payments are scheduled in accordance with the bond fiscal year. The bond fiscal year may not necessarily coincide with the issuing agency's own fiscal year, and may be established in order to take full advantage of the scheduled cash flow of projected pledged revenues. (See also Fiscal Year).

Bond Proceeds: The money paid to the issuer by the purchaser or underwriter of a new issue of municipal securities. These monies are used to finance the project or purposed for which the securities were issued and to pay certain costs of issuance as may be provided in the bond contract.

Budget (Operation): A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in tow senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

Callable Bond: A bond which the issuer is permitted or required to redeem before the stated maturity date at a specified price, usually at or above par, by giving notice of redemption in a manner specified in the bond contract.

Call Date: The date on which a bond may be redeemed before maturity at the option of the Issuer.

Call Feature (Redemption Feature): Enables the Issuer to pay off "redeem" a bond prior to its maturity date. The "call date" is the earliest date the bond may be redeemed "called". Usually a premium is paid for the earliest call dates.

Capital Assets: Assets of significant value and having a useful life of several years. Capital Assets are also called Fixed Assets.

Capital Improvement Program [CIP]: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually adopted as part of the complete annual budget which includes both operations and capital outlays. The capital budgets should be based on a capital improvement program [CIP].

Capital Outlays: Expenditures for the acquisition of capital assets.

Capital Projects: Projects that purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

Cash Basis: The method of accounting under which revenues are recorded when received and expenditures are recorded when paid.

Cash-Flow Budget (Cash Budget): A projection or the cash receipts and disbursements anticipated during given period. Typically, this projection covers a year and is broken down into separate projections for each month, week and/or day during the year.

Cash-Flow Financing: A financing in which the proceeds of the issue are used to pay current expenses of the issuer when the issuer's current income is temporarily insufficient for that purpose. Also, sometimes called TRANS, TANS, or RANS (tax and revenue anticipation notes). The issue is customarily scheduled to be repaid when current income exceeds current expenses. The issue typically has a term of one year or less.

Cash Management: Tracking and forecasting cash flow, and working with investment personnel to develop an investment plan. Maintaining cash accounts and controlling their disposition. Coordinating and controlling bank accounts.

Certificate of Deposit or CD: A negotiable or non-negotiable receipt for moneys deposited in a bank or other financial institution for a specified period at a specified rate of interest.

Certificate of Participation [COP]: A certificate showing participation through ownership of a "share" of lease payments or lease-purchase agreement. Usually made between a municipality and an equipment vendor. While these certificates are similar to bonds, they are secured solely by the lease or rental revenues accruing to the municipality/agency issuing the certificates have maturities and are paid in a manner parallel to the process involved in the execution and administration of bonds.

Competitive Bid or Competitive Bidding: A method of submitting proposals to purchase a new issue of bonds by which the bonds are awarded to the underwriting syndicate presenting the best bid according to stipulated criteria set forth in the notice of sale.

Cost Accounting: Accounting which assembles and records all costs incurred to carry out a particular activity or to deliver a particular service.

Costs of Issuance: The expenses associated with the sale of new issue of municipal securities, including such items as underwriter's spread, printing, legal fees and rating costs.

Covenant or Bond Covenant: The issuer's enforceable promise to do or refrain from doing some act. With respect to municipal bonds, covenants are generally stated in the bond contract.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debt of governmental units include bonds, time warrants, notes, and floating debt.

Debt Limit: The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions. The limitation is usually a percentage of assessed valuation and may be fixed upon either gross or net debt.

Debt Ratios: Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue, especially in the case of general obligation bonds.

Debt Service: The amount of money necessary to pay interest on an outstanding debt, the serial maturities of principal for serial bonds and the required contributions to an amortization of sinking fund for term bonds.

Debt Service Fund: A fund established to account for the payment of interest and principal on all general obligation debt.

Debt Service Schedule: A table listing the annual payments necessary to meet debt service requirements over the period of time the bonds are to be outstanding.

Defeasance: Termination of the rights and interests of the bondholders and of their lien on the pledged revenues in accordance with the terms of the bond contract for the prior issue of bonds. Defeasance usually occurs in connection with the refunding of an outstanding issue before the final payment, or provision for future payment, of principal and interest on a prior issue.

Delinquent Taxes: Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

Depreciation: 1) Expiration of the service life of capital assets attributable to wear and tare, deterioration, action of the physical elements, inadequacy or obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

Direct Debt: The debt for which the issuing unit has sole responsibility.

Disbursements: Recording accounts payable, reviewing invoices and supporting documents, and making payments to vendors.

Encumbrances: Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an

appropriation and for which a part of the appropriation is reserved.

Enterprise Activity: A revenue- generating project or business which supplies funds necessary to pay debt service or bonds issued to finance the facility. The debts of such projects are self-liquidating when the projects earn sufficient moneys to cover all debt service and other requirements imposed under the bond contract.

Enterprise Debt: Debt which is to be retired primarily from the earnings of publicly owned and operated enterprises.

Enterprise Fund Accounting: Accounting used for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

Expenditures: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposed are made.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Feasibility Study: A report of the financial practicality of a proposed project and financing thereof, which may include estimated of revenues that will be generated and a revenue of the physical operating, economic or engineering aspects of the proposed project.

Federal National Mortgage Association (FNMA or Fannie Mae): One of the two presently existing corporations which formerly comprised the FNMA. As it currently exists, FNMA is a government-sponsored private corporation authorized to purchase and sell mortgages and to otherwise facilitate the orderly operation of a secondary market for home mortgages.

Financial Advisor or Consultant: With respect to a new issue of municipal bonds, a consultant who advises the issuer on matters pertinent to the issue, such as structure, timing, marketing, fairness of pricing, terms and bond ratings. Can provide cash management services and can serve as an agent for the issuer during the pricing of bonds during a negotiated sale.

Fiscal Agent: An agent (usually and incorporated bank or trust company) designated by a government to act for it in any of several capacities in the sale, administration and payment of bonds and coupons.

Fiscal Policy: a government's policy relating to budgeting of expenditures and revenues.

Fiscal Year: A 12-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.

Fixed Asset Management: Tagging and preparing asset ledgers for plant, facilities, and equipment; recording changes in asset status; and conducting periodic inventories of assets.

Full Disclosure: Providing accurate and complete information material to a bond issue, which a potential investor would be likely to consider important in deciding whether to invest. Material

facts that enable the investor to evaluate the credit quality of an issue.

Full Faith and Credit: A pledge of the general taxing power for the payment of debt obligation. Bonds carrying such pledges are usually referred to as general obligation bonds or full faith and credit bonds.

Full Time Equivalents [FTE]: Equal to one person based on a 2080 hours a year.

Fund: An independent fiscal an accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The excess of the assets of a fund over its liabilities, reserves, and carryover.

General Fund: The largest governmental fund, the General Fund accounts for most of the financial resources of the general government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, planning, codes administration, public works and general administration.

General Long-term debt: Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.

General Obligation Bonds [GO BONDS]: Bonds which are secured by the full faith and credit of the issuer. General Obligation bonds issued by

local units of government are secured by a pledge of the issuer's ad valorem taxing power.

General Property Tax: The tax usually levied on real and personal property. This tax is typically levied locally.

Generally Accepted Accounting Principles

[GAAP]: GAAP is a way of reporting. GAAP reporting will enable your government through the use of proper funds, to present more informative

Goal: A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

Governmental Accounting Standards Board

[GASB]: A standard-setting body, associated with the Financial Accounting Foundation and comparable to the Financial Accounting Standards Board, which prescribes standard accounting practices for governmental units in maintaining their financial records and releasing financial data to the public.

Governmental National Mortgage Association

[GNMA or Ginnie Mae]: One of two corporations formerly comprising the FNMA. GNMA is an agency of the Federal Department of Housing and Urban Development empowered to provide special assistance in financing home mortgages and is responsible for management and liquidation of federally owned mortgage portfolios. Its liquidation functions involve the issuance of participation certificates representing beneficial interest in future payments on a pool of mortgages.

Grant: A contribution of assets (usually cash) by on governmental unit or other organization to

another. Typically, their contributions are made to local governments from state and federal governments and made for specified purposes.

Grants Management: Recording grants-related transactions in keeping with grant regulations, and preparing financial reports for grantor agencies.

Gross Bonded Debt: The sum of all General Obligation Debt. Also known as Direct Debt.

Internal Audit: Reviewing financial transactions in both the finance department and in operating departments for compliance with local policy and generally accepted accounting principles.

Internal Control: A plan of organization for purchasing, accounting, and other financial activities which, among other things, provides for separation of duties, proper authorization from responsible officials in processing of a transaction and the arrangement of records and procedures to facilitate effective control.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments of a government on a cost- reimbursement basis.

Investment management: Determining amounts and types of investments to be made, securing quotes from financial markets, and apportioning interest earned to the proper funds.

Investment of Proceeds: The investment of proceeds and other moneys relating to an issue is typically governed by state law and by the Indenture or Bond Resolution.

Inventory: Maintaining custody and records of supplies held in stock for future consumption.

Level Debt Service: An arrangement of serial maturities in which the amount of principal maturing increases at approximately the same rate as the amount of interest declines, resulting in substantially equal annual debt service payments over the life of the bonds.

Levy: (verb) To impose taxes, special assessments, or service charges for the support of government activities. (noun) The total amount of taxes, special assessments or service charges imposed by a governmental unit.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. Note: This term does not include encumbrances.

Liquidity: The ability to convert an investment to cash promptly with minimum risk to principal or accrued interest.

Long-Term Debt: Debt with a maturity of more than one year after date of issuance.

Management Information Systems [MIS]: Management Information Systems is an internal service department that provides computer and telecommunications needs to the other City Departments.

Management Information Systems Equipment Replacement Program [MERP]: The user departments will pay a rental or lease charge that will provide funds for replacement of MIS equipment at a scheduled future date. The rental

rate also includes routine maintenance service much like a commercial leasing company.

Modified Accrual Basis: The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash and/or available revenues which should be accrued to reflect properly the taxes levied and revenue earned.

Moody's Investors Service: An independent service subsidiary of Dun & Bradstreet Corp., based in New York City, which provides ratings for municipal bonds and other financial information to investors.

Municipal Securities Rule Making Board: An independent, self-regulatory organization established by Congress in 1975 having general rule making authority over municipal securities market participants (generally, brokers and dealers).

Negotiated Sale: The sale of a new issue of municipal securities by an issuer through an exclusive agreement with an underwriter or underwriting syndicate selected by the issuer.

Net Direct Debt: With respect to any given Issuer the amount of all outstanding debt of such Issuer (Direct Debt), less the sum of any amounts accumulated in sinking funds for such debt and the amount of such debt that is self-supporting.

New Issue: An issue of securities which is purchased from the issuer and offered to investors, usually on a "when issued" basis, for the first times.

Non-Callable Bond: A bond that cannot be redeemed at the issuer's option before its stated maturity date.

Object of Expenditure: Expenditure classifications based upon the types or categories of goods and services purchased.

Objective: Something to be accomplished in a specific, well defined, and measurable terms, and that is achievable within a specific time frame.

Outstanding: In general as used with respect to the principal of an issue, remaining unpaid.

Pay-As-You-Go Basis: A term used to describe the financial policy of a governmental unit which finances all of its capital outlay from current revenues rather than by borrowing.

Paying Agent: The entity responsible for transmitting payments of interest and principal from an issuer of municipal securities to the security holders. The paying agent is usually a bank and generally provides reconciliation of the securities and coupons paid and similar services.

Payment Date: The date on which interest, or principal and interest, is payable.

Payroll: Generating employee paychecks, deducting and transmitting taxes and other payments, administering insurance and other benefits, and generating required reports.

Pension Administration: Managing contributions to pension accounts, maintaining records of individual employees' account balance, making investments on behalf of pension funds, and disbursing retirement income.

Per Capita Debt: The amount of an issuing municipality's debt outstanding divided by the population residing in the municipality.

Pledged Revenues: The monies obligated for the payment of debt service and other deposits required by bond contract.

Policy Analysis and Research: Evaluation of policy options and recommending policies on revenue generation, financial administration, and financial aspects of operating policies and activities.

Premium Call: A redemption provision which permits the issuer to call securities at a price above par.

Principal (in relation to bond issuance): The face amount or par value of a security payable on the maturity date.

Proceeds/Original Proceeds/Gross Proceeds: The amount paid to the issuer by the first purchaser of a new issue. Gross Proceeds refers to all of the moneys relating to an issue which are subject to Arbitrage limitations and Rebate under the internal Revenue Code.

Public Offering: The sale of bonds to the general public.

Purchasing: Determining source and price of goods and services requisitioned by operating departments; authorizing and monitoring purchases.

Rating Agencies: The organizations which provide publicly available ratings of the credit quality of securities issuers.

Rebate: To pay the United States government amounts earned from the investment of gross proceeds at a yield in excess of the yield on the issue.

Redemption: A transaction in which the issuer returns the principal amount represented by an outstanding security.

Refunding: A procedure whereby an issuer refinances an outstanding bond issue by issuing new bonds.

Refunding Bond: A bond issued to retire a bond already outstanding.

Registered Bond: A bond whose owner is designated on records maintained for this purpose by registrar, the ownership of which cannot be transferred without the registrar recording the transfer on these records.

Revenue Bond: A bond which is payable from a specific source of revenue and issuer with taxing power is not pledged. Revenue Bonds are payable from identified sources of revenue, and do not permit the bondholders to compel taxation or legislative appropriation of funds not pledged for payment of debt service. Generally, no voter approval is required prior to issuance of such obligations.

Revenue Collections: Billing, collecting, and posting revenues from user fees, licenses, fines, etc. Receiving and posting revenue from tax bills; collecting overdue bills. Providing technical support and control to operating departments which collect such revenue.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific

revenue source for some future period, usually a future fiscal year.

Revenue Fund: A fund established by the bond contract of a revenue bond issue into which all gross revenues from the financed project are initially placed and from which the monies for all funds are drawn.

Risk Management: Making determination of issuance coverage, administering payments to insurance companies and administrative services providers; determining and financing liability for self-insured risks.

Serial Bonds: Bonds of an issue which are payable as to principal in amounts due at successive regular intervals, generally annual or semiannual and generally in the early years of the term of the issue.

Special Assessment: A charge imposed against property in a particular locality because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large. Special Assessments must be apportioned according to the value of the benefit received, rather than the cost of the improvement, and may not exceed the value of such benefit or the cost of the improvement, whichever is less.

System Development Charge: A reimbursement fee, an improvement fee or a combination thereof assessed or collected at the time of increased usage of a capital improvement or issuance of a development permit, building permit or connections to the capital improvement. This charge includes that portion of a sewer or water system connection that is greater than the amount necessary to reimburse

the unit of local government for its average cost of inspecting and installing connections with water and sewer facilities.

Tax or Taxes: Compulsory charges levied by a governmental unit for the purpose of raising revenue. Tax revenues are used to pay for services or improvements provided for the general public benefit.

Tax Anticipation Notes [TANS]: Notes issued in anticipation of collection of taxes usually retirable only from tax collections, and frequently only from the proceeds of the tax levy whose collection is anticipated at the time of issuance. A form of short-term financing.

Tax Base: The total property and resources available to a governmental entity for taxation.

Tax Billing: Determining amounts to be billed to individual taxpayers and distribution of bills to each taxpayer.

Tax-Exempt Bond: Another term for a municipal bond. Interest on many municipal bonds is exempt from federal income taxation.

Tax Rate: The amount of tax stated in terms of a unit of the tax base.

Tax Rate Limit: The maximum rate or millage of tax which a local government may levy.

Trustee: A financial institution with trust powers which acts in a fiduciary capacity for the benefit of the bondholders in enforcing the terms of the bond contract.

Underwriters: A dealer which purchases a new issue of securities for resale. Traders with contacts with large bond buyers and ability to price the bonds for sale.

Upgrade: The rising of a rating by a rating service due to the improved credit quality of the issue or issuer.

Utility Billing: Determining amounts of water, sewer, electric bills; sending bills to customers, depositing and posting receipts, collecting overdue amounts.

Vehicle Equipment Replacement Program [VERP]: VERP provides funds for replacement of vehicles at a scheduled future date through user departments paying rental or lease charges. The rate also includes routine maintenance service much like a commercial leasing company.

Working Capital (Designated): An account within the fund balance of the General Fund in which a certain amount of resources were set aside for purposes of maintaining a positive cash flow, shortfalls in the revenue projections, and emergencies during the fiscal year.

ACRONYMS

AV: Assessed Valuation

BERP: Building Equipment Replacement Program

CIP: Capital Improvement Program

CD: Certificate of Deposit

COP: Certificate of Participation

F&BC: Finance and Budget Committee

FNMA: Federal National Mortgage Association (or Fannie Mae)

FTE: Full Time Equivalents

GO Bonds: General Obligation Bonds

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GNMA: Governmental National Mortgage Association (or Ginnie Mae)

MIS: Management Information Systems

MERP: Management Information Systems Equipment Replacement Program

PSERP: Public Safety Equipment Replacement Program

SLERP: Software and Licenses Equipment Replacement Program

TANS: Tax Anticipation Notes

VERP: Vehicle Equipment Replacement